

Diversity and Inclusion in the Workplace: A Comparative Analysis Between a Large and Small Construction Company

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Abstract

The construction industry in recent times have seen an increase in inclusivity and diversity among the workplace. The industry seems to make improvements and steps to create an overall accepting workforce. However, there is still a need to produce a more inclusive work environment. There are many organizations and legal requirements that push for improving diversity throughout companies, but still the industry struggles to do so. Improving diversity in the workforce can reach out to more personnel with talent and skill to possibly attack the trade labor shortage in this industry. Analytical research methods in these reports were used to produce a combination of online research and interviews from six different people aligned with commercial and heavy civil companies. All of the interviewed respondents hold different positions in the company and experienced unique circumstances based on the years with the company and their professional backgrounds. Through the interviews and research, it is evident that the construction industry has a long way to go in improving an inclusive workplace. As companies begin to develop new management strategies and recruit more employees, diversity continues to be a problem that stands in the way. This project looks to distinguish the holes in the industry which diversity lacks. This study will look to analyze the comparison of diversity management between a large heavy civil contractor and a smaller commercial general contractor.

Key Words: Diversity, workforce, management, commercial, heavy civil, inclusive

Introduction

Every company establishes their own culture early into developing the structure of the company. More importantly the company culture strongly derives from the employees that are hired. Diversity management has been utilized throughout thousands of construction companies around the world. Diversity management (DM) is utilized by obtaining a workforce with a variety of different backgrounds. A diverse workplace creates an inclusive environment for employees and strives to make the company better by meeting goals and targets. As the industry has been historically homogenous over the years, companies are looking to incorporate programs and groups to bring an inclusive environment to the company. In the UK following the Equality Act 2010, employees no longer could be discriminated against due to the protection on the basis of disability, race, age, religion, sexual orientation, and pregnancy/ partnership. However, for this study we will focus on ethnicity and gender in particular. The comparison between Bali construction and Kiewit Corporation will be conducted through this dissertation.

Kiewit Corporation is a heavy civil construction company that is located all around the United States. Kiewit is a nine-billion-dollar company that has thousands of employees. This large company has the tools and company structure that can possibly be an advantage for diversity and inclusion. Yet, the company size can also be a disadvantage when creating a plan for inclusion. Kiewit's culture thrives on their strong core principles. Their core principles relate to the characteristics of the people the company looks to hire. According to Kiewit's website, their core principles include people, integrity, excellence, and stewardship. The two principles that are integrated with inclusion the most are people and integrity. Kiewit's people are what makes the company who they are. So, the people they hire are important to defining the company itself. Not only do they want to hire the most skillful employees, but they want to look for diverse perspectives to bring into the company. Another value is integrity in which Kiewit takes much pride in. Kiewit wants to incorporate integrity into the business aspect and also through

personal affairs within the company. Incorporating integrity in the company environment is the first step to inclusion.

On the other hand, Bali construction is a smaller commercial construction company from Northern California that builds restaurants, coffee shops and other tenant improvements. The company produces around two million dollars in revenue each year. There are about twenty-five people employed at Bali, which is a complete difference from Kiewit. A smaller company like Bali lacks the financial resources to incorporate a diversity management program. However, the smaller structure can make it easier to provide an inclusive work environment. The small company can provide a family-like feeling between the employees because everyone works more closely. Although it can be difficult for the company to have a diverse work environment with people from different backgrounds, Bali's motto is "building smarter" and this contributes to the environment that the company looks to promote. They look to hire a variety of people that can contribute to making Bali a better company. Through this case study I will find the key differences that separate large and small construction diversity and inclusion programs and the differences of how they recruit employees.

Literature Review

This paper intends to show why diversity and inclusion are an important aspect of large and small construction companies. The two companies that will be analyzed are Kiewit and Bali Construction. The targeted audience are the construction industry and businesses that have limited knowledge in diversity and inclusivity management plans. The intent is not to provide research on diversity in construction, but to provide cases where companies both small and large incorporate diversity into their workplace.

Over the last couple of years, the industry has been dominated with Caucasian and Hispanic males in both construction labor and engineering. However, there is still a lack of diversity from other ethnicities and genders that fail to make the industry itself an inclusive and diverse environment. According to the Bureau of Labor Statistics, 9.9% of construction professionals are women, and regarding race, 33.7% are Hispanic or Latino, while 6.2% are black while 2% percent are Asian (Industries at a Glance, 2020). This means nearly fifty percent of construction professionals are Caucasian, which is a huge chunk of professionals that make up most of today's construction companies. Needless to say, the US workforce is becoming more gender, ethnically, and racially diverse. BLS also states that "by 2060, white representation in the labor force will drop to 17.5 percent from 2015, while Hispanic will rise to 13.7 percent (Langer, 2020)". In addition, the industry is experiencing a spike in skilled labor shortages. It's fair to say that the labor shortage is in the hands of unseen talent; people out there exist, but companies have difficulty expanding their hiring or recruiting to different professionals around the country. The diversity gap doesn't just start with the culture of the company, but instead with the business strategy within a company.

Diversity Produces Financial Success

A diverse company proves to be more advantageous than a homogeneous company when it comes to financial success. In a study conducted by McKinsey and Company for diversity in a business case, the company found that companies in the top quartile for gender diversity on executive teams were 25 percent more likely to have above-average profitability than companies in the fourth quartile and for the case of ethnic and cultural diversity, top-quartile companies outperformed those in the fourth one by 36 percent in profitability (McKinsey and Company, 2020). Thus, it is proven that a majority of companies that incorporate a diverse workforce provide themselves with the best opportunity to be more profitable and competitive in the industry. Bringing people together with different experiences can promote creative thinking or problem solving. Thus, the most successful leaders in the companies conduct innovative business strategies where diverse thinkers are brought in to create new ideas. Below is a chart that exemplifies the business case that McKinsey and Company conducted in regard to diversity in the workforce.

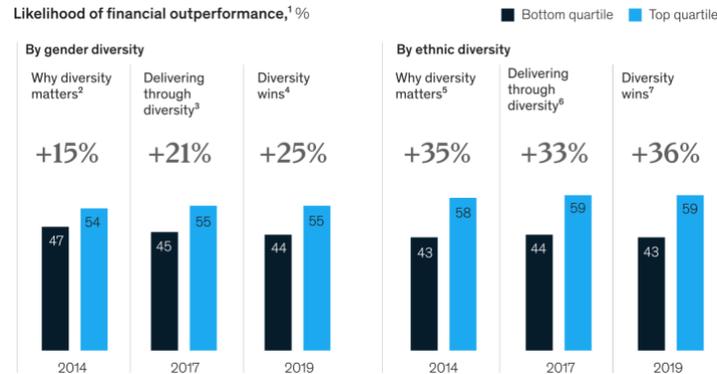


Figure 1: Diversity Impact of Financial Performance (Mckinsey & Company, 2020)

Diversity Drives Production & Engagement

Not only does diversity produce financial advances for a construction company, but it also increases productivity. Employing diverse individuals can help foster a positive work environment, while widening the qualification pool for construction companies. Gallup, a professional consulting group reported that companies typically select the top 20% of candidates based on a scientific assessment, they realize 41% less absenteeism, 70% fewer safety incidents, 59% less turnover, 10% higher customer metrics, 17% higher productivity and 21% higher profitability (Pendall, 2020). Thus, hiring the best people for the position no matter what race, color, or gender is what is effective for the success of the business. It is safe to say that when productivity is raised, profitability for the company rises as well. In addition, finding employees that are good at what they do will cause them to find their work more enjoyable and be more engaged, which all in all should lead to higher production from these individuals. Gifted employees can increase the company's performance. According to Forbes, one talented professional can be eight times more productive than an average employee in high-complexity projects (Larson, 2020). With the growing complexity of construction projects, companies are struggling to produce on time. So, quality talent is needed more than ever in the industry. A key factor in productivity and engagement is simply pride in the profession and job itself. Those employees that feel like they are included in the company and actually rewarded for their achievements will enjoy their time with the company and most importantly feel more comfortable. By recruiting employees that are more minority and gender-diverse they not only will hire more talent but will hire smarter and unbiased. Promoting diversity in companies can open the doors to business performance, engagement, and long-term future success. The figure below shows the results of a diverse work environment study done by Forbes.



Figure 2: Diversity in Team Engagement (Forbes, 2020)

Commercial and heavy civil construction companies are two distinct sectors in the industry that operate differently in terms of projects that they take on. However, all construction companies remain ingrained in the cultures that were put forward by the executives through those companies early on. Many companies conduct their business with qualifications rather than examine closely who they recruit or hire into the company. On the other hand, other companies look to dive deeper in and expand their company culture and look for a diversity in the individuals that they hire. The research conducted will provide the industry with information if there is a need for more diversity and inclusion management within companies.

Methodology

The research used in my senior report to support my conclusion utilized multiple methods. An extensive literature review in addition with primary and secondary online sources that followed with six phone/Zoom interviews. All of these resources helped me to establish a better understanding of the construction industry. Through extensive literature review I was able to observe the advantages diversity and inclusion plays in construction companies. In addition, I was able to conduct a comparative analysis of diversity in the workplace between Bali construction and Kiewit Corporation. Due to the Covid-19 pandemic, responses were gathered in 4 weeks. The interview questions main goal was to get a first-hand look from company employees to seek their views on the culture of the company and seek truth in if diversity and inclusion is a major part of their company goals. Some of the questions varied depending on the job position the employee held and the respondent had the option to not answer if the question was too personal.

The following questions were asked in the interviews:

1. What is your company and what role do you play in the company?
2. What is your ethnicity and what gender would you describe yourself as?
3. Please describe your company culture, and how's the work environment?
4. What are your most important values?
5. How important is diversity to you, and what value does it bring to the company?
6. How is diversity part of the company's overall culture?
7. What are you doing to make sure everyone feels included?
8. How does the company recruit and attract a diverse workforce?
9. What qualities and skills do you look for when gaining a new employee?
10. What diversity, inclusion, and cultural competence training has any employee or you has attended?
(Owner/Exec)
11. What qualities and skills do you look for in a new hire? (Owner/Exec)
12. Does diversity and inclusion play a key role in the industry itself?

Table 1

This table is a representation of the individuals interviewed for this study:

Name	Company	Years in Industry	Years in Company	Job Position	Ethnicity	Gender
Jill Thomsen	Kiewit	4	4	Equal Opportunity Consultant	Caucasian	Female
Vimal Patel	Kiewit	19	17	District Operations Manager	Middle Eastern	Male
Michael Rios	Kiewit	1	1	Field Engineer	Mexican	Male
Kevin Balistreri	Bali	10	10	Owner	Italian	Male
Alie Molina	Bali	3	3	Human Resources	Puerto Rican	Female
Tom Flores	Bali	8	5	Project Manager	Caucasian/ Mexican	Male

Interviews

Jill Thomsen, Equal Opportunity Consultant, Kiewit Corp

Jill Thomsen is an equal opportunity consultant at Kiewit Corporation. She has been in the industry for four years and also been a part of Kiewit for four years. She has experience in diversity and inclusion through being an equal opportunity employment lawyer. At Kiewit she plays a key role in providing an inclusive and safe community for all employees. Jill is also the head of diversity management at Kiewit and works diligently to coordinate the minority organizations and educational partnerships. These organizations include Society of Asian Scientists and Engineers (SASE), National Society of Black Engineers (NSBE), Society of Hispanic Professional Engineers (SHPE), Society of Military Engineers (SAME), Society of Women Engineer (SWE). Also, Jill organizes Women in Kiewit (WIK). Jill organizes strong partnerships with nonprofits, universities, and associations over North America to develop individuals and promote careers into the Heavy Civil industry at Kiewit. Since she is a female herself, she feels that women like her are not represented much in the construction industry as they should be. However, her position at Kiewit allows her to do everything she can to promote a comfortable working environment for all people.

Vimal Patel, District Operations Manager, Kiewit Corp

Vimal Patel is district operations manager that has been at Kiewit for some years. Vimal has been in the industry for nineteen years and at Kiewit for seventeen of those years. Vimal's years of experience is a key resource to analyzing the data from this dissertation. Vimal has worked in different job positions in the company and has worked alongside many individuals in Kiewit. Being that Vimal is a diverse male himself, he provides me with a knowledgeable resource to gain feedback from his workplace experiences in Kiewit. Vimal is also one of the individuals that recruits employees at career fairs. I will be able to get feedback on the characteristics and some of the things he looks for when hiring new employees for the company. He is the person that hired me to work for Kiewit full time in January of 2020. His diverse background and industry experience is a reliable source for this dissertation.

Michael Rios , Field Engineer , Kiewit Corp

Michael Rios is a field engineer that recently graduated from Cal Poly. Thus, he is fairly new to the industry and company itself. Being that he is new to industry and company it provides a different perspective on how Kiewit incorporates diversity and inclusion into the work environment. As a field engineer, Michael gets to engage with people both in the construction office and out in the field. This is important that Michael engages with both on and off the field because he can help describe the differences of environment and people. In addition, Rios is a Latino male, which is a minority in the construction industry. His new beginnings with the company and the diverse background is a reliable source for this dissertation.

Kevin Balistreri, Owner, Bali Construction

Kevin Balistreri is the owner of Bali construction. His company was formed about ten years ago, and he has been in the industry since then. As the owner of a construction company, mill work, and winery, he is a busy man with a lot on his plate. However, this makes Kevin an experienced leader in multiple industries. He recruits employees from colleges and has multiple organizations that help promote his company. Kevin is passionate about his companies and cares for the people that work for him. He likes to think of his construction company as a family that is cultured around teamwork and a learning atmosphere. Kevin proved to be a hard-working executive as I interned for his company two summers ago. He also has an Italian background, which makes him a diverse individual for this research. Kevin deals with clients and employees everyday making him a useful source in this research. His diversity and executive experience make Kevin a reliable source for this dissertation.

Alie Molina, Human Resource, Bali Construction

Alie Molina works in human resources for Bali construction. She has been in the industry and with the company for three years making her newly experienced. As a human resource assistant, she handles phone calls and deals with people both in and out of the office. Her new experience gives another perspective on Bali and the industry itself. Allie is someone in the company that has to deal with different people every day. She is a good resource to use because she can give me her knowledge of dealing with a variety of people every day in her job position. Also, Alie is a Puerto Rican female that is a part of this industry making her a useful and reliable source for diversity and inclusion. Alie's new experience, diverse background, and gender make her a reliable source for this dissertation.

Tom Flores, Project Manager, Bali Construction

Tom Flores is a project manager at Bali Construction. He has worked for Bali for five years and has been in the industry for eight years. As project manager, he deals with many subcontractors and laborers that make up most of the diverse platform. He also handles work in the office where he can experience the culture of Bali from a different perspective. As a Mexican American male in the industry, he provides a diverse background and is part of the minority in the engineering aspect of the construction industry. Also, Tom has held multiple positions in the company from superintendent to project manager. He also serves as an employee that has a diverse background in job positions in the company. Tom's diverse work experience and ethnicity makes him a reliable source for this dissertation.

Analysis of Results

The use of primary and secondary sources allowed me to obtain useful information about diversity and inclusion in large and small construction companies. This itself was not sufficient enough information to allow me to complete my objective of proving that D&I is incorporated in both large and small construction companies. I conducted multiple phone/zoom interviews with a diverse group of people that hold different positions in the company. This gave me a better understanding of numerous perspectives of individuals thoughts and feelings about D&I in their respective companies. Below are the responses from the individuals I interviewed. The questions that were used are provided in the methodology section of this paper.

After interviewing the respective professionals from each company, I was able to come up with an analysis. This portion of the paper is aimed at conducting an analytical review of the results from the zoom/phone interviews.

Needless to say, every response was an effort to organize the trends of responses from each individual as well as to compare the results from recent research in the literature review and hypothesis.

Due to Covid-19, there were limited responses from each company. To statistically, justify my hypothesis the number of respondents were evened out with three from each company. The questions were created as a free response in order to get a descriptive and realistic response from all the individuals. These personal experiences in their workplaces will pose as more helpful in providing analytical substance for this paper. In addition, the next section of the interview included a breakdown of the answers and broadly categorized trends, themes, and ideas. These breakdowns were useful in getting conclusive data from free responses. Most of the questions are analyzed and revealed below. All of the responses are in Appendix A at the end of the paper.

Question 1: Please describe your company culture, and how's the work environment?

Several responses to this question were grouped in either office or on-site categories depending on where the individual spent a majority of the time working. The responses were analyzed, and results showed that Kiewit employees thought of the culture as a more serious work environment that focused on the productivity and capital of the company. Even though they felt the work environment was a more serious atmosphere, all the employees that were interviewed felt like they were included in the company. Thus, their gender or ethnicity is of little importance to the company because everyone is there for the same goal, which is to gain profit for Kiewit. As long as the individuals are working their tail off and producing for the company. However, I did find that a lot of respondents both in the office and in the field found that the long hours interferes with forming a strong company culture and the ability for each employee to get closer with the individuals they work with. Respondents that were on the construction sites felt that it is easier to come together with employees because they are working side by side working to get building materials assembled. On the other hand, those respondents that worked in the office found that it easier to get to know the person that's working around them, but it is hard to find that team environment because they all have individual duties in the office that separates them. For example, Vimal Pital, a respondent in my interview mentions, "Heavy civil construction is serious work. There hardly is any leisure time like other construction industries out there." This shows that the heavy civil industry is work orientated and is significantly more hours than other industries. On the other hand, Bali construction responses to company culture resulted in a more family atmosphere and being very close with the other employees. Bali employees feel like the company size is a significant advantage to providing teamwork and completing projects. For example, Tom Flores, states, "Bali's size contributes to the success of the company culture and a majority of the finished projects throughout the years". Commercial construction often deals a lot more with owners and clients on the daily when compared to heavy civil construction. Both industries require strong teamwork in order to be successful companies or in the construction industry itself. However, Kiewit requires longer hours and a more laborious work environment that the employees often get lost in work rather than the overall company of the culture. Bali is a smaller commercial company that often feels homier to the employees and does not require the same hours as Kiewit, which allows them to have more companies' get-togethers. Overall, the company culture is what drives a majority of their stances on diversity and inclusion itself.

Question 2: How is diversity part of the company's overall culture?

Responses from this question were not categorized by job environment. Instead, these questions were just compared from both companies. The responses from this question are important to the data of this dissertation. Kiewit's responses resulted in all individuals of this company agreeing to similar responses. The majority of respondents believe that diverse employees at Kiewit bring different innovative ideas to the company, which makes the company successful. For example, Jill Thomsen mentions, "Employees are involved in philanthropic programs and various training programs that help understand racial, cultural, gender and demographic differences". Kiewit's large company provides an advantage to support a variety of non-profit organizations and trade schools for the youth and

upcoming employees. A strong company with a large capital such as Kiewit provides more opportunity to increase diversity and inclusion. However, is it emphasized on the construction projects as it is mentioned in the overall company motto? Michael Rios, a new field engineer, says, “Kiewit does not really care about those kinds of problems on the daily and it isn't of much importance once you start working or producing for the company”. On the other hand, Bali offers a different approach to diversity and inclusion. Kevin Balistreri, the owner, provides a diverse company culture that looks to recruit diversity in his company. Kevin is an owner that understands that diversity can be an advantage for any business and is essential for productivity and engagement with clients and personnel. Kevin may not have the same capital as Kiewit, but he is directly involved in business strategy that proves to be successful for his company. Kevin responded, “I try to incorporate a variety of backgrounds and people into my company, because culture is all about having a mix of everything and that is what I believe is the difference between a good company and a great one”. Both Kiewit and Bali incorporate different approaches in providing diversity within their companies.

Question 3: How important is diversity to you, and what value does it bring to the company?

Responses from this question are categorized based on the ethnicity of the employees. The respondents for this research mostly come from different ethnic backgrounds. The group of respondents all agreed that diversity is important to them and their companies. Kiewit respondents believe that diversity brings more engagement due to the number of employees that are in the company. Since Kiewit is made up of over thousands of people from all across the country it can be difficult to be on the same page and often can bring division in the company. Adding diversity to this company can provide employees comfort and familiarity with people of similar gender and ethnicity. For example, Michael Rios responded, “Diversity is something important to my own work environment. When working with people of my culture I feel more engaged and comfortable.” Bali construction respondents have a good amount of diversity in their office. Alie Molina responded, “Diversity is becoming more important in the construction industry and the world itself. Kevin is bringing in people from different demographics and backgrounds which makes me feel more comfortable because I am a minority and having more people of my race brings some sort of pride in working for the company”. It is clear that both companies contain diversity. However, from the collected responses it seems as if there is a lack of cultural similarities in their work environments. Sometimes these diversity and inclusion programs are caught up with excluding other groups and creates division among workers.

Question 4: What qualities and skills do you look for when gaining a new employee?

This question applied mostly towards the executives and recruiters in the company. Responses from Kiewit included a search for more employees with technical and construction skills. These requirements and prerequisites depend on the job position that Kiewit is hiring for. The engineer position that I was hired for requires a college degree and some knowledgeable experience in construction like an internship. On the other hand, the construction laborers and equipment operators require more technical and hands-on experience. From the Kiewit respondents, I found that their hiring process is more based on abilities and skills and less on the actual background of the potential employee they are hiring. Through their recruiting process the company looks to bring in a qualified person for the respective position. Vimal Patel responded when asked what he looks for in recruiting a new employee, “I look for someone who is driven to go above the company expectations and be talented in their skills and work that they do.” Vimal also mentioned some of the questions he likes to ask when interviewing recruits. All of the questions related to qualities that can be brought to Kiewit and personal achievements or skills that make individuals unique from other recipients. Whereas Bali construction responses looked closer into their background and personal upbringing. Instead of focusing solely on technical experience and skills, Bali asks questions that are beyond construction related. Kevin Balistreri, the owner of the company who is involved in potential employee interviews, looks for “good people”. In the questionnaire Bali responded, “I look for people that I know I can trust and look for simply good people that are motivated to work for my company”. Bali will hire people that are not as qualified because he feels that he can teach them along the way and then people can fit in and learn or adapt by being put into job

positions. Bali and Kiewit have different ways of hiring people. Kiewit wants qualified and the best of the best. Bali wants good people that can be put in any position and capable of learning any job position. This is something that distinguishes a large company from a smaller construction company. Smaller construction companies find recruiting people more difficult because it can be harder to find people that know of the company. Oppositely, larger companies attract more recruits because more people know of the company. However, both companies look for different attributes, skills, and people which influences the environment and overall culture of the company.

Question 5: Does diversity and inclusion play a key role in the industry itself?

The following question is one of the most important of this dissertation analysis. After gathering responses from all the individuals, I found that diversity and inclusion is a necessity for the industry to be functional. Jill Thomsen, equal opportunity coordinator responds, "Diversity is becoming more prevalent among the construction industry. It is made up of many different ethnicities, genders, skills, and overall people. The industry is great because these different people can work together to complete tasks without worrying about such factors" Thomsen also explains that there is so much work to be done to create equal opportunity for all people. She believes that opening opportunities to everyone and creating equality all around is the reason why she is in her current job position at Kiewit. There is a lack of opportunity for this field, especially in construction engineering because it is sometimes seen as a predominantly male Caucasian industry. Likewise, Bali construction respondents agreed and believe that diversity brings the uniqueness of the industry and provides a variety of skilled workers to all companies. The most common aspects of diversity and inclusion in the industry that respondents saw is how diversity and inclusion is the key to productive companies and closer construction teams in general. Furthermore, respondents were in agreement that diversity and inclusion is well overlooked in the industry. A shared response amongst those interviewed included similar thoughts regarding the importance of employee inclusion. A variety of respondents felt that there is a large gender equality gap in their companies. Most are aware that there are more males than females in each company, but wish there was a way to even it out like other job industries. Through these responses, it is obvious there is more work to be done.

Conclusion

In an effort to search for key company differences and the effect they have on these companies, this paper was able to distinguish diversity and inclusion. It plays a vital role between larger and smaller companies in the industry. Based on the findings of this paper, it can be concluded that the size of a company affects diversity and inclusion within each company. The larger workforce of companies like Kiewit have a greater number of employees which makes it difficult to serve an importance of creating inclusion for all employees. With many different employee backgrounds, inclusion is an issue that needs to be addressed and can be corrected through more employee gatherings or even creation of cultural/ gender groups that can bring people together. Smaller construction companies like Bali construction do not have the funding and employee workforce like larger companies. These issues have an effect on employee recruitment and work output. Knowing these differences, it makes sense that companies operate accordingly to the size of their company. Although company size differences exist, it is important to note that both companies shared similar feelings regarding diversity and inclusion in the industry. Thus, one can assume that large companies and smaller companies both need more diversity and inclusion management in order to attain success. Due to Covid-19, this research created limitations that restricted the research samples of employees of companies in California and Nebraska because some states may offer more diversity than others. In later research it may be beneficial to conduct this same comparative analysis, but instead pull a greater number of companies from various states around the country. This proposed research can provide a better analysis and possibly expose other dissimilarities between construction companies. Thus, creating more awareness in regard to diversity and inclusion in the construction industry. Therefore, construction companies around the U.S. will need to modify their workforce and leadership to match these changes.

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Appendix A – Results from Interview

What is your ethnicity and what gender would you describe yourself as

- Caucasian and Female
- Middle Eastern and Male
- Latino and Male
- Italian and Male
- Puerto Rican and Female
- Caucasian/Latino and Male

What are your most important values?

- Trust, Honesty, and kindness
- Integrity, Respect, Hard Work
- Respect, Teamwork, Kindness
- Hard work, Creativity, Love
- Kindness, Respect, Hard Work
- Balance, Respect, Caring

How important is diversity to you, and what value does it bring to the company?

- Strongly important, it brings a better company all around because creativity and productivity will rise with new more diverse people
- Important, and diversity brings new talent and opportunity.
- It's important because it makes me feel comfortable. Not too important to Kiewit because we don't really look at each other as different people.
- Important, having my company mixed with a variety of people brings more possibility for a successful company because people feel comfortable with more culture.
- Extremely Important, diversity makes me feel comfortable working with people like myself or even working alongside different backgrounds
- Important especially in the field because usually there are a high percentage of Latinos working making it extremely important and normal to work along people with my ethnicity.

What are you doing to make sure everyone feels included?

- My position at Kiewit allows me to provide equal opportunity and ensure every employee feels included and treated equally
- Recruiting students and employees that are qualified and have diverse backgrounds
- Treat everyone with respect no matter what and treat coworkers like I would treat close family.
- Get to know my employees on a more personal level instead of only seeing them as employees
- Treat everyone with respect. Bali is like a family atmosphere, so I treat them like that.
- Be kind to my coworkers. Not seeing them any different then I see people that I am close with. This helps with forming a strong construction team.

How does the company recruit and attract a diverse workforce?

- Through different cultural/ ethnic organizations and recruiting new talent at schools
- Interviewing different people with variety of background and qualifications
- By going to career fairs and finding recruits who would fit best
- I get to know a bunch of different recruits by going to career fairs and getting involved with the Cal Poly Construction Management program. From there I get to meet a lot of different kids from different areas and cultures.
- Hosting events that showcase our company brand so people can become interested from different areas.
- Bali uses a variety of platforms such as media, fundraisers and connections that attract different people to the company.

What diversity, inclusion, and cultural competence training has any employee or you have attended?

- My college background involved going to law school for equal employment opportunity and I have attended many trainings and seminars that related to diversity and inclusion
- I have attended a training for superintendents that included equal work opportunity
- No
- I have attended some seminars outside my company
- No
- No, but it gets preached in meetings with Kevin and other employees in the office.

