



Social Sustainability Delivery Framework

LAING O'ROURKE

JOCELYNE UNDERWOOD



Typically, when delivering social sustainability through the built environment, performance is measured by an organisation's ability to deliver local employment, training and community stakeholder management on a project-by-project basis. Laing O'Rourke focuses on creating a positive 'sense of community' to leave a social legacy above and beyond the built environment. To embed a level of consistency, our new model forecasts the actual value generated through our social sustainability practices using a measurable and repeatable process.

John O'Connor, Group Human Capital Director:

"Laing O'Rourke's mission to be the recognised leader of innovation and excellence in the construction industry will see us set a new benchmark that measures the social value we contribute to the communities in which we work. The development of our Social Sustainability Delivery Framework follows on from our success as the 2017 Construction News Awards for Sustainable Contractor of the Year and launch of '2016' ten-point plan to overcome the UK's construction and infrastructure skills gap. The SSDF measures social value across five main themes: positive economic impact within a local community; inspiring young people to take up careers in engineering and construction; investing in our future talent within and new to our business; improving equality, diversity and inclusion and how we can enhance a sense of community for those living locally"



Social Sustainability Delivery Framework (SSDF)

The SSDF is arranged around five themes as a toolkit to forecast and measure the social value delivered through our projects and workplaces:

- Positive economic impact – businesses, supply chain and local employment
- Inspiring the next generation – education and ambassador based activities
- Investing in future talent – apprentices, graduates and school leavers
- Building an inclusive workforce – equality, inclusivity and pride
- Enhancing sense of community – communities, positive impacts and legacy

Laing O'Rourke's Sustainability Manager and SSDF Developer, Joselyne Underwood, has worked closely with CLES to structure the SSDF to calculate the social value in monetary terms generated through our projects. Its continuous development will help us to analyse and refine our measurements in consultation with CLES annually.

SOCIAL SUSTAINABILITY DELIVERY FRAMEWORK



Embedding social sustainability as a core value

Social Sustainability Delivery Framework

- Macro
 - ‘social value’ has been (in the main) driven by public sector/legislation
 - the requirements for delivering socio-economic benefits are transactional
 - perception of success is based on output, rather than outcome
 - value is reported retrospectively and there is no benchmark
- Laing O’Rourke
 - lots of good practice occurring - little consistency or measurement
 - varying levels of understanding around sustainability- environmental focus
 - no central system or training available on how to communicate or deliver social sustainability effectively

Social Sustainability Delivery Framework

Five themes – Simple, Consistent, Repeatable

The image displays five vertical panels, each representing a theme of the Social Sustainability Delivery Framework. Each panel includes a title, a theme number, and detailed sub-sections for Impact, Measurement, Outcome, and Global Benefit. The panels are: 1. Businesses, Supply Chain and Local Employment (Theme 1); 2. Schools and Ambassador Based Activities (Theme 2); 3. Apprentices, Graduates and School Leavers (Theme 3); 4. Equality, Inclusivity and Pride (Theme 4); 5. Communities, Positive Impacts and Legacy (Theme 5). Each panel also features a 'Laing O'Rourke' logo at the top and 'Engineering the Future' at the bottom.

THEME 1: UNDERSTANDING OUR ECONOMIC IMPACT

Impact

- 1 The local economy, employment and supply
- 2 Businesses and their projects

Measurement

Impact 1

- Direct spend with local suppliers
- Direct spend with SME suppliers
- Re-spend of suppliers
- Suppliers re-spend

Impact 2:

- Direct spend with local employees (50 miles)
- Re-spend of employees (local / non local)

Outcome

- Laing O'Rourke acts to lead and empower our supply chain manager
- Laing O'Rourke acts as an influencer employer

Global Benefit

- Strengthened local supply chain
- Rise in local employment figures
- Improved local economy

THEME 2: INSPIRING THE NEXT GENERATION

Impact

- 1 Design engineering and Construction skills
- 2 Schools, Children (and young people)
- 3 Workforce

Measurement

Impact 1

- Level 3 NVQ qualification (as a minimum)

Impact 2

- Change in aspirations per child

Impact 3

- Value of regular volunteering ambassadors

Outcome

- Impact of long term education activities - DEC activities
- Increased aspiration for construction career
- Empowered workforce

Global Benefit

- Improved qualification levels
- Higher aspirational communities
- Cultural lift in expectations

THEME 3: INSPIRING IN FUTURE TALENT

Impact

- 1 People, retention and attraction
- 2 People, diversity

Measurement

Impact 1

- Gross value added through apprentices (GVA)
- Progression of skill levels (apprentices and graduates)
- Cost of recruiting new staff members

Impact 2:

- Value of moving target groups into apprenticeships

Outcome

- Provide quality apprenticeship progression
- Improved diversity through targeted apprenticeships

Global Benefit

- Strengthened local supply chain
- Rise in local employment figures
- Improved local economy

THEME 4: BUILDING AN INCLUSIVE WORKFORCE

Impact

- 1 People, inclusive employment practices and social mobility
- 2 Businesses and their reputation

Measurement

Impact 1:

- Quality employee representation
- Number of active equality and diversity focused employee groups
- CPD practice
- Awards for high quality employment practice

Impact 2:

- Value of moving target groups into employment

Outcome

- Quality terms and conditions and representation
- Value of direct labour force
- Improved diversity through targeted recruitment

Global Benefit

- State savings from welfare benefits
- Enhanced cultural acceptance
- Have a measurable industry benchmark for social sustainability

THEME 5: ENHANCING SENSE OF PLACE

Impact

- 1 Local economy
- 2 Local community
- 3 Voluntary sector

Measurement

Impact 1

- Change in feeling and attitude about the neighbourhood
- Undertaken through pre and post construction questionnaire

Impact 2:

- Amount invested by Laing O'Rourke in community projects

Impact 3:

- Amount invested by Laing O'Rourke in pre-bids support for voluntary and community sector

Outcome

- Positive community perception
- Amount invested in community projects
- Amount invested in voluntary and community sector

Global Benefit

- Established sense of local 'community', providing a social and environmental legacy
- Enhanced awareness of 'place' and its meaning to community – understanding 'value of living

Embedding social sustainability as a core value



Key Challenges

Social Sustainability Delivery Framework

- Social value should be focussed on long term employment outcomes
- Complex skills landscape both nationally and locally
- Advice and support for supply chain is lacking – workforce development
- Attraction of talent into construction
- Not enough visibility of skills and labour demand more broadly and the effect of major infrastructure projects on local supply



Thank you

All materials contained in this presentation are copyright of Laing O'Rourke.