

1. Background

[HOCHTIEF](#) is a publicly listed, global and leading international construction group, with headquarters in Germany. The UK arm of the group, HOCHTIEF (UK) Construction Limited, is based in Swindon and specialises in the road, rail and energy sectors.

The group is committed to sustainability and transparency. It has been a participant in the United Nations Global Compact since 2008 and is a member of both the Dow Jones Sustainability Index and FTSE4Good Index.

HOCHTIEF Graduate Civil Engineer Milda Pladaite MEng first became aware of the Fairness, Inclusion and Respect (FIR) programme when she was searching the Supply Chain School online resources. She recognised that FIR aligns with the values of HOCHTIEF and its key clients and was keen to get involved.

Milda spoke to HOCHTIEF's HR department about the FIR programme and with several colleagues completed the FIR e-learning modules and attended a 'Becoming a FIR Ambassador' workshop. Milda signed the FIR Commitment and officially became FIR Ambassador.

As a FIR Ambassador, Milda attended the CECA Inspiring Change Awards. She was particularly inspired by the vision and experiences of the speakers, Val Shawcross (Deputy Mayor for Transport, Greater London Authority) and David Poole (Highways England Executive Director for Commercial and Procurement and Diversity and Inclusion Lead).

2. Why address FIR in inductions and on site?

Milda worked as a Site Engineer at the London Underground Tottenham Hale Station Upgrade Project. This is part of an important [programme of works](#) to improve this North London transport hub for pedestrians, cyclists and public transport users, and boost local regeneration to facilitate the creation of 5,000 new homes and 4,000 new jobs.

Milda identified FIR as a tool to improve collaboration and health and safety performance on the project. She recognised that the best way to get all her colleagues on board would be to include FIR in the site induction, which she was responsible for delivering.

Including FIR in inductions enabled Milda to brief all members of the project team and visitors on FIR expectations and requirements, and to discuss and receive direct feedback from project supply chain, colleagues and client.

3. What did HOCHTIEF do?

Inductions were tailored according to the background and needs of the inductees and delivered to groups of up to 5 people at a time. Milda added a FIR slide to the induction presentation and used this to initiate discussion around the importance of:

- Every individual being respected and treated fairly and with dignity at work

- FIR, collectively, when working as part of a project team and interacting with the public
- Speaking up and openly if something isn't right
- The Equality Act 2010, and what that means to workers and employers.

Milda delivered the induction to around 50 people from about 10 different companies, including HOCHTIEF, its supply chain partners and its client.

To re-enforce the FIR message, Milda:

- Put up a poster on site, including her contact details, so that site personnel could contact her confidentially about any issues
- Briefed the Tottenham Hale Station Upgrade (THSU) team on FIR during a Health and Safety Day



Milda delivering a presentation on FIR at a Tottenham Hale Station Upgrade Project Safety Day

- Created a Diversity Map, which was contributed to by over thirty members of the project team, or around 90 % of all permanent project employees. The map was shared directly with workers, put up in the canteen and shared with Transport for London Woman's Networking Group Male Allies Network.



Diversity Map, Tottenham Hale Station Project, London Underground

4. Impact & Benefit Realised

Inductees shared positive feedback on having FIR included in their induction:

"Thanks for providing me with an induction today... Good to see a slide on fairness and inclusion."

Gary Moran, HSE Manager, Transport for London

Others to whom Milda delivered the FIR message also responded positively:

"Your presentation was well put together and delivered with enthusiasm and focus. The briefing was also sufficient in length and content to get the required initial message regarding FIR over to the attendees".

Jon Elliott, Transport for London A406 Power Road Bridge, Project Manager HOCHTIEF UK

While it is not possible to know what would have happened if Milda hadn't delivered the inductions, she believes that doing so made people more comfortable to initiate open and constructive conversations with her. There was a perception that she was a 'partner' not just a 'main contractor'.

HOCHTIEF'S client responded enthusiastically to Milda's initiative. Night Safety Manager, Neil Pepper MBE, introduced the FIR Scheme to London Underground Managing Director, Mark Wild, saying:

"I was given an induction today by Milda at the Hochtief site at Tottenham Hale where she shared the detail of this inclusion programme that she is an ambassador for. It aligns with all that TfL are attempting"

Neil Pepper, Night Safety Manager, MBE, Transport for London

Work on fairness, inclusion and respect on the Tottenham Hale Station Upgrade project was introduced to client representatives and the project was nominated for "Best Scheme for Increasing Those Underrepresented in the Workplace" at the Transport for London Supplier Awards.

"Great work. I'm looking forward to learning more". "The global map was a fantastic visual.... excellent stuff."

Staynton Brown, Diversity and Inclusion Director, Transport for London

"This is great. I would certainly like to find out more as this is something we are striving for,"

Helena Callow, Graduates Scheme Advisor, Transport for London

"This certainly looks like a great initiative."

Harriet Glen, Principal Transport Planner- Crossrail 2, Chair of the Women's Network, Transport for London

Milda is particularly interested in the connection between FIR and behavioural theory (e.g. PWC's [Open Mind](#) programme).

"Being open minded is essential to creating the inclusive workplace which will allow real diversity to flourish."

Sarah Churchman, Human Capital Director, Chief Inclusion & Wellbeing Officer, PwC

5. Moving Forward

Milda's vision is an open minded, supportive and inclusive work environment that is the starting point for and underpins all organisational processes. She set-up an initiative to liaise with young professionals to promote support, accountability and collaboration between different parties.

Milda presented an initiative at the London Underground Site Person in Charge Forum which brings together leaders and supply chain members to share good practice and experiences around health, safety and environmental issues. She also organised a meeting with TfL and Pell Frischmann graduates to discuss how young professionals can contribute to actively enhancing their work environment.

One of Milda's inspirations is the Mayor of London's vision for a diverse and inclusive city. She shared her experience with the Diversity, Inclusion and Social Integration Strategic Lead for the Greater London Authority who implemented the Mayor of London's Diversity and Inclusion Strategy. Milda also discussed her initiative with people leading positive change including the Head of Equality, Diversity and Inclusion at High Speed 2.

6. Investment

There has been no cash cost to this activity. HOCHTIEF has invested staff time in attendance at FIR Ambassador workshops, completing e-learning modules and preparing and delivering initiatives. Company has now an increasing number of FIR Ambassadors.

7. Tips

Having a fair, inclusive and supportive work environment is the starting point for enhanced performance in engineering, safety, sustainability and collaborative relationships between the client, contractor and supply chain.

Milda's tips for embedding FIR into your organisation are:

- **Leadership buy-in:** to embed FIR in corporate environment company leaders should actively promote it, provide a safe and supportive environment for raising concerns and educate employees on the expectations.
- **Induction sessions:** these are a great way of introducing and promoting FIR values.
- **FIR Ambassadors:** have an important role in maintaining FIR culture and should be leading the positive change.
- **Embedding FIR programme:** A FIR programme should be embedded into Staff Network groups and be a continuation of the STEM Ambassadors Network.
- **Employing behavioural science:** to make a lasting change, behavioural science should be employed e.g. nudge theory.

**A two minute, FIR Induction Film (with subtitles or without)
and trainer script is available for download and use, now,
from the [FIR Toolkit](#)**