


# BELONG CALIFORNIA PLAYBOOK



BELONG   
CALIFORNIA

AGC   
CALIFORNIA



The construction industry's success is contingent on the diverse backgrounds and experiences that influence and shape our built environment. Our current and future workforce expects change, and employers that have clearly established cultures honoring diversity, equity, inclusion (DE&I), and safety. In fact, studies show that companies who invest in DE&I programs see improved teamwork, innovation, and productivity, and experience improved financial results.

Belong California is a program of the AGC Construction Education Foundation (CEF), a 501(c)3 non-profit corporation whose mission is to inspire the construction industry to be a place where people belong, grow and build lasting legacies. Through the guidance of the CEF Board of Directors and the AGC of California DE&I Steering Committee, with other industry partners and experts, the program offers resources and support to companies working to build belonging across their workforce, businesses, and industry at large.

# THE PLAYBOOK

## WHAT IS THIS PLAYBOOK?

This playbook serves as a guide to understand how to utilize Belong California's resources and tools and implement a strategy to build belonging at your organization.

## WHO IS THIS PLAYBOOK FOR?

You are an engaged, curious, influential thought leader in your organization who is leaning into the work of inclusion and is in need of some practical tools to assist in your efforts. Whether you chair the diversity, equity, and inclusion (DE&I) committee, are looking to start a task force, or are already moving ahead in your strategic plan, these resources can be leveraged to expand your goals.

## WHAT IS BELONG CALIFORNIA?

Belong California is an industry-wide initiative to promote inclusion and build belonging among California's construction workforce. It's a one-stop hub of tools and resources that teams, companies, and individuals can implement to gain tangible inclusion skills. These resources include workplace training Toolbox Talks (a micorlearning series), learning assets, and a collection of best practices to help our industry become known for belonging.

### BELONG CALIFORNIA WILL BE USED TO:

- Complement existing programs at an organization.
- Kick start DE&I programs.
- Help existing programs get unstuck and continue moving forward.
- Provide practical & simple, actionable steps to promote inclusivity and belonging.

### BELONG CALIFORNIA IS NOT:

- A comprehensive, one-size-fits-all program for every construction company.
- A complete solution to be implemented and never revisited.
- A total replacement of a DE&I committee or task force.
- A tool to be used to "check the box" at your organization.





# WHY IT MATTERS

DE&I in the construction industry must be more than just checking a box. Instead, these institutional values facilitate a deep sense of belonging within a company culture. Belonging is essential to building inclusive work environments that attract the future workforce, retain top talent, and empower every person to be celebrated for their differences.

To achieve this, companies must leverage resources to equip employees with inclusion skills and transform the experience of our workforce. Building belonging within construction companies strengthens our industry.



*“Cultivating an inclusive environment in the construction industry is imperative to attracting and retaining a diverse workforce now and in the future. Our Belong CA initiative allows our industry to work together to address long-standing underrepresentation in the construction workforce and provide an environment where every worker feels welcome and included.”*

**Peter Tateishi, Chief Executive Officer, AGC of California**

- 76%**

“of Millennials said they would leave an employer if DE&I initiatives were not offered”

EY
- 87%**

“of Gen Z said that DE&I is very important to them in the workplace”

Tallo
- 46%**

“of companies who foster a diverse, equitable, and inclusive organization reported a competitive advantage in the industry”

Deloitte
- 71%**

“of organizations aspire to have an inclusive culture, yet the experience of employees does not reflect that intent”

Deloitte



# HOW TO USE BELONG CALIFORNIA



## LEARN

This section was designed to provide companies with resources to get you started. These items are presented in a “grab & go” fashion, allowing you to understand how to facilitate microlearning sessions, deliver them, and follow up as you get started or if your organization needs help knowing what to cover next. Here is a brief overview of what you will find:

### **FACILITATOR GUIDE:**

This guide provides some tips and resources for delivering these training sessions.

### **TOOLBOX TALKS:**

These consist of 3-4 “toolbox talks,” which are designed to be educational microlearnings on topics related to identities, perspectives, and more.

### **LEARNING RESOURCES:**

These are assets that can be taken back to your organization and adapted for use related to heritage months, research tools, and more.

## STRATEGIZE

This section contains tools for implementing various inclusion strategies for organizational leaders to build belonging in the workforce.

## MEASURE

In this section, there are resources available to continue understanding the current workforce, equip the future workforce, and implement best practices continuously to ensure your companies evolve and include:

### **AGC OF CALIFORNIA'S BELONGING SURVEY:**

An anonymous survey tool, free to AGC of California's members, that assesses employees' overall sense of belonging and identifies disparities across demographics. In addition to collecting responses, AGC staff will help companies analyze results and provide recommendations on improving belonging and building an inclusive workplace. This survey can be taken by a work team, department, or entire company. For more information, [please fill out this form.](#)



*“Bjork Construction knows that to thrive as a team we need tools to assess whether our company culture meets the needs of our workforce. The Belonging Survey helped us learn that our culture, values, and leadership has been successful in meeting our goals of comradery and teamwork. This data is an important tool that gives insight on your employee's experience which is valuable information, and it demonstrates to your employees that you care about them and are interested in how they feel.”*

**Jean Bjork, President, Bjork Construction**



# STAY ENGAGED

## CONTINUOUS IMPROVEMENT:

Part of building belonging within your organization is to continuously assess your current state and future state. Leverage the organization's experience with strategic planning to create goals, milestones, and a vision for how you wish to see your organization grow. Each journey will be unique, so it is important to determine the best next step.

To achieve this end, companies must leverage resources that promote these values and transform their experience for all employees. Building belonging within construction companies fortifies the future of our industry. In the following section, you will find recommended processes to consider.

## **EXTERNAL PARTNERSHIPS:**

Outside voices, perspective, and guidance can benefit your assessment of your current and future practices. Some of these external partnerships can be found in the following:

- **AGC of California's DE&I Services**
- **Build California**
- **Executive Coaching**
- **Local Community Partner Programming**
- **Supplier Diversity Expertise**

## **INTERNAL RESOURCES:**

Create responsible individuals or teams to continue to directly contribute to your company's culture of inclusion. Here are some examples:

- **Establish an internal supplier diversity goal across your projects**
- **Create and hire a DE&I role to lead internal efforts**
- **Develop an Employee Resource Network**
- **Establish internal DE&I committee**
- **Integrate DE&I into your strategic planning**
- **Work with your HR team to establish a mentorship program**



# STAY ENGAGED

## **AGC of California Programs:**

Learn about our other offerings and encourage your organization to continue engaging.

- **Belonging Survey**
- **Build California**
- **DE&I Consulting & Training Services**
- **DE&I Forum**
- **Small Business Construction Expo (SBCX)**
- **Small/Underrepresented Business Forum (SUB)**
- **SUB BASICS**

## **INCLUSIVE LEADERS INSTITUTE:**

AGC of California's Inclusive Leaders Institute is a leadership development program that equips organizational leaders with knowledge and skills to lead their companies toward building a culture of inclusion. The program is designed specifically for executive-level leaders in the construction industry and is offered quarterly.

- **Key components covered in the program**
- **Foundations of DE&I**
- **Inclusive Leadership**
- **Culture of Belonging**
- **Corporate Social Responsibility**

**We want to hear from you!  
Contact us for more information:**

**TALK TO US** 



**BELONG**   
**CALIFORNIA**



[belongcalifornia.com](http://belongcalifornia.com)