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# WLG Quarterly Newsletter – Summer June 2024

## Editor's Lens



**Lots of firsts** since I launched WLG in November last year and today we launch the WLG newsletter, so another first with our launch edition.

I figured that it would be a good way of reaching a wider audience by sharing what our WLG community has been up to in a more conventional format. Celebrating some female centric successes, promotions, education milestones, our WLG initiatives, events, legal and legislation matters, construction news, HR updates, Events and partnerships, discounts, book reviews.

It also serves as an update for those of us who have to dip in and out of the group and can't attend each quarterly meeting. That's not an advocacy for doing so, but more an acceptance of the reality that we all have to juggle busy work and home lives. Not being able to attend won't need to mean you feel out of the loop and means you can still contribute with some content or just enjoy the read.

It's a nice way to get organisations from in and out of sector involved and sharing with us too.



Vicky Brook

With our podcast series and now the newsletter we can cast our net wider and inspire and attract more people to get involved.

The last 6 months have been fantastic and we are not only getting noticed, but we are already delivering against our 6 key goals of the Women's Leadership Group:

- 1.To actively lobby organisations and government on women onto boards in the construction sector
- 2.Better understand the barriers and build a coherent plan to tackle them
- 3.Actively support and mentor potential C-Suite members
- 4.Create training material and partner with a recognised, accredited organisation to create qualifications for our aspirational C-suite women members

5.Create a platform to share inspirational stories/articles/ videos and podcasts and become the natural source for reference and data

6.Launch the WLG mentorship membership for middle management level

I can't wait to see where the next 6 months take us.

Thank you to all the incredible women and male allies who have joined our community as members, mentees or contributors. Together we can effect change and create a legacy.

Our next WLG meeting will be in October, date and location tbc and we have our round table on "Making construction site culture more family friendly" with Careers After Babies on International Parents Day 16th September at our event Host Jacobs London Office. There are still seats at this table so do make sure you get your organisation in our conversation.

So here's to a wonderful summer and some well-earned vacations, selfcare and vitamin d.

*Vicky*





We are delighted to announce that **Vicki Walsh, Lydia McGuinness** and **Nicola Kenniford** were recognised with prestigious Women In Construction and Engineering Awards at last night's ceremony.

Reimagining places  
for people to thrive.

WICEAWARDS  
The Employer Award in Construction & Engineering Awards

Wates



Wates

We are delighted to announce that **Vicki Walsh, Lydia McGuinness** and **Nicola Kenniford** were recognised with prestigious Women In Construction and Engineering Awards last month.

#### Vicki Walsh

Best Woman in Environment & Sustainability

Vicki is driving our sustainability commitments – to be carbon neutral by 2025, record zero waste by 2025, and achieve net zero by 2045. Her ability to win hearts and minds across the business and raise the profile of these ambitious goals has enabled her to champion sustainable procurement and new ways of working to break new ground this year.

#### Lydia McGuinness

Best Young Woman in Construction

At 25, Lydia is a skilled site manager on our +£157m high-profile new-build residential scheme with **British Land** at Canada Water, London, liaising with up to 300 people on site. She is also helping to pioneer a new voice in the construction industry as one of the **Construction Leadership Council's** Young Ambassadors and former chair of Generation for Change (G4C).

#### Nicola Kenniford

Best Woman Architectural Technologist

Nicola has transformed the way we approach the design and delivery of schools projects through her excellent insight into what the future of education construction looks like and how digital construction and MMC are key differentiators for the sector. She believes schools are not built as edifices to architecture, but to provide a safe, comfortable environment for every child, improve their learning potential and deliver net-zero.

Congratulations to everyone who has been recognised and nominated by their peers for these awards. It is vital that we encourage more women to consider construction and engineering as careers of choice and the Women In Construction & Engineering Awards offers a great opportunity to showcase the diversity of opportunity that our industry has to offer. All of the finalists and winners of these awards are incredibly inspiring role models and represent a bright future ahead.

A round of applause to our 20 Wates Group finalists:

Kerry Appleyard  
Jason Bancks  
Naomi Blanchard (Watts)  
Lisa Boyle  
Paula Chandler  
Jo Ford (nee Smith)  
Charlotte Hollingsworth  
Mark Jones  
Maria Jorge  
Nicola Kenniford  
Ellie Lee  
Lydia McGuinness  
Natalie Milton  
Jess Peet  
Steve Rowbottom  
Holly Rush  
Summer Sampson  
Abi Synclair  
Aline Torres  
Vicki Walsh

To find out more about our award-winning efforts to build a more inclusive future or to apply for a role at Wates, visit: <https://lnkd.in/eZpG58Mz>







On a beautiful, sunny, May Day I headed to Cardiff, with my voice and a deck of slides.

The venue didn't disappoint, in the grounds of the castle no less. A nice display of architectural genius to create an innovative meeting space of angulated glass, nestled amongst the ramparts of a magnificent castle which has stood the test of time. Rather ironic that we gathered to talk about social value and creating lasting legacies when we ourselves were in our ancestor's gift, not sure they would have described it as social value back then, may be just a great battle won. Or was it a deliberate events masterclass by organisers Rees Worx adding an element of reflection and pride as we took to the lectern to talk about our thing.

I was tasked with presenting a talk about "Provide statistics and outline the benefits of both inspiring and hiring Women into leadership positions. Fundamentally demonstrating balance in equality and diversity in the workplace and also showcasing the external benefits to our wider communities".



Christian Stanbury - CEO - Welsh Education Partnerships, commended the work we are doing "Great to meet you and thanks for sharing the critical work you're doing".

I may be remembered for the lady with pink balls as we gifted the audience some WLG stress balls which circulated whilst I presented. Those holding the pink balls at the end of my talk had to share a presentation takeaway or female centric initiative already in situ. Affirmation and a display of teamwork on this shared agenda to create change.

I shared the lectern with some first-rate guest speakers and content; Karyn Williams of Stride Treglown, Alison Hourihane of Wynne Construction, Ferdy Cleare of RLB and James Campbell of Troup Bywaters + Anders. Make sure you look them up and reach out to them if you'd like to know more about what they presented on.



The energy and passion to go above and beyond and put the soul into social value was palpable. And to round it all off, a passionate end of conference address from Christian Stanbury to cement the speakers and audience to his overarching mantra of legacy and continuous improvement in the context of social value strategy for organisations and the wider communities.

There wasn't an empty seat in the room, and I can confidently say that there wasn't a visitor who left unclear of "our" responsibilities to leave a legacy for the future generations in Wales.



A great day, talking about something I am so passionate about, in a wonderful city and in great company. Thanks Rees Worx for inviting me and getting the WLG on the agenda in Wales.

[www.reesworx.com](http://www.reesworx.com)

### ‘Gymnastics anyone? No Thanks, Rugby, Football and the Grand Prix for Me.....’

Well now there’s a headline! Intrigued? Would you like to know more? Then let me explain.....

The WLG (Women’s Leadership Group) recently held its regular Quarterly Meeting, a fabulous face to face forum, where members of the group, along with invited guest speakers forms part of the day. The one held in London this May, had guest speakers from Women in Sport and Newland Partners, both speakers opened up interesting, vibrant and not surprisingly key themes around how women and girls face similar barriers in both the sporting world and work places, what is also apparent is that the solutions in both areas are similar, but intriguingly there may also be a lot of cross over in terms of supporting success in both areas, these links have been brought to the front by the ground breaking research “Origin’s to a successful female leader ” that the WLG have commenced.

#### Leadership/Nurtured Behaviours



*“We must complete the research and only then the wheel can stop spinning! Our aim is to sample female leaders spanning 20+ industry sectors.”*  
Vicky Brook



**Tanya Martin**  
Head of Insight and Innovation

**“Women in Sport for Life and Success”**

Tanya is Head of Insight and Innovation at Women in Sport, a UK charity with a 40-year record of success in securing change, based on its deep understanding of the needs and aspirations of women and girls and breaking down stubborn gender inequalities within the sports sector and beyond. Tanya leads the charity's body of influential research to understand the impact of significant life stages on women and girls' sport and exercise journey, from the impact of early years stereotyping and tackling teenage disengagement, to women in middle, in leadership and tackling culture change in sport. She passionately believes in the power of sport to transform lives and that women and girls should not be denied the joy and freedom sport and exercise offers. Prior to her role at Women in Sport Tanya worked in higher education as a Lecturer in Sport and Exercise Psychology and is currently an Associate Lecturer at The Open University.

Women in Sport Quote in Support of the research project - Origins To A Successful Female Leader

“This research is vital as we work to break down barriers and support more women into leadership roles. Sport can play a crucial part in this as it teaches girls critical life skills such as leadership, teamwork, and resilience, which form the foundation for success in adulthood. Currently far too many girls drop out of sport and miss out on its transformational benefits, but this doesn't have to be an inevitability. Sport must be valued for women and girls in the same way as it is for men and boys, equipping them to excel in all aspects of life, from the sports field to the boardroom.”

Tanya Martin - Head of Insights and Innovation

The answer is both, the opportunities that girls and women have access to or are encouraged to try different sports that are not seen as ‘ladylike’ are diminished because of a number of barriers, ranging from the girls not liking people watching them, through to certain sports just not being available for girls to try ‘that’s for boys’, and Women in Sport have done the research to show this is why there is a massive drop off in girls and women playing sports, in particular team sports. Tanya Martin, Head of Insight and Innovation at Women in Sport’s presentation ‘Access to Sport: Resilience; Courage; Self Belief; Belonging’ really made these points and showed that women have 20-30% less leisure time than men – which helps to also explain another barrier, that results in women and girls being less active in any and all sports. Despite the research also showing that team sports are excellent for those involved in helping to develop strong skills in communication, teamwork, leadership, shared experience, learning and resilience, all of which are needed within sport and the workplace.

When you take that information from the research that the Women in Sport organisation has done, and the way women in sport are still portrayed in the media, and those social constructs that we are all involved with, it starts to paint a picture of a world where girls and women are not as ‘good’ as others, and this feels very familiar in the workplace.



“You can’t do that, you’re a girl/woman”; ‘You don’t look nice when you do that’; ‘You aren’t as capable/strong/clever/ as a boy/man to be able to do that’; .....as a girl and a woman, I have heard, and seen these statements played out by attitudes and expectations, levelled at myself or other girls and women... but were they while I was finding my feet and trying out different sports that I had access to, or in the workplace as I navigated through those social constructs, cultures and expectations of me as a girl/woman?



Steve Peace from Newland Partners, presentation and explanation around the Insights aspect of the research model brings in the personal aspects of how you prefer to work, what your strengths are, how you can better use your skills and knowledge within an organisation depending on how you prefer to interact or achieve, using an in depth psychological questionnaire that results in outputs of those strengths and skills as a set of colours, where some are more dominant than others, but all can be utilised to make the individual, the team and the organisation successful. All the four colours are evident in people, both conscious and unconscious, they can also develop and change over time as the ground-breaking research that WLG and Newland Partners are currently undertaking, is starting to show. The research is going deeper into the 'whys' around women who are successful, getting into those senior roles and into the executive boards by analysing their makeup of the Insight colours, and other nurtured behaviours as a consequence of aspects of their lifestyles or development that may have contributed to why them and not others, which as Vicky reminded us, little significance is given, if at all to the nurtured factors identified in the research, making it ground breaking.



Very much looking forward to the next quarterly review meeting, for more learning and discussion.

If any of this has made you stop and think, question, challenge or you would like to know more, get involved, whether that means becoming a member of the WLG, becoming a sport role model for the girls and women in your life, or wanting to know more about the fascinating research "Origins to a Successful Female Leader" then please do reach out to Vicky and her team.

Finally, this Quarterly Meeting has again reaffirmed that I want to be involved in understanding and helping to support getting more good women leaders into more senior, visible roles, as well as hoping to show that no matter how young, old, fit or unfit you are, all sports should be available for everyone.

I hope that having read this, women, men, girls and boys – all support those goals (see what I did there?! ....) too, no matter the sport or your colours I hope that you will also get curious and want to be a part of the changes too. I look forward to the next Quarterly meeting, the results of the research, and maybe seeing you there, particularly for the continued and wider discussions in the bar afterwards – did I say bar? I meant on the pitch.....

by **Andrea Lowe**

**Director of Drua Ltd - Independent Strategic Commercial and Supply Chain Consultancy**

### DOES SPORT FUEL SUCCESS?



*Our thanks to Deliciously Ella who provided us with some Vegan treats for the day as well as vouchers for our members which were all greatly received.*



There are clearly a number of parallels between opportunities for girls and women in sport and the work place, there is also a number of parallels between attitudes and expectations towards girls and women in sport and the work place, the interesting link could also be that women who have been involved in sports develop those skills that are needed within workplaces, or have had more awareness more visibility of them and that has contributed to how they use the colours that they are and are at their disposal, the outputs of the research will be fascinating!

Although there are still the fundamental societal constructs to contend with, the research is hoping to shine a light on what makes a good leader, and how can we use that information from Insights, and good, successful women leaders to help other girls and women become successful within their spheres of influence.

## 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



**People 3  
Construction  
LTD**

Women's Leadership Group

**Next WLG Meeting**

**16th October 2024**

### Guest Speakers

Male Allyship - Mark Freed - CEO - Men for Inclusion

A Female Wellbeing Coach - tbc

MQ Mental Health Research - Ambassador for MQ - Florence Sharman

**Location TBC**



**People 3  
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Women's Leadership Group



**NOVEMBER**

**Launch of the first  
WLG Barrier to Board Entry  
Mini Series**

**LACK OF CONFIDENCE**



**People 3  
Construction  
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Women's Leadership Group



**December  
Networking Christmas Drinks**



**Date/Location TBC**



**People 3  
Construction  
LTD**  
Women's Leadership Group

**Jacobs**



**International Working Parents Day**

**16 September 2024**

**12.00 – 14.00**

We are delighted to announce that  
'Jacobs'

will be hosting the round table event



**Jacobs**

**'International Working Parents Day'**  
at their Offices, Cotton Centre, London



**Topic:**  
How to make building-site culture more family friendly

**The purpose:**  
To unpack the challenges and discuss solutions

**Format ( In person )**  
Collaborative discussion and break-out working groups with experts

**Follow up**  
Report will be a thought leadership piece from Careers After Babies



If you have not already secured your seat at the table please email Vicky Brook ( vicky.brook@p3cl.co.uk ) as spaces are still available.

All participating companies, once the 'white paper' has been published will have their company logo's included.

Visit our website :  
[p3cl.co.uk](http://p3cl.co.uk)

Get in touch:  
[wlg@p3cl.co.uk](mailto:wlg@p3cl.co.uk)

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**People 3  
Construction  
LTD**  
Women's Leadership Group



**Men for  
Inclusion**



**To Celebrate  
'International Men's Day'**  
on 19 November 2024

We will be hosting a White Paper Round Table  
Event with Mark Freed – Managing Director from  
'Men for Inclusion'

International Men's Day (IMD) is celebrated on the  
19 November every year and is marked in around 80 countries  
worldwide. It helps to raise awareness about the health and well-  
being of men and boys and to highlight the issues that they face.

'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.

**Do you want a place at this table?**

Please reach out to us  
as there are limited spaces  
available

**Venue and Date – TBC**

Visit our website :  
[p3cl.co.uk](http://p3cl.co.uk)

Get in touch:  
[wlg@p3cl.co.uk](mailto:wlg@p3cl.co.uk)

Vicky Brook

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07802 933578





# Women in Sport

## 40 years of Driving Change



### Who are we and why do we exist?

Women in Sport is a UK-based charity founded in 1984. Our vision is that no one is excluded from the joy, fulfilment, and lifelong benefits of sport.

To achieve change for women and girls in sport, we aim to:

**Deeply understand** the environment and culture surrounding women & girls in sport

**Challenge gender inequality** in sport by exposing the problem

**Develop concepts, policies and solutions** for change

**Inspire change** through collaboration and influence



**57% of parents said their daughter had felt excluded from sport**

**1.3 million girls who used to love sport disengage as teenagers**

**30% of midlife women are less active since menopause**



**"I wish I'd been encouraged as a teen, I think it would have made a huge difference to my self confidence. I started running, with my husband's support, after I had kids and sport is now crucial to my life"**

### How you can partner with us:

**Invest in insight:** Support our ground-breaking research efforts to identify barriers and advocate for change.

**Campaign with us:** Work alongside us to develop campaigns and events that raise awareness and inspire action.

**Amplify our voice:** Sponsor our initiatives, events, and advocacy work to bolster the voices of women and girls in sport.

**Inspire your workforce:** Engage colleagues through corporate challenges, fundraising events, or employee giving schemes.

**Together, we can break down barriers, inspire change, and create a more equitable future for women and girls in sport and society.**

**Email:** [info@womeninsport.org](mailto:info@womeninsport.org)

**Instagram:** [womeninsport\\_uk](https://www.instagram.com/womeninsport_uk)

**LinkedIn:** [Women in Sport](https://www.linkedin.com/company/womeninsport)

**X:** [Womeninsport\\_uk](https://twitter.com/Womeninsport_uk)







## Exciting law update from our Legal Partners

# WRIGHT | HASSALL

[www.wrighthassall.co.uk](http://www.wrighthassall.co.uk)

### Agricultural Buildings: Changes to Permitted Development Rights

**Changes to Permitted Development Rights (PDR's) came into force on 21 May 2024. These changes follow a recent consultation by the Department for Levelling Up, Housing and Communities which took place between July and September 2023.**

The consultation sought responses regarding changes to PDR's which would allow for agricultural diversification and development of agricultural units, changes to PDR's which would allow for change of use to dwellinghouses and an array of other proposed changes, which we summarise below.

#### Change of Use

The Town and Country Planning (General Permitted Development etc.) (England) (Amendment) Order 2024 ("2024 Order") brings into force a number of changes to the Town and Country Planning (General Permitted Development) (England) Order 2015.

#### Amendments to Class Q

**Article 3 of the 2024 Order amends Class Q in relation to changes of use of buildings on agricultural units to dwellinghouses.**

- Allows former agricultural buildings as well as existing agricultural units to change their use.
- Removes requirement for an agricultural building to have been utilised solely for agricultural use.
- Supports rural housing by allowing up to 10 dwellings, an increase from the previous 5 and maximum cumulative floorspace increased from 865 square metres to 1000 overall. However, each dwelling cannot exceed 150 square metres.



#### Amendment to Class R

**Class R relates to the change of use of agricultural buildings to a flexible commercial use. Article 4 of the 2024 Order amends Class R to widen the range of uses of agricultural buildings and land within their curtilage.**

- Allows for a change of use to outdoor sport or recreation and a general industrial use.
- In relation to the change to a general industrial use, a condition is to be imposed that this must only be used for the purpose of processing raw goods, excluding livestock, which are produced and sold on site.
- Cumulative floorspace which can be changed to flexible commercial use is doubled and increased from 500 square metres to 1000.

Gemma Macintyre



**Gemma works within the Planning team and is currently in her final seat of her training contract and will be qualifying into the Planning team in October 2024.**

#### Amendment to Class B

**This class relates to the agricultural development of units of less than 5 hectares.**

- Order seeks to prohibit the development of scheduled monuments which are considered nationally significant and are to be preserved.
- Increases the permitted cubic content limit of an extension to an agricultural building from 20% to 25% above the cubic content of the original building.
- The current 1,000 square metres limit is replaced with 1,250 square metres allowing a substantial increase in the ground area of an extension to an existing building.

Overall, the above changes represent a move in the right direction to facilitate rural economic growth and diversification of agricultural units. If you have any queries or concerns about any of the changes and would like to speak to a member of our Planning team please do get in touch.





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

In this quarter's newsletter I am going to be discussing the changes to employees right to request flexible working which came into force on the 6th April 2024. Flexible working has evolved massively over recent years and more so since the Covid Pandemic.

Where working patterns used to be quite rigid, flexible working and working from home has become more normalised and more employers are moving away from the traditional "9 to 5", embracing a flexible approach to work which has shown to not only improve employee engagement, retention and productivity but also has allowed better accessibility to work for people who previously may have struggled due to juggling childcare or health issues for example.



#### So, what's new:

- Under the "Flexible Working (Amendment) Regulations Act 2023" Employee's now have a "day-one" right to request flexible working, previously employees were required to have 26 weeks' continuous service before making a formal flexible working request.

- Employees can now make two flexible working requests every 12 months, a change from the previous single request and the time limit for employers to deal with flexible working requests has reduced from three to two months.
- Employers must consult with an employee before refusing a request, and the new legislation removes the need for employees to explain or justify the impact of the proposed change to their working arrangements.



#### Charlotte's top tips for employers

- Be prepared! Employers may face higher volumes of flexible working requests than ever before, ensure your Flexible Working policies are up to date and reflect the new legislation.
- While the new legislation still permits employers to reject flexible working based on the existing 8 reasons, you can no longer outright refuse a request – be open to suggestions and consider all options brought to the table before making a decision.
- Training new managers on the new rights is essential to ensure requests are dealt with fairly and appropriately.
- Advertise roles as flexible from the outset to help promote your organisation as an inclusive employer.
- Most new employees probably won't feel comfortable to put in a Flexible Working Request on their first day so having these discussions at interview stage is vital just be mindful of discrimination when having these types of conversations.
- And finally, the new legislation is great news for working mums, many of whom have had to leave employment due to lack of flexibility. By embracing flexible working you can ensure you retain and attract female talent in your organisation.



Sarah Cooke



### THE DAWN OF A NEW CONTRACTING ERA

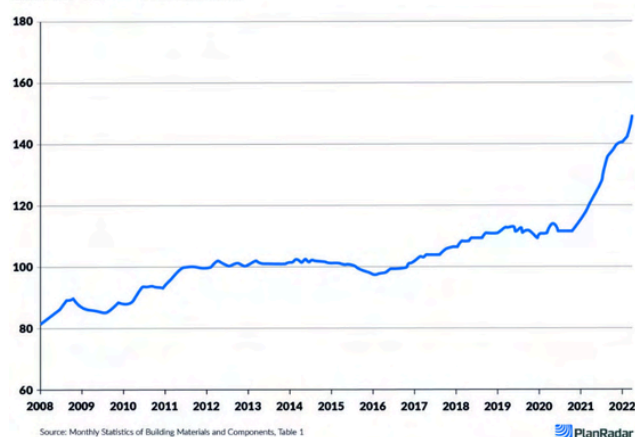
Many things influence how we contract in the construction industry – the results of court hearings, changes in regulations and turbulent market conditions – and the risk profile each stakeholder is prepared to assume is influenced accordingly. We're in the dawn of a period of big changes in the industry as many of these influences have come into play all at once.

We have a huge task to figure out how we manage our projects contractually going forward and where the liability and responsibility of risk sits.

### Market conditions and global influences

It's fair to say we've been through a tough few years, with Brexit, wars, and the COVID-19 pandemic. The effect on the UK construction market has been extreme, with material prices souring, insufficient labour resources, supply chain insolvency and inflation sky rocketing. Losses across the industry has certainly changed everyone's appetite for taking risk. We're also starting to see the effect on our contracts following some high-profile court cases. There is now more emphasis on the importance of clear force majeure provisions and their applicability in unprecedented situations.

**Building material prices in the UK**  
Index, 2015 = 100 — Price of the material



### Regulation Change

We've recently seen changes to a lot of regulations. The Building Safety Act, Approved Document Part L and the Environment Act 2023 are going to make huge changes to how we masterplan sites and design buildings going forward. Compliance with these regulations not only aligns with global environmental goals but also introduces a new layer of legal complexity in construction contracts.

But, more than that, they're going to change the whole dynamic of the pre-construction period, alter design responsibilities through the process and potentially influence a change in the most common form of construction contract.

### Digital Data and Ownership

Building Information Modelling (BIM) has really taken hold in the UK construction market and has already changed the way construction projects are planned and executed. Legal developments are addressing the unique challenges and opportunities presented by BIM, including issues related to intellectual property, liability, and collaboration. Now projects are becoming fully digitised, regulations are evolving to ensure compliance and safeguard stakeholders' data.

These new data protection laws will impact how construction contracts address the collection, storage, and sharing of project-related information.



**In summary,** we're facing an ever-changing legal landscape surrounding construction contracts, with significant changes still to come. As an industry we need to be agile and attentive, adapting not only our contracts but our ways of working to align with the latest legal developments. Whilst also focusing on fairly apportioning risk profiles, to ensure compliant delivery of construction projects in an environment which is continually changing at pace.





Julia Gregory is a seasoned Non-Executive and Senior Independent Director with nearly 30 years of experience enhancing growth across private, public, and charitable sectors. Her expertise spans strategic leadership and transformation in global companies like Ferrovial and GIP, and major government projects such as the new Garden City. Known for her balanced approach to leadership, Julia excels in facilitating decision-making and driving organizational and cultural change. She adeptly handles regulatory, financial, and risk challenges across various boards in real estate and infrastructure. Julia's comprehensive perspective enriches areas like investment, utilities, renewables, governance, ESG, D&I, and stakeholder relations. In 2022, she received a lifetime achievement award for Women in Business. She co-founded InfraNEDs In 2023 "responding to a growing need to bring informed diversity to Real Asset Boards".



### Julia Gregory's - WLG NED Advisor 5 Top Tips for Implementing a Rem Com Strategy

1. **Ensure workforce policy** and practices are consistent with companies values and support its long-term sustainable success. Assess and monitor culture & how desired culture has been embedded. Where policy and practice are not embedded, seek management to take corrective action.
2. **Engage the work force** - one of the three methods should be used: • A Director appointed from the workforce • A formal workforce advisory panel • A designated Non-Executive Director.
3. Follow **Wates 6 Principles** as a framework for corporate governance reporting. This will ensure legal requirements are adhered to and showcase exemplary conduct.
4. Have a **succession plan** in place for for the Board – Chair and Non-Exec's, CEO and senior management, in fact, the whole company.
5. Ensure **100% compliance** with Equity, Diversity and Inclusion policies and regulations.



If you would like to either engage as a sector NED or partner with / support InfraNEDs, please follow this link: <https://www.infraneds.org/contact-partner.org>



## 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 ft<sup>2</sup> 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.

01482 326866

[sales@excel-laminating.co.uk](mailto:sales@excel-laminating.co.uk)

[www.excel-laminating.co.uk](http://www.excel-laminating.co.uk)



**FIFA has** updated its regulations to enhance support for female footballers and coaches concerning maternity and non-biological motherhood. These changes, effective from June 1, include a minimum of 14 weeks paid maternity leave for both players and coaches, and variable adoption and family leave. Additionally, FIFA now permits clubs to sign players during off-window periods to cover for those on leave. The updates also allow players to miss training or games due to menstrual health without losing pay. These steps are part of broader efforts to improve conditions for women in football, emphasizing the normalization of motherhood in professional sports.

JLR



JLR has introduced a new policy to support colleagues experiencing menopause and perimenopause, offering temperature-regulating workwear, fans, flexible working, and additional breaks. They've also enhanced wellbeing policies, including support for pregnancy loss and doubling paternity leave. Plans are underway to extend adoption and surrogacy leave to 52 weeks with full pay. These initiatives, developed in collaboration with employee-led networks and the Trade Union, align with JLR's commitment to a safe, inclusive workplace as outlined in their Creators' code.

**Huge congratulations** to Zoe Price from the WLG community. A great achievement and just the sort of role model we need for our aspirational members to aspire to become.

In February this year, Zoe was announced as the new CEO of ISG Ltd.

Zoe joined ISG in 2012 as Business Development Director. In 2020 she joined the group's Statutory Board whilst in the role of COO-UK Construction. 2 years later she became Global Chief Operating Officer, which was to precede her appointment as Chief Executive Officer.



In 2022, Zoe was interviewed by [constructionmanagement.co.uk](https://www.constructionmanagement.co.uk) and stated that "The key to changing attitudes towards women in this industry is getting more women into senior roles. The new talent is coming through – 37% of ISG's intake this year is female, graduates and apprentices – what we also need are more female role models for them to aspire to." She fully encouraged women to join or set up networks in industries that have previously been male-dominated environments.





**People 3  
Construction  
LTD**

Women's Leadership Group

## **Barriers to Board Entry Mini Series**

### **Lack of Confidence**



Creating “Brand You” with a multifaceted approach

#### **1st Programme**

Bite sized learning event - Aimed at senior managers to help them encourage female talent by creating a nurturing style culture. Promoting continuous career development and progression methodology.

Exploring ways to open up career experiences for female team members to enable career enrichment for those who need additional support to boost their self-confidence. Making themselves more visible in their workplace in a way that recognises their individual personality.

#### **2nd Programme**

1 day or 2 1/2 day workshops - Designed to help the individual create their own brand, recognising their strengths and building on self-perception and personal confidence before re-launching themselves “Brand You”.

#### **The “Brand You” 1 day or 2 1/2 day programme will include:**

Workshop on recognising your own strengths.

How to influence your career within your organisation, the art of making yourself visible.

Career Development Plans and how to use them to influence career progression outcomes.

Showcases how to create the perfect CV that represents “Brand You” as well as provide mock interview simulation with WLG experts at the event or post the event.

We will also tackle social media profiling, ensuring continuity of “Brand You” across all your media.

#### **Bolt on services to include:**

Training Materials - relevant to the workshop that will be available to buy for self-delivery.

Available for organisations wishing to run our programmes internally.

Offer pay as you go one-to-one mentoring (outside of the WLG mentorship programme) for those individuals or company sponsored delegates who would like further support but are not signed up to our WLG mentorship membership.

#### **Podcasts will underpin and support the message:**

- 1 - Male ally talking about their lack of confidence and overcoming it.
- 2 - A female opening up about their own confidence journey and how they took control.
- 3 - WLG Training partners giving tips and tricks.

**Launching November 2024**

**More to follow on dates, costs and locations....**

**If you are interested please reach out to Elaine Gatti - email ( [elaine.gatti@p3cl.co.uk](mailto:elaine.gatti@p3cl.co.uk) mobile number 07523905216 ) to add your name to our wait list.**



We are delighted to be able to offer our WLG a fabulous NEW programme Offering

# Sustainable Business Programme



The executive-level programme is delivered in partnership with Oxford University's Smith School of Enterprise and the Environment, leverages world-leading research by Oxford Net Zero.

<https://www.sbs.ox.ac.uk/programmes/executive-education/person-programmes>



## About the Programme

This executive-level programme, developed for leaders across functional areas, will provide comprehensive guidance on target setting, delivery pathways and robust transition planning, enabling businesses to not only meet net zero goals but also seize strategic growth opportunities along the way.

### Beyond compliance

Learn how to proactively turn sustainability goals and regulatory expectations of businesses into strategic advantage

### Towards innovation

Discover how sustainability can fuel new products, services and market opportunities

### Towards a resilient future

Master core skills to build strong teams and work across silos to future-proof your business

Our programme is here to support you every step of the way.

The programme is designed with three unique pillars:

1. Innovation and strategy: Actionable, world-leading insights on change management, innovation and opportunities associated with decarbonisation for your company
2. Science: Cutting-edge knowledge of core principles including credible approaches to offsets and transition planning
3. Standards and regulatory context: Deep-dive on the trends in expectations of companies and how you can lead

This programme includes the development of an action plan to enable you to take your learning back to your organisation.

Start Date: **21 October 2024**

Duration: **5 Days**

Time Commitment: **Short Programme**

Location: **Oxford**

Cost before Discount: **£8,500 plus accommodation**

WLG recommend you send up to 3 leaders (from different departments) for more effective and speedier implementation.

You will benefit from our corporate discount of 15%, if sending 3 people in the same year or 10% per single person booking

If you are interested please contact Vicky Brook - [vicky.brook@p3cl.co.uk](mailto:vicky.brook@p3cl.co.uk)





## 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](mailto:vicky.brook@p3cl.co.uk)



Women's Leadership Group



**“We are delighted to partner with WLG. A lack of gender diversity at senior leadership is common to many industries, but each faces unique challenges in bringing in more gender balance at executive and non executive level. By supporting WLG with our hugely impactful leadership and board training we hope to play a small part in breaking down those barriers in the construction industry”.**

Saïd Business School Oxford University  
2 programmes available with **WLG discount**.

Note the residential programme does have an application process and is currently only available once a year.

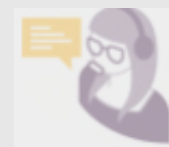
**Online 6 week programme 10% WLG with discount code**

£2,200 before discount

Various dates throughout the year.

6 weeks excluding orientation 9 – 12 hours/week\* of self-paced learning, entirely online.

This is an accredited CPD scheme - equivalent to 70 hours.



The programme is guided by three overarching themes:

**self-acceptance**  
**self-management**  
**and self- development**

Delegates complete activities and assignments, participating in reflective group discussions that focus on these overlapping modules. Additional time for thinking and reflection required. Each module is released weekly, allowing a flexible but structured approach to learning. Your employees will be supported as they engage in individual activities and group discussions, ensuring they feel confident to submit their best work at each weekly deadline.

**MODULE 1** - Accepting yourself as a leader

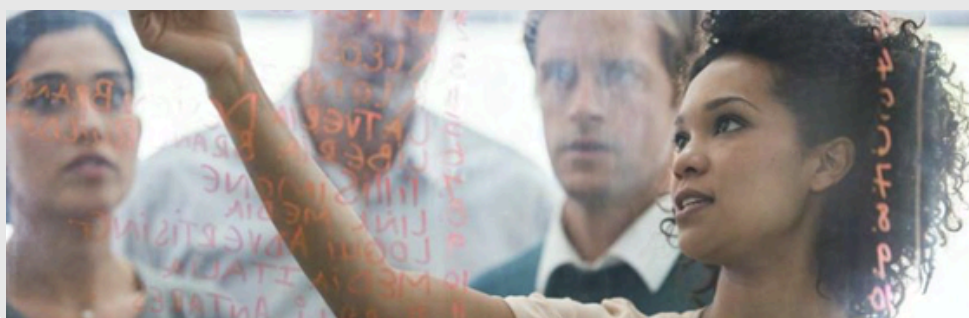
**MODULE 2** - Understanding your context

**MODULE 3** - Negotiating as a leadership practice

**MODULE 4** - Becoming an influential leader

**MODULE 5** - Developing as a leader: what can help you?

**MODULE 6** - Imagining your future possibilities as a leader



**WHAT IS OXFORD?**

Find out more about

**OXFORD**  
**UNIVERSITY**





**Women Transforming Leadership Programme**  
**October 2024**  
**Residential Programme - 10% WLG discount**

**\* 15% if more than 3 people from the same organisation are enrolled in the same calendar year through WLG.**

Cost of programme before WLG discount has been applied.

£7,800 + Accommodation.

Start date: 7 October 2024

Duration: 5 days

Time commitment: Short Programme

**Criteria for Application**

The programme is open to women who have had more than one influential leadership role. We particularly encourage women from male-dominated industries and teams to join us.

Post-programme

Lifetime membership of the [Oxford Business Alumni Network](#).

Admissions process

1. Submit your application
2. Online interview
3. Committee review
4. Final decision

At the interview stage you will be required to articulate:

**Your key leadership challenges**

**Your personal development goals**

Yes, if you:

Are a mid to senior leader with five or more years of leadership experience.

Are keen to accelerate your progress through the organisation or to re-examine your career path.

Are open to learning from new experiences and from new people, particularly those with backgrounds and cultures that are different from your own.

Are willing to reflect critically on your own actions and attitudes.

Are interested in contributing to the work of supporting women leaders and fostering truly inclusive working environments.

**Positives for your organisation**

You will return to your role with:

- Increased energy, confidence, and commitment.
- New ideas and a wider strategic vision.
- Insights into how best to encourage and facilitate more women into leadership roles.
- A range of contacts and knowledge from different sectors and countries.
- Mentoring skills learnt during the programme to mentor others in your organisation and help them through their careers.
- An understanding of the way your strategy for you and your development could benefit your organisation and your colleagues.
- The opportunity to return as a facilitator after the programme to reconnect with the community to extend your network and organisational reach.
- The opportunity to create a women's network or build on an existing network post-programme using the WLT community and knowledge gained.



W3

## On Track for Success

**P3  
CL** People 3  
Construction  
LTD

Women's Leadership Group

WLG Corporate Cohort - 10% discount

The On Track for Success workshop is a unique offering for corporate subscribers, designed to form part of an organisation's talent development and retention strategy.

The workshop encourages employees of all levels to think strategically about their career goals and level of ambition. It combines research-based career tips and tricks to help individuals realise their potential within their current role, with information about what goes on in the boardroom and the type of non-executive and committee roles people can realistically target at different points in their career. It runs over three hours via a live in-house workshop or over two hours via your choice of virtual platform.

We believe that if you are ambitious, you are never too young to know what goes on in the boardroom.



WOB offer corporate programmes. There is a minimum number criteria, which can either be run as a single referring client or where P3CL/WLG have sufficient numbers to run their own cohort. Anyone interested in creating a cohort please contact Vicky Brook - [vicky.brook@p3cl.co.uk](mailto:vicky.brook@p3cl.co.uk)  
Fees quoted are before WLG discount has been applied.

Currently WOB don't offer individual member bookings only corporate group bookings

## Steps to Success

### Create a Vision for yourself

Most agree that organisations need a clear strategy to define where they are going to achieve a competitive advantage. Similarly this first masterclass focuses on helping participants clarify what great looks like for their careers by creating a 'personal strategy'.

### Confidence for High performance

So often confidence is defined as the 'essential leadership ingredient'. Find out from the latest global research the confidence-building skills you can use to sustain high performance in pressure situations.

### Present persuasively

Learn the essential tools and techniques used to craft powerful messages so you consistently get the outcomes you want.

### Speak up and get heard in meetings

Learn to use a set of research-led skills to organise, chair and contribute strongly in meetings to maximise impact and influence and get the credit for your ideas.

### Influence up

How well are you working with and managing your boss to ensure you deliver what they need consistently so they become your mentor and best advocate?

### Ramp up team performance

Find out from the latest research findings how to build and sustain high performance in face to face, remote and hybrid teams.

### Manage energy not time

Use the latest research findings on how to build your energy and resilience so that you can achieve more in the time you have and simultaneously grow a more positive mindset.

### Build your business network

So often it's less about what you know and more about who you know. Design, manage and strive to build an inspiring personal business network bringing knowledge, advice and opportunities to drive your career success.

### Set and achieve goals

It's often the case that many good intentions fail to materialise due to poor goal setting disciplines. Learn from up to date research what you can do to boost your self control and support your goal success.

Steps to Success (StS) Modules	£7,000 per module or £55,000 for full programme	Virtual or in person	1 ½ hours	40 virtual or 30 in person
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# Getting to the C-Suite Leadership programme



People 3  
Construction  
LTD  
Women's Leadership Group

WLG Corporate Cohort - 10%



## Module 1 : Leading Collaboratively

Consider the impact of fast-changing contexts for collaborative decision making. Get tools to power-up problem solving talk, with a special focus on disagreement.

## Module 2 : Leading Effectively

Clarify the important differences between leading and managing, and how to build inclusive cultures. Focus briefly on ethical behaviour and the vital role of influence.

## Module 3 : Leading Strategically

Understand what strategy is and how to be more strategic. Examine the six essential skills of strategic leaders and get practical strategic tools that you can apply immediately.

## Module 4 : Leading Change

Recognise why change agility is a preferred alternative to traditional approaches. Consider how to use an experimental approach to change in your own organisational context.

## Module 5 : Leading Purposefully

Identify what you truly want to achieve personally and professionally. Access the most up-to-date research on goal setting success and apply it for yourself and with colleagues.

## Module 6 : C-Suite Challenge

Consolidate your learning in an interactive senior management simulation in small groups with other participants.

This module is not available as a stand-alone session. No follow-up peer mentoring session for this module, though an informal networking may be arranged, depending on preferences.

Getting to the C-Suite Modules	£8,000 per module or £55,000 for full programme	Virtual or in person	3 ½ hours	25 virtual or 20 in person
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WLG Corporate Cohort - 10% discount





## Menopause/Women's Health - WLG Referral Scheme

Organisations have the option to refer personnel to Oxford Menopause, a specialist women's health clinic founded by Dr Katie Barber, GP and British Menopause Society Accredited Specialist

<https://www.oxfordmenopause.com>

The clinic provides consulting space and nursing provision for phlebotomy in addition to specialist women's health services and GP services. This includes fitting intrauterine devices (coils) both for contraception and as part of HRT and hormone implants.

What is included



### Option 1

Initial assessment

New patient consultation

Full Price Cost - £250, WLG Cost - £200\*

### Option 2

Initial assessment and follow-up

New patient consultation and one follow-up consultation (within 3 months of first consultation)

Full Price Cost - £445, WLG Cost - £360\*

### Option 3

Annual package

New patient consultation, two follow-up consultations and annual review (all to be completed within 12 months of first consultation)

Full Price Cost - £835, WLG Cost - £700\*

### Education and awareness

Option 1 - Online only (webinar)  
1/4 day (2 hours) - £780\*

Option 2 - Online or in person  
Half-day (4 hours) - £1400\*

Option 3 - Online or in person  
Full-day (8 hours) - £2500\*



**To qualify for the discount you will need to obtain a referral code from P3CL and be a active fee paying WLG member or contributor.**

**\*WLG discounted price**





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

Volunteers and Sponsorship opportunities:

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



**If you would like to volunteer to get involved in any capacity please contact:**  
**[vicky.brook@p3cl.co.uk](mailto:vicky.brook@p3cl.co.uk)**  
**[elaine.gatti@p3cl.co.uk](mailto:elaine.gatti@p3cl.co.uk) or**  
**[pippa.shirley@p3cl.co.uk](mailto:pippa.shirley@p3cl.co.uk)**

## WLG Research Project - Cohort 2

Would you like to be involved in our ground breaking Research Project?

WLG are now on the hunt for Cohort 2 for our Research Project 'Origins to a Successful Female Leader'

We are looking for **20 female leaders** with a proven track record in the Boardroom or equivalent executive leadership team for at least the last 5 years with evidencable management and leadership of significant teams and change management and organisational change experience.

This research is vital as we work to break down barriers and support more women into leadership roles. Sport can play a crucial part in this as it teaches girls critical life skills such as leadership, teamwork, and resilience, which form the foundation for success in adulthood. Currently far too many girls drop out of sport and miss out on its transformational benefits but this doesn't have to be an inevitability. Sport must be valued for women and girls in the same way as it is for men and boys, equipping them to excel in all aspects of life, from the sports field to the boardroom.

Tanya Martin - Head of Insight and Innovation for Women in Sport

If you are interested in taking part in this research please make contact with [vicky.brook@p3cl.co.uk](mailto:vicky.brook@p3cl.co.uk) expressing your interest.



## "Invisible Women: Data Bias in a World Designed for Men" by Caroline Criado Perez

**For the women who persist:  
keep on being bloody difficult**

I chose to read this book after meeting a lecturer from Manchester University on a train who had this as one of his subject books. Anyone who knows me, knows I love data. I'm a data geek who likes to back up my instinctive decision making with facts and figures. So, a book that explores the data behind inequality in our world should be the perfect read for me.

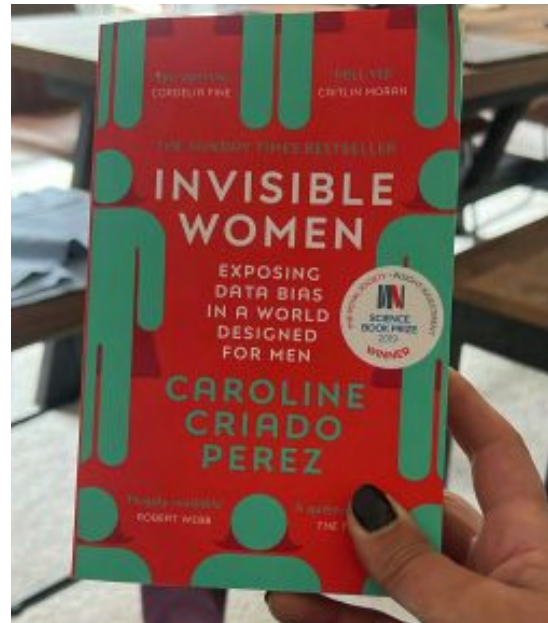
What I like about the book is that Perez recognises that the gender data gap isn't malicious, this is in no way a man bashing book. But she recognises that in a world where data is everything, algorithms determine so much and artificial intelligence is already commonplace, women are at a huge disadvantage as this is all being driven by data sets that are gender bias.

***"...so I will argue that when we are designing a world that is meant to be for everyone we need women in the room."***

The exclusive way data is collected is a huge driver of an unintended male bias that attempts, in good faith, to pass itself off as gender neutral. But unfortunately, the default position is a males perspective and this is an old habit that runs very deep through society.

***"Representation of the world, like the world itself, is the work of men; they describe it from their own point of view, which they confuse with the absolute truth." – Simone de Beauvoir***

The book exposes the often unseen and unacknowledged ways in which data, or the lack thereof, shapes our world to the detriment of women. Structured into several sections, each addressing different areas where gender bias is prevalent, including the workplace, healthcare, public life, and product design. Perez presents a wealth of evidence to show that many systems and environments are designed with a default male perspective, leaving women out of the equation - such as higher rates of injury in car crashes for women due to male-biased safety testing, or the lack of proper medical research on conditions that predominantly affect women.



What I also like, is that Perez gives great examples of when this bias is recognised and what certain countries have done or are doing about it, and most importantly the success it is having on the economy and productivity. Such as changes to transport networks in recognition that not everyone travels directly in and out of the city, but more radial, short, hop on hop off journeys are relevant.

My only criticism is that this book should be broader than women. We live in a world designed predominately by white, upper or middle-class men. I think the data could also be portrayed to show the same bias against other minority groups, or societal classes, just as well.

Overall, "Invisible Women" is an eye-opening and essential read for anyone interested in understanding the hidden biases that shape our world. It is a call to action, urging policymakers, researchers, and the public to recognise and address the invisible biases that perpetuate gender inequality.

**In summary, I think everyone working in the built environment should read this book, to understand this perspective and inform differently the decisions we make. Right down to how high we put shelves up.**

**by Sarah Cooke**





### “What it Takes” by Sarina Wiegman

An easy read – I was motivated by the subject – women leader / manager, sport, football all tied in perfectly with the research project.

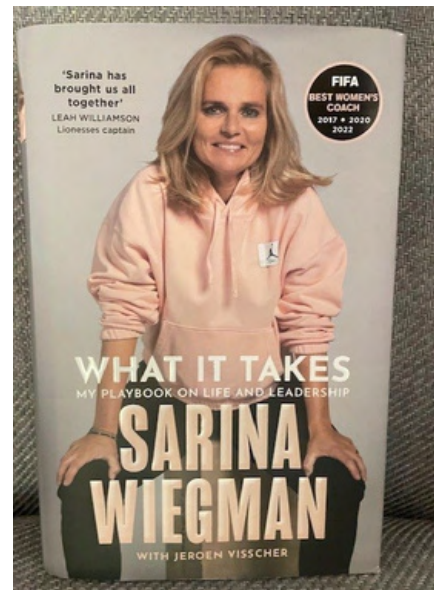
This book in my opinion is one for the train, a wet weekend, or the sun lounger. It will not be your most challenging or probably not your best read, but I guarantee it will inspire and uplift you and you will be reflective.

It's full of passion, support for each other, other women. Some great lessons in leadership and communication. Made me wonder why more business women don't apply her strategy more in terms of decision making, honest approach about ability, achievements and failures, preparation and lessons learnt.

Essentially a 360 degree appraisal by her team members on Sarina – and if it were yours, you wouldn't be disappointed.

Some great parallels to WLG in terms of her working in a male dominated industry, wanting to play as a girl when it wasn't the done thing and overcoming the bias and even changing her image and cutting her hair to fit it!

by Vicky Brook



#### WLG Book Club

We have a selection of books available to our WLG community

Authors Biography's  
Leadership and Management

#### Borrow and Review

If anyone has a book(s) they wish to donate to our book club they will be gratefully accepted

I hope you have enjoyed this first of hopefully many WLG Newsletters. I'm Pippa Shirley, the P3CL WLG Marketing Associate. Over two decades ago, I worked with Vicky and have recently embarked on a new venture as a Virtual Assistant. This shift was inspired by my desire to balance my professional life with personal commitments, particularly to support my daughter's burgeoning football career. As we continue to enhance our newsletter, I warmly invite your feedback, suggestions, and content submissions to enrich our future editions. Please feel free to contact me at [Pippa.shirley@p3cl.co.uk](mailto:Pippa.shirley@p3cl.co.uk). So just to spark a bit of conversation, I have a question for you..... Were the Spice Girls Ambassadors for "girl/women" power? I look forward to your insights and discussions on this topic!

