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WLG Quarterly Newsletter – February 2025

Editor's Lens



As we start this new year we benefit from strong foundations and big ambitions for growth and delivery in 2025. We ended 2024 on a high with a fivefold increase in members with a richly diverse sector representation. Last year was about gaining credibility, this year is about harnessing that momentum and being recognised as the catalyst for positive change.

Our calendar of events is plentiful and allows even the busiest of diaries to dip in and out. But with increased desire and growth comes a need to gear-up. My longer term plan was always to tackle regional issues amongst our community and so with this in mind it feels the right time to strengthen our offering with the introduction of Regional Ambassadors who will be supported by Founding Members.

I am delighted to confirm the appointments of Beth Whelan - Data and Transformation Director at Reassured and Isobel Crosse - Head of Financial Care at Santander as WLG Regional Ambassadors.

These ladies will head up the Central Region and you can read more about them and this initiative in the newsletter. Both ladies have a very strong corporate pedigree benefiting from highly compliant and regulatory environments and have valuable, lived experience from their corporate career elevation, along with palpable energy for EDI. I am really thrilled to have them working closely with me on driving the WLG forward.

We have recently participated in 2 white papers, on the built environment. Using these nuggets of opportunity to raise awareness and drive change is vital for lasting impact. One has already made its way into the press and we are hopeful that the second, once launched, will follow suite.

I am thrilled to report that the “Origins of a successful female leader” research project has reached its final phase, and we are now nearing the finishing line in terms of research. The fun now begins writing it all up. A large glass of fizz at the ready when that happens! Pip will be sending out invites for the launch event which we aim to be just before the Summer break.



Vicky Brook, Editor

It has been really encouraging to learn of our WLG partnership programmes and that some organisations are already reaping the benefits. Remember to ask us for our partners details and discount codes where applicable and do keep us informed as these insights are valuable and rewarding in equal measure.

Lastly our What You See, You Can Become, Pink Star campaign officially launches today. Our biggest campaign to date. I am humbled by the incredible stories, read on to find out more.

Here's to a fabulous 2025 for our WLG community, its partners and contributors.

Vicky



P3CL Recruitment Services

Recruitment and Head Hunting

- 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.

Areas we cover:

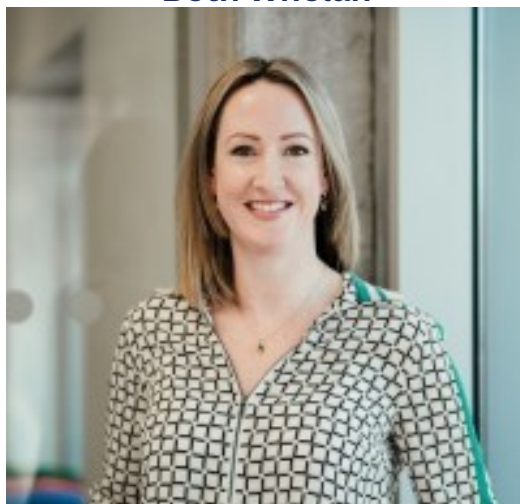
- The North East
- The North West
- Yorkshire
- Midlands
- South East
- London





Introducing Our Ambassadors For The Central Region Nottingham, Derby, Leicester, Coventry and Birmingham

Beth Whelan



I am really looking forward to working with Vicky and Izzie in 2025 to build out a regional strategy and presence.

What does leadership mean to you and how has your leadership style evolved over time?

For me leadership should be about enabling people – understanding their needs, creating an environment of trust and collaboration, removing the blockers so people feel they are empowered and able to be themselves and confident to try new things. The best leaders I worked for supported and guided me whilst giving me space and safety to grow and learn and I would like to try and provide that same balanced approach in my own style of leadership.

Who has been a significant influence or role model and why?

I have been really lucky that early on and throughout my career I had access to a number of role models both men and women who I admired and have learnt a lot from. But the biggest influence in my life was my Grandma – she was inspirational in her approach to life, always open to new experiences and had a never-ending desire for learning. She even enrolled in an Irish history course when she was over 90 years old because I was dating someone from Ireland and she realised she had a gap in her knowledge.

Can you share a book, podcast or quote that inspires you and aligns to your leadership philosophy?

Brene Brown is known for her work on vulnerability, courage, shame and empathy and I personally love all the podcasts she has done as well as her Atlas of a Heart book which is a beautiful book that explores the complex world of human emotions and experiences and provides a practical guide to emotional intelligence and improving communication and relationships.

What inspired you to join the WLG and want to be a regional ambassador?

I was raised by two vocal feminists – they both believed in diversity and equality and my dad was particularly active in his managerial position within the local council to create more equal opportunities for women as he could see the sexism that existed, witnessed the loss of talent as a result and he wanted more for his two daughters. Whilst I think some progress has been made, I have observed that sexism continues to exist (sometimes it's just more subtle and harder to challenge) and we have a long way to go to ensure everyone has equitable opportunities to reach their potential. I am passionate about driving real change and leaving a legacy for future women to have better experiences and for businesses to benefit from a more diverse talent pool.

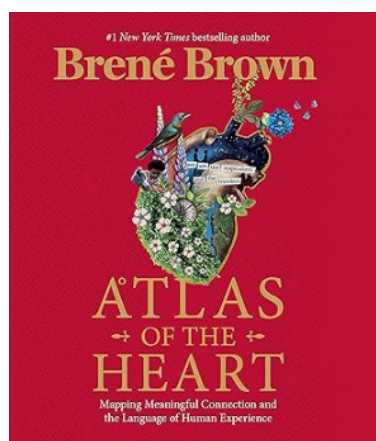
What do you hope to achieve as regional ambassador this year?

I love the work that Vicky and the WLG are doing to make a real difference and I can see there is a gap in the Midlands where I am based to drive more proactive initiatives with businesses and community partnerships to make an impact through a collective voice and an inspiring network –

Exciting times for the WLG and with growth comes the need to scale up. I am thrilled to welcome our first Regional Ambassadors for the Central Region.

We have ongoing dialogue with somebody in the North and Southern regions however, if the role and opportunity is of interest and you would like to co-own this role like Beth and Izzie have, then please do make contact. We are aiming to have a nice blend of Ambassadors from diverse sectors to ensure that we continue to collaborate and break down barriers across the UK and business delivering on National and Regional objectives, Timescales – Beth and Izzie will be starting officially next month and we will look to launch the Southern region in June and Northern Region in September. Each Ambassador will look for the support of Founding Members who will play a hand's on role in supporting in that region with events and such like and gain awareness and support for our initiatives.

To introduce our new ambassadors, I sat down for a Q&A session with them—here's what they had to say!



My favourite quotes by Brene are ‘when we step into the arena, we will get our arses kicked. We will fall, we will fail, we will know heartbreak. We must keep choosing courage over comfort. We must choose to show up rather than armouring up’ and ‘If you are not in the arena also getting your arse kicked, I’m not interested in your feedback.’

Isobel Crosse



Can you tell us a little about yourself and your professional background?

Sure, I'm Izzie Crosse, and I have worked in financial services for the past 10+ years, specialising in collections and recoveries. Currently, I am the Head of Financial Care at Santander, where I lead the financial care customer contact team of c.500 people.

Beyond my professional role, I am passionate about championing women in all aspects of their lives, from the work I do as the chair of the board of trustees for Sirona Homes, a charity providing social housing for women survivors of domestic abuse, to actively supporting initiatives that empower women, mentoring future leaders and driving conversations around inclusion and progression. I love creating environments where women can thrive, challenge the status quo, and shape the future of our industry.

I'm based in the beautiful Staffordshire countryside where I live with my young family.

What does leadership mean to you, and how has your leadership style evolved over time?

For me, leadership is about providing clear direction while creating a safe and supportive environment where my team can grow, challenge themselves, and confidently find their path forward - all with a bit of fun thrown in too. Over the years, my leadership style has evolved from being very hands-on to focusing more on empowering others—trusting my team to take ownership while ensuring they have the right tools, guidance, and support to succeed. I believe the best leaders inspire people to achieve more than they thought possible.

Who has been a significant influence or role model in your leadership journey and why?

Oh definitely my mum! She is a retired doctor, a wife, a mother, and an active member of the community—all roles she juggled with incredible grace and resilience whilst I was growing up. She showed me the power of hard work, compassion, and balance, demonstrating that it's possible to have a successful career while being fully present for family and community. Now, she's excelling as a Granny, bringing the same energy and love to the next generation - albeit with a slightly more relaxed attitude to sugary foods! Her example has shaped my own approach to leadership, showing me how to let people make their own mistakes whilst being there to support and guide when needed.

Can you share a book, podcast or quote that inspires you and aligns with your leadership philosophy?

I adore "Playing Big" by Tara Mohr. I have been particularly impacted over the past few years by the way she discusses yirah - a Hebrew word for a specific type of fear.

Yirah - this is the awe-filled fear we experience when stepping into something bigger than ourselves—when we are growing, expanding, or stepping into a calling. Mohr encourages women to recognize yirah as a positive and necessary part of playing big. Instead of interpreting it as a signal to retreat, she suggests embracing it as evidence that we are moving toward meaningful impact.



This shift allows women to step into leadership roles, speak up, and take bold action with greater confidence.

What's one thing you hope to achieve as a regional ambassador in the next year?

I am looking forward to working with Vicky and the team to grow the network by connecting incredible women with one another. I believe that when talented, passionate people come together with a shared purpose, real change happens—whether that's through mentorship, collaboration, or simply having a space to support and inspire each other. I want to create opportunities for women to build meaningful connections, amplify each other's voices, and collectively shape the future of leadership.

The Role of a WLG Regional Ambassador

- Deputise at National meetings
- Chair regional events
- Promote WLG and expand the regional community network
- Assist the Chair with strategic initiatives and/or new product offerings
- Assist the Chair with strategy to attract sponsorship for newsletters, event sponsorship, guest speakers etc. (Currently P3CL covers all costs of the WLG without any external support and this isn't sustainable as we grow).
- Comment on white papers and such like including media requests
- Contribute to the Newsletter including regional page content
- Help promote WLG in the business community regionally and nationally when necessary.



The methodology came from Vicky Brook - Chair WLG's, love of the Olympic games and the power of seeing the faces of the athletes ultimately learning about their stories, their journeys to becoming Olympians. She had a light bulb moment for the WLG, following numerous dialogues around how we can showcase role models in our respective sectors. And so the Pink Star campaign was born. This campaign will in essence replicate the Olympic Games vision and I hope will empower other women to reach for the stars and have more confidence in knowing what is possible despite personal or professional diversity.

This initiative shines a light on some of the incredible women in our WLG community who have progressed despite barriers, some overcoming personal and/or professional diversity, proving that representation matters. By showcasing real success stories, we aim to inspire, empower, and reaffirm trust that obstacles can be overcome. It's our personal gift, if we have the right support, culture and personal resilience.

We need your support! We're calling on businesses, leaders, and communities to help us highlight even more "Pink Stars", women who are breaking boundaries, driving change, and paving the way for others, role models. The more Pink Stars we showcase, the bigger the impact we can create together.

Join us in making this movement unmissable. Let's amplify these stories, build visibility, and show women everywhere that "What you see, you can become".

#BeAPinkStar #IAmAPinkStar #OurPinkStar ★

To get involved or nominate a Pink Star in your network, reach out to us today - vicky.brook@p3cl.co.uk or pippa.shirley@p3cl.co.uk to obtain the media assets to get involved.

Instructions

★ Step 1 – Launch

Here today!! We have kickstarted the campaign. It's no coincidence that our campaign will commence with 13 stars (Vicky's lucky number (Pippa fact also Taylor Swift's lucky number))

★ Step 2 – Person Reveal

Each week I will post on LinkedIn a selection of Pink Stars, ultimately revealing our 13 incredible Women from the WLG who have taken part. **Your call to action is** to like and repost showing your support to the campaign.

★ Step 3 – Share!

If the Pink Star is "you" please share the post within your organisations, so we get these conversations going internally. Use the pink star "blank asset" with the hashtags - #beapinkstar #iamapinkstar #ourpinkstar #WLG, #whatyousee you can become #rolemodel #inspire as a minimum, but you will note that on each of our Pink Stars there are those that are relevant to the particular person, to create your own branded Pink Stars for your team and business. The idea is to cascade the reflections and recognition across business sectors and organisations, to help inspire other women to reach for the stars.

Please do get in touch if you have any questions.

Together Let's get the WLG, Pink Star "What You See, You Can Become" campaign trending!

Date of Reveals

Week 1 24th February – Wed (Caroline Gumble), Thurs (Tina Chander) Fri (Katie Barber)
Week 2 3rd March – Tues (Karen Brookes), Wed (Beth Whelan), **Sat (International Women's Day)** (Jennifer Jarvis)
Week 3 10th March – Mon (Vicky Brook), Wed (Jasmin Rehman), Fri (Isobel Crosse)
Week 4 17th March – Mon (Daphne Belt), Wed (Zoe Odusina), Fri (Julia Gregory)
Week 5 24th March – Mon (Julia Stichling)

But this isn't the end of the campaign—it's just the beginning. With your support, we can keep the momentum going and make a lasting impact.

P3CL Ltd - Abi's our Pink Star - an example of what we will be posting after Vicky Brook's Pink Star has been released

Abigail O'Reilly
Candidate Engagement and Aftercare Specialist
P3CL Ltd

Since leaving school I was propelled straight into the hair industry. Being a Hair Stylist was all I ever knew and don't get me wrong; I loved what I did! However, after time I found myself at the height of my career with no more room for growth, feeling unfulfilled and thinking surely there must be more. The problem is when you have spent so long within a limited field, knowing you're capable of so much more but unsure of what that "more" is, not to mention the big factor of "confidence" it is so easy to stay put, the thought of the unknown too terrifying. Stepping out of your career comfort zone is huge yet all the while I knew it had to be done.

During this time, I became a mum to two beautiful boys which only heightened my sense of career responsibility not only did I have my own personal craving for change, but I also faced being unable to put my family before my work life, I longed for balance alongside a career that was not restricted enabling me to become a true provider for my family in more ways than one! That in itself was the rocket fuel I needed; it wasn't just about me anymore. This gave me the confidence and courage to not just think but do, and wow was it the best decision I ever made!

I am now an AREC Candidate Engagement & Aftercare Specialist at P3CL, and I am loving every second. Yes, it was daunting going from knowing everything to learning from the ground up, but that is exactly what I was searching for - the room and opportunity to grow. I am so lucky to be learning from some of the most talented and influential women within this industry and if I can be half as remarkable as they are, I will count myself victorious!



Prioritizing Mental Health in Leadership: Lessons from the Women's Leadership Group Podcast

In a recent episode of the Women's Leadership Group podcast, host Vicky Brook welcomed two passionate advocates for mental health in leadership: Chas Howes, former CFO of Superdry and now Author, Speaker and Host on Fubar Radio - titled Just Not Good Enough and Chris Hopkirk, founder of The Business of Mindfulness. Together, they explored the unique challenges leaders face with mental health, the stigma of vulnerability in the boardroom, and practical strategies for change.



Breaking the Stigma

Chas candidly shared his career journey, reflecting on how the intense pressures of leadership roles, coupled with personal challenges, took a toll on his mental health. From leading Superdry's IPO on an accelerated timeline to navigating a culture shift in the boardroom, the pressure to maintain an unflappable façade was overwhelming. For Chas, the fear of being seen as weak or incapable kept him from speaking out, even as his mental health deteriorated.

Chris highlighted how this fear is pervasive among leaders. Often, behavioural changes such as irritability, withdrawal, or erratic decision-making are ignored or misinterpreted, leaving issues unaddressed. He emphasised that acknowledging vulnerability, especially at the leadership level, can help break the stigma and create a healthier work environment.

The Role of Culture and Leadership

The conversation turned to the boardroom culture. Chas recounted how toxic behaviours such as bullying and aggression, can demoralise teams and lead to disengagement. He stressed that board chairs and HR directors must take responsibility for creating a psychologically safe environment where all members feel respected and valued.

Practical Strategies for Leaders

Both guests shared practical takeaways for leaders and organizations:

Set Behavioural Standards:

Boards should agree on a standard of behaviour that prioritises respect and constructive communication.

Embed Mental Health Awareness:

Board members should receive training on recognising mental health challenges and fostering an inclusive culture.

Encourage Vulnerability:

Leaders who share their struggles can create a ripple effect, making it easier for others to seek help.

Tailor Personal Strategies:

Whether it's therapy, exercise, or mindfulness, leaders must find and commit to practices that support their mental well-being.

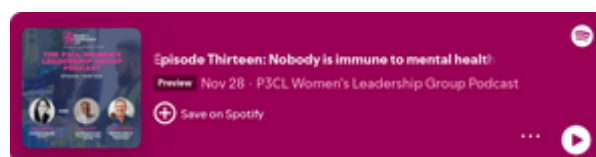
Chris added that leaders set the tone for the entire organization. A toxic boardroom culture can cascade down, influencing middle management and affecting the well-being and productivity of employees. Conversely, a positive culture, where mental health is prioritised, fosters loyalty, engagement, and better business outcomes.

A Call to Action

The podcast concluded with a powerful message: Mental health is not a weakness; it is part of being human. Chas and Chris called on leaders to embrace vulnerability, prioritise their well-being, and advocate for a culture of openness and support.

As Chas aptly put it, "The environment you work in is part of the equation, but so much of your mental health journey is about finding what works for you and making it a priority."

To listen to the podcast, please head to:-



Chas' radio programme can be found here [Just Not Good Enough | FUBAR Radio](https://www.fubarradio.co.uk/just-not-good-enough)

and if you are interested in finding out more on Chris' business Mindfulness UK, click here - <https://mindfulnessuk.com/>



At 85 years young, Daphne Belt is the embodiment of resilience, determination, and the power of starting anew. Having completed an incredible 80 triathlons to mark her 85th birthday, Daphne's story challenges us to rethink our perceptions of age, health, and personal limits.

In an engaging conversation on the Women's Leadership Group podcast, Daphne shared how she transitioned from a non-sporty childhood to becoming an international triathlete, starting her journey at the age of 50. Her achievements include multiple World and European Championships and her recent effort to complete 85 triathlons to raise funds for prostate cancer.



What Can Leaders Learn from Daphne's Journey?

Health is Key to Leadership

Daphne's journey underscores the importance of physical health in fostering mental clarity, resilience, and sustained energy—qualities every leader needs. She reminds us that a "healthy mind is a healthy body," and vice versa.

It's Never Too Late to Start

Whether it's running, swimming, or pursuing a new career goal, Daphne's story proves that you can always begin, regardless of age or current fitness level. As Daphne says, "Start slow, set objectives, and know that it's achievable."



It's Never Too Late: Lessons in Resilience and Health from Triathlon Superhero Daphne Belt

Progress, Not Perfection

Daphne began her fitness journey with modest goals—running between lamp posts and learning new skills like front crawl swimming. This gradual approach highlights the importance of pacing yourself and celebrating small victories.

The Power of Support and Community

From training with her husband to encouraging others at triathlons, Daphne's story reminds us that community and shared goals can amplify our successes.

Purpose Drives Action

Daphne's commitment to raising awareness for prostate cancer shows how aligning personal goals with a meaningful cause can deepen motivation and create a lasting impact.

Inspiring Change in Our Own Lives - Daphne's story isn't just about triathlons—it's about finding the strength to reinvent yourself. Whether you're navigating boardroom challenges or personal health goals, the principles of resilience, self-belief, and consistent effort apply universally.

Her practical advice for getting started:

Run (or walk) between lamp posts—a simple way to ease into physical activity.

Adopt a healthy diet—reduce processed foods, focus on vegetables, and consider intermittent fasting.

Find your tribe—train with friends or family to stay motivated.

Set realistic goals—and celebrate milestones along the way.

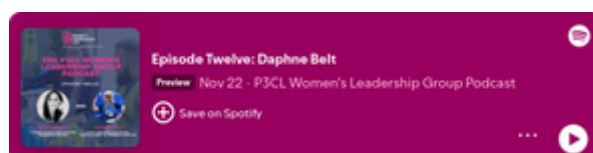


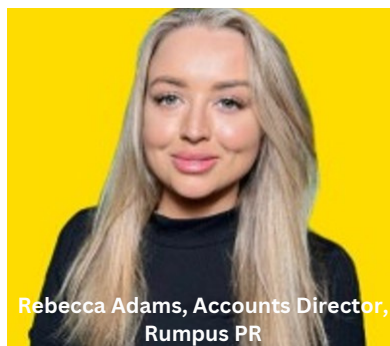
Your Leadership Health Challenge

Inspired by Daphne's story? It's time to set your own goals:

- **Identify one small change** you can make this week—whether it's a short daily walk, a healthy meal, or joining a new fitness class.
- **Share your journey with the Women's Leadership Group** community to encourage others.

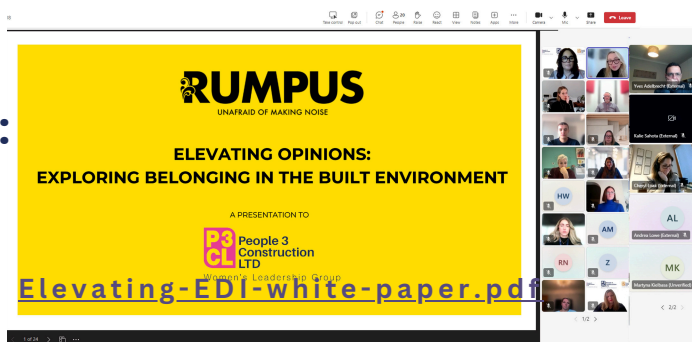
Remember, as Daphne shows, it's never too late to begin.





Rebecca Adams, Accounts Director,
Rumpus PR

Elevating Opinions: Exploring Belonging in the Built Environment



Last month the (WLG) Women's Leadership Group teamed up with Rumpus to discuss the findings from their recent White Paper: **Elevating Equality Diversity & Inclusion**. The event included expert opinions from Vicky Brook – Chair of the Women's Leadership Group and founder of People 3 Construction Ltd, Nicola Hodkinson – owner director of Seddon, Mark Harrison – Head of EDI Transformation at CIOB, Tina Chander – Partner & Head of Employment Law at Wright Hassall LLP and Ellie Jenkins – Partner at the B Corp certified consultancy, Akerlof.

Hosted by Rebecca Adams – Account Director & EDI lead at Rumpus, discussions explored a range of subject areas including, perceptions of EDI in construction, EDI as a solution to the skills crisis, the move beyond tokenism and inclusive data. At a time when EDI is increasingly coming under fire, taking the time to share barriers and solutions in a collaborative format was welcomed by those attending the event.

As part of these discussions, experts shared practical pathways to success for businesses looking to embed EDI into their operations.

Make leadership accountable

A successful EDI strategy must start at the top. Vicky emphasised the need for leadership accountability:

"Make every director accountable. Make them responsible for at least one positive action on your EDI roadmap. Reward employees on EDI delivery within their teams by integrating it into appraisals. Be honest about where you are and where you want to be, and include employees at every level in shaping the strategy."

Why it matters:

When leaders actively champion EDI, it fosters a culture of inclusion throughout the organisation. Plus, accountability ensures EDI is seen as a business priority, not just an HR initiative.

Actively lead by taking personal responsibility

Ellie stressed the importance of going beyond just policy change:

"We can have all the policies and all the training, but we all have to take personal responsibility for putting them into action. Being part of the change for the future we want to see is critical."

Why it matters:

Policies alone don't lead to real change, the action of EDI it must be woven into everyday decisions. Employees will look to leadership for cues on what truly matters within a business, so leaders must be the change they want to see.

Appoint a taskforce

To ensure EDI efforts are not just top-down, Tina gave some recommendations for businesses wanting to generate diverse perspectives:

"If you don't already have one in your organisation, introduce an EDI or culture committee. This should involve staff from all different tiers within your business."

Why it matters:

A diverse committee ensures EDI initiatives reflect the entire workforce, not just what leadership feel is appropriate. In addition to this, committees can act as safe spaces for dialogue and innovation hubs for inclusion strategies.

Tell your story – no matter how small

EDI should be a positive, engaging, and rewarding part of workplace culture. Nicola highlighted the importance of celebrating your wins:

"Celebrate differences and share your successes -

tell your stories. No matter how small or insignificant they seem, they will be significant to others. Make it inclusive by sharing diverse perspectives. But most of all, make it fun. The minute you focus too much on policies and data, people can switch off. At the end of the day, this is about human beings."

Why it matters:

Storytelling humanises EDI and makes it more relatable and engaging, while a positive, inclusive culture attracts and retains talent, helping to alleviate workforce shortages.

Make the business case for EDI

As EDI efforts face increasing scrutiny, Mark stressed the importance of making the business case clear:

"Efforts to promote fairness and equity are facing criticism from some powerful and wealthy people right now. One way to respond is to show that improved inclusion and accessibility benefit everyone. For example, we are currently working on suicide prevention that disproportionately affects men of a certain age group. I've learnt much from a female psychologist who helped break down resistance in traditionally male-dominated environments such as the Army and Firefighting services. She achieved this by getting the men to talk about their own mental health. Once they saw the relevance, they became strong advocates."

Why it matters:

Research consistently shows that diverse teams drive better decision-making, innovation, and financial performance. Many resist EDI due to misconceptions - linking it to business success and personal well-being can shift those perspectives.

A call to action for construction leaders

For the construction industry, EDI is not just about compliance - it's about building a stronger, more sustainable workforce. The sector's challenges, from the skills shortage to employee retention, can be addressed through inclusive leadership, personal accountability, and a positive culture shift.

By embedding EDI into everyday business operations, celebrating diversity, and holding leadership accountable, construction companies can attract top talent, improve retention, and drive business success. The industry has a unique opportunity to lead by example - now is the time to act.

RUMPUS
UNAFRAID OF MAKING NOISE

CIOB

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Construction
LTD

Recruit Retain Reward

Seddon

P3 CL People 3
Construction
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Women's Leadership Group

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Author Foreword

The construction industry is under constant scrutiny in the media as a pivotal part of the future of the UK. Whilst it's not traditionally thought of as an industry that focuses on more people-led initiatives, it employs a huge number of men in the UK. The role of men is changing. Fathers play a different role at home to those of previous generations, which is no different in construction. This need to change pressures an already precarious workforce, one that has not yet recovered from Brexit. It's easy to dismiss initiatives associated with out-of-work life for those who have spent their lives on building sites, but the reality is that times are changing. Attitudes are changing. People are changing. Work-life balance is no longer a nice to have. Flexible working is the number one demand for working parents and one of the hardest things to achieve in construction, so the problem is not easily solved. It requires creative thinking, investment and open minds. There is also more to it than just flexible work patterns. In order for changes to be successfully implemented, like every company that Careers After Babies works with, the focus needs to be on culture. That is the people and their attitudes. Flexible working policies alone will never be enough. Support from every level of the organisation combined with cultural change will be key to changing the industry. It has been a pleasure to work with the forward-thinking organisations that came to the table for this report. There is a clear appetite to undertake the challenge of making building sites more family friendly. We're excited to work with the industry on this next period of change. With the right thinking and attitudes, there is no doubt that the industry can turn a corner if we continue to see experimentation and creativity from those employed. Together we have the power and knowledge to change the landscape forever. I hope that many more people will feel inspired to tackle the issue of female retention using the practical advice we have included in this report. And I hope that when you need help, you will ask for it. Jess Heagren Author Founder of Careers After Babies jess@careersafterbabies.org <https://www.careersafterbabies.org>



Keep an eye on LinkedIn for the announcement of our collaborative White Paper launch and live virtual event with Careers After Babies!

How to Make Construction Sites More Family Friendly

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.



Partners Foreword

I have spent the last 6 years of my career in the construction sector in people centric leadership roles and consultancy continuously championing positive action. I have always advocated for inclusion for all minority groups, and in more recent times with a focus on supporting more Women into leadership roles through P3CL Women Leadership Group that I launched in 2023. The Construction sector needs to hire a staggering 251,500 more workers by 2028 (CITB) and unless we hire with a diverse mindset, unless we support working parents, single parents, carers, grandparents and nurture inclusive cultures, and adopt a progressive hiring methodology we will simply not succeed. It is well researched that businesses enriched by a hard-working diverse work force are more financially stable, successful, innovative, they have enhanced attrition rates, and company cultures and have an improved attraction for GenZ's who prioritise organisations who evidence diversity. The construction site phase is the most challenging environment to conquer and introduce high levels of flexible working for all sorts of reason which this report highlights, but there are steps we can take. We recognise some great initiatives that some organisations in sector have trialled in recent years which are starting to shift the dial, and we support continuous collaboration and lesson learnt to enable more progress for the betterment of the sector as a whole. Together we can effect change, and pave the way for future generations to see construction as a progressive and diverse sector of choice.

Vicky Brook

Chartered Fellow FCIPD, FREC Founder of People 3 Construction LTD
vicky.brook@p3cl.co.uk



Recruit Retain Reward Women's Leadership Group



<https://www.careersafterbabies.org/>

Stay tuned for our June Women's Leadership Group event in Manchester, where we'll be bringing both the Careers After Babies and Rumpus White Papers together for a thought-provoking debate. Follow us on LinkedIn for updates!



Menopause, Cancer and the Power of the Right Support

Dr Katie Barber
BSc BM BCh MRCGP DRCOG, DFSRH
GP, Director and Menopause Specialist at The Carriage House Clinic and Oxford Menopause.

Every day, I meet women with debilitating menopause symptoms, every week at least one of those women say that they have been unable to access help for a variety of symptoms associated with menopause, often aggravated by the effects of cancer and its treatment. They are aware hormone therapy isn't necessarily recommended for them but have not been offered any other options to help them manage their menopause journey so they can continue to enjoy life with their family, friends and thrive at work.

Christina* is 49. Diagnosed with breast cancer at the age of 45, she underwent surgery (mastectomy – removal of her breast) with radiotherapy, chemotherapy and was taking tablets which suppressed any effect of the oestrogen her body was still producing (Tamoxifen). She had typical menopause symptoms - flushes and night sweats but she was coping with these reasonably well, for her, crippling insomnia, joint pains and fatigue were significantly affecting her personal and work life.

*details have been edited for confidentiality



She had been advised HRT was not recommended due to an increase in the chance her cancer could recur and one of her doctors had said she just needed to 'suck it up', that her symptoms were one of the side effects of surviving cancer!

Crying throughout her consultation where she described feeling suicidal and that both job and her marriage were on the brink of collapse, I explored her symptoms, how they impacted her day-to-day life and then discussed a range of non-hormonal options she could try to improve her symptoms, quality of life and general ability to function.

When she returned for review a few months later, a smile appeared on her face after she sat down opposite me. She opened with 'I thought what you suggested was never going to work but I decided to give it a try!' She then described how her symptoms had improved significantly, and while not entirely resolved, she had started to sleep, return to exercising regularly and life in general was getting back on track. Throwing her arms around me as she stood up to leave, we were both grinning from ear to ear as she left the room, a reminder for me of why I love my job so much.

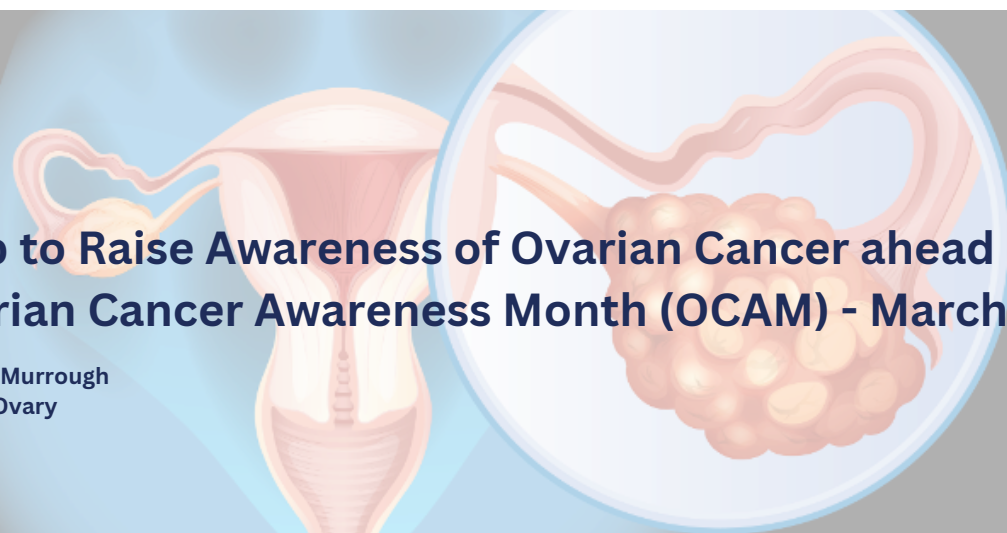


Katie is a recognised British Menopause Society menopause specialist. She leads the NHS Community Gynaecology Service in Oxfordshire and launched Oxford Menopause in 2020, a private menopause and women's health service which expanded in 2024 with The Carriage House Clinic, providing private GP services for all. In 2022 Katie was elected to the British Menopause Society medical advisory council



Help to Raise Awareness of Ovarian Cancer ahead of Ovarian Cancer Awareness Month (OCAM) - March

Craig McMurrough
AKA Mr Ovary



A bit about me, Craig, AKA- Mr Ovary

It's probably not every day you see a picture of a man dressed in a rather large ovary costume, let alone an ovary costume running a marathon, so allow me to explain who I am and why I dress like this! I'm Craig, but for these last 8 years I've been better known as Mr Ovary, which stems from the fact that back in 2016 I sadly lost my sister Cheryl to Ovarian Cancer.

I was extremely close with my sister, as was all of my family, so her loss at the age of just 43 to a disease that typically affects older people (although not exclusively) was incredibly tough to process. During my grief, I knew I had to do something to honour Cheryl, as well as make a positive impact on the world, which is what eventually led to me venturing all over the country in an Ovary costume to raise money and awareness for Ovacome and Ovarian Cancer.

So – what exactly is Ovarian Cancer?

Unfortunately, Ovarian Cancer is a disease that is often tricky to spot at first, meaning when it's diagnosed it is typically already Stage 3, which makes it a lot harder to treat effectively. Over 7500 women in the UK are diagnosed every year, and about 1 in 50 will receive a diagnosis in their lifetime. Despite these staggering figures, awareness is nowhere near as high as we need it to be. There is also no recognised screening programme, which means getting a diagnosis in itself can be difficult. The good news however is that there are people out there working towards raising awareness of the disease and supporting those that have it, which is where Ovacome comes in.

Ovacome's work

Ovacome is the UK's ovarian cancer support charity and have been providing personalised support and information to those diagnosed with ovarian cancer and their loved ones since 1996. They are at the heart of the ovarian cancer community and as a membership charity, work directly to meet the needs of those affected by the disease.

After Cheryl's death I found Ovacome and discovered that the much needed work they were doing aligned with what I wanted to achieve going forward – raising both money and awareness in order to tackle ovarian cancer head on. Over the last 8 years, they have helped and supported me and Mrs Ovary (yes there's two of us!) as we've looked to fundraise as much as we can for the Charity while raising all important awareness. To date we have raised over £70,000, and are determined to raise even more. One of the key parts of raising awareness with Ovacome is spreading the message of their B.E.A.T acronym.

Recognise the
signs of ovarian cancer.

B.E.A.T.

- B** is for **BLOATING** that doesn't come and go.
- E** is for **EATING** difficulty and feeling full more quickly.
- A** is for **ABDOMINAL** and pelvic pain you feel most days.
- T** is for **TOILET** changes in urination or bowel habits.

0800 008 7054
www.ovacome.org.uk

B.E.A.T. – A straightforward message with a powerful impact.

As I mentioned before, one of the key problems we're facing with ovarian cancer is that it's very tricky to spot symptoms, but there are some common signs or symptoms that are often passed off or ignored. Using B.E.A.T. it's much easier to remember some of the key things that can be a symptom of ovarian cancer

ovacome..
ovarian cancer



If you would like to make a donation, please head to the fundraising page at <https://www.ovacome.org.uk/donate/support-ovacomes-work/5/credit-card>



Cheryl's Legacy

Aside from all of the wonderful positive things that I've already mentioned, fundraising with Ovacome has also allowed me to keep Cheryl's memory alive and cement her legacy. Cheryl was one of the kindest and most empathetic people I've ever known, and she always left a positive impression on all those she encountered. Through her work as a Speech Therapist and within the NHS she gave the best of herself to others, and had a genuine drive to help people, which I think has subsequently inspired me to do my part in trying to raise awareness of ovarian cancer and help others in whatever way I can.

Our Chez – Cheryl 1972-2016



How can you help?

This leads me on to you, the reader! While I've been running marathons for years, there are many other (less painful!) ways that you can help raise money and awareness around ovarian cancer. The spectrum of potential fundraising opportunities is virtually endless - from skydiving to walking, coffee mornings or bake sales, there really are opportunities for everyone!

Why should I fundraise you might ask?

Well, aside from raising money and awareness for a great cause, I've found fundraising to have an incredibly positive effect on all aspects of my life. It's allowed me to be proactive and know that I'm making a positive impact on the world, while also connecting me to a fantastic community of people. If you're looking for something to give you a sense of purpose or drive, I really recommend giving fundraising a go!

Ovacome can help facilitate any fundraising efforts you might want to take on and you can contact their fantastic team by emailing fundraising@ovacome.org.uk or calling 07767 619462. They also have some expert advice and top tips for fundraising featured on their website here: <https://www.ovacome.org.uk/fundraising-tips>.



Dates for your Diary

With Ovarian Cancer Awareness Month coming up in March, I think it's a great time for anyone to get involved with fundraising. One potential event that would be great to see more participants in is The Womens Run Series, which has events all across the country at different points this year. The first event is particularly timely, taking place in London on Saturday 8th March – International Women's Day, and would be a fantastic opportunity



Check out Craig McMurrough's fundraising page
[ovacome.org.uk](https://www.ovacome.org.uk)

for individuals or teams of women to come together and give it a go! You can sign-up through Ovacome's website to make things even easier, as well as find out about further dates in Manchester and Newcastle.

If you're interested in following myself and Mrs Ovary, you can catch us at one of our many scheduled running dates this year:

Cambridge Half Marathon – 3 March 2025

Zurich Half Marathon – 13 April 2025

Sydney Marathon – 31 August 2025 (TBC)

Great North Run – 7 September 2025

Great South Run – 19 October 2025

The Takeaway

Out of everything I've been fortunate enough to have contributed to this edition of Women's Leadership Group Newsletter, I really hope you take away some new knowledge about ovarian cancer and hopefully have a better understanding of the desperate need for us to raise awareness. Every conversation started, leaflet shared, fundraiser or donation shifts us closer to a future where everyone knows the signs and symptoms of ovarian cancer. The earlier ovarian cancer is diagnosed, the better its outcomes.



Reflection and Review is always on my agenda for personal and professional reasons.

Vicky Brook
Founder and Business Lead P3CL, Chair and founder
of P3CL WLG - Women's Leadership Group

I am always on the hunt for new ways of assessing teams, people, talent and am fascinated by the contributions we all make in team and company performance and in finding tools that help us access talent pre or post hire to deliver, and work effectively as a team.

A good place to access a new offering is on yourself as at my ripe old age and having been assessed inside and out, I think I have a pretty good idea now of what my drivers are and where I can add value to people and business, and more importantly, what turns me off!

I grew up as an HRD with Belbin Team roles and would assess team members with unconscious labels of Plant, Shaper, Implementer, Completer Finisher and the like. My teams excelled with the knowledge of the contributions they each played and when hiring we could easily identify the Belbin role we needed to find.

I have personally been subjected to Egon Zehnder, Hogan (HPI), Thomas International, and Belbin, and more recently Insights which I selected for my research project, but never The GC Index. I have to confess that I hadn't even heard of it until I was introduced by a mutual acquaintance to a lady by the name of Ruth Bailey - Founder of The Cause Effect.

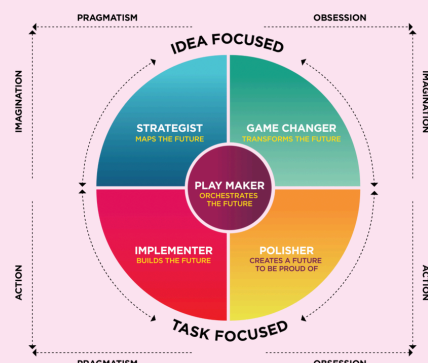
Ruth is a GCologist and helps businesses by evaluating their employees from a positive lens, honing in on the ways in which they feel most engaged and comfortable in making an impact. Allowing the employee to understand their strengths and value to their business and enabling them to maximise their contribution in their team and organisation. Even the initials GC got my interested as it stands for **GAME CHANGER**.

The GC Index talks about ones "proclivities". They state that research shows that people differ when it comes to their proclivities for making a positive impact on their world.

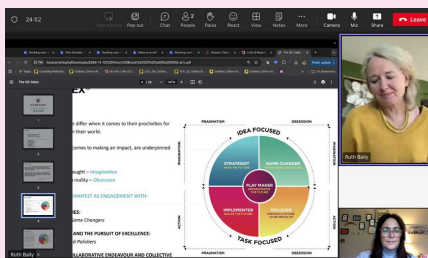
These differences, when it comes to making an impact, are underpinned by an individual's: Capacity for original thought – **Imagination**. Drive to turn ideas into reality – **Obsession**.

These differences are manifest as engagement with:

Ideas and Possibilities: Strategists and Game Changers
Tangible Outcomes and the Pursuit of Excellence: Implementers and Polishers
A Drive to Create Collaborative Endeavour and Collective Contribution: Play Makers



We started by looking at the higher scores in my GC Impact Profile. These proclivities will come together to shape the way in which you best want to make an impact i.e. your Impact Style. You will be at your most impactful when you have the skills needed to channel your proclivities into the contribution you want to make in your world.



At the beginning of the session Ruth asked me to:-

Reflect on work-life and broader life. Can you describe the experience you get when you feel you are at your best?

Some people call this 'when they feel they are in a state of flow', (e.g. I feel energised when I can shine, I have achieved xyz, and have delivered something of very high quality, I have helped someone solve a problem, when I have had feedback that I have done a great job...)

When you experience this state, what sorts of things are you doing?

What is there to observe and how is your energy ignited?

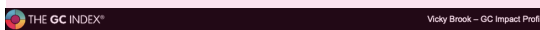
What does that look / feel like ?

How do you have impact ?

What will others observe ?

And how does your energy ebb and flow?

There is also data for us when our energy drains away, what activities, moments, circumstances cause this to happen? (e.g. Is it engagement, listening to others, is it over the detail of matters, is it being exhausted, is it dealing with conflict or negativity and so on...)



YOUR PROFILE SCORES UNDERSTANDING YOUR PROFILE

HAVING THE GREATEST IMPACT IN YOUR ORGANISATION

You have high scores for Implementer, Polisher and Play Maker. Implementers, at their best, bring drive and urgency to getting things done with a practical and pragmatic focus. You are likely to be seen as a 'left foot off the ground'.

Indeed, your profile also suggests a conscientious nature with, at times, a drive to get things done to a high standard when it matters – your Polisher proclivity.

Play Makers are at their very best when they deliver effectively through others – facilitating debate and decision-making in a way that seeks consensus and removing people of their commitment to the team.

Your Game Changer score suggests that you will be open to new ideas and possibilities. You may enjoy being creative and a part of leading edge projects but with a focus upon practical problem solving; the combination of your Play Maker, Implementer and Game Changer proclivities.

Your Strategist score suggests that you will look to others for strategic direction although the 'why' of action is likely to be important to you.



Creativity and innovation

As a Play Maker you are likely to be at your best when facilitating the generation and evaluation of new ideas.

Getting Things Done

Your Implementer and polisher proclivities will have most impact in organisations when underpinned by good organisation skills and disciplines.

Maximising your Impact - the Power of Team Work

You are most likely to thrive in organisations that values team work, collaboration and a sense of shared endeavour. Given your three highest scores a sense of collaborative shared endeavour will be important to you, getting things done in a team that is pulling together and taking pride in it's efforts and achievements.

Your balance profile suggests that you will be a role model for team work. Play Makers by definition understand the power of team work.

Above you will see a snippet of my GC Index feedback, some minor points, but I can certainly recognise myself in them as I don't thrive in organisations that are politically biased or where there isn't a sense of team work, can do and collaboration isn't welcomed.

“Loved this high standards, wanting the best from ideas, products, businesses, people all with purpose, energy for new ways through things profile ...all with and an urge to listen and orchestrate / connect people to your core of growth. Lovely and so visible in all that you do in your work.”
Ruth Bailey
ruthbailey@thecauseeffect.com

My reflection

From my experience, I see the GC Index as most similar to Belbin Team roles. Enabling businesses to optimise the roles individuals play within teams and across their organisation. In my opinion this empowers companies to align talent with strategic goals, improve team dynamics, enhance leadership effectiveness, and foster a culture of collaboration and innovation.

It also benefits from a natural coach led methodology which I personally favour. Furthermore as with everything the assessor and coach is what brings it all to life and harnesses credibility. Ruth was efficient with time, informative and personable. I would recommend our WLG community who are looking to get more out of their Teams from a delivery perspective or perhaps where teams are merging or where you have taken on new leadership responsibility to have a look at GC Index and reach out to Ruth. Thanks Ruth #togetherwecanachievemore



EMPLOYMENT LAW - WHAT'S ON THE HORIZON?

Charlotte Meekin, P3CL Ltd

The new Labour government has promised some big changes to the employment law landscape. The governments much anticipated "employer rights bill" published in October 2024 introduces extensive reforms designed to improve workers' rights and are predicted to be the most significant changes to employment law seen for decades. In this edition I will highlight what I think are some of the key changes that employers should be starting to think about, but before we dig deeper into what these changes are, lets first look at the changes to statutory rates coming into effect from 6th April 2025.

Increases to National Minimum Wage

- Individuals aged 21 years and over – the rate will increase to £12.21 per hour
- Individuals aged 18 – 20 years – the rate will increase to £10.00
- Individuals aged 16 – 17 years (including apprentices) – the rate will increase to £7.55 per hour

Statutory pay rates for **Maternity, Paternity, Adoption, Shared Parental & Parental Bereavement** Pay will increase to £187.18 per week.

Statutory Sick Pay (SSP) will increase to £118.75 per week.

Employer National Insurance:

Starting 6 April 2025, changes to Employer NICs include:

Rate Increase: The main rate for secondary Class 1 NICs (employer contributions) will rise from 13.8% to 15%.

Threshold Reduction: The threshold at which employers begin paying NICs will decrease from £9,100 to £5,000 per year.

To mitigate these increases, the Employment Allowance will be enhanced:

Availability: Extended to all employers, removing the previous restriction limiting it to those with an annual NICs liability of less than £100,000.

Allowance Cap: The maximum amount employers can save through the allowance will increase from £5,000 to £10,500.



Charlotte Meekin, Virtual HR Manager and Talent Acquisition Consultant, P3CL

We also anticipate that the new Neonatal Care (Leave & Pay) Act 2023 will come into effect from April 2025, here is an overview of the new legislation:

The Neonatal Care (Leave & Pay) Act 2023

The act supports parents of babies needing specialist care and was given Royal Assent in May 2023, it is expected to come into law from April 2025.

What is it?

- Statutory right to up to 12 weeks paid leave for parents of babies requiring neo natal care.
- Neo natal care leave will be a day one right however neonatal care pay will be subject to having at least 26 weeks continuous service with an average weekly earning over the low earnings threshold (currently £123/week increasing to £125/week in April 2025)
- Eligibility – applies to parents of babies admitted to neonatal care for at least seven consecutive days within 28 days of birth.



The Employment Rights Bill – what's on the horizon?

Introduced in October 2024, the bill proposes extensive changes to workers' rights, whilst most changes are expected to take effect in 2026, the Bill is anticipated to receive Royal Assent in 2025, with consultations on various proposals commencing throughout 2025.

statutory
maternity
pay





Below are my key takeaways from the bill that should be on every Employer's radar:



Unfair dismissal protection from Day 1 – Arguably the most significant aspect of the bill for Employers, this will remove the existing 2-year qualifying period.

Introduction of Statutory Probation Period – Whilst Employers will now need a fair reason to dismiss, a new statutory probation period will be introduced, the length is expected to be 9 months.

End of Fire and Rehire – Terminating an employee's employment and offering new employment under different terms & conditions is a recognised way of varying a contract of employment without agreement. The new change will end this practice and will mean terminating employment because the employee will not agree to a variation is automatic unfair dismissal. The only exception to this is where the variation is essential for business survival.

"Day One" rights – Employees will gain immediate rights to SSP, unpaid parental leave, paternity leave and bereavement leave.

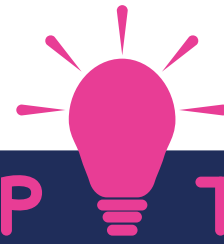
Right to guaranteed hours of work – Where a worker is engaged under a zero-hour contract or a minimum hours contract, an employer has an obligation to offer guaranteed hours contracts that reflect the number of hours the worker usually works. The worker can choose to remain on Zero or minimum hour contracts if they wish. The bill also gives the worker right to reasonable notice of shifts or cancellation of shifts.

Change in collective redundancy – Currently employers are only legally required to notify the government of planned redundancies and undertake collective consultations where more than 20 people are affected at a single site, under proposals, regardless of number of sites if redundancies are more than 20 across the company as a whole then the requirements apply.

Preparing for these changes can seem daunting, although it is uncertain yet exactly when the various changes may come into effect, it is vital that Employers take a proactive approach to ensure they have future proof policies and procedures in place:



Charlotte's



TOP TIPS



Stay informed– keep a close eye on employment law updates and implementation timelines to ensure you are fully up to speed and prepared.



Develop a strategic HR Plan – identify current and future needs that align with the business objectives and ensures legal compliance to the new employment reforms. Assess the impact on the business and develop strategies to mitigate any potential negative impacts, including the financial impacts the reforms will have on the business.



Review and update policies – Conduct a review of existing policies and procedures to identify areas that may require updating or creating to ensure compliance to new legislation. Ensure your flexible working and family leave policies are up to date and reflect potential changes as far as possible. Review your performance management procedures and how they would be impacted with the proposed statutory probation period and anticipated "day one" right, ensure you have a robust and transparent probationary policy with clear procedures on managing performance, capability and conduct.



Training Line Managers – Be ready to train Line Managers on the new legal requirements emphasise the importance of following procedures and potential consequences for not.



Engage and consult with Employees – ensure when changes happen that employees are aware of their rights and have access to updated policies and procedures. Ensure open and transparent communication.



Construction Delays Go To VAR

As the race for silverware in the football season heats up, I am sure that players, commentators and fans will all be analysing refereeing decisions from their own particular perspective. One area that has triggered a lot of analysis and discussion is the Video Assistant Referee, particularly when looking at penalty decisions. I am often asked by developers, contractors, subcontractors and surveyors prior to starting a project when contracts are being negotiated or after works have started when delays occur to apply my video review to comment on whether the liquidated damages figures in the contract are suitable, appropriate and enforceable. My advice, based on the current law explained further below, is that parties can now apply more commercial pressure and consider the wider context of the project as a whole when deciding upon or challenging the contractual liquidated damages figure for culpable delay.



The previous test coming from *Dunlop Pneumatic Tyre v New Garage & Motor Co* (1915) of whether the liquidated damages figure is a genuine pre-estimate of loss, has now been superseded by the Supreme Court's decision in 2015 to re-set the doctrine in this area. The concept of prior calculations of a pre-estimate of loss was well understood and in most cases subject to mathematical calculations based on the purpose and end use of the works. However, in the *Cavendish Square v El Makdessi* and *Parkingeye v Beavis* (2015) appeals, the Supreme Court restated the test for a decision as to whether the liquidated damages number was enforceable or in fact a penalty. The Supreme Court said:

"the true test is whether the provision is a secondary obligation which imposes a detriment on the party who broke the contract which is out of all proportion to any legitimate interest of the innocent party in the enforcement of the primary obligation".

In practical terms, the Supreme Court have made it more difficult to argue that a liquidated damages clause is a penalty and the commercial interests of the various parties are now the focus of any analysis in this area.

Going back to the subject of football, the Court of Appeal in *Houssein v London Credit* (2024) has seen the ongoing problems and applied their version of VAR to set out clearly the tests and review process that parties must consider to apply the Supreme Court's decision in each case. These various cases do not directly arise out of a construction project, but actually relate to banking, car park tickets and other issues, but the principle is of wide application across the board and directly affects people using building contracts.

In the *Houssein* case in the Court of Appeal, the challenge to the clause related to a rate of 3% per month above the standard interest rate accruing daily on a compound basis. The Court of Appeal decided that the Judge had applied the wrong test in deciding that the clause was a penalty and took the opportunity to set out the



Firstly, the parties should assess whether the clause is imposing a secondary obligation on the party required to make payment. If the obligation to pay is a primary obligation, such ordinary contractual arrangements where one person carries out an act and the other pays, then this penalty analysis does not apply. It remains necessary to establish that the obligation to pay arises on a breach of contract because the existence of the breach (failing to complete on time) establishes the secondary obligation to trigger the liquidated damages for culpable delay.

Secondly, the Court of Appeal highlighted that the parties should focus on the extent and nature of the legitimate interest which is being protected by the liquidated damages clause. The legitimate interest is the interest of the party seeking payment. In some cases, this could mean financial interests, but this is not always a simple financial analysis. As long as the legitimate interest is a genuine business proposition, then those facts and contexts can be taken into account. The Court of Appeal feels that people should look at the commercial justification for charging the particular liquidated damages for delay on an objective basis. Parties should look at the purpose of the clause and the relevant commercial background.

Thirdly, the parties must consider whether the sum is extortionate, exorbitant or unconscionable. It is tempting to try to justify the particular figure, rather than objectively considering whether the rate is extortionate. It is not up to the party to provide a justification for using that figure. The Court of Appeal confirmed that the party seeking to challenge the clause has to show that the sum is extortionate. This is not an easy test to satisfy if two commercial parties are of relatively equal bargaining power or have had professional assistance when drafting and negotiating the contract.

As a result, the *Dunlop* test of the genuine pre-estimate of loss now stands as a purely evidential test which may be put forward by the party seeking to challenge the liquidated damages to show that they are extortionate or unconscionable but does not itself stand as the single test of whether the clause is a penalty. The analysis on every case will be tricky, much the same as the VAR process in a football match where the referee goes to the side of the pitch to study the slow motion replays. The Court of Appeal has taken the rule book from the Supreme Court and looked at the video replays seeking to remind players, commentators and fans what is required to win or overturn a penalty.



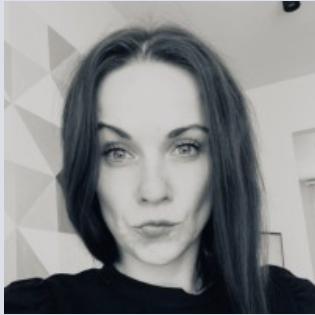
Michael Hiscock
Partner - Head of Construction



Congratulations

Congratulations to Martyna Kielbasa on her move to United Living Group earlier this year!

In January, she stepped into the role of Senior Design Manager within their Principal Team—an exciting new chapter in her career!



United Living Group was formed in 2019 through the merger of Fastflow Group and United Living, becoming a key player in construction and infrastructure. Since then, it has expanded into new markets, acquiring Great British Communications (now United Living Connected) in 2021, and in 2024 added AFECO, GTEC, and PiLON to strengthen its services in water solutions, workforce training, and property services for social housing.

Caroline Gumble Appointed CEO of The Welding Institute

The Welding Institute has announced Caroline Gumble as its new CEO, starting 7th July 2025.

Currently CEO of the Chartered Institute of Building (CIOB), Caroline has led major business transformations and championed sustainability, skills development, and diversity in the industry. She also brings leadership experience from Make UK and the engineering sector.

Welcoming her appointment, Humbert Mozzi, Chair of The Welding Institute, said, “Caroline’s leadership and expertise will help shape a strong and sustainable future for the Institute.”

Caroline, a visiting professor at Loughborough University and holder of an honorary doctorate from the University of Wolverhampton, expressed her excitement, stating,



“I look forward to working with members and leading an organisation with such a rich heritage.”

Her appointment marks a new chapter for The Welding Institute as it navigates technological advancements and sustainability challenges.

Congratulations to Helen Bunch

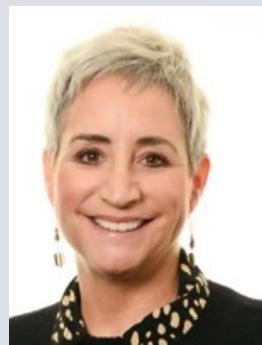
Helen, Managing Director of Wates Residential, was awarded Woman of the Year in Property Week’s Inspiring Women in Property Awards back in October 2024.



Helen set up the Women at Wates network, which now has a community of in excess of 500 women, she leads their Race and Allies network and under her leadership the Wates Residential Board is almost at a 50/50 gender diversity.

Back in December 2024 Nicola Hodkinson, Owner and Director of Seddon wrote a piece of [pbctoday.co.uk](https://www.pbctoday.co.uk) asking if the construction industry is failing to support women through menopause?

In summary it said that In the construction industry, where 76% of the workforce is male, addressing menopause is crucial yet often overlooked. Many women experience symptoms such as fatigue, anxiety, and reduced concentration, which can significantly impact their work performance and productivity. A lack of understanding and support for these challenges leads to feelings of isolation among female employees, potentially driving them to leave the industry.



The absence of construction-specific data on menopause exacerbates the issue, making it difficult to address effectively. While general research indicates that one in ten women leave their jobs due to menopause symptoms, the specific impact within construction remains unclear. Practical challenges, such as inadequate site facilities and personal protective equipment (PPE) designed primarily for men, further hinder women's performance and safety on the job.

To foster a more inclusive and supportive environment, it's essential to raise awareness about menopause across the workforce, regardless of age or gender. Implementing measures such as flexible working arrangements, educating teams about menopause, and modifying uniforms can create a more understanding workplace culture. Supporting women through menopause is not only vital for retaining experienced staff and fostering diversity but also for addressing the skills shortage facing the construction industry.

By proactively supporting female employees during menopause, the construction industry can retain valuable expertise, enhance project delivery, and build a stronger, more inclusive workforce.

For the full article please [click here](https://www.pbctoday.co.uk/news/health-safety-news/is-construction-industry-failing-women-through-menopause/146997/). Or head to <https://www.pbctoday.co.uk/news/health-safety-news/is-construction-industry-failing-women-through-menopause/146997/>



Accenture

Accenture scraps diversity and inclusion goals, memo says

Company will start 'sunsetting' goals it set in 2017 after an evaluation of changing US political landscape

Reuters

Sat 8 Feb 2025 11:19 GMT

Accenture has announced it will discontinue its global diversity, equity, and inclusion (DEI) goals, a move reflecting the shifting corporate approach to diversity initiatives. CEO Julie Sweet communicated the decision in a memo, citing changes in the political and regulatory environment, particularly in the U.S.

The company will begin phasing out its DEI targets, originally set in 2017, which included gender parity and ethnic representation goals. Career development programs tailored for specific demographics will also be discontinued, along with the use of DEI metrics in performance evaluations. Additionally, Accenture plans to pause external benchmarking and reassess diversity partnerships.

This shift follows a broader trend, with companies like Meta, McDonald's, and Target also scaling back DEI commitments in response to external pressures. However, some organizations, including JPMorgan Chase and Costco, continue to uphold their diversity strategies.

Accenture maintains that while formal goals are being retired, its commitment to an inclusive and merit-based workplace remains unchanged. The decision has sparked debate on whether corporate DEI efforts are evolving or regressing in the face of political and legal challenges.

sources: Reuters, FT, Business Insider

Half of Working Mums Unhappy with Return to Work

A recent report published by The Female Lead revealed that over half of mothers returning to work feel unsupported, with 47% planning to leave their jobs within a year. The report called From **Labour Ward to Labour Force**, surveyed over 8,000 women in 100 countries. It identified key areas where workplaces are failing new mothers, including insufficient flexible hours and inadequate support for unexpected childcare needs. Implementing these changes can enhance employee satisfaction and retention.

To download the full report, head to <https://community.thefemalelead.com/p/5-ways-workplaces-are-failing-new>



Why Are Big Firms Rolling Back on EDI?

As we step into 2025, some major US companies are scaling back their Equity, Diversity, and Inclusion (EDI) initiatives—but why? Fiona Hathorn explores the complex motivations behind this shift, from political pressures to short-term business priorities, and makes a compelling case for why EDI remains critical for long-term success. Read the full article here: <https://www.linkedin.com/pulse/abandoning-edi-why-considering-drivers-behind-big-us-firms-hathorn-znxre/>



Fiona Hathorn

CEO of WB Directors and Portfolio NED. Governance, Leadership, Remco & Investment Oversight Expert.

Partner Offerings



Women's Leadership Group



The Business of Mindfulness



Recruitment and Head Hunting

We are delighted to announce our NEW partnership with
The Business of Mindfulness



The Business of Mindfulness

The Business Of Mindfulness offers a tangible solution for companies to help their employees as well as improve their business efficiency

They provide professionally qualified Mental Health and Well-Being coaches whose training can have a positive impact on all employees and deliver measurable improvements to a business's profitability via the improvement of key KPIs

They take a diagnostic approach and listen to understand your needs & work with the Human Resource and Health & Safety team to develop a tailored programme that builds on your organisations values and delivers sustainable, improved, behaviours in all employees

Services provided by The Business of Mindfulness are:

- Workplace Wellbeing Strategies
- Mental Health First Aid Training
- Employee Counselling Platform
- Mindfulness Coaching
- Leadership Coaching
- Personal Strengths Profiles

WLG Members will receive:

20% off their Counselling Platform
5%-15% off their First Aid for Mental Health Courses

Please contact vicky.brook@p3cl.co.uk for further information



International Women's Day



Men for Inclusion

International Women's Day 2025:
Are Traditional DEI Strategies Falling Short?



This International Women's Day (IWD), Mark Freed and Gary Ford, co-founders of Men for Inclusion are redefining how we think about inclusion. As DEI champions, Mark and Gary bring a bold, fresh perspective: engaging unengaged groups, especially men and senior leaders, to create truly inclusive workplaces.

Tailored to suit your IWD event format, Mark and Gary can deliver keynote speeches, fireside chats and panel contributions for internal IWD events for a single organisation's audience or multi-organisation events through partnerships to engage broader audiences.



Mark Freed
Co-founder & Managing Director



Gary Ford
Co-founder & Managing Director

Mark brings a refreshing perspective to the DEI industry. He weaves personal anecdotes into his talks, creating a relatable and impactful experience for the audience.

Gary is a former technologist, bringing a data-driven approach to DEI conversations. Gary uses thought leadership to deliver impactful keynotes that combine insights with actionable strategies.

Watch Mark in action

Watch Gary in action

IWD 2025 Keynote Topic:

- Reflecting on Change: From the 1960s to today, we'll explore how evolving societal norms for men and women have expanded freedoms, choices, and opportunities for all.
- Envisioning the Future: We'll share our vision for a world that builds on our progress while tackling the challenges ahead for future generations.
- Exploring the Business Response: Drawing on the past decade, we'll discuss how businesses have embraced strategies to tackle these challenges and explain why inclusion is crucial to reducing conflict, expanding opportunities, and driving DEI success.



www.menforinclusion.com



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

INSIDE
INSIDE
COACHING

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



THE OUTWARD BOUND TRUST

10% discount available through the WLG on their programmes

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

www.outwardbound.org.uk



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 of 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.

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www.excel-laminating.co.uk



3 WLG members actively exercise snacking

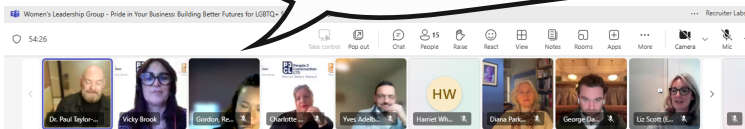
I had the pleasure of presenting at the IOD for the Women's Leadership Group
Mark Freed, Managing Director, Men for Inclusion



Yesterday I had the pleasure of meeting Lavinia Mehta MBE at the Women's Leadership Group and hear her talk about her experience of transitioning from project manager (same same!) to entrepreneur and author.



Thank you to Vicky Brook for inviting me to speak at today's P3CL Women's Leadership Group Quarterly Meeting.
Lavinia Mehta MBE, Bestselling Author, Workplace Wellness Specialist

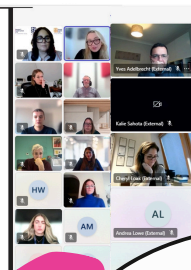
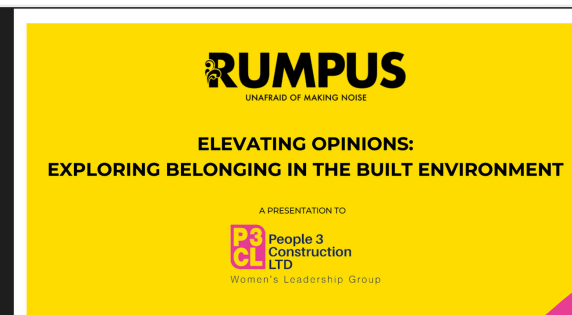
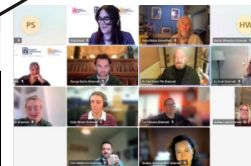


Members who met at WLG meetings actively driving initiatives forward together

Dr Paul Taylor-Pitt (he / him)



Thank you for the brilliant session, I loved being part of it.
Dr Paul Taylor-Pitt
Director & OD Consultant, Metamorphosish



What did you enjoy most about the event?
"How interactive & enjoying it was - small size made it feel more beneficial."



Great session today, I love how momentum is building! Catch up soon
XXX

17:18

Partner offerings being taken up

Women's Leadership Group Calendar – 2025

£ A fee will be due for this event

JANUARY

15/1/25 2-4 pm - Rumpus - Panel Discussion - Elevating EDI: Insights into Belonging in the Built Environment White Paper Highlights - Virtual
End of January - Launch the Careers After Babies & P3CL/WLG White Paper Highlights - press release and distribution to WLG Members and Community



FEBRUARY



13/2/25 3-4 pm - Paul Taylor-Pitt (Metamorphosish) and Guests - Pride in Your Business - Virtual
26/2/25 2 - 5 pm - Women's Leadership Group Meeting including guest speakers - In Person
Launch WLG 'what you see, you can become' - Online Poster Campaign
NEWS LETTER



MARCH



Siad Oxford Business School - Title TBC - Virtual event
12/3/25 - 1 - 1.45 pm - Introduction to Diana Parkes (Women's Sat Nav) - Women's Sat Nav to Success - Virtual
27/3/25 - 6 - 7.30 pm Deanna Brash (Bodyism)- Breast Cancer and Women's Wellbeing/Bethan Darwin (Superwoman Network, Author, BBC Journalist) - Speed Networking Event - In Person



APRIL

Working Group - Thought led - P3CL - Recruiting and Retaining women in your business.
Suzanne Holt (Inside Coaching) - Nurturing relationships Workshop - In Person
P3CL & Newlands Partners - Launch our research findings "Origins of a successful female leader" - In Person
29/4/25 - Julia Loach - Boxxsolutions - Virtual



MAY

7/5/25 1-4 pm - Chris Hopkirk (Mindfulness UK) and Jon Downes (Glassfull) - Implementing effective wellbeing initiatives in the Construction Industry - In Person
20/5/25 12-2 pm - Dr Katie (Oxford Menopause) and Nigel Denby (Harley Street at Home) - Women's Health Panel Discussion - Virtual
Ruth Baily (The Cause Effect) - Panel Discussion - GC Index and how to use it to coach your leadership team - In Person
NEWS LETTER



JUNE

25/6/25 - WLG Summer Wellbeing Retreat (with guest speakers) - In person - full day £
Jennifer Jarvis (Author) - Lead with Confidence Workshop - In Person
Rumpus and Careers After Babies - Using Recent Whitepapers to Drive Change in the Built Environment - In Person Event



JULY

SUMMER BREAK



AUGUST

SUMMER BREAK



SEPTEMBER

Steve Peace (Newlands Partners) - Insights - Leadership Workshop - Virtual
Paul Taylor-Pitt (Metamorphosish) - Personal Branding workshop - In Person
Virtual Panel Discussion with 3 Dynamic Male Allies - In Person £
Workshop - Diana Parkes (Women's Sat Nav) - Women's Sat Nav to Success - Virtual £



OCTOBER

15/10/25 - Women's Leadership Group Autumn Meeting - In Person
Tina Chander and Gemma Clarke (Wright Hassall) - Prevent Workplace Bullying and Harassment Round Table - Part 1 - In Person
NEWS LETTER



NOVEMBER



Tina Chander and Gemma Clark (Wright Hassall) - Preventing Work Place Bullying and Harassment Part 2 Workshop- Interactive via Mentimeter - In Person £
Gary Ford and Mark Freed (Men for Inclusion) - Inclusive Leadership Workshop - In Person £
Coffee with Female MP - Online Virtual event - In Person



DECEMBER

Ex Presenter - Virtual coffee on Public Speaking
Festive networking drinks



Events may be subject to change

Visit our website :
p3cl.co.uk

Get in touch:
wlg@p3cl.co.uk

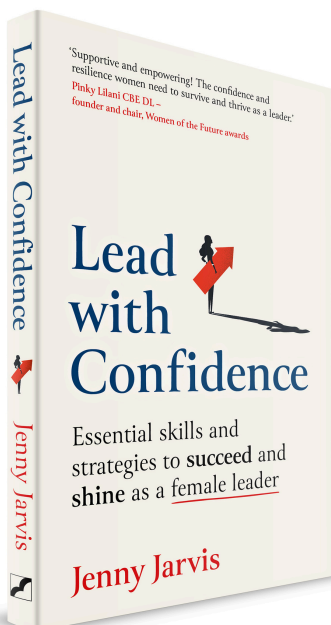
✉ vicky.brook@p3cl.co.uk
☎ 07802 933576



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.

Lead with Confidence by Jenny Jarvis



How I can help

I am a leadership practitioner, author, and established organisational leader with over 20 years' experience in running businesses and leading transformational change. My book 'Lead with Confidence' contains 40 tools and frameworks, acting as essential skills and strategies to help women succeed and shine as female leaders. I can provide insightful and bespoke support to leaders and businesses.

My Services:



In-house support

From informal *lunch and learn* sessions, to bespoke training and development workshops as well as the design and facilitation of leadership development days. One-to-one coaching and support is also available.



Thought leadership

Attendance to deliver presentations or workshops at leadership boards or networking groups, the design of male-led peer workshops to explore allyship, and production of articles and newsletters.



Social Media - podcasts and interviews

Social media input, podcasts and interviews reflecting on lived experience, leadership research and practical takeaways.

Who I support:



Aspiring leaders

Focused support on becoming a leader and dealing with early leadership challenges and leadership in practice.



Leaders looking to step up

Focusing on leadership tactics, the full breadth of management relationships, and a leadership toolkit containing essential content for developing leaders.



Established leaders

Covering leading in the context of wider company leadership for those looking to move into senior roles.



Allies and enablers

Advice and support to senior leaders on how to empower women in the workplace.

Get in touch [in](https://www.linkedin.com/in/jenny-jarvis-mba-frsa-) [linkedin.com/in/jenny-jarvis-mba-frsa-](https://www.linkedin.com/in/jenny-jarvis-mba-frsa-)

leadwithconfidence@outlook.com

Do you ever question whether you have what it takes to be a successful leader? Hesitated over a promotion, unsure of the challenges ahead? You're not alone. Many talented women face self-doubt, yet the skills and perspectives of female leaders are more vital than ever.

Lead with Confidence is a practical and empowering guide for women ready to step up and thrive. Leadership expert Jenny Jarvis shares 40 essential tools, strategies, and real-world insights to help you build confidence, develop key leadership skills, and navigate challenges with a growth mindset.

Whether you're stepping into leadership for the first time or looking to strengthen your approach, this book will help you unlock your potential and lead with impact. Your leadership journey starts here—are you ready?

In the spirit of pushing boundaries, I recently ran a half marathon and achieved a personal best—something I never imagined doing when I took up running at 50! It got me thinking about personal bests in all areas of life, not just running.

So, here's this month's conversation

starter: What's something you'd love to achieve a personal best in this year? It could be anything—career, fitness, learning a new skill, or just finding more time for yourself.

As always, if you have any feedback or ideas for the newsletter, I'd love to hear them. Drop me a note to:-

Pippa.shirley@p3cl.co.uk.

Pippa Shirley

PA/WLG Marketing Associate

