



15A Bloxham Mill, Barford Road, Bloxham, Banbury, OX15 4FF
t +44(0)20 7235 7938 e hqsec@pipeguild.com www.pipeguild.com

2024 TECHNICAL AWARDS ENTRY FORM

Entry Deadline: Friday 19th April 2024

Please tick which categories you are entering (entries may be submitted in multiple categories using the same entry form)

- | | |
|--|-------------------------------------|
| Large Diameter Pipeline Project Award | <input type="checkbox"/> |
| Large Diameter Pipeline Technology Award | <input type="checkbox"/> |
| Utility Pipeline Project Award | <input type="checkbox"/> |
| Utility Pipeline Technology Award | <input type="checkbox"/> |
| Subsea Pipeline Award | <input type="checkbox"/> |
| iICE Award | <input type="checkbox"/> |
| Health & Safety Award | <input checked="" type="checkbox"/> |
| Net Zero Carbon Award | <input type="checkbox"/> |

1. Brief title of entry: **Culture Development – a journey, not an event**
2. Company name: **J. Murphy & Sons Limited**
3. Signed: 
4. Date: **17th April 2024**
5. Company contact: **Mike Bloor**
6. Telephone: **07792 427 499**
7. Email: mikebloor@murphygroup.co.uk

8. **Precis of your entry (50 words):**

Historically the construction industry had a 'command and control' culture that was based around a mindset of 'do what I say, not as I do'. Looking back, in 2012, these traditional blockers was the starting point for Murphy embarking on their culture development Programme. Over the last 12 years our award-winning CDP has become a continuous journey for improvement.



15A Bloxham Mill, Barford Road, Bloxham, Banbury, OX15 4FF
t +44(0)20 7235 7938 e hqsec@pipeguild.com www.pipeguild.com

Culture Development – a journey, not an event

Introduction

J. Murphy and Sons purpose is to *'Improve life by delivering world class infrastructure'*. For us to deliver this for our customers and communities, we need to ensure we have an organisational culture where our employees live our values – so that we never harm, are confident speaking up to improve safety and quality and people feel comfortable and secure to be themselves.



Our Murphy values are:

1. Never Harm
2. One Family, One Team, One Murphy
3. Continually improve
4. Always Deliver
5. Respect, Integrity and Accountability

Murphy employs circa. 4,200 people and can have upwards of 200 live projects at any time across the UK, Ireland and Canada. Murphy has a direct delivery model but also engage a specialist supply chain to supplement various aspects of project delivery, also establishing Joint Ventures when the right opportunity is identified. This means that we can be putting circa. 8,000 people a day to work, with most of our teams being mobile between projects. Due to the size, geographic spread, and diverse group of our people this created a huge challenge in not only developing the culture we want but also sustaining it.

Due to the operational safety and quality risks of our projects, we needed a culture that supported collaboration, openness to feedback and an environment where our people feel comfortable and able to fully demonstrate their capabilities.

Murphy recognised that it's our people that deliver success and our culture needed to support our vision and business strategy.

Our approach to developing our culture had to involve everyone within the whole organisation, our supply chain partners and clients to ensure everyone was brought along on the journey we were about to encounter

Findings

Historically the construction industry had a *'command and control'* culture that was based around a mindset of *'do what I say, not as I do'* and *'I am not paid to think'*. All preventing us achieving the culture we wanted. Looking back at these traditional blockers was the starting point for us on our culture development journey.

In 2012 Murphy embarked on our journey and started an internal Culture Development Programme (CDP). Starting our focus solely on our safety culture, we quickly realised how the same approach could be taken wider. The prime reason for this was that we didn't want to restrict our focus to just safety behaviours, but all the behaviours related to our values. Teamwork, Quality, Innovation, and Accountability were all areas we recognised as an opportunity for improvement.

All our values would underpin our culture with safety being seen as an output, and not a focus.





15A Bloxham Mill, Barford Road, Bloxham, Banbury, OX15 4FF
 t +44(0)20 7235 7938 e hqsec@pipeguild.com www.pipeguild.com

Taking this approach allowed us to remove some of the behaviours that created barriers previously within the organisation.

Our Group Executive Committee (GEC) led this from the start and to this day are actively involved. There was no budget at this stage as those involved were all volunteers who had other roles within the business.

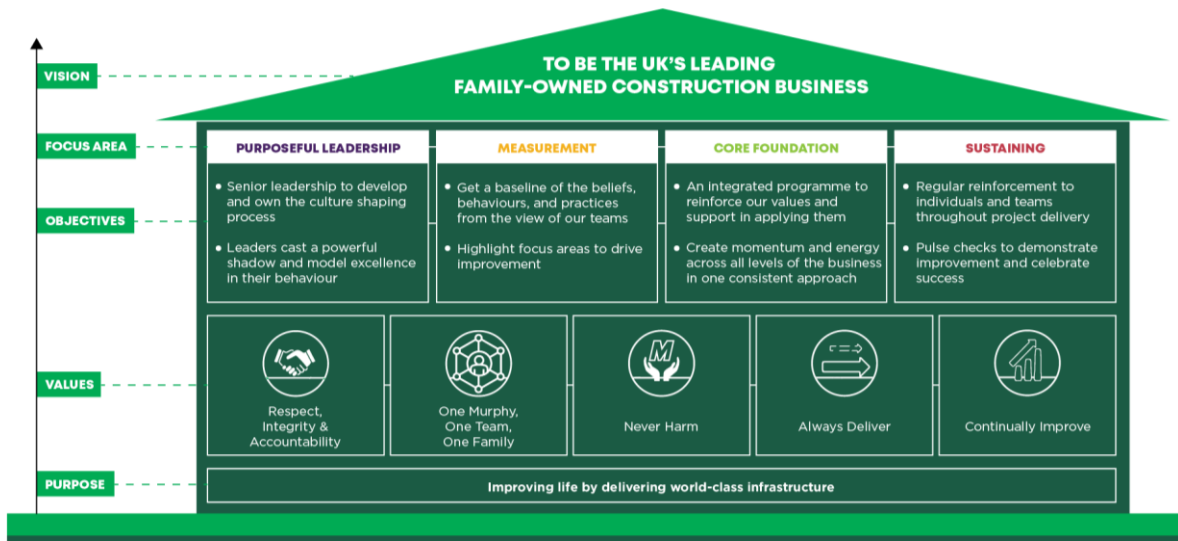


Solutions and Implementation

Following workshops with our GEC, we were able to develop our purpose, values, and vision. These would be the common thread through our CDP and unite our teams as we delivered for our customers.

These would be the common thread through our CDP and unite our teams as we delivered for our customers.

Recognising that culture starts at the top, we ran various leadership and management sessions which ensured all our leaders understood the part they play. Following this, we ran a face-to-face cultural pulse checks that highlighted our teams' beliefs and feelings around our current Murphy culture.



We then used this information to develop the four focus areas and objectives within CDP.





15A Bloxham Mill, Barford Road, Bloxham, Banbury, OX15 4FF
t +44(0)20 7235 7938 e hqsec@pipeguild.com www.pipeguild.com

Following content design of CDP, the next step in engagement was to ensure everyone got the same learnings on our foundation module known as our **Hub Day**. This uses practices and models for Neuro-linguistic programming and positive psychology. From here we gave people the tools to help communication and launched an effective internal feedback process that helped remove the traditional barriers across the business.

In 2023, to further highlight the impact and value of our CDP, the Hub day became the first cultural module of its kind to receive the IOSH stamp of approval.

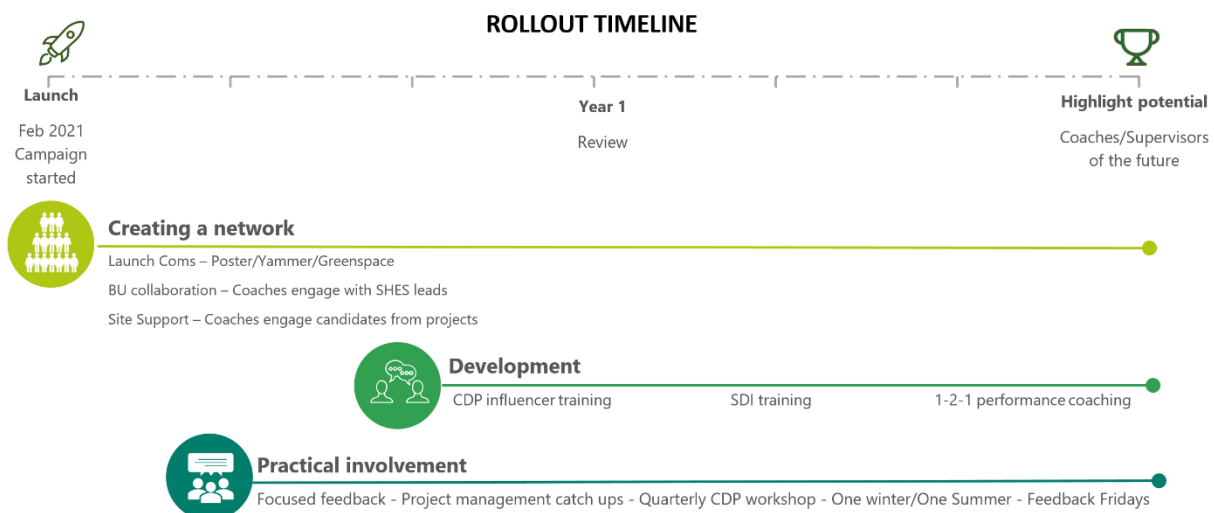


To date Our CDP is made up of 21 bespoke tools and 10 full time coaches that allow us to continually engage with our people, these tools range from:

- Front line leadership development which focuses on instilling a coaching approach to our leadership
- Integrator workshops that help new teams and joint ventures form
- Respect, Integrity and Accountability workshop which explores the sub conscious bias and how they can impact the workplace
- A network of **CDP influencers** that further promote our values in their teams
- Strength Deployment Inventory (SDI) workshops that allow individuals and teams to understand their motives and conflict triggers
- 360 Reflect and Advance feedback workshops that help collaboration and personal development within our project leaders
- The use of a Murphy bespoke Virtual Reality system that highlights individuals personal risk perception
- RM3 based cultural pulse checks to give a snapshot on business unit cultures.

CDP Influencers

A CDP Influencer 'does what it says on the tin' they influence their peers who they work with. Our Influencers are motivated members of our teams and have been through many parts of our programme. They have demonstrated a natural confidence and aptitude towards speaking up within a group of peers and are passionate about making a difference and keeping their team safe. This approach is vital in sustaining our culture because as research has shown, we are more likely to engage with the feedback or conversation if it's with someone who we already have a relationship with.





15A Bloxham Mill, Barford Road, Bloxham, Banbury, OX15 4FF
t +44(0)20 7235 7938 e hqsec@pipeguild.com www.pipeguild.com

CDP is now fully led by our project leadership. Through a 'CDP project leadership kick off meeting' they decide the approach and CDP support they require across their project

Achievements

In 2023 we engaged with over 3,800 people on various workshops, modules, and coaching sessions. We also completed 380 on site visits carrying out on site coaching against real time behaviours.

The outputs from these sessions are tracked from feedback. Overall, we have achieved a score of 3.93 out of 4 on the value added from those we have worked with. 95.6% of our people have said that they see their manager promoting a positive culture through their actions. We have also been recognised by Best Companies as the number one best company to work for. 2023 also saw us gain the Gold award from an independent audit from Investors in People. Progressing to this from a culture that surrounded the industry, is something we are very proud of and that our people recognise this shift makes it even more valuable to us.

Over the last five years we have been very pleased with the shift in our chosen metrics. All these areas highlight a positive shift in culture and the choices our teams feel empowered to make.

We have seen:

- A 31.6% reduction in our Accident Frequency Rate (AFR)
- Halved our Lost time incidents to 0.16
- 18% increase in our employee engagement survey response
- Achieved 'Advanced' level in the Investors in People (IIP) audit around 'living the organisational values and behaviours and highly commend on 'how CDP is embedded within the business. Overall, Murphy has an IIP silver accreditation
- Progression from 'Standardised' to 'Predictable' level of Risk Management maturity model (RM3) in most Business Units
- In 2023 we were named the number one 'Best Big Company to Work For' by Best Companies. This followed the announcement that Murphy had retained its 'Outstanding Company to Work For' Best Companies status as a result of the high engagement scores achieved once again in its most recent Employee Engagement Survey.



Sharing of feedback has increased each year since CDP started with 94% of feedback being actioned by the project teams demonstrating a culture of accountability across our teams. Detailed below are two recent Client Testimonials from Network Rail and HS2.

The approach to engagement, coaching and mentoring is excellent. The use of progressive material used in the CDP is an example to the construction industry. Coaches and delivery methods capture the audience and promote thought, participation, and dialogue. It is clear that they treat engagement and coaching as intrinsic to the successful delivery of works, rather than as a mechanism to meet an obligation. If culture is measured by what an organisation does when it is not being observed, then the LM approach to engagement demonstrates an investment in their people and supply chain.

Randolph Lavelle | QHSSE Compliance Manager | HS2 Ltd

It's refreshing to see how Murphy goes the extra mile in supporting their front-line teams. Through their excellent CDP, they help ensure everyone goes home safe and healthy every day. The CDP reaches out to workforce in helping them understand, that it's not all about delivery but also about living the Murphy values. Murphys approach doesn't just set the foundation for a great safety Culture, it also sustains it. They use many tools like the mind mapping which helps the teams take ownership and mitigating risk. I believe the CDP really helps make the workforce feel valued and safe. It also shows the workforce that Murphy truly cares about their health and Well-being. I believe the Murphy CDP needs to be mirrored by the industry as whole"

Pete Shrader – Construction manager Network Rail



15A Bloxham Mill, Barford Road, Bloxham, Banbury, OX15 4FF
t +44(0)20 7235 7938 e hqsec@pipeguild.com www.pipeguild.com

Long Term Planning

We have designed and implement a sustainable cultural programme that has stood the test of time. Lots of companies launch initiatives to improve culture and within a few years have moved onto another. At Murphy we have built an internal programme that's part of or DNA.

What makes our approach different is:

- Our internal coaches are homegrown and recruited from front line roles (e.g., site operative, machine drivers, Brick layers) and have extensive construction site experience. They are given in depth training in NLP and other techniques in coaching and mentoring. By following this route, we have been able to develop a programme that takes a real and relatable approach to culture development that resonates with our Murphy teams, clients, and supply chain – especially on busy sites
- There are 21 bespoke modules that our coaches work with project management teams to tailor to the needs of the project through its lifecycle
- Our CDP coaches are supported by 68 CDP Influencers – who work on a project and can help to embed everyday behaviours that support our values
- We follow up with 1-2-1 coaching support to ensure our people are supported in implementing what they have learned

Summary

Our CDP will continue to be a journey not an event, ensuring we consistently live by and deliver our Value and Purpose.

