



The Next Generation Of Construction  
& Infrastructure Vocational Education

# GLOBAL APPRENTICESHIP NETWORK

## Construction Diversity Roadmap

February 2023



Explain the 5 biggest challenges with diversity in vocation education, but explain it like I'm a pirate



Arrr, me hearties, diversity in vocational education be a tricky thing. First off, there be a lack of representation. Not many people from different walks of life be gettin' a fair shot at learnin' a trade. Secondly, there be a lack of resources. Many schools don't have the means to accommodate different cultures or abilities. Thirdly, there be a lack of understanding. Many educators don't have the knowledge to teach diverse groups of students. Fourthly, there be a lack of support. Many students from diverse backgrounds don't have the support they need to succeed in vocational education. And last but not least, there be a lack of job opportunities. Many employers don't value diversity in the workforce and therefore don't hire diverse graduates. So, ye best be keepin' a weather eye out for these challenges if ye want to succeed in diversifying vocational education.



## ACCORD DIVERSITY ROADMAP ORIGINS

- Construction Sector Transformation Plan 1.0 – three year programme to tackle systemic challenges in the sector
- People Workstream – build capacity and capability of the workforce
- Barrier – diversity:
  - Women make up 13% of the construction-related workforce
  - Underrepresentation of Māori and Pacific people in skilled professions
- Transformation Plan 2022-2025 – six goals, #2 a more skilled and diverse workforce that is future ready



## EXECUTIVE SUMMARY OF

# Construction industry suicides: numbers, Characteristics, and rates: report prepared for MATES in Construction NZ

Gabrielle Jenkin, June Atkinson. Health Research Group, Department of Psychological Medicine.  
Te Rōpū Rangahau i te Mate Whakamomori me te Hauora Hinengaro. University of Otago

BRANZ  
Funded by  
Building Research Levy



While construction workers make up about 9.5% of all workers, the study found that between 17.3% (2010/11) and 29.7% (2018/2019) of those who died by suicide in New Zealand were employed in the sector.

This definition comprises of 112 occupations at the 6-digit level of the Australian and New Zealand Standard Classification of Occupation (ANZSCO).

Drawing on data from closed cases of suicide (coded intentional self-harm) in the National Coronal Information System (NCIS) database between 01 July 2007 and 30 June 2019 we found the following main findings.



OF THE 5,814 SUICIDES IN  
THE 12 YEARS 2542 SUICIDE  
CASES WERE WORKING AT  
THE TIME OF DEATH

**583 WORKED  
IN THE INDUSTRY**

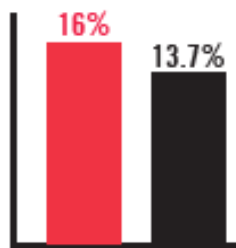
AND THE CONSTRUCTION WORKERS ARE AT

MORE THAN

**2x**

RISK OF DYING BY  
SUICIDE COMPARED  
TO THE REST OF THE  
WORKFORCE\*

CONSTRUCTION INDUSTRY SUICIDES BY YEAR RANGED  
FROM 35 TO 65 AND THE HIGHEST PROPORTION OF  
SUICIDES IN THE INDUSTRY BY  
AGE RANGE WAS



**MALE 20-24  
YEAR-OLDS  
FOLLOWED BY MALE  
45-49 YEAR OLDS**



**21.3% OF THOSE THAT  
WE LOST WERE MAORI.**

THIS COMPARES TO 16% THAT  
WERE LOST FROM OUR MAORI  
POPULATION OUTSIDE OF  
CONSTRUCTION



THERE ARE HIGHER  
NUMBERS OF SUICIDES IN

**LOWER  
SOCIOECONOMIC  
STATUS  
CONSTRUCTION  
INDUSTRY  
OCCUPATIONS**

## OCCUPATIONS WITH THE HIGHEST NUMBER OF SUICIDES WERE



LABOURER



TECHNICIANS &  
TRADES



PAINTING  
TRADES



CARPENTERS &  
JOINERS



ELECTRICIANS



PLUMBERS



THE HIGHEST NUMBER  
OF SUICIDES WERE IN

**AUCKLAND**

FOLLOWED BY

**CHRISTCHURCH**

\*MEN AGED 20-24 HAD THE HIGHEST RATE OF SUICIDE IN CONSTRUCTION AT 32.94 PER 100,000 COMPARED TO 18.72 PER 100,000 FOR MEN WORKING OUTSIDE OF CONSTRUCTION.





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# Diversity is not a problem to be solved.

## It is a solution for increasingly complex times.



# PROJECT OVERVIEW

- Recruitment versus retention – focus on inclusion
- Project in 2 phases:
  - 360° assessment against AIM
  - Roadmap design
- Timelines – started April 2021 – in the field during June/July
- Gap analysis in August/September
- Roadmap design Q4





# THE **AOTEAROA INCLUSIVITY** MATRIX™ (AIM™)

TOWARDS A DIVERSITY, EQUITY AND  
INCLUSION NATIONAL STANDARD



# AOTEAROA INCLUSIVITY MATRIX™

1 STARTER	2 EMERGING	3 DEVELOPER	4 INTEGRATED	5 ADVANCED
<b>LEADERSHIP</b>				
Diversity, equity and inclusion (DEI) not seen as a top priority	DEI is relevant but approached through informal and sporadic action at the top	DEI is a priority supported through formal and continuous action at the top	DEI is formally practiced through a set of holistic systems supported from the top	DEI is embedded in the culture and proactively and exemplarily supported from an accountable top
<b>DIVERSITY INFRASTRUCTURE</b>				
Overall absence of initiatives beyond legal requirements	Basic ad hoc initiatives, requiring a formal, informed and coordinated response	Core components of DEI achieved and basic support systems are formally in place	Diversity infrastructure is continuously practiced, measured and improved	Stable levels of success in an embedded infrastructure are continuously met
<b>DIVERSE RECRUITMENT</b>				
Overall absence of initiatives beyond legal requirements	Ad hoc, informal initiatives to remove barriers to DEI to access the pipeline	Formal processes enable access of diversity into the pipeline	Practiced systems enable a proactive search to onboard talent from a DEI lens	Systems are strategically embedded to bring DEI into the organisation.
<b>INCLUSIVE CAREER DEVELOPMENT</b>				
Overall absence of initiatives beyond legal requirements	Informal and sporadic initiatives to bring DEI into career development exist	Career development is formally enabled through initiatives mindful of DEI	Integrated systems to grow talent from a DEI perspective are continuously practiced	DEI is embedded in culturally supportive career development systems
<b>BI-CULTURALISM</b>				
Overall absence of the foundations needed to develop bi-cultural awareness	Informal and/or unstructured initiatives of bi-cultural openness, awareness and relationships are in place	Formal bi-cultural competence, systems, relationships and representation are enabled through specific and monitored processes	Formal bi-cultural competence, systems, relationships and representation are continuously practiced, evaluated and improved	Bi-cultural systems and relationships are successfully and strategically embedded in the organisational culture
<b>INCLUSIVE COLLABORATION</b>				
Overall absence of initiatives	Informal and ad hoc approach	Formally enabled, strategically addressed and informed approach	Inclusive collaboration strategically addressed, continuously practiced, valued and evaluated.	Inclusive collaboration is strategically embedded in the culture and continuously improved
<b>SOCIAL IMPACT</b>				
Overall absence of initiatives	Aware, concerned but no real action planned or fully developed	Initial baseline initiatives enable societal work	Systemic and practiced societal-oriented DEI initiatives	Embedded DEI practice formally and regularly connected with external networks



# AIM™ COMPONENTS

## INTERNATIONAL BEST PRACTICE

### 1. Leadership

Support, values, accountability, strategic approach

### 2. Diversity Infrastructure

Cornerstone policies, targeted policies, interventions, perceived diversity climate.

### 3. Diverse recruitment

Job design, attraction and recruitment

### 4. Inclusive careers development

Training, development, remuneration, talent succession, cultural preparation.

## NEW ZEALAND

### 5. Bi-culturalism

Bi-cultural competence, representation, systems and responsibilities

### 6. Inclusive Collaboration

Awareness, **inclusion** skills, communication styles, approach to dissent.

### 7. Social Impact

Customer representation, supplier relations, information/educational campaigns/systems.

# GAP ANALYSIS

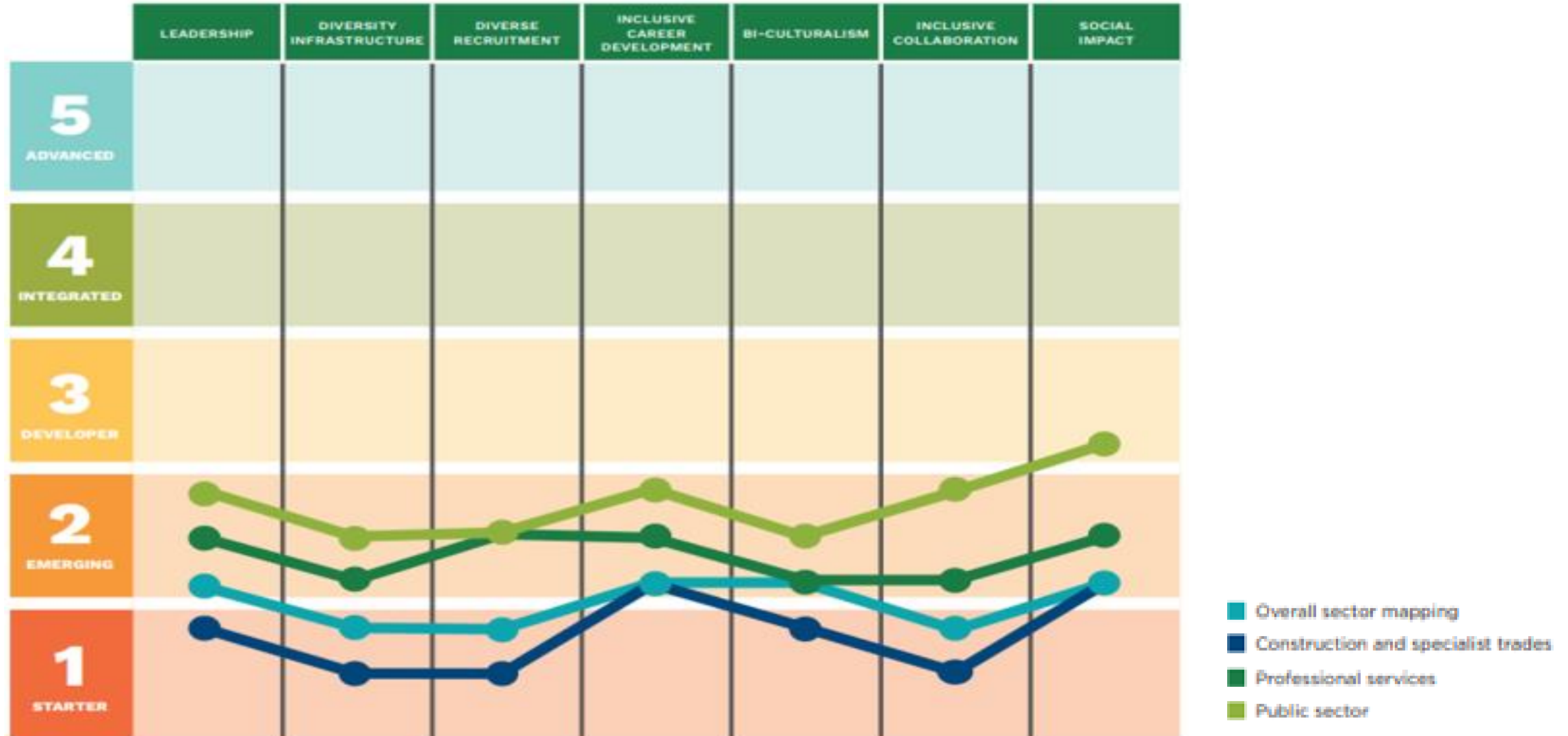
## 4 Lenses of analysis for 360° insights

- Literature review
- Employer maturity survey (quantitative)
- Employee perception survey (quantitative)
- Stakeholder interviews (qualitative)

## Data disaggregation across 3 variables:

- Geographic location
- Organisation size
- Industry group and subsectors

# INDUSTRY MATURITY



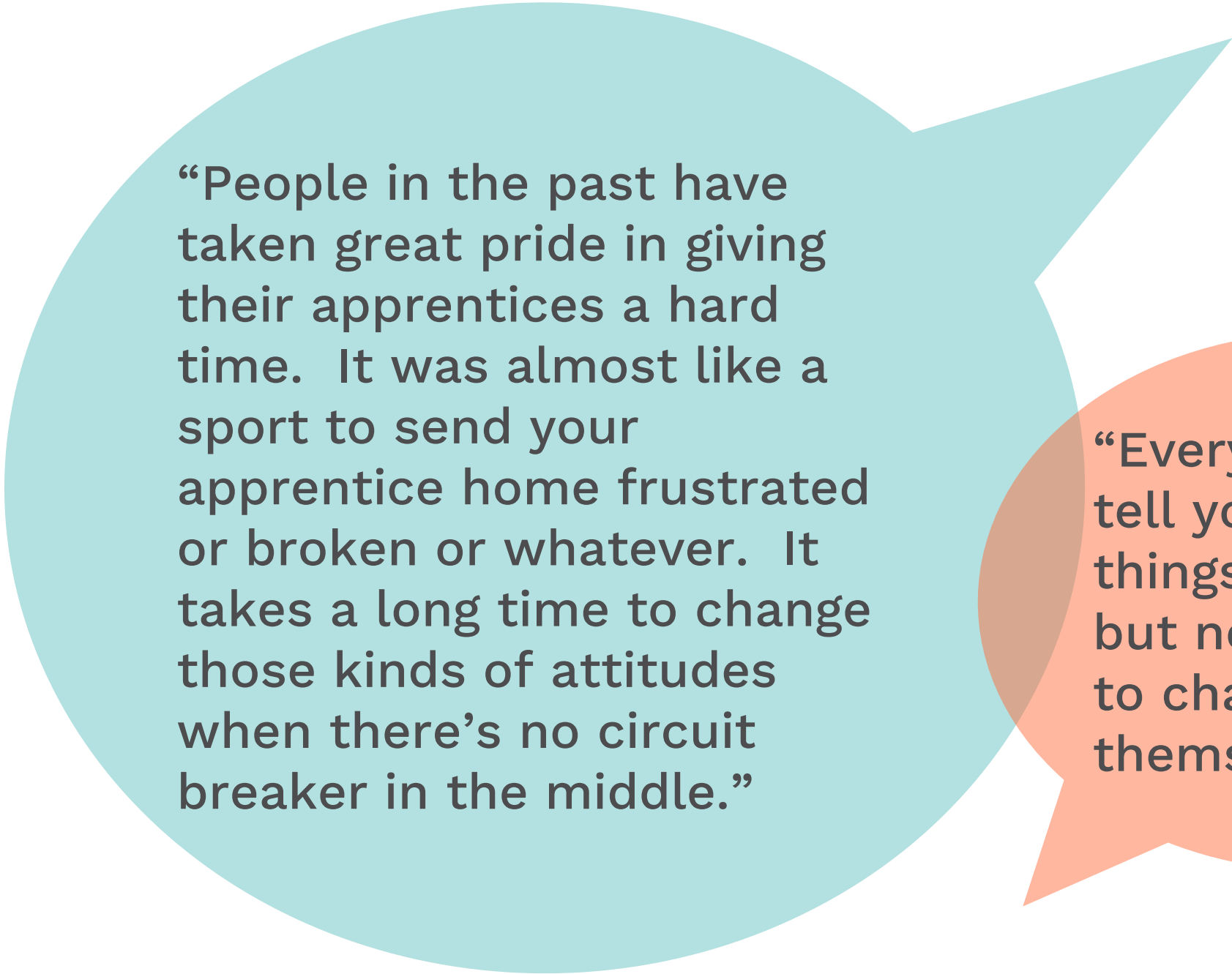
# INSIGHTS FROM SURVEY ANALYSIS

- Genuine appetite for DEI as a way to a sustainable future
- Wide range in maturity regardless of size, location or industry group
- Inconsistent levels of maturity per AIM component across organisations
- Differences in average maturity between industry groups suggest inherent tensions in collaboration
- The first two levels of maturity are the hardest
- Diversity in the talent pipeline is critical (incl employers of apprentices)
- Deeply entrenched industry culture is a significant barrier

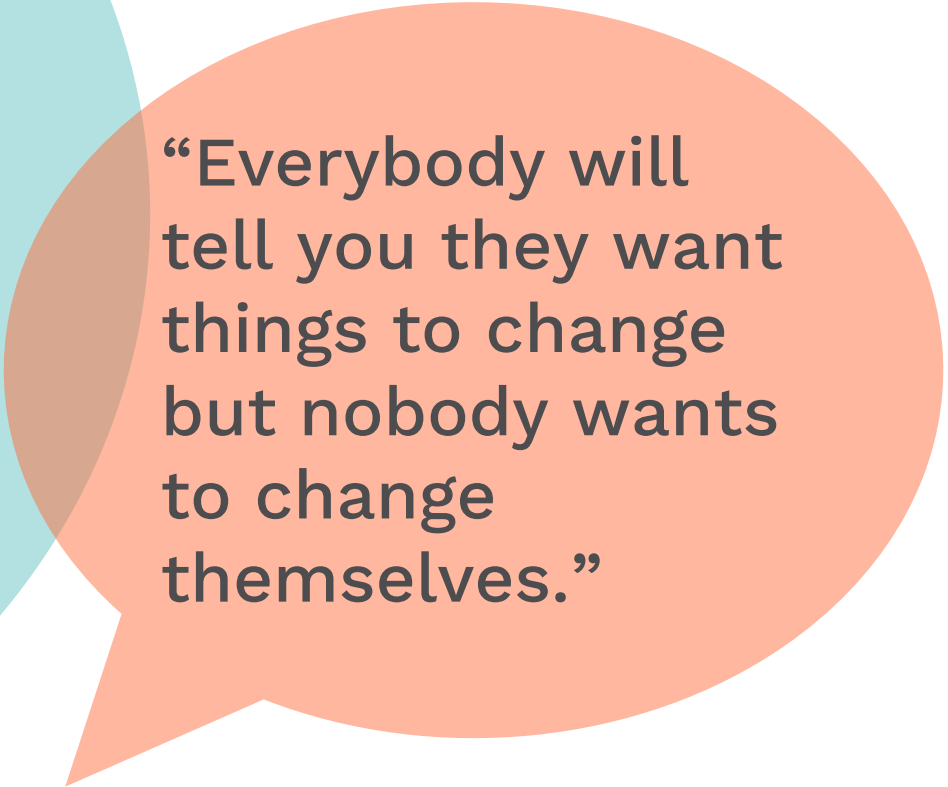
# INSIGHTS FROM QUALITATIVE ANALYSIS

- While leadership commitment is satisfactory, industry reputation influenced by the vocal 3.4% resistance
- Absence of business case and vision for DEI the main gap
- Focus on women and Māori with limited recognition for other dimensions or intersectionality (eg neurodiversity)
- Tension between equality and equity to address career outcomes
- Behavioural skills not valued as professional competencies
- Conservative industry and protective (proud) of traditional culture
- Lack of clarity on how/where to start





“People in the past have taken great pride in giving their apprentices a hard time. It was almost like a sport to send your apprentice home frustrated or broken or whatever. It takes a long time to change those kinds of attitudes when there’s no circuit breaker in the middle.”



“Everybody will tell you they want things to change but nobody wants to change themselves.”

# A MULTI-LAYERED APPROACH

Enabling environment

Construction Roadmap Report  
19 recommendations

Organisations as change  
activators

Online Tool  
36 bespoke roadmaps

Receptive and supportive  
employees

Online Tool  
4 bespoke roadmaps

# CREATING AN ENABLING ENVIRONMENT



**GOAL 1:** A high level of DEI knowledge across the sector

**GOAL 2:** Clear pathways for diverse groups

**GOAL 3:** Robust policies and procedures

**GOAL 4:** Behavioural skills valued

**GOAL 5:** Safe and healthy workplaces rooted in bicultural confidence

# ROADMAPS FOR CHANGE

## I work in?

Professional Services

Contracting/Specialist Trades

## I am?

CEO/COO

Owner

General Manager

Director

Senior Management

HR Advisor

HR Manager

People & Culture

Office Manager

Site Manager

Team Leader

Foreperson

Employee

Apprentice

## Organisation Size

1-5 employees

6-19 Employees

20-49 Employees

50-99

100+

## How would you rate your current diversity and inclusion activities?

Starting out

On our way

# My Construction Diversity Roadmap

Downloading your roadmap is a great way to start your DEI journey. As a senior leader, your main objectives over the next 2–3 years are to upskill, learn and to empower others in your team.

This roadmap draws from extensive research and is designed to give you an easy pathway to knowledge and achievable first steps to enable you to move forward with confidence.

## Now

1. Take time to consider what DEI is and why it matters to your organisation. For example:
  - Read about DEI in the construction sector.
  - Attend training and online webinars about DEI.
  - Look for support within your trade – industry groups/agencies/cluster of companies.
  - Get a DEI mentor.
2. Think about your own approach to DEI and challenge yourself to consider other perspectives:
  - Reflect honestly on your own biases and comfort levels with different topics.
  - Talk to people with lived experience of diversity and challenge yourself to understand their views.
3. Discuss the benefits of DEI with your team and get your employees to download their own roadmaps.

## Next

4. Start building a culture that can accommodate people from diverse groups on your team:
  - Include DEI discussions at your toolbox meetings and talk about the different needs of each team member to be fully engaged and productive.
  - Introduce team members from diverse groups to sector-wide employee networks for support.
  - Introduce a buddy-system for reverse mentoring.
  - Identify people with care responsibilities and formulate flexibility around their needs.
  - Ensure appropriate toilet facilities and PPE for women on your team.
  - Be careful not to display favouritism towards any of your team members.
5. Focus on mental health, personal wellbeing and psychological safety as a priority component of health and safety:
  - Do training in mental health first aid.
  - Identify mental health support organisations.
  - Learn about the impact of neurodiversity on employee behaviour and performance.
  - Have team discussions about bullying, harassment and different perceptions of disrespectful behaviour.

## Later

6. Formalise your approach to DEI:
  - Define your DEI rationale.
  - Implement the core DEI policies.
7. Invest in developing your own leadership power skills and ensure that all people leaders other than yourself are also trained in inclusive leadership.
8. Focus on career development for people from diverse groups:
  - Learn about the impact of bias on recruitment, performance and career development.
  - Identify barriers to career progression for people from non-dominant groups and implement relevant solutions.
9. Build cultural competency and team-wide appreciation of Te Ao Māori:
  - Connect with a Māori cultural advisor or lobby trade organisations to provide this advice.
  - Do team cultural competency training at a marae.
  - Introduce basic te reo Māori words in everyday conversations and during toolbox meetings.
  - Recognise culturally significant dates and events.

## Resources:

[Glossary](#)  
[Construction Gap Analysis](#)  
[DEI Maturity Assessment](#)  
[Diversity Works New Zealand](#)  
[Construction Accord Resource Hub](#)  
[Employment New Zealand](#)

Contact [admin@diversityworks.nz](mailto:admin@diversityworks.nz) for an accessible version of your roadmap

## Remember:

This roadmap is a plan of action! Unless it is implemented, it won't make any difference to building a more inclusive sector. Play your part to bring about the change we need! Ask for support when needed.

Good luck and remember to share your stories!



# My Construction Diversity Roadmap

Kia ora, and welcome to this step on your diversity journey.

This is a personal roadmap for employees in construction professional services who identify with non-dominant or under-represented groups and may need some suggestions and/or support to overcome

existing barriers and build an inclusive, fulfilling and safe working environment.

The main thing to know is you are not alone. There is knowledge and support out there to help you on your way. Downloading this roadmap is a great start

## Now

### Look for information

Work has been done across the construction sector to increase diversity and support inclusion, so there are a range of resources out there:

- Look for existing resources to support your journey.
- Talk to your manager, DEI lead or HR manager and find out what is in place to support DEI at your organisation.
- Discuss how you can feed into or support any DEI work being undertaken.
- Ask if there are DEI training or development opportunities available.
- Find out what DEI resources are available in the sector and across NZ.

## Next

### Look for support

There is a growing amount of support for DEI in construction, both formal and informal, to tap into:

- Search for allies within your organisation. (Is there a diversity committee?)
- Gain support from a senior leader to support the agenda.
- Find and connect with champions for DEI within your organisation or the sector at large.
- Look for industry groups who support diversity and mental wellbeing.
- Look for organisations that support DEI, both general and specific diversity dimensions.

## Later

### Support others

Inclusion means hearing a range of voices and perspectives, and there is strength in numbers, so empowering those around you is key:

- Share your story to inspire other colleagues.
- Steer others towards relevant sources of support.
- Share any information and resources you have found with others.
- Start a support group – at work or through social media (such as a private group).
- Provide any supportive senior leaders with sources of information.

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## Remember:

This roadmap is a plan of action! Everyone stands to benefit from building a more inclusive construction sector.

Play your part to bring about the change we need!  
Ask for support when needed.

Good luck and remember to share your stories!



**Connect**

A close-up photograph of a person's hand holding a pen, poised to write on a large architectural blueprint spread out on a table. The scene is dimly lit, with a warm, golden light source creating a soft glow on the hand and the paper.



**Align**

A photograph of a rugged, steep cliffside at sunset. The sky is a mix of deep blue and orange, with the sun's glow reflecting on the water below. The cliff face is dark and textured, with some vegetation visible at the base.



**Reimagine**

A photograph of a large, industrial-style building under construction at dusk. The steel framework is silhouetted against a dark sky, with some interior lights visible. The structure is complex, with many beams and supports.



## ConCOVE Strategic Alignment Test

### Priority Groups

- Māori
- Pasifika
- Women

### Key drivers

- Productivity (How we learn)
- Productivity (What we learn)
- Culture (How we treat each other)

### Strategic themes

- Entry
- Career Progression
- Innovation and Disruptive Technologies
- Diversity, Equity and Inclusion (DEI)
- Environmental Sustainability

**One of the most  
difficult things is not  
to change society –  
but to change  
yourself.**

**- Nelson Mandela 1918- 2013**

