

# Creating Futures - Building Opportunity And Driving The Economy

*A Value-based Path For Welsh Built Environment*

*Annual Report 2025*

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Adeiladu Arbenigrwydd  
yng Nghymru



Constructing Excellence  
in Wales

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# Foreword

Adeiladu Arbenigrwydd  Constructing Excellence  
yng Nghymru in Wales

Dear Members, Partners and Colleagues,

As we reflect on the past year, it's clear that the Welsh Built Environment sector stands at a pivotal moment, like many areas of our economy, it must lean into the headwinds of both global and local economic challenges. It must do this against an increasing need to underpin our economy, shape our communities for a more sustainable future, and be a catalyst for training the next generation, supporting the economy and prosperity of our nation.

At Constructing Excellence in Wales, we continue to listen to industry ambitions and concerns and have been working tirelessly to strengthen the sector's voice and deepen the understanding within Welsh Government that every pound spent is not only an essential driver of GDP, but catalyses inclusive growth and leverages long term value within the wider economy.

In 2023, construction generated £17.2 billion in economic activity, which is 10% of Wales's total and employed over 83,000 people. These are powerful numbers, but behind them are real lives, real careers, and real opportunities. That's why this year I have championed a focus on social mobility; recognising that construction builds more than buildings - it builds careers, confidence, and communities.



*"As CEO, I am committed to ensuring that CEWales continues to champion a sector that is not only productive and sustainable, but also equitable. Together, we can build a future where everyone has the chance to succeed."*

Catherine Griffith-Williams

10%

of the Welsh Economic  
Activity was from  
construction in 2023.





# 83,000

People were employed by the construction industry in 2023

As the sector continues to evolve and embrace change, CEWales will continue to champion and support the unique pathway for individuals from all backgrounds to enter, grow, and thrive. Our sector has all the tools and the new thinking needed, to unlock potential and transform lives whether through modern approaches to apprenticeships, creating holistic value through the 'Should Cost' plan, community benefit clauses in law or inclusive collaborative procurement.

In the look ahead to the 2026 Welsh Parliament elections, it is vital that the Built Environment takes centre stage in political and policy conversations. It is the foundation upon which economic resilience, climate action, and social equity are built. The decisions made in the next administration must recognise the sector's strategic importance, not just in delivering infrastructure, but in delivering opportunity.

This report highlights the progress we've made and the challenges we must still overcome. It showcases the voices of those who are rising through the ranks within our G4C network, the organisations – our CEWales members who are driving change, and the policies, like the Social Partnership and Public Procurement (Wales) Act that are embedding fairness and opportunity into the very foundations of our built environment.

Let's keep building  
**BETTER.**  
**FAIRER.**  
**TOGETHER.**



# Introduction

**Thank you to everyone who continues to support our organisation, its mission and who champions the principles of the Constructing Excellence in Wales' movement.**

**Our Built Environment matters - what we do together will shape its future at a time of change.**

It is our homes, our buildings, our places and infrastructure, our mobility and travel. It is also a key driver of the economy and a significant employer. 2025 ONS statistics outline UK GDP increased by 0.3% in Quarter 2, driven by increases of 0.4% in services and 1.0% in construction, while the production sector fell by 0.8%.

**In Wales, in 2023, the sector generated £17.2bn (10%) of Wales economic activity and employed 83,565 – equivalent to around one in 14 of all jobs in Wales.** Construction jobs also tend to be relatively well paid for Wales with a median gross weekly pay for construction in Wales being 20% higher than the Wales level in 2022.<sup>[1]</sup> Through its businesses, projects and people (skills), this sector is critical to the UK & Welsh economy and integral to the Welsh Government's green growth agenda, contributing to net zero, circular economy principles, and supporting priority sectors like clean energy; offshore/onshore wind, hydrogen and others.

## CEWALES

1. **The only cross-sector, cross-portfolio organisation in Wales**
2. **Championing collaborative culture, behaviours and process**
3. **Informing, connecting and aligning Welsh Government & the Public Sector**
4. **Amplifying the industry voice**
5. **Driving sector-wide change**



We have now spent two years embedding our more formalised relationship with Welsh Government, the official conduit between the sector and Welsh Government, where we have been providing Welsh Ministers with specialist construction advice, real time market intelligence and a research capability.

This relationship has improved the quality of engagement between government and the sector at a time when the economy is experiencing challenges. **We have relied on our members to be the source of informing policy recommendations, monthly intelligence reports which have been sent internally throughout Welsh Government, reaching all departments. We have hosted sector insight reports on our website to demonstrate what we hear from you is being listened to and acted upon.**

[1] Statistics derived from Welsh Government KAS department – cleared for use.

***“Our impact has been on enhancing sector importance, improving sector productivity, finding clarity in sector cashflow and workflow challenges (pipelines and procurement) and improving joined-up thinking.”***

## Get involved

[info@cewales.org.uk](mailto:info@cewales.org.uk)

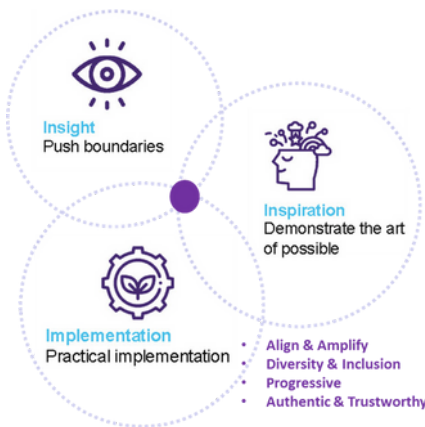
[www.cewales.org.uk](http://www.cewales.org.uk)





# Focus & Values

## Creating the conditions for an innovative culture



We continue to hold meetings for our members to inform our strategic agenda and gain valuable insight on what our members want us to focus on. As an example we have escalated critical sectoral issues providing live insight to inform ministers, such as the full-scale impact of NRW nitrates nutrient delays for sector.

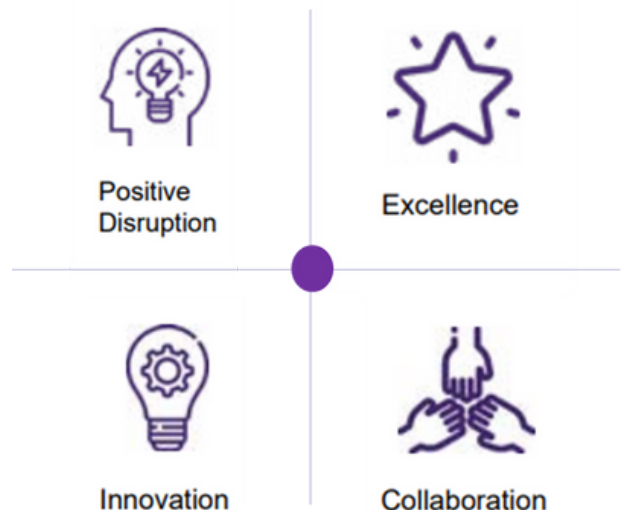
Identifying a significant gap in strategic Government leadership for the sector, we have developed a Construction Mission Statement to join the ambitions of Welsh Government to the needs of the sector, giving us a clear direction and platform to build on.



Furthermore, we have produced a report reviewing the effectiveness of PBA's, drafted a Construction Digital Action Plan for Wales, and created a new model to help change the thinking, and therefore behaviours, governing the commissioning and procurement of new social housing across Wales, to help reach the Government target to build the 20,000 new social homes. We also continue to showcase the very best we have in Welsh Construction through our awards which is taking place on 20th June.

We know there is more to do; there always is, but delivering on the Mission Statement Priority Areas, Digital Action Plan Proposed Initiatives, Pipelines visibility, Procurement Reform and Building Safety Act as areas of particular focus will engender, I believe, a new era of collaboration between Welsh Government and the sector as we continue to move forward together.

At a time of change, driving sector importance and maintaining stability is essential, which is exactly what CEWales promises to continue to do, to not only support the sector but help it thrive in a resilient and sustainable way.



# Vision

We envision a Welsh built environment that is profitable, productive, efficient, safe, and sustainable—a sector driven by value-based outcomes and unified leadership.

At a time of transformation and high demand, construction must rise to meet the needs of future generations by unlocking potential, accelerating delivery of schools, hospitals, infrastructure, and housing, and embracing innovation and collaboration.

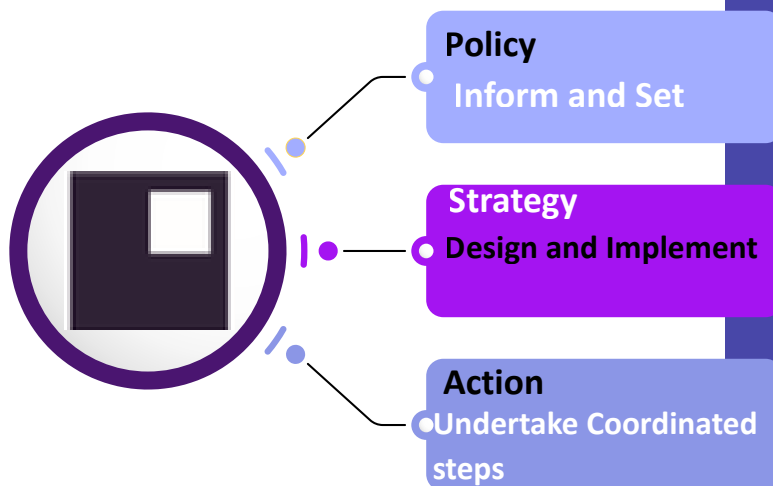
To achieve this, we call for integrated decision-making, procurement reform, planning efficiency, sustainability leadership, digital transformation, and investment in skills. CEWales will continue to champion these priorities, enabling the sector to recover, grow, and thrive—delivering real value for clients, communities, and the entire supply chain.



# Mission

To drive innovation, collaboration and excellence in the Welsh construction sector by promoting best practices, sustainable solutions, and continuous improvement. We empower businesses, public sector partners, and communities to achieve high-performance construction outcomes that support economic growth, environmental responsibility, and social well-being

*“Procurement remains therefore, the fundamental process that determines project success.”*



# History

CEWales boasts a strong heritage; formed in the construction industry crisis of the 1990's and the directional lead of the Latham and Egan reports, CEWales has been delivering best practice and knowledge transfer for over 20 years.



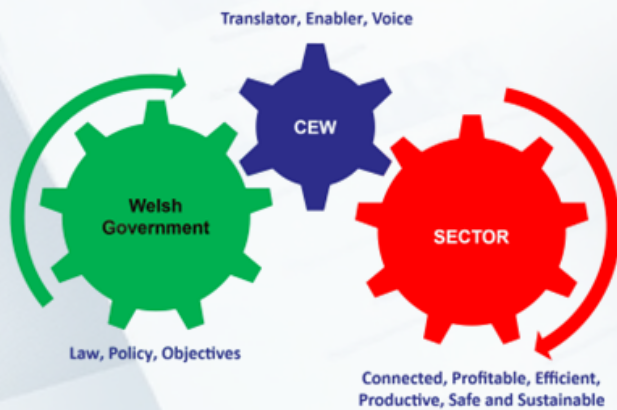


# CEWales and Welsh Government



## Building a Resilient, Inclusive and Sustainable Built Environment for Wales

Welsh Government is delighted to continue its contractual relationship with Constructing Excellence in Wales (CEWales), which delivers essential sector expertise and intelligence aimed at driving transformation across the Welsh built environment. In 2025, our collaboration has deepened, reflecting shared ambitions to deliver actions in support of a modernised construction sector that is more resilient, collaborative, greener and socially responsible.



## Built Environment Mission Statement

This year, CEWales has played a pivotal role in supporting Welsh Government to develop a Built Environment Sector Mission Statement which has been published by the Cabinet Secretary for Economy, Energy and Planning. The Mission Statement is action focused and informed by feedback from the built environment sector and provides important clarity of our shared ambition for the sector. **We will work collaboratively with CEWales and stakeholders to progress actions which will address priorities we know are important to the sector.**

We are pleased that, with the support of CEWales, progress is already being made in addressing some of the priorities outlined in the Mission Statement. Public sector and industry stakeholders are being engaged to help improve visibility of future contract pipelines, key to enabling businesses to prepare to support delivery of future projects. Following research and recommendations produced by CEWales, Welsh Government's Commercial and Procurement team is leading on driving up adoption of Project Bank Accounts, to help reduce risk for SMEs.

**Together with CEWales, A digital action plan, agreed by the Cabinet Secretary, has been published and this provides strategic direction for the sector to embrace new forms of technology as a part of building Wales' digital economy.** The consultation on the construction duty of the Social Partnerships and Public Procurement Act is underway. Sector stakeholders have been encouraged to contribute to this important consultation which we expect to lead to further economic, social, environmental and cultural well-being through construction contracts.





## Intelligence reporting

The provision of real-time market intelligence and specialist advice from CEWales has enhanced Welsh Government knowledge of a range of built environment topics, including the Green Economy, the Building Safety Act and the Circular Economy. Most recently an intelligence report relating to marine nitrates helped inform the approach of the taskforce working to respond to challenges associated with stalled housing schemes in south-west Wales.

## Welsh Government activity

There is a range of activity across policy areas which is informed by and is relevant to our ongoing relationship with CEWales. A small number of examples are detailed.



## Housing and Regeneration - Tai ar y Cyd

Tai ar y Cyd is a collaboration of 25 social landlords. They have created a standardised pattern book to build the next generation of high performing, timber based off-site manufactured homes. The new homes will be built to a performance specification to achieve net zero operational carbon and make a step change in reducing whole life carbon emissions. The pattern book will be used by the member social landlords to help build out their pipeline of new affordable homes. The project will use the aggregated pipeline demand for the new homes to unlock a strong, sustainable, and short local supply chain - increasingly using Welsh timber, enabling Welsh SMEs and the development of green skills - that will lead to better quality and, over time, affordability. The 25 Tai ar y Cyd members represent 65% of the development capacity in Wales and comprises the 11 Welsh councils who retained their council housing and 14 housing associations.

**CEWales are working with Tai ar y Cyd to help unlock the aggregated pipeline benefits that flow from economies of scale and repetition.** As a first step pipeline visibility work is underway to understand what information key stakeholders need and the best ways of bringing this information to life, especially forestry estates, sawmills, timber frame manufacturers, contractors, other supply chain, training providers, lenders, funders and insurance industry.

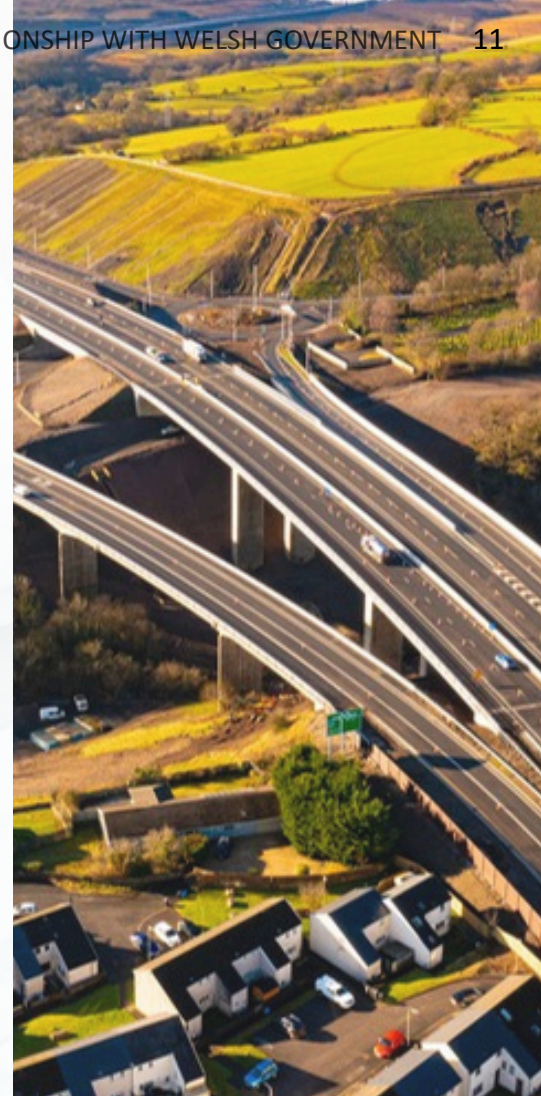




## Transport & Infrastructure:

### Strategic Road Network (SRN).

A major new review on the SRN main routes is underway with A55 and M4 being covered initially. The Transport Needs and Resilience Reviews will take a holistic look at the needs of each of the major trunk roads to gain a clear understanding of the challenges and opportunities along the corridors, and to enable evidence led decisions be made on investment priorities in line with national and local policy goals. Whilst the Major Asset Renewal Programme, covered in last year's report, is now well established with schemes such as the A494 River Dee Bridge and the A465 Landarcy to Neath Abbey Bridges concrete repairs, focus has also been on road maintenance, developing programmes beyond reactive maintenance strategies. An additional £25m has been used to resurface the SRN, undertaking preventative treatments, and also repair bridge joints and significant lengths of footways. This has been a popular campaign, based on reducing numbers of potholes and preventing their future formation as far as possible. It is a significant step in managing roads, keeping the maintenance backlog as low as possible, and with construction materials and techniques improvements, ensuring their upkeep is sustainable for the longer term.



### Local Road Network (LRN).

A similar initiative was launched in April to improve roads on the LRN. A Local Government Borrowing Initiative provided local authorities with funding to enable them to self-finance up to £120m over 2 years across Wales. A similar initiative was warmly welcomed in 2012-14, and it is expected that hundreds of miles of road will be resurfaced during this latest initiative due to be completed in 2027.



### Floating Offshore Wind

We have worked with M-Sparc to develop an 'offshore energy alliance prospectus' to showcase regional opportunities in the sector; create accompanying digital content; and development of a database of, and signposting to, industry qualifications required for supplying the offshore energy sector. In addition, Grŵp Llandrillo Menai engaged school pupils, key stage 2, 3 & 4 (Years 6 to 11) in STEM through activities linked to Coleg Llandrillo's renewable energy training facilities to highlight career opportunities in the offshore wind sector. The important learning from these two projects will help shape approaches to supply chain and skills priorities in the Floating Offshore Wind programme.





## Built Environment Digital Action Plan

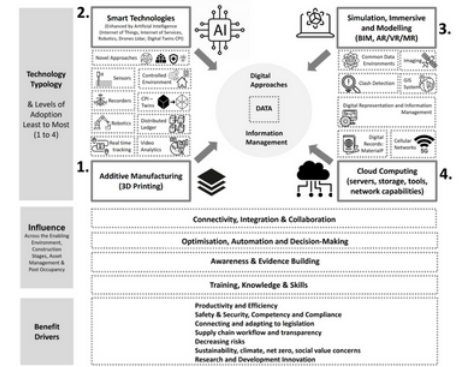
Welsh Government published its Digital Strategy for Wales in 2021 which brought refreshed focus to the prioritisation of Digital to all facets of society in Wales. **We are delighted to announce that together with CEWales and through consulting with its members and other key sector stakeholders, a Built Environment Digital Action Plan has been published.** From UK Government's BIM Mandate, the Construction Playbook and the introduction of the National Digital Twin Programme, to the increasing use of machine learning and artificial intelligence in infrastructure, the direction of travel is steered towards an increasingly digital future.

It is well-placed to support the CEWales and Welsh Government Built Environment Mission Statement adopting an interconnected strategic system where ambitions across procurement, net zero and safety (golden thread) are included. The Action Plan addresses the varied landscape of digital in Wales and acknowledges its impact on businesses, projects and people (labour competency and capability). It adopts a projects efficiency lens framed around the digitalisation of the built environment towards transformation. Contribution and input from multi-stakeholders has resulted in a comprehensive and complementary range of proposed initiatives agreed by the Built Environment/Construction Digital Advisory and Working Group with the intention to develop further.

## Forward Look

The next twelve months offer exciting opportunity to further evidence the value of the relationship between Welsh Government and CEWales. There is a complex landscape of known challenges and opportunities, including sustainability and net zero; modern methods of construction; digital transformation; workforce and skills development; and economic and regulatory pressures. Collaborative working across the sector is the optimum approach for responding to the challenges and taking advantage of the opportunities.

**We remain committed to working with CEWales and its members to ensure the construction sector continues to thrive. We are looking forward to the prospect of working with the sector to progress the Mission Statement, supporting a resilient built environment sector which delivers important infrastructure with a focus on people, place, and purpose.**



Summary table to represent digital scope identified through consultations and desk-based review.

## Vision and mission of the action plan



Diagram to represent vision and mission of the action plan.

***“CEWales is delighted to have supported the development of a Built Environment Mission Statement and Digital Action plan together with industry consultation.***

***There is always more work to be done to translate this strategic picture into tangible realities, which we are happy to continue to support with others in the sector.”***

# Industry Engagement, Networks and Publications

## South Wales Construction Summit 2025

The important role the built environment sector plays in supporting Wales' wider economic development ambitions was recognised, especially in a time of such uncertainty.

Cross-government action across a range of policy areas is even more critical to ensure that we can strengthen our economy in a way which builds upon the principles of wellbeing and makes Wales a great place to live and work. Welsh Governments Economic Mission, 'Priorities for a Stronger Economy' was launched by the former Economy Minister on 28 November 2023. This set out four national priority areas - a just transition and green prosperity, a platform for young people, fair work, skills and success, stronger partnerships for stronger regions and the everyday economy and investing for growth.

### The Cabinet Secretary opened the summit noting:

- The contract between WG and CEWales is now approaching its halfway point and has clearly demonstrated the value of this relationship
- The importance of the sector, as one of the foundational pillars of the Welsh economy
- Skills and training for entrants into the sector remains of high priority to many of the delegates
- Large numbers of men and women are employed in SMEs in the sector together with the even larger numbers employed in the supply chain, these enterprises are essential to the strength of the Welsh economy
- How the changes under the Procurement Act will transform the procurement landscape in Wales, creating a more dynamic, efficient, and smarter procurement regime for Wales

*"We need to see improvements in subcontracting opportunities, inclusive recruitment, better enforcement of employment and safety laws, increased training, more sustainable materials management and prompt payment across supply chains."*

**Rebecca Evans MS,  
Cabinet Secretary for  
Economy, Energy and  
Planning**

DU  
DD  
WRO

CONSTR  
EXCELL  
IN WALES





# Best Practice Clubs

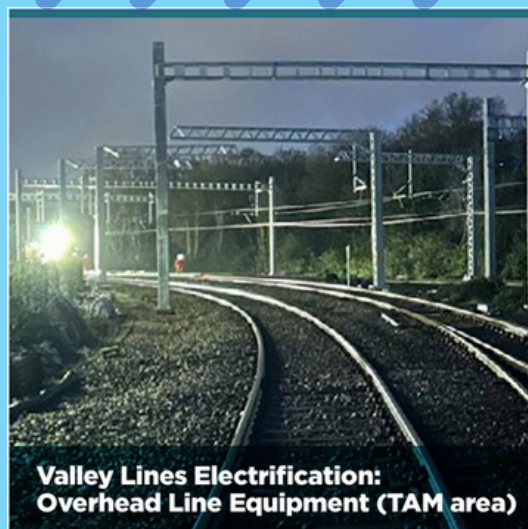
Our informal regional clubs bring together committed construction professionals who share time, knowledge and experience to champion best practice locally. We run clubs across South West, South East and North Wales. Membership is open to anyone connected to the construction industry or its supply chain — the only requirement is a genuine commitment to improving your own performance and the performance of the sector.

Each club is governed by a member-led committee or steering group that represents the wider membership. Clubs host a mix of practical, high-value activities, expert talks, site visits, client-led debates, best-practice case studies and social events — so members can learn, share, network and collaborate. The result: better personal development, stronger organisations, and improved ways of working across the Welsh construction ecosystem.

**Get involved** - Your voice, experience and time can make a real difference. Joining a local club gives you instant access to peers, site visits, expert speakers and practical sessions where you can share lessons learned, pick up new skills and help solve local challenges. It's a great way to grow your network, influence better practice and shape the future of the Welsh construction sector without any heavy time commitment. Come along to an event, join a discussion or volunteer on a steering group: every contribution helps the whole industry get better.



## exemplar



Since 2020/21, TfW's expanding Exemplar programme has produced 17 case studies covering projects across Wales and at increasingly early stages of development. Each study captures best practice across key themes, and the programme will refresh its KPIs while keeping the core Economic, Social and Environmental categories.

The Exemplar programme was a benchmarking and improvement initiative that assessed projects based on the areas where they genuinely excelled. By encouraging openness, consistency, and regular follow-up, the programme helped drive better project performance and created value for contractors through shared learning and comparative insight.

CEWales, working with leading built-environment experts, is revitalising the Exemplar programme to align more closely with key legislation and strengthen the connection between government policy and on-the-ground project delivery. The renewed programme will serve as a robust quality-assurance mechanism for both clients and contractors, supporting more consistent, transparent, and accountable delivery practices. Its purpose is to reinforce sustainable, innovative and community-orientated development across Wales, while promoting greater consistency and alignment across clients, contractors and framework partners.

# Events

CEWales host, facilitate and promote events and support the work of partner organisations in the construction industry. These are an excellent way to bring experts together, facilitate networks and enable meaningful relationships in the drive to an improved built environment.



**Get Involved**

## Events Held and Upcoming 2025

- Construction Summit Wales 2025 Cardiff
- Construction Forum & Industry Group
- Hacer Development Housing site visit
- G4C Wales Women & Confidence workshop
- Pentre Awel site visit
- G4C Wales AGM
- CEW Awards 2025
- Building UK Round Table
- G4C Wales & CIOB Tomorrow's Leaders spring social
- CLAW Conference – Energy & Meeting the 2030 Targets
- CLAW AGM
- Building Social Mobility in Construction with Browne Jacobson
- G4C Wales Awards 2025
- Lessons Learned on High Rise Buildings webinar
- A465 Centregreat site visit
- G4C Wales Heritage Bitesize & Retrofit
- Prince Charles Hospital site visit
- Castle Coch site visit with John Weaver Construction
- Members Meeting Cardiff
- Senedd Award Celebration
- G4C Wales Christmas Quiz
- Construction Summit 2026 Cardiff
- Construction Summit 2026 Llandudno
- CEW Awards 2026 – 20th Anniversary





Wales/Cymru

2025  
Awards

## CEWales Awards

Nearly 500 guests joined us at the Celtic Manor Resort for a night of celebration for the Welsh built environment as organisations, projects and individuals were recognised at the 19th Constructing Excellence in Wales Awards 2025. The dinner was superbly hosted by Eleri Sion, BBC Wales radio presenter and our Headline Sponsor for the awards was CITB.

Rebeca Evans MS Cabinet Secretary for Economy, Energy & Planning delivered the welcome address. **The Cabinet Secretary was very pleased to support and play a part in championing the winners and all the entrant's stating Wales is truly an example to the rest of the built environment sector right across the UK.** The Cabinet Secretary was delighted that CEWales works in close collaboration with WG to deliver a more focused approach to sector engagement which has improved Government capability, responsiveness, engagement and alignment of priorities.



**LIFETIME  
ACHIEVEMENT  
AWARD**

Chris Wynne



**CLIMATE ACTION  
AWARD**

Read Construction



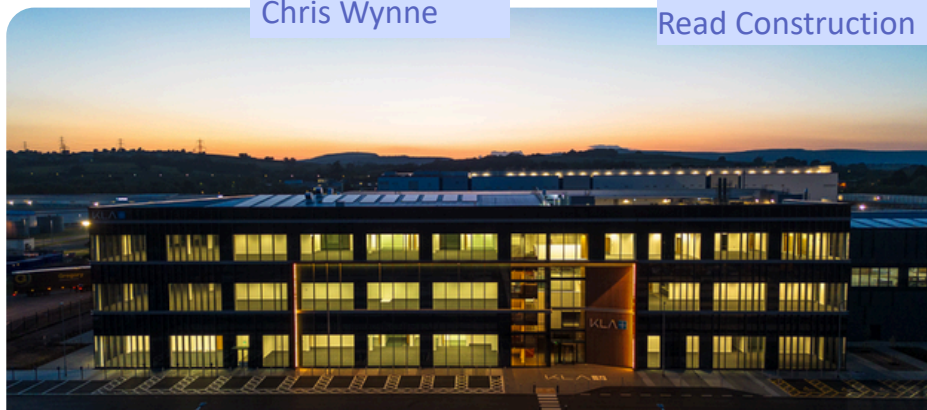
**ESG AWARD**

Zone 1/Canolfan Pentre Awel



National  
Award  
Winner

**DELIVERING VALUE AWARD**  
Ysgol Bro Penfro



**BUILDING PROJECT OF THE YEAR**  
KLA U.K. - Semiconductor Manufacturing and  
R&D Centre, Wales



**CLIENT OF THE YEAR**  
Monmouthshire County Council





**REGENERATION AND  
CONSERVATION AWARD**  
Palace Theatre, Swansea



**G4C FUTURE  
LEADER AWARD**  
Dewi  
Wood



**National  
Award  
Winner**

**INNOVATION AWARD**  
Material Evolution  
- ultra-low carbon  
cement



**IN RECOGNITION AWARD**  
Richard Wilson



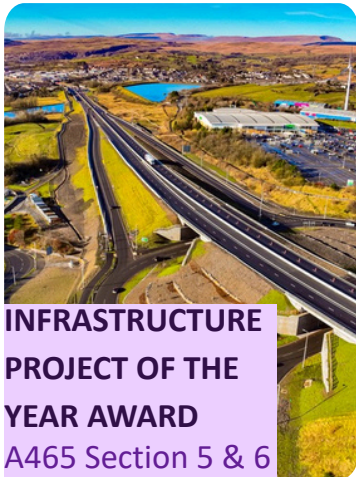
**PEOPLE AND CULTURE  
AWARD**  
Knights Brown



**SME OF THE YEAR**  
KHS Group Ltd



**INTEGRATION &  
COLLABORATIVE  
WORKING AWARD**  
Tai ar y Cyd – Homes  
Together



**INFRASTRUCTURE  
PROJECT OF THE  
YEAR AWARD**  
A465 Section 5 & 6



**RETROFIT AWARD**  
Prince Charles Hospital Refurbishment



Adeiladu Arbenigrwydd  
yng Nghymru

 **Constructing Excellence**  
in Wales

# CEWales Membership

JOIN



As a CEWales member you influence decision-makers across government, industry and academia. Members shape policy for the Welsh construction sector and get priority access to exclusive events, expert panels, roundtables and networking with the leaders driving change across Wales.

You'll receive curated insights, policy updates and member-only briefings so you stay informed and ahead of the curve. Membership also builds meaningful connections across the whole construction ecosystem— from infrastructure and housing to sustainability and digital transformation— helping CEWales advocate for better practices, skills development and sustainable growth in the Welsh built environment.

WHY  
JOIN  
CEWales



## Grow your influence

Shape the future of our industry by driving the change agenda and positioning yourself as a recognised leader. Collaborate with forward-thinking clients and supply chain partners who share your ambition to redefine excellence.



## Network

Connect with influential organisations, innovators, and decision-makers across the sector. Build trusted, strategic relationships in an independent, respected environment that sparks collaboration and unlocks new opportunities.



## Be Recognised

Amplify your impact. Showcase your achievements and innovations to Welsh Government and the Well-being of Future Generations agenda — shaping national policy while being seen as a catalyst for progress and reform.



## Gain Insight

Access exclusive intelligence and forward-thinking analysis you won't find anywhere else. Turn these insights into powerful strategies that strengthen your position, sharpen your decisions, and keep you ahead of change.



## Develop Partners

Collaborate with visionary industry partners to design and deliver innovative models that drive transformation. Forge strategic alliances that accelerate growth, efficiency, and long-term competitive advantage.



## Benchmark

Measure what matters. Evaluate your performance against leading industry data and insights to pinpoint opportunities, refine delivery, and demonstrate measurable value across every project.



## Nurture

Invest in the next generation of leaders. Inspire and accelerate emerging talent through Generation4Change, shaping a resilient, diverse, and future-ready workforce that drives the sector forward.

# CEWales Members



LAING O'ROURKE

oarchitecture

STEEL UK



arda

ARUP

AtkinsRéalis



beacon



BOUYGUES



BLAKE  
MORGAN

Capital  
Law

Browne  
Jacobson



ceca

Working for Infrastructure  
Adeiladwaith yw'n Gwaith



Curtins



geldards



HURLEY



HUGH JAMES



CHIC





lawray architects



Swansea University  
Prifysgol Abertawe





# Local Authorities



# G4C Wales



**G4C Wales (Generation for Change) is a driving force in Welsh construction, championing the next generation of professionals who are shaping the future of the built environment in Wales.**

The core vision of G4C Wales is to harness the energy, creativity, and insight of emerging professionals to drive innovation and positive change across the construction industry. Its mission is to connect, develop, and empower future leaders by providing opportunities to share knowledge, network with a broad cross-section of industry professionals, and engage with the latest thinking in the sector.

## Our Committee



**Katherine Zacarro -**  
Co Chair  
AtkinsRealis



**Sophie Latham -**  
Co Chair  
Blake Morgan



**Thomas Beasley- Vice**  
Chair  
Morgan Sindall



**Adam O'Donovan**  
Rider Levett Bucknell



**Antony Catris**  
Blake Morgan



**Cai O'Kane**  
Browne  
Jacobson



**Charlotte Davidson**  
Welsh Government



**Coner Berner**  
AECOM



**Dave Rossington**  
Powell Dobson



**Harriett Wade**  
Andrew Scott



**Joseph Palmer**  
Knights Brown



**Lewis Bunch**  
AtkinsRealis



**Luther Jim**  
Inspire Architects



**Owain Morgan**  
Viro Consult



***"We are not just here  
to observe the  
industry, we are here  
to shape it!"***

*Katherine Zaccaro*



## Why join

G4C Wales offers its members access to thought-provoking discussions, networking opportunities, and professional development through a series of free events and initiatives. Whether you're an established professional or just starting your career, involvement in G4C Wales provides valuable insight into the strategic development and future direction of the construction industry in Wales.



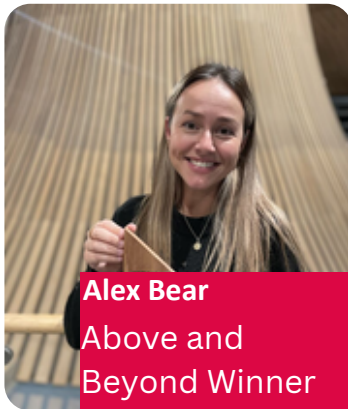


# G4C Wales Awards 2025

G4C yng Nghymru Adeiladu Arbenigrwydd  G4C in Wales Constructing Excellence



All of our winners this year



**Alex Bear**  
Above and Beyond Winner



**Curtis Richards**  
Apprentice of the Year Winner

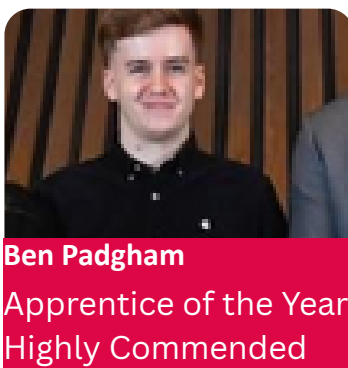


**Mary Ware**  
Mentor of the year Winner



**Charlie Jones**  
Trainee of the Year Winner

**Kathryn Kraaijeveld-Hyde**  
New Professional of the year winner



**Ben Padgham**  
Apprentice of the Year Highly Commended



**Dave Rossington**  
Mentor of the Year Highly Commended



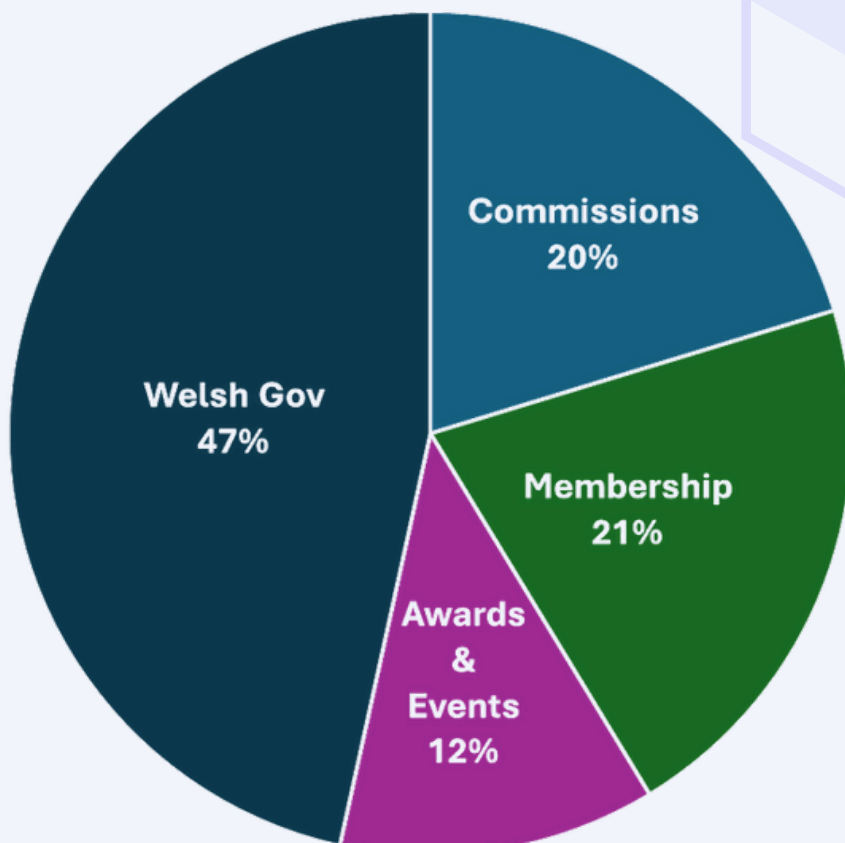
**G4C Awards 2025**  
16<sup>th</sup> October  
Sennedd

# Governance and Finance

2025

CEWales is a limited company led by its Chief Executive, Cat Griffith-Williams, and supported by Board Directors, Andrew Brown and Mike Edmonds with an operational team of: Susan Selkirk, Company Secretary, Events and Programme Manager, Jia Afsar, Strategic Advisor & Research Lead, Rowan Thompson, Membership & Marketing & Lynn Broughton, Finance Manager.

CEWales engages with and has the support of a range of stakeholders from across the Welsh built environment. These include clients in the public and private sectors as well as industry representative bodies and individual companies from the industry supply chain.



## Advisory Board Members

- Gareth Davies – Knox & Wells
- Mike Edmonds – Altmore Consultants
- Leigh Hughes – Felicitas Consultancy
- Tony Norris – Geldards
- David Powell - SDP Group
- Stella Saunders - Past Cardiff Council

## Operational Board Members

- Michael Bool – Oochitecture
- Lorna Cross – Vale of Glamorgan
- Dave Jaques – Cardiff Council
- Antonia John – Encon
- Helene John - Curtins
- Ian Jones – Willmott Dixon
- Ian Rees - Kier
- Richard Wynne – Wynne Construction

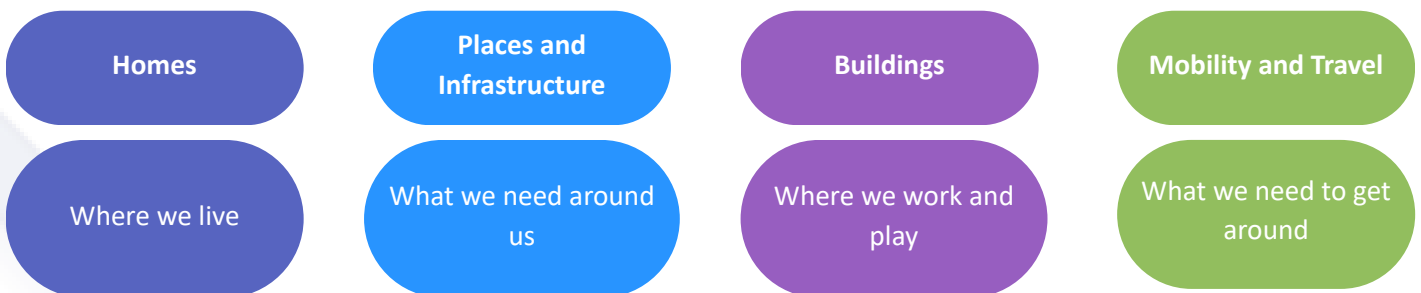
# Market Dynamics

## CEWales Manifesto For Creating Futures



At a time of significant transformation, demand for construction and built environment services remains extraordinarily strong. We need ambitious leadership with a dedicated sectoral unit to drive a unified built environment vision towards profitability, productivity, efficiency, safety and sustainability and a government that understands the connected opportunity. The recently launched Mission Statement and Digital Action Plan sets the strategic overview from which to build future plans.

### THE BUILT ENVIRONMENT IMPACT : OUR CONNECTED OPPORTUNITY



#### Driving Factors

- Transformation needed more than ever – productivity, efficiency, value, skills and competency, sustainability
- Demand for built environment services remains strong



#### Government Response

- Acts to unlock existing built environment potential faster, build more schools, hospitals, better infrastructure, housing and workplaces.
- Recognises the sector as the great enabler for the economy

#### Sector Response

- Ambitious leadership
- Committed to law, policy and objectives of WG
- Value Focused – Sustainability and Social Impact key
- A sector that learns from the past – focused on recovery and growth. To thrive in meeting the new challenges

## Our Manifesto Aims

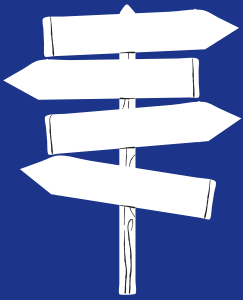
- A built environment that is profitable, efficient, productive, safe and sustainable
- A value-based outcomes driven sector that operates as a well-connected system of systems linking the built, natural and cyber physical systems
- A resilient, inclusive and collaborative built environment that supports economic growth, community well-being and environmental stewardship across Wales

# CEWales

## Key Priorities



### Integrated Decision-Making



- Support the Built Environment Mission Statement which sets strategic intent and outlines areas for working groups to develop in detail
- Review existing policies and legislation to identify connections and deliver cohesive actions across departments
- Digitalise government to ensure decision-making efficiency and waste reduction
- Continue to improve visibility and build trust in sector

### Procurement and supply chain reform

- Implement the Social Partnership and Public Procurement (Wales) Act
- Encourage local authorities, main contractors and consultants to publish pipelines for visibility and ensure consistency of requirements in Welsh frameworks
- Drive integration across assessment criteria using the Construction Playbook documented Value Toolkit to determine value-based decision making focused on driving better social, environmental and economic outcomes, improving industry's impact on current and future generations. Strengthen partnerships with local authorities and communities and integrate into a unified procurement approach



### Planning Reform



- Accelerate housebuilding & support SME housebuilders
- Streamline the planning system to reduce delays and complexity, especially for developments allocated in Local Development Plans, ensure a joined-up approach to avoid industry delays such as NRW Nitrates
- Drive Collaborative Contracting to build at pace, volume and quality and improve sectoral culture
- Prioritise good design placemaking principles and outline consistency in approaches for measuring across Wales, use the Value Toolkit and Wellbeing of Future Generations indicators.



The built environment is a significant contributor to the wider UK and Welsh economy through its direct and connected impact on economic, social and environmental factors. It is uniquely well-positioned to link government agendas across key policies. Through its businesses, projects and people (skills), the sector is critical to the future of Wales and the well-being of its people.



## Sustainability, Green Energy & Net Zero

- Place built environment at the centre of Wales net zero, regenerative transition
- Build awareness on sustainability as economic, social, environmental and cultural
- Adopt circular economy principles into early decision-making and all construction projects. Embed climate resilience, carbon reduction, water efficiency and biodiversity enhancement into all construction projects - ensuring consistency
- Promote retrofit and energy efficiency upgrades across existing building stock
- Align with the climate adaptation strategies and support green infrastructure standards



## Innovation & Digital Transformation



- Support the digitalisation of sector through the Digital Action Plan for the built environment, including AI, BIM adoption and smart construction methods
- Embed Industrial Construction principles, modern methods of construction (MMC) and off-site manufacturing
- Invest in data-driven decision-making and digital upskilling
- Support standardisation of data and consistency of requirements

## Skills & Workforce Development

- Address critical skills shortages in trades and professional roles (e.g., quantity surveyors, bricklayers)
- Invest in training and apprenticeships, with a focus on green skills and digital construction technologies
- Promote inclusive recruitment and employment practices across the sector
- Championing competent workforce and compliant companies
- Ensure project delivery enhances social mobility



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CONSTRUCTING  
EXCELLENCE  
IN WALES

# Thank You

# 2025

Constructing Excellence in Wales

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