



GWIC

**GROUNDBREAKING
WOMEN IN CONSTRUCTION**

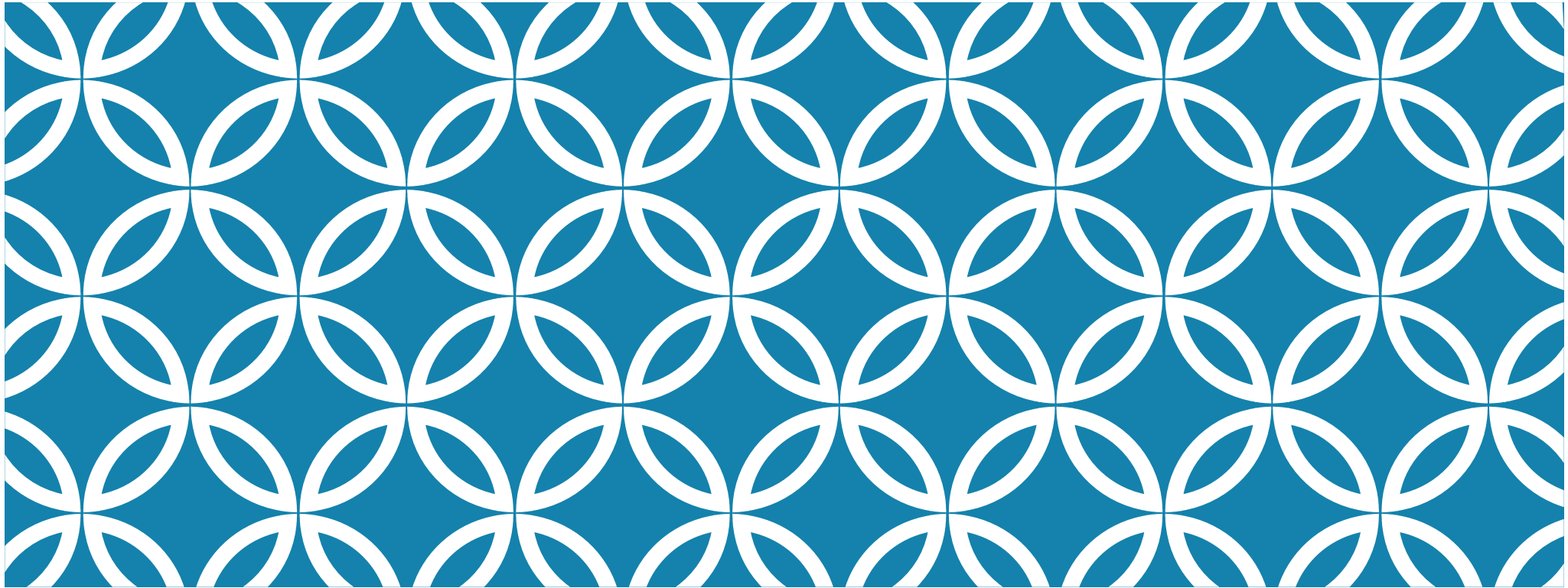
Collaborate, Mentor, Lead — SUCCEED!

ROLLING THE DICE: INDUSTRY'S NEW AEC DIVERSITY AND INCLUSION ALLIANCE

Silvia Siqueira | *Diversity & Inclusion Officer* | Hilti North America

Ashley Ruiz | *Diversity, Inclusion and Community Relations Dir.* |
McKinstry

Carol Guerrero | *Head of Diversity & Inclusion, Americas* |
Lendlease



DIVERSITY & INCLUSION IN ENGINEERING & CONSTRUCTION (DICE)

May 24, 2019

DICE - THE BEGINNINGS

Construction remains one of the least inclusive industries in the country.

Women make up 9.1 percent of the construction industry in the United States, and the number has actually decreased since 2005.

Occupation Sector	Number of Women	Percentage
Sales & Office	423,000	45%
Professional & Management	293,000	31%
Natural Resources, Construction & Maintenance	196,000	21%
Service Occupations	14,000	1.5%
Production, Transportation & Material Moving	13,000	1.4%

DICE - THE BEGINNINGS

Construction and engineering firms are taking notice and want to change.
We recognize:

1. Talent shortages
2. Need for innovation and continuous improvement
3. Changing workplace demands by employees
4. Recognition of inclusion as a core business imperative

A number of firms have come together to connect on this topic and commit to working collaboratively to support each other and advance change in the industry.

MEMBER COMPANIES



Balfour Beatty



FLUOR

JACOBS



SKANSKA



Turner



wood.

VISION

We are the driving force for equity and inclusion for all in the construction and engineering industry.

MISSION

The Mission of DICE is to increase awareness and share best practices through peer-collaboration.

WHAT WE DO



Twice-annual member meetings

1. Hilti (Dallas) – April 2018
2. McKinstry (Denver) – October 2018
3. Lendlease (NY) – March 2019

Regular communications/collaboration

Developing more formal structure
(charter, membership responsibilities,
etc.)

WHO WE ARE



We are:

1. D&I practitioners/leaders
2. Decision-makers for our organizations
3. Peers interested in collaborating, learning, and sharing together

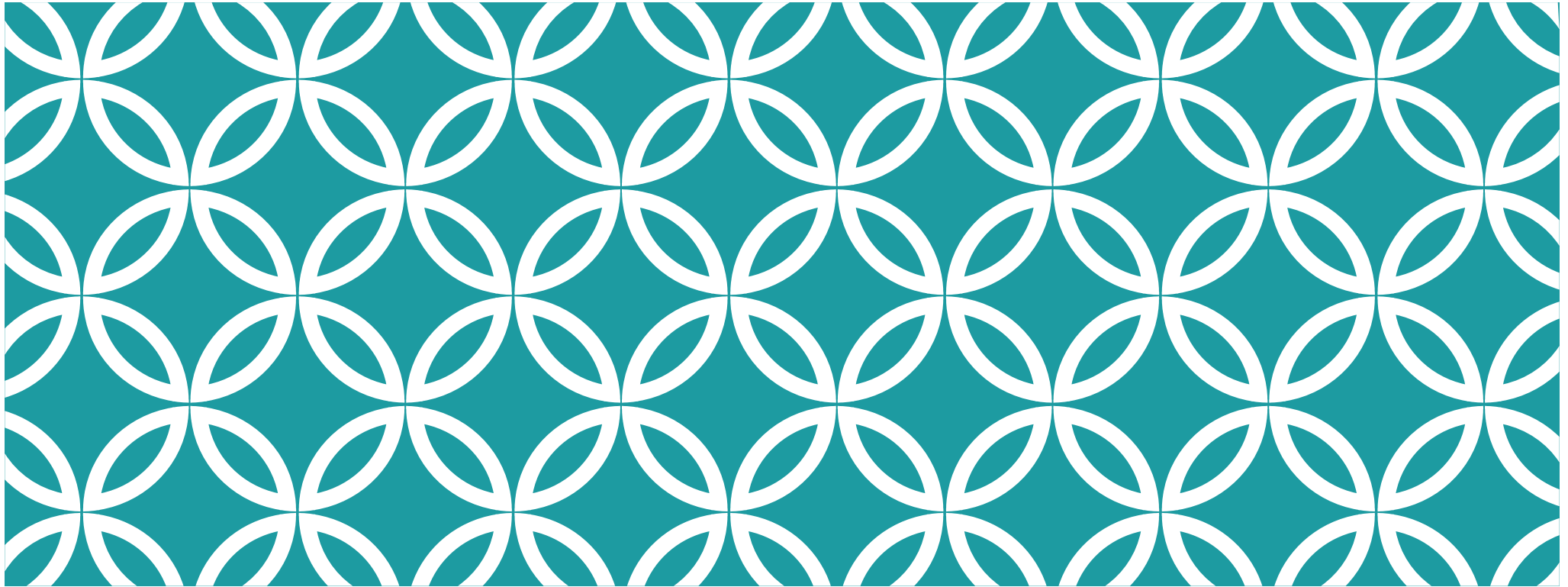
We are not:

1. A conference or event
2. An open meeting or public forum

TOPICS WE'VE COVERED



1. Inclusive benefits
2. STEM mentorship/pipeline building
3. Data and metrics
4. Employee Resource Groups (ERGs)
5. Group mission/vision/charter
6. Executive engagement
7. Best practices from other firms/industries



COMPANY SPOTLIGHTS



COMPANY SPOTLIGHT: MCKINSTRY



Key initiatives:

1. Training (leader, unconscious bias, manager toolkits, etc.)
2. Data and metrics (understanding what we have and how to better leverage it)
3. Engaging employee teams (Advisory Committee, Working Committee)
4. STEM mentoring/pipeline capacity building

STEM IN ACTION



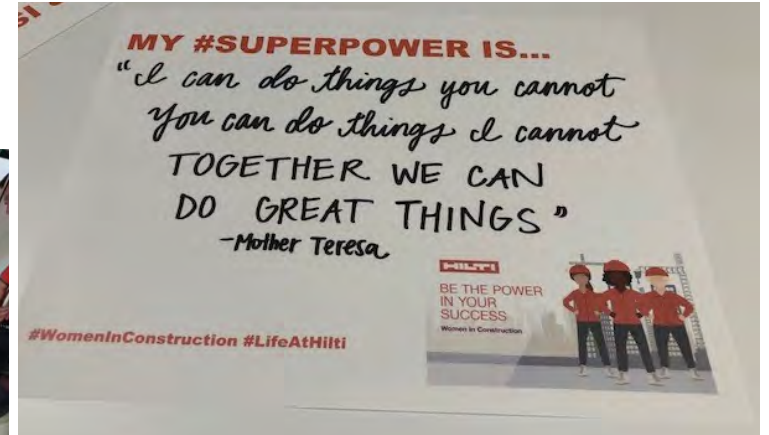
COMPANY SPOTLIGHT: HILTI



Key initiatives:

1. Gender, Generations, Global (3Gs)
2. Building a workplace that works for all
 - (Beyond Bias Training, Cultural Diversity Awareness)
3. CEO commitment to elevating women
 - Catalyst for Change
 - Men Advocating Real Change
4. Work within construction industry to bring about D&I awareness and change

HILTI IN ACTION



COMPANY SPOTLIGHT: LENDLEASE



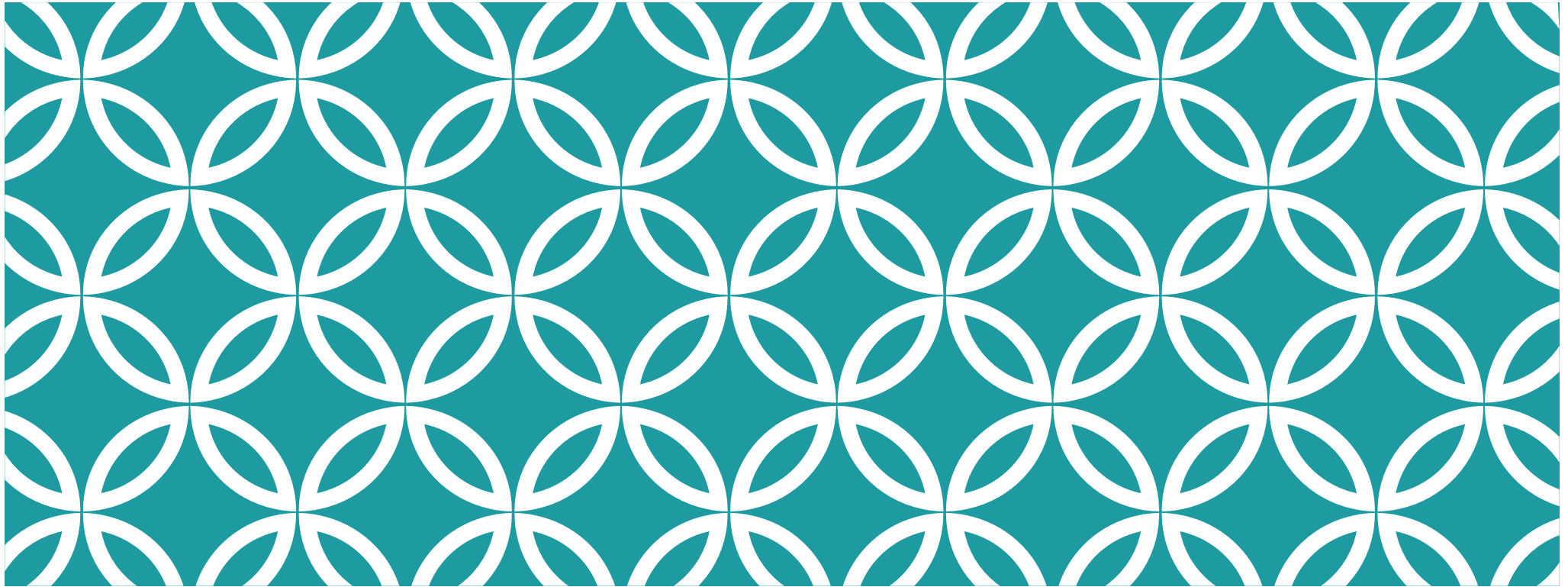
Key initiatives:

1. Empowering our leaders to be inclusive and address bias to make better decisions
2. Commitment to a level playing field, giving everyone the same chance to succeed
3. Flexible ways of working to support different needs, priorities and lifestyles

LENDLEASE IN ACTION



INTERNATIONAL WOMEN'S DAY 2019
MEET THE WOMEN OF LENDLEASE



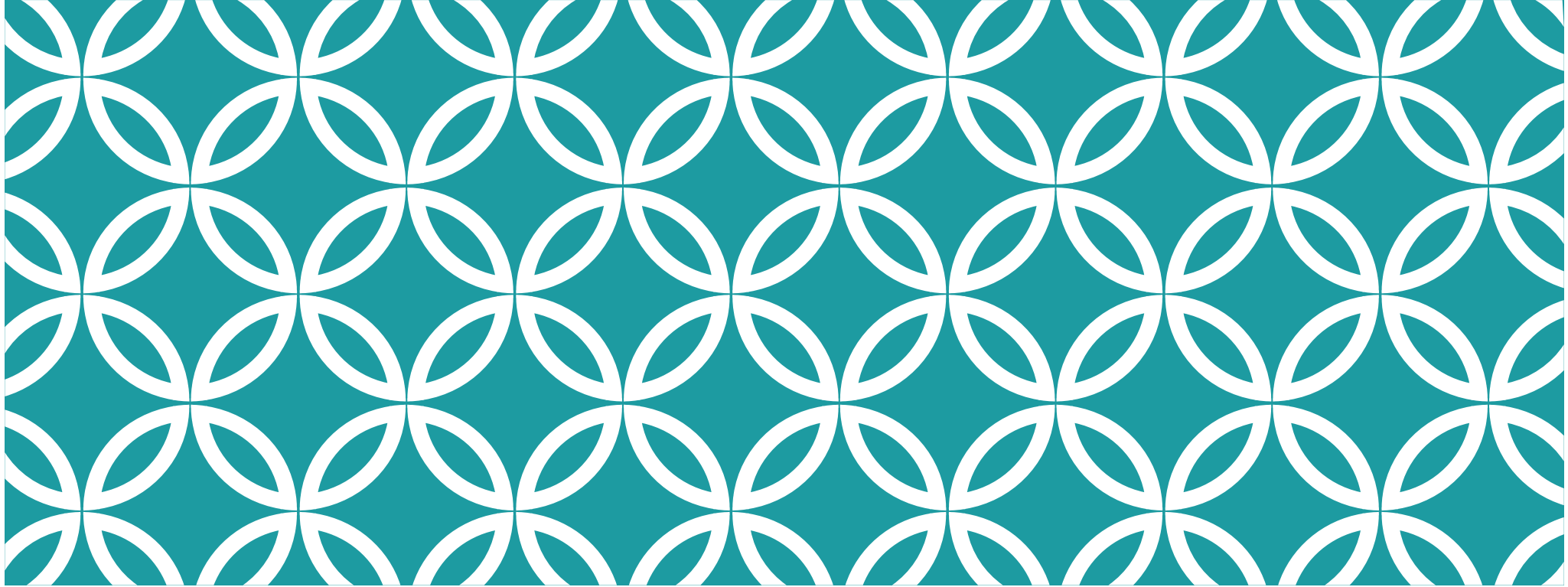
WHAT'S NEXT |

WHAT'S NEXT

DICE

**Diversity & Inclusion in
Engineering and Construction**

1. Develop charter
2. Establish work priorities
3. Continue to enhance peer collaboration
4. Elevate presence in industry
5. Drive collective impact



Q&A |

Q&A FOR AUDIENCE

1. What are your companies doing to formalize D&I efforts? Do they have a formal role for this?
2. What do you see as the biggest barriers to inclusion in the industry?
3. How can we attract more women into construction?
4. What advice would you give to companies about their corporate D&I programs?
5. What do you think are the biggest opportunities with this type of cross-company collaboration?
6. Are any of you interested in becoming leaders of D&I in our organizations? What is one learning or next action to get there?



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