

THE CIRCLE
PARTNERSHIP

**UNDERSTANDING AND
MAXIMISING WOMEN'S
UNIQUE STRENGTHS AND
ATTRIBUTES IN THE
WORKPLACE**

A Built Environment focused
research study

FOREWORD

Before coming into the construction industry nearly 7 years ago I was a performance psychologist in Olympic sport. In this role, and as is still the case today, sports are funded through Lottery Funding based on results – if you didn't get the medals, you didn't get the funding! The Beijing Olympics was a watershed moment for Team GB, and a high level of medal delivery has continued in subsequent Games. Many factors contributed to the uplift in performance but one of the key observable changes from my own experience was that coaches and sport scientists began to be more curious about how to help women athletes be successful. How could they create an environment where they genuinely thrived?

This was not simply the recognition that women athletes were different and broader thinking practitioners knowing they needed to change how they worked with them, but more pragmatically, it was the fact that sports needed the medal delivery from both male and female athletes. High performance sport is not perfect today in terms of gender; sponsorship, endorsement, media exposure etc is still lower for women, but the collective mindset has shifted and significant in this has been research and data driven insights.

This report by The Circle Partnership, with support from Cellence Plus and Laing O'Rourke, is a bold and exciting piece that intends to create data driven awareness around the female athletes in the Built Environment. Men and women are wired differently physiologically, and we seem to readily understand and accept this, but they are also equipped with different strengths and preferences psychologically. The sports environment necessitates that we look at the whole athlete and in business it is no different. However, the performance environment in business has historically evolved to value characteristics such as confidence, assertion, strong personalities, decisiveness etc and to devalue and exclude the opposite. This has served businesses and does continue to do so in many sectors, but the world is changing and the complexity of the problems for leaders and business to solve today and tomorrow will necessitate different thinking.

Drawing on Einstein, the challenges that exist environmentally, socially, and economically will not be solved by the same thinking that created them. Neurologically and psychologically women have unique strengths in the social radar they are equipped with; the ability to read and see nuance and change in mood, engagement, and interaction that stop a conversation going south; being able to create participative decision-making environments where diversity of thinking creates better solutions; bringing a different world view to men that creates useful challenge to assumptions, and so many others. Innovating and finding solutions to the complexity, uncertainty and ambiguity that are growing trends in problem solving today will require these skills to be in the room. We are in a time when 'ideas' and 'ideation to commercial delivery' are the drivers for business success and organisations will need to find ways to do this faster than their competition.

This report is an insight giver for companies across the Built Environment. It is brimming with findings that enable businesses to challenge themselves in how they can optimise the contribution of female teammates, and how they strengthen their overall offering to customers through the development of the complementary capability of both the male and female performers on their team sheet.



DR KATE GOODGER C. PSYCHOL
Group Head of Human Innovation and Performance
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INTRODUCTION

It's not news to say that the Built Environment has a problem when it comes to gender balance – particularly at senior leadership levels. A lack of female talent means that the industry misses out on the performance, productivity and innovation benefits associated with gender diversity. For those businesses with shareholder interests, it also contributes to a challenge in meeting Diversity, Equality and Inclusion (DEI) targets which can have an impact on both brand reputation and investment viability.



VANESSA MURRAY & CERI MOYERS

**Directors
The Circle Partnership**

The very reason we established The Circle Partnership was to take practical action in addressing these challenges, and we're proud of what we're achieving. Through our 12-month Circle Academy programme, we are giving hundreds of women the skills, confidence and network they need to stay and thrive in their chosen sectors. But we – and others working in this field – can only achieve so much unless more businesses wake up to the reality of the gender diversity challenge the industry is facing and the opportunities they are missing out on.

We undertook this research study in order to contribute to raising informed awareness here, and to provide clear data from which forward thinking companies can take action to attract, support and retain their female talent - and thereby gain the competitive advantage that accompanies a more diverse workforce. We wanted to discover: what do women bring to the workforce that needs to be recognised, how do their contributions complement or differentiate from the overall group, and what do they need from their organisations to be at their best?

To answer this, we utilised the Hogan assessment tool to find out if there were particular traits and tendencies among women at the mid-level age and stage - where the greatest retention challenge exists - that could be better acknowledged and understood, and more directly addressed in development interventions.

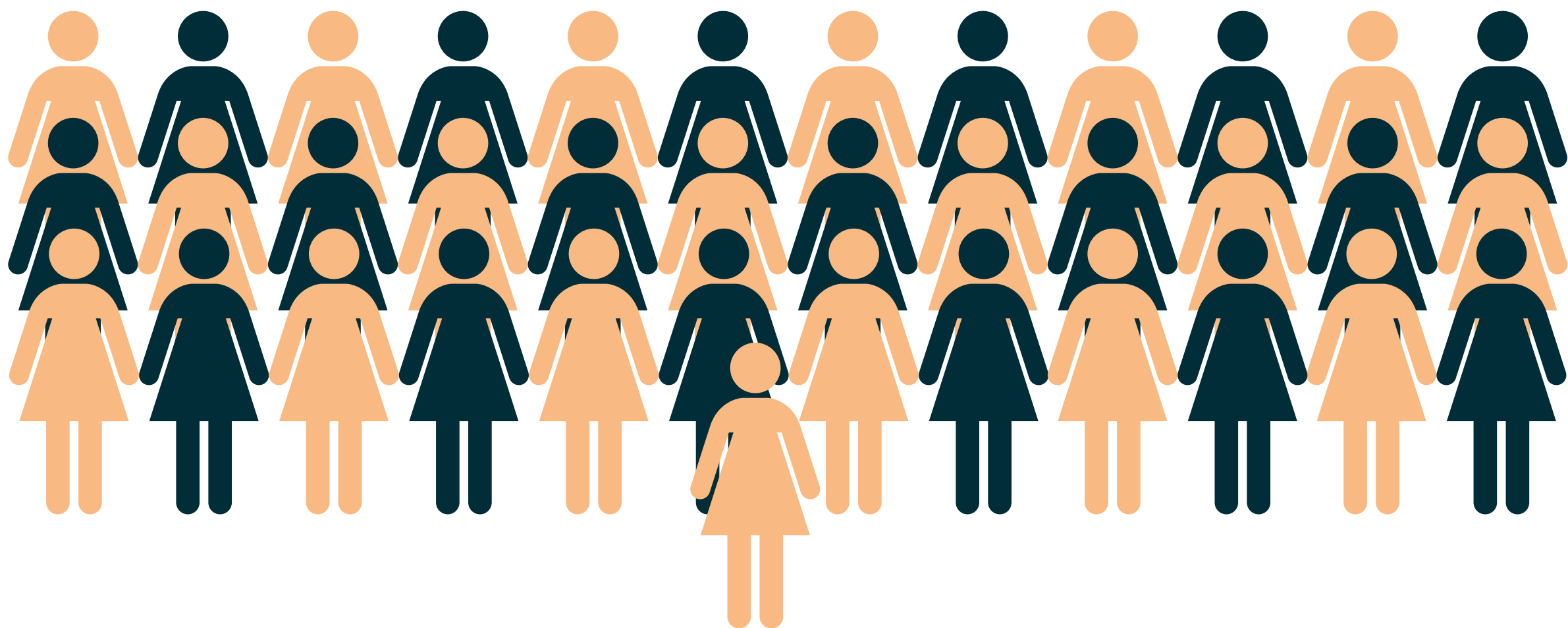
This would serve the dual purpose of:

- Enhancing women's capability and contentment in the workplace, thereby maximising their professional outputs and impact.
- Increasing retention rates and female talent succession pipelines, thereby contributing to improved gender balance at senior level.

We hope that the findings presented in this report will help to build understanding of the unique and valuable contribution that women bring to the workplace, as well as give businesses confidence in investing in tailored attraction and retention initiatives.

VITAL STATISTICS

37 MID-LEVEL WOMEN PROFILED FROM ALL SECTORS OF THE BUILT ENVIRONMENT



A SPREAD OF

3 4 5 6 7 8 9 10 11 12 13

YEARS EXPERIENCE IN THEIR CHOSEN INDUSTRIES



WOMEN ARE CULTURAL CONTRIBUTORS; THEY BRING AND THRIVE ON ENJOYMENT IN WORKING ENVIRONMENTS



WOMEN ARE NATURAL RELATIONSHIP BUILDERS; THEY DEMONSTRATE STRONG EMPATHY AND INTERPERSONAL SKILLS



WOMEN FIND GREATER COMFORT IN BEING WITHIN A GROUP RATHER THAN STANDING OUT

EXECUTIVE SUMMARY



Our random research sample of 37 mid-level women from across all sectors of the Built Environment revealed marked similarities and themes and back up many cliches about female versus male strengths and traits. This group emerge as naturally empathetic and good with people, willing and able to prioritise others' needs and skilled in creating cohesive teams and a positive work environment.

The World Economic Forum (WEF) 'Future of Jobs Report' 2023-27 found that these 'relational' skills are becoming ever more critical as work and home lives blur and new generations with new expectations enter the workforce. Businesses lacking these strengths through an absence of female talent could find themselves struggling to attract and retain employees and facing cultural challenges.

Looking further into the findings, this is a cohort of leaders who very much aspire to get ahead and succeed, they are driven to make an impact and to seek public acknowledgement. They prefer, however, to influence behind the scenes and earn recognition through quiet competence, rather than through overtly competitive or ambitious behaviour. They are excellent at relationship building, but struggle with conflict and tend towards a 'flight response to stress, particularly where emotions are concerned. A preference for safety and security, lower levels of ambition (as defined by Hogan) and a strong sense of empathy to those around them means there is an overall tendency for fitting in rather than standing out and for 'getting along' rather than embracing the discomfort that can characterise truly high performance. There could be many explanations for this:

Lack of maturity and work experience contributing to an as yet unformed brand or identity

The subconscious impact of cultural and societal norms where women are seen as 'less ambitious' or not possessing 'traditional' leadership traits

Environmental conditions where women are the minority effecting a need to adapt and flex in order to fit in or get ahead

Women's own limiting beliefs

The impact of these preferences is a challenge in terms of creating an individualised leadership identity. These mid-level women will tend towards: 'I'll be what you need' as opposed to: 'This is who I am,' and in the long term, related frustrations regarding this lack of authenticity and/or insufficient recognition and progression could accompany this.

If seen as a predictor of future capability, these findings should help to better inform organisations' female talent development interventions as well as broader gender diversity initiatives. Without more nuanced support, the retention challenge at mid-level that currently affects the Built Environment will remain, with inevitable consequences on the diversity of the long term senior leadership pipeline.

DATA HIGHLIGHTS

WOMEN'S EMERGENT **STRENGTHS** AND HOW THESE APPLY IN A BUSINESS CONTEXT

THEY ARE CULTURAL CONTRIBUTORS; THEY BRING AND THRIVE ON ENJOYMENT AT WORK

They have a deep ability to adapt to lots of different personality types and are great at getting along with people. They are empathetic, good listeners and naturally support and develop other team members.

THESE WOMEN ARE NATURAL INFLUENCERS

They value influence, autonomy and recognition. They will likely have impact behind the scenes, shaping decisions or being recognised as a trusted advisor. They communicate well, contribute many ideas, and want to lead a group that has an opportunity for visibility.

THESE WOMEN ARE CONNECTORS: GREAT AT BUILDING AND MAINTAINING RELATIONSHIPS

Scores predict them to value networking, collaboration and belonging. They enjoy creating strategic alliances. They are nurturing and easily foster trust and goodwill from those around them.

KEY AREAS OF **RISK** BASED ON EMERGENT TRAITS AND HOW THESE APPLY IN A BUSINESS CONTEXT

THERE ARE INDICATIONS OF LESS NATURAL FLAIR FOR THINKING BROADLY

These women are pragmatic, will prioritise workload over learning new skills and are sensible and modest as opposed to creative and visionary types.

THIS GROUP ARE MORE INCLINED TO SUPPORT THE GROUP THAN TAKE THE LEAD

They may be understated, unassertive and more comfortable out of the limelight. This can contribute to a struggle in terms of standing out and defining a clear leadership identity. They will also struggle with difficult conversations.

THERE WAS AN EMERGENT TENDENCY TOWARDS FLIGHT AS A RESPONSE TO STRESS

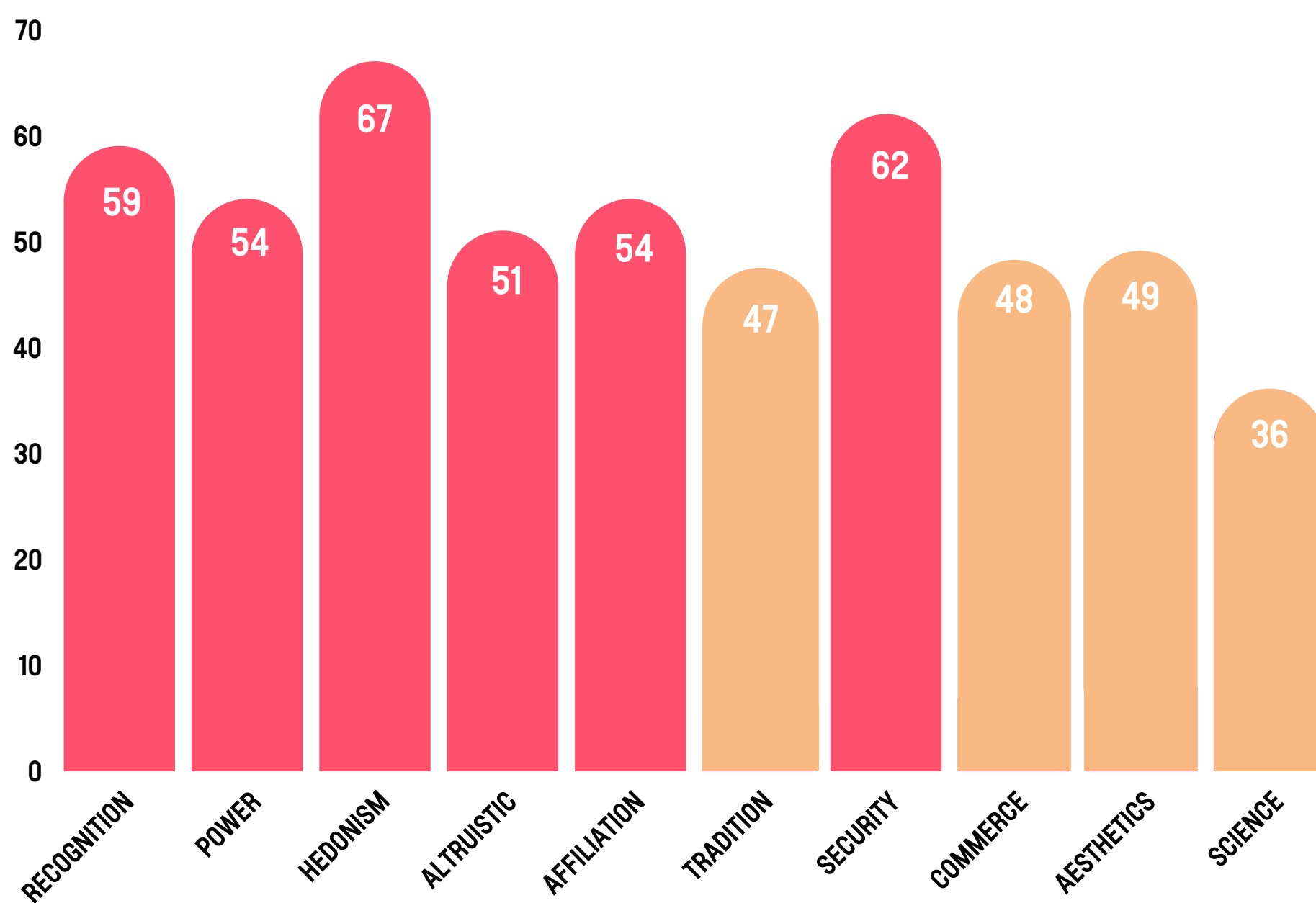
These women will move away from people and businesses when under pressure, and have a tendency to bottle up frustrations. This has inevitable knock-on effects in terms of productivity and retention.

DETAILED DATA ANALYSIS

The data emerging in relation to each of the specific areas that the Hogan assessment measures – values, strengths and derailers - provides further key insight and is detailed in this section.

VALUES

**Scores over 50 are considered key values based on the average spread of results*



Understanding and acting in accordance with personal values is important for a rewarding and fulfilling personal life and career. People whose primary values are not being met will commonly feel unfulfilled, dissatisfied and restless, and this can lead to them seeking new opportunities and environments.

These results, which show six emergent values with a score over 50, suggests an adaptable and flexible cohort that will fit in a wide variety of organisational cultures and contexts.

THESE WOMEN VALUE LIGHT-HEARTED CULTURES, INDEPENDENCE AND AUTONOMY, BEING ABLE TO ENJOY WHAT THEY DO

They will be the individuals who influence the culture, bring people together and encourage both work and play.

THEY VALUE RECOGNITION AND SEEK OPPORTUNITIES TO BE ACKNOWLEDGED

These women prefer to work in teams; communicate well, contribute many ideas, and want to lead a group that has an opportunity for visibility.

THESE WOMEN VALUE SAFETY AND PREDICTIBILITY

They will likely be conforming, attentive to details and easy to supervise. They are likely risk averse when it comes to their careers and finances which may lead to earning less than their potential.

THESE WOMEN VALUE ACHIEVEMENT

They care deeply about being successful and having opportunities for career development, and they will leave organisations when these routes are not felt to be available.

NETWORKING, RELATIONSHIPS, COLLABORATION AND A SENSE OF BELONGING ARE IMPORTANT

They will likely enjoy meeting new people and developing strategic alliances. They enjoy working in team environments and will likely be charming and socially insightful.

THEY VALUE MAKING THE WORLD A BETTER PLACE, WILL LIKELY BE INTERESTED IN SUSTAINABILITY AND WILL ENJOY HELPING OTHERS.

They will be sensitive to the needs of those around them, promote open communication and will help others enhance their careers through mentoring and coaching.

HOGAN TERMINOLOGY EXPLAINED

VALUES DEFINITIONS

RECOGNITION

HIGHER SCORE VALUE

Notoriety, public praise, high-visibility roles

LOWER SCORE VALUE

Modesty, sharing credit, "behind the scenes" roles

POWER

HIGHER SCORE VALUE

Authority, advancement, competition, influence

LOWER SCORE VALUE

Cooperation, democratic decision-making

HEDONISM

HIGHER SCORE VALUE

Fun, variety, excitement, lighthearted cultures

LOWER SCORE VALUE

Professionalism, self-discipline, formality

ALTRUISTIC

HIGHER SCORE VALUE

Helping others, coaching, providing service

LOWER SCORE VALUE

Personal responsibility, self-reliance, productivity

AFFILIATION

HIGHER SCORE VALUE

Networking, relationships, teamwork, belongingness

LOWER SCORE VALUE

Privacy, task focus, minimal interruptions

TRADITION

HIGHER SCORE VALUE

Progress, change, diversity, autonomy

LOWER SCORE VALUE

Conservatism, convention, principled standards of conduct

SECURITY

HIGHER SCORE VALUE

Structure, order, predictability, minimizing risk

LOWER SCORE VALUE

Risk-taking, limit-testing, flexibility

COMMERCE

HIGHER SCORE VALUE

Profitability, making money, focus on bottom line

LOWER SCORE VALUE

Generosity, people over profits, less focus on bottom line

AESTHETICS

HIGHER SCORE VALUE

Quality, style, brand image, product "look and feel"

LOWER SCORE VALUE

Functionality, pragmatics, substance over form

SCIENCE

HIGHER SCORE VALUE

Analysis, data-driven decisions, rational arguments

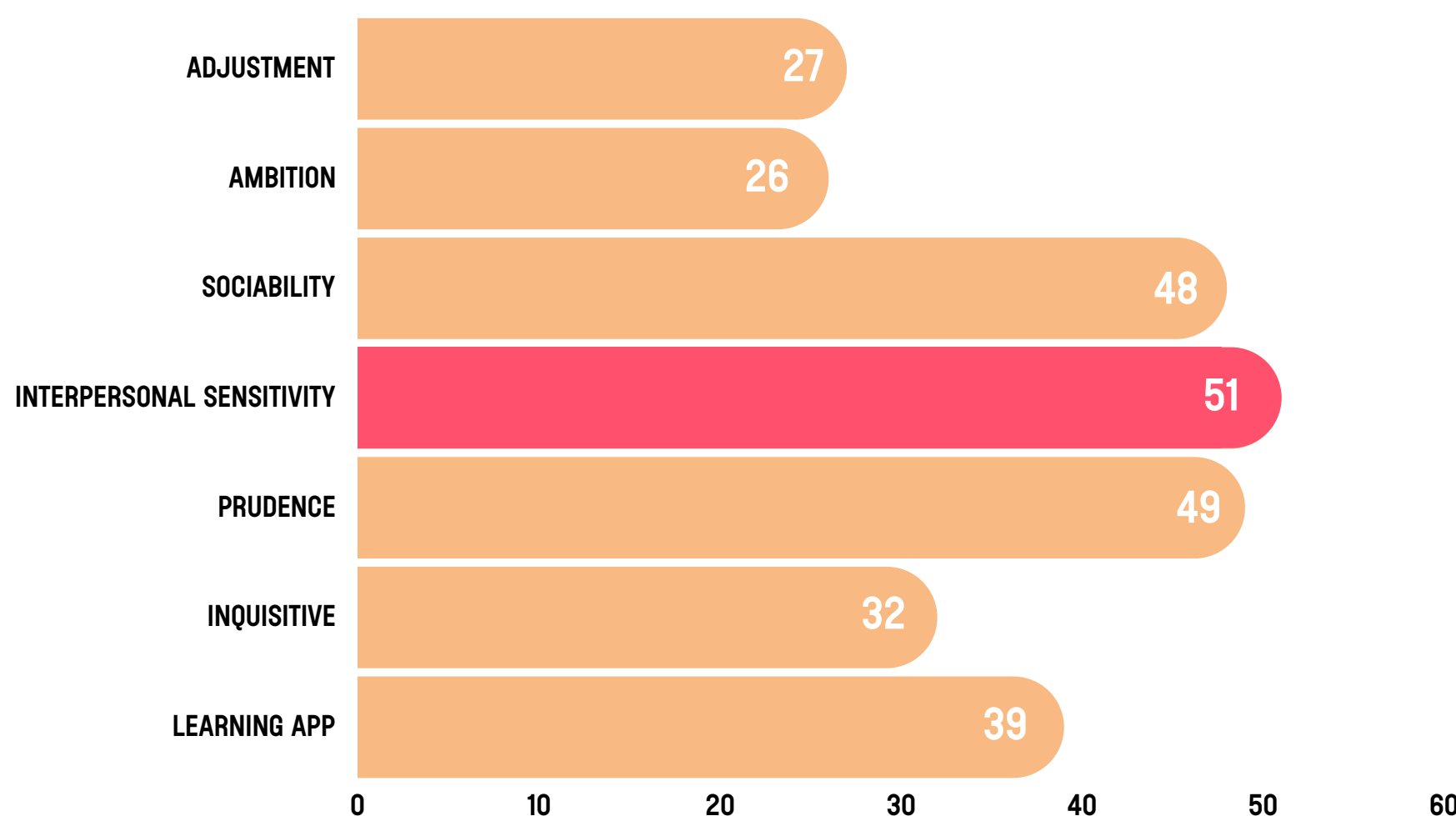
LOWER SCORE VALUE

Action, intuition, experience-based decisions



STRENGTHS

**Scores over 50 represent natural strengths based on the average spread of results*



The majority of scores in this strengths assessment are lower than 50, which represents a number of personality areas where this cohort might need to invest a lot of conscious energy. Scores over 50 represent our absolute superpowers and require very little of our conscious energy.

The highest score relates to 'Interpersonal Sensitivity' which relates to communication style and measures the degree to which a person seems sensitive, perceptive and tactful. A high score predicts them to be trustworthy, friendly, warm, considerate and nurturing in relationships. They encourage cooperation and teamwork, will likely easily foster trust and goodwill from those around them.

The shadow side of this strength is a tendency to avoid conflict and confrontation. As emerging leaders, these individuals may not address poor performance as quickly as they should and risk being taken advantage of for their trusting and cooperative manner.

This cohort's lowest score is around 'Ambition'. They will be more driven to contribute to team success in supporting roles, and prioritise collaboration over personal advancement. They are unlikely to engage in the sort of 'political behaviour' that in some organisations is necessary to emerging as a potential leader. They will likely set, and be motivated by attainable goals, and perhaps be more comfortable following others than leading.

While these women may prefer to collaborate with others rather than push themselves forward or seek public recognition, they still value influence, autonomy and recognition. This means they may be influential behind the scenes, shaping decisions or being recognised as a trusted advisor. They prefer to earn recognition through consistency, reliability, and quiet competence, rather than through overtly competitive or ambitious behaviour.

The combination of high 'Interpersonal Sensitivity' and low 'Ambition' means these women are fantastic team players and relationship builders. They are attuned to people's feelings and create cohesive and positive relationships. Perceptive, thoughtful and emotionally intelligent, they can listen to others and foster trust and respect from peers and staff. These women are invaluable in roles where interpersonal dynamics are important.

At the same time, these tendencies mean that these women may be overly focused on others' feelings and "getting along" rather than engaging in the discomfort that can lead to truly high team performance. Support will be required to improve resilience and bravery in terms of putting themselves first and standing out from the crowd.

HOGAN TERMINOLOGY EXPLAINED

STRENGTHS DEFINITIONS

ADJUSTMENT

HIGHER SCORE VALUE

Resilient, optimistic, composed, stress-tolerant, overly self-assured, resists feedback, arrogant

LOWER SCORE VALUE

Vigilant, self-aware, strong sense of urgency, pessimistic, tense/moody, stress-prone

AMBITION

HIGHER SCORE VALUE

Self-confident, driven, energetic, persistent, leader-like, forceful, competitive, becomes restless easily

LOWER SCORE VALUE

Supportive, team-oriented, great team player, lower confidence, competitive energy, drive

SOCIABILITY

HIGHER SCORE VALUE

Socially proactive, team-oriented, communicative, distractible, overtalks, poor listening skills

LOWER SCORE VALUE

Task-focused, businesslike, good listening skills, low-impact communication style, socially reactive

INTERPERSONAL SENSITIVITY

HIGHER SCORE VALUE

Diplomatic, friendly, perceptive, sensitive, potentially “too soft” with feedback, conflict-avoidant

LOWER SCORE VALUE

Direct, frank, straightforward communication potentially insensitive, imperceptive, or abrasive

PRUDENCE

HIGHER SCORE VALUE

Rule-following, process-focused, organized, rigid/inflexible, change-resistant, overly compliant

LOWER SCORE VALUE

Flexible, ambiguity-tolerant, comfortable with change Inattentive to details, disorganized, impulsive

INQUISITIVE

HIGHER SCORE VALUE

Strategic, idea-oriented, creative, curious Low process/execution focus, easily bored

LOWER SCORE VALUE

Pragmatic, levelheaded, strong implementer, overly tactical, short-term view of problems

LEARNING APPROACH

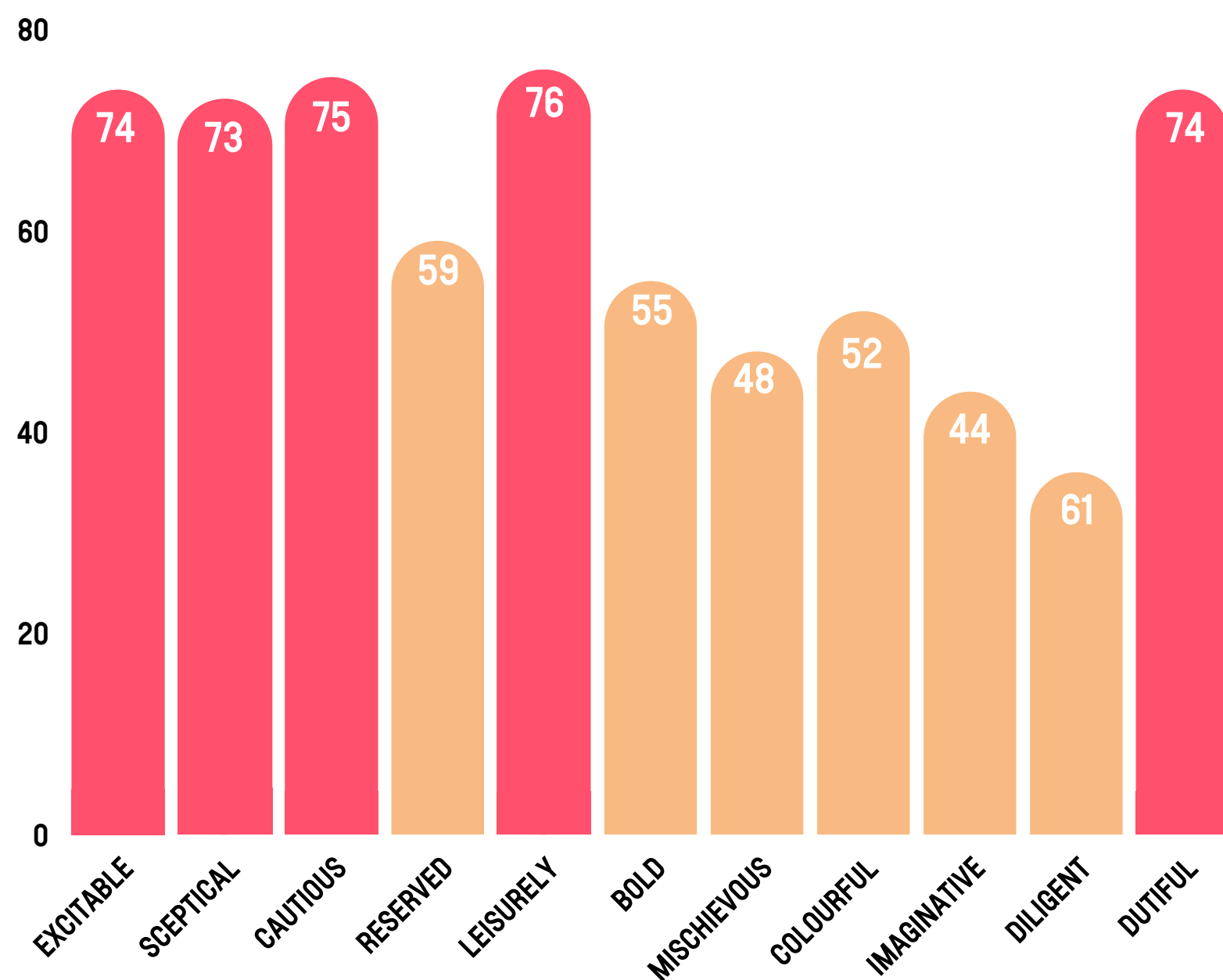
HIGHER SCORE VALUE

Up-to-date, continuous, “traditional” learner possibly too pedantic or a “know-it-all”

LOWER SCORE VALUE

Hands-on, application-focused, practical learner “Just in time” learner, may seem uninformed

DERAILERS



**Scores over 70 are considered natural derailers compared against the average spread of results*

This sample set has five derailer scores above 70 against a profile average of four. Notably, all of the elevations; 'Excitable', 'Sceptical', 'Cautious', 'Leisurely' and 'Dutiful' are those linked to a flight response to stress; a 'moving away from people' pattern of behaviour.

In terms of how this would show up, when stressed, these women will likely manage feelings of inadequacy by avoiding true connections with others. Their high sensitivity to others' emotions and their environment makes them more prone to anxiety when relationships are strained or when they feel they might disappoint others.

Rather than confront difficult situations or deal with stressful interpersonal dynamics, they may retreat to protect themselves emotionally. In this way, the flight response becomes a coping mechanism—a way to escape the discomfort of these potential stressors by withdrawing.

The definitions and combinations of each of the specific elevations provide further context:



EXCITABLE AND LEISURELY

These individuals will likely be energetic but also intense and hard to please. They will be cooperative and agreeable but privately irritable or stubborn; and will likely bottle up their frustrations.



SCEPTICAL AND CAUTIOUS

They will be bright and perceptive but cynical and stubborn; and careful and thorough but risk averse and fearful of failure which may hold them back.



LEISURELY AND DUTIFUL

They will likely be supportive and loyal, but over eager to please and ingratiating. Combined, these derailers mean that these women will find conflict challenging.

As with all innate traits, building awareness of these tendencies and adapting environments and opportunities to fit will be important to ensure strengths can be enhanced and shadow side energy minimised.

HOGAN TERMINOLOGY EXPLAINED

DERAILERS DEFINITIONS

EXCITABLE

HIGHER SCORE VALUE

Volatile, moody,
unpredictable

LOWER SCORE VALUE

Intense, passionate,
energetic

SCEPTICAL

HIGHER SCORE VALUE

Cynical, distrustful, fault-
finding

LOWER SCORE VALUE

Perceptive, shrewd,
insightful

CAUTIOUS

HIGHER SCORE VALUE

Risk-averse, tentative,
fears failure

LOWER SCORE VALUE

Careful, compliant,
thorough

RESERVED

HIGHER SCORE VALUE

Withdrawn, harsh,
uncommunicative

LOWER SCORE VALUE

Thick-skinned, tough,
objective

LEISURELY

HIGHER SCORE VALUE

Stubborn, irritable,
passive-aggressive

LOWER SCORE VALUE

Independent,
cooperative, agreeable

BOLD

HIGHER SCORE VALUE

Arrogant, overconfident,
feedback-resistant

LOWER SCORE VALUE

Confident, aggressive,
assertive

MISCHIEVOUS

HIGHER SCORE VALUE

Risk-taking, impulsive,
untrustworthy

LOWER SCORE VALUE

Charming, daring,
interesting

COLOURFUL

HIGHER SCORE VALUE

Dramatic, attention-
seeking, distractible

LOWER SCORE VALUE

Outgoing, dynamic,
socially-skilled

IMAGINATIVE

HIGHER SCORE VALUE

Eccentric, flighty,
impractical, lacks follow
through

LOWER SCORE VALUE

Innovative,
experimental, creative

DILIGENT

HIGHER SCORE VALUE

Micromanaging,
perfectionistic, difficulty
delegating

LOWER SCORE VALUE

Detailed, hardworking,
conscientious

DUTIFUL

HIGHER SCORE VALUE

Deferential, ingratiating,
afraid to act independently

LOWER SCORE VALUE

Supportive, eager to
please, loyal

RECOMMENDATIONS

There is much to celebrate and maximise from these findings in terms of women's unique contribution to workplace culture and productivity, as well as clear areas for development and support.

For any business that has an objective of improving its gender balance within its broader DEI strategy, investment in talent development can and should be seen as a crucial enabling pillar. Research from Encompass Equality: *'Why Women Leave 2023'* revealed 'a lack of career progression' – most closely correlated to opportunities for continued learning and development – as one of the top five reasons why women leave their jobs.

The critical challenge is to ensure that focus is placed on the 'right' talent development interventions, those that will deliver genuine impact and returns on the investment made. The findings of this research provide evidence and impetus for tactics such as those detailed below.

It's important to acknowledge, also, that the environment in which talent development is taking place is as critical as the interventions themselves. Commentators and authors such as Laura Bates in the book *'Fix the System not the Women'* have documented a key component of the gender equality challenge. To effect any real change, development or support for women themselves must be combined with broader cultural change and engagement efforts. This a complex area that could justify an entire report, but it is wise to prioritise for example, the creation of a psychologically safe culture, to improve broad awareness and understanding of women's experiences as a minority in the workplace, to proactively take steps to encourage and amplify women's contributions and to regularly challenge one's own biases and assumptions.



LINE MANAGER TRAINING

Informed and capable line management will be critical to enabling women to perform at their best and for businesses to reap the rewards of engaged and motivated employees. The adage 'people don't leave their company they leave their managers' has been touted for years without any broad discernible efforts to address this business critical risk. Indeed, as the changing world of work means that the lines between professional and personal are becoming increasingly blurred, there has never been a greater need for upskilling in this area.

Line management training needs to balance building both procedural and behavioural competency. It is critical to develop understanding of people as individuals with different traits, motivations and approaches - indeed, this level of adaptability is relevant for managing all genders. For businesses keen on retaining their female talent, education is required with regards to the different ways in which women may 'show up' in the workplace, why this is the case and how to provide relevant support.

Furthermore, improving awareness and encouraging compassion for the context of many women's lives will be key to supporting them to thrive in their roles. The 'double burden' refers to the way in which many women's work pressures increase at the same time as personal life responsibilities. Keeping these things in balance while also overcoming a propensity to please others and put themselves last is a balance that many women struggle to achieve - evidenced by statistics that show women to be three times more likely to suffer from burnout than their male peers.

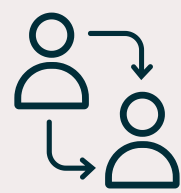


WOMEN ONLY DEVELOPMENT PROGRAMMES

The benefit of women's only development programmes have been well researched and presented, This research study provides relevant data to inspire the content for these programmes, with a clear need for focus on building resilience, confidence and wellbeing.

Any training intervention must start with raising awareness around the tendencies shown in this research and building insight around strategies to maximise impact in the workplace. It is acknowledged that this data is not representative of the entire female population at this age and stage; not every woman will have a flight response to stress for example. Due to women typically being in the minority in the built environment, with all of the cultural, unconscious bias and sexism elements that play into this, it will be important, however, to educate around different stress responses and how to manage these.

Supporting women in defining and owning their unique identities at work, understanding their trait tendencies and building their ability to stand out from the crowd in a safe and supportive learning environment could be transformational, both to individual wellbeing and to the growth of a female leadership pipeline.



COACHING AND MENTORING

One to one development support can be a key factor in supporting women to be the best versions of themselves in a safe and non-threatening environment. Vulnerability and authenticity can be enhanced through more personal interactions with trained coaches or experienced mentors. Using profile data such as that shown in this research gives an informed basis for mentoring and coaching support and should allow for a deep exploration of traits and tendencies.

By investing in these types of intervention there is the additional benefit of building a feeling of psychological safety which is critical to women thriving in the workplace. Giving the opportunities for women to prioritise their development in a non-threatening and non-judgemental environment provides a greater likelihood of success and long-term impact.



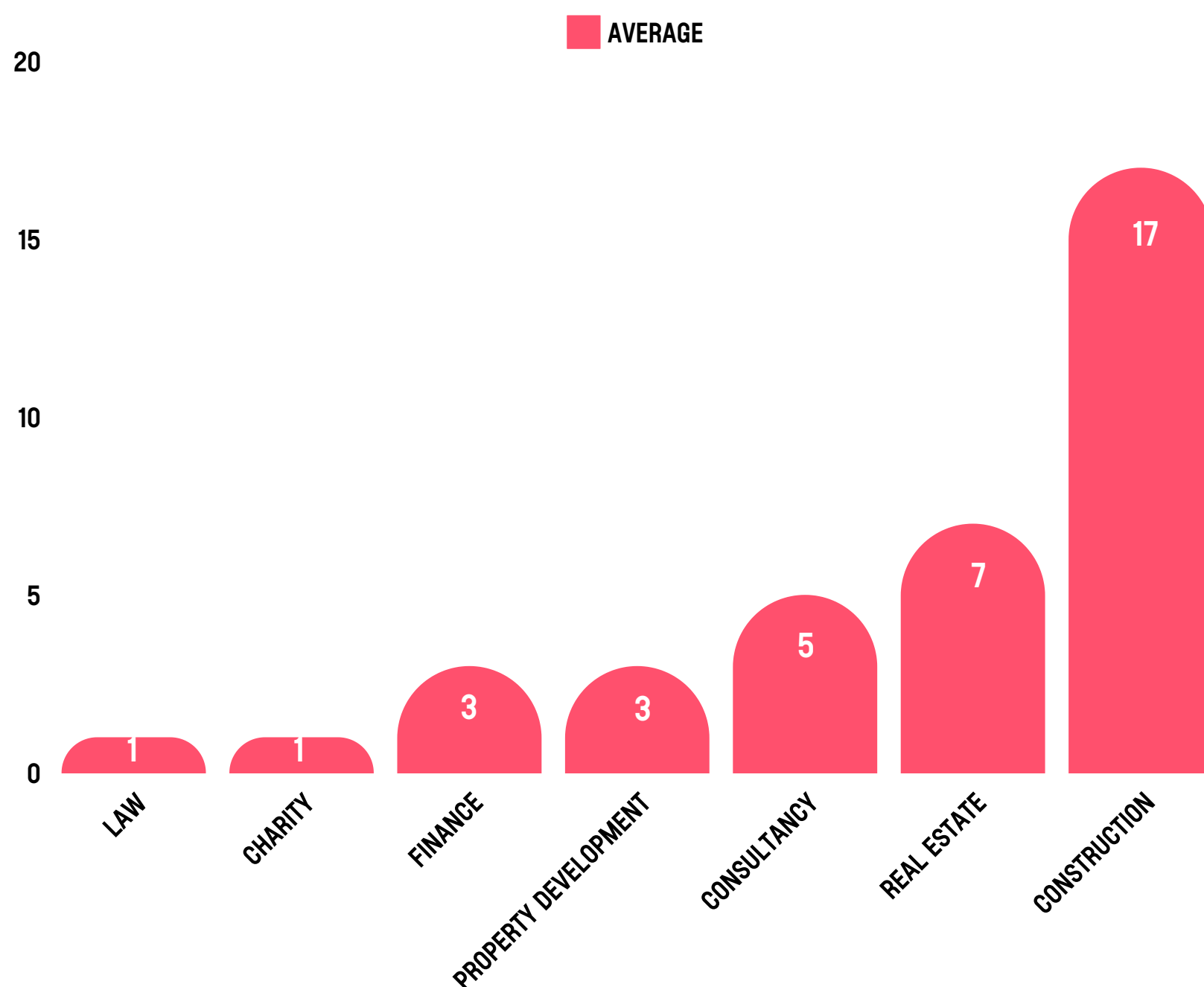
PERFORMANCE MANAGEMENT

For it to be genuinely effective and impactful, the differences in male and female behavioural traits must be taken into account in terms of the method and the frequency of performance management. The typical annual review cycle is a significant barrier to overcoming the retention risk associated with this report's emergent flight response to stress, as well as to addressing any issues connected to fluctuating engagement levels. A formal annual approach is also a barrier to building the level of rapport necessary to truly understand and discuss any issues affecting performance.

As evidenced by the preference for 'fitting in', performance appraisal systems that rely on self-assessment data must allow for differences in how women will rate their personal achievements and contributions versus men. Failing to adjust for these tendencies creates a skewed system that will unfairly reward some at the expense of others. Perhaps the evidence of this risk is already writ large in our industry's gender inequality at senior level.



METHODOLOGY AND DISCLAIMER



We engaged 37 mid-level females from across the Real Estate lifecycle. Our research focused specifically on the 'sticky middle' phase, where evidence suggests there is the biggest challenge in terms of retention. Each of our participants completed a Hogan assessment designed to uncover an individual's values (MVPI), strengths (HPI) and derailers (HDS) and all of the completed profiles were then analysed as a combined data set, with attention placed on consistent themes. The outcomes were also compared to typical trends from broader non-gender specific data sets. It's important to note that the Hogan assessments uncover actual strengths, tendencies and innate abilities as opposed to preferences; this is a key differentiator to other profiling tools and findings should be acknowledged accordingly.

The women surveyed came from a range of sectors related to the Real Estate industry, with experience levels ranging from three years post qualification through to 13 years working in their chosen sector. All respondents were alumni of the annual Circle Academy training, mentoring and networking programme, ensuring a good basis of self-awareness and a fluency with the completion and intention of behavioural assessments.

This report is based on market perceptions and research carried out by Celligence Plus on behalf of The Circle Partnership. This document is intended for informative purposes only and should not be construed or otherwise relied upon as investment or financial advice or information upon which key commercial or corporate decisions should be taken. While every effort has been made to ensure the accuracy of the data and analysis, The Circle Partnership is not liable for any loss or damages associated with the use of this report.

Accordingly, no one should rely on these statements for decision-making purposes. This document contains data obtained from sources believed to be reliable, but we do not guarantee the accuracy of this data, nor do we assert that this data is complete. Please be advised that any numbers referenced in this document, whether provided herein or verbally, are subject to revision. The Circle Partnership is not responsible for updating those figures that have changed.

This document should not be relied upon as a substitute for the exercise of independent judgment.

ABOUT THE CIRCLE PARTNERSHIP

The Circle Partnership is the leading mentoring, development and networking organisation for the Built Environment.

The organisation is taking practical action to change the long-term composition, culture and capacity of Engineering and the Built Environment. It works with businesses and individuals to build awareness of issues affecting gender balance, to improve mid-level talent retention and to increase gender balance at senior leadership level.

Action is taken via three circles of expertise:

CIRCLE ACADEMY

A carefully curated 12-month programme of mentoring, training and networking for mid-level female talent. Our academy runs on an annual basis and accepts up to 100 partners per year.

DEVELOPMENT CIRCLE

Individual and group coaching services, bespoke talent development solutions and ad hoc consultancy for businesses looking to support their mid-level talent in growing skills, confidence and connections.

MENTORING CIRCLE

Supporting businesses to maximise the benefits of mentoring through the design and delivery of bespoke internal mentoring programmes, and reverse mentoring initiatives. We also provide support in maximising the effectiveness of Women's Networks.

ABOUT CELLENCE PLUS

cellence+

Cellence Plus is a future focussed, innovative, provocative leadership advisory organisation committed to partnering with their clients to transform and modernise leadership teams in the infrastructure and industrial sectors/ecosystem. We value working with clients where their culture champions diversity, fosters inclusivity, and prioritises sustainability, will inspire industry wide progress and shape the sectors for the future.

ABOUT LAING O'ROURKE

LAING O'ROURKE

DELIVERING CERTAINTY THROUGH THE POWER OF EXPERIENCE

Laing O'Rourke is a manufacturing-led construction organisation with world-class capabilities. Over 11,000 people across the UK, Australia and the Middle East deliver engineering innovation, project leadership and certainty for some of the world's most prestigious public and private organisations across the most complex and challenging building and infrastructure projects.

Laing O'Rourke plays a vital role in creating sustainable cities, communities and economies around the world, that make life better for the people who live, work and thrive within them.