

**Communication plan to attract professionals and disseminate good Corporate Social Responsibility (CSR) practices in the construction sector**  
**Spain**

<b>GENERAL INFORMATION</b>	
<b>Name of the organisation</b>	Catalan Construction Confederation ( <i>Confederació Catalana de la Construcció - CCC</i> )
<b>Type of organisation</b>	Civil Society Organisation (NGO)
<b>Address</b>	Gran Via de les Corts Catalanes, 663 08010 – Barcelona, Spain.
<b>Web page</b>	<a href="https://construeixelfutur.cat/">https://construeixelfutur.cat/</a>
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<b>Member State</b>	Spain
<b>GOOD PRACTICE - GENERAL INFORMATION</b>	
<b>Title of the good practice</b>	Communication plan to attract professionals and disseminate good Corporate Social Responsibility (CSR) practices in the construction sector
<b>Topic of the good practice</b>	Construction
<b>Geographical focus</b>	Regional
<b>Duration</b>	May 2022 – May 2023 (extended to May 2024)
<b>Summary of the good practice</b>	The construction sector in Catalonia faces the challenge of attracting and retaining qualified workers, as well as improving its reputation among the public. To tackle this challenge, the Catalan Construction Confederation (CCC) launched a communication plan with two main goals: to highlight the benefits and opportunities of working in the construction industry for young people and job seekers

	<p>and to showcase the CSR practices of the sector for public authorities, construction companies, and society at large. The plan includes various communication tools, such as informative websites and social media channels.</p>
<p><b>OBJECTIVES AND ACTIVITIES</b></p>	
<p><b>Background/context</b></p>	<ul style="list-style-type: none"> <li>▶ The construction sector in Catalonia has faced challenges in recruiting and retaining qualified workers for more than a decade, especially in medium-sized enterprises with high demand. This affects the development of many projects, some of them linked to European funds that are crucial for the green transition and the economic competitiveness of Catalonia. The sector also faces an ageing workforce, as the percentage of young workers has dropped from 25% to 9% in the last 15 years. One of the factors behind this shortage is the negative image that the public has of construction, which they perceive as a hard, outdoor, and poorly paid profession.</li> <li>▶ The pandemic offered an opportunity to tackle this problem when additional resources and public investments became available with the recovery funds. In 2021, the CCC hired a communication agency and launched a communication plan to dignify the profession and showcase good practices in Corporate Social Responsibility (CSR). The goal is to attract young people and career changers, especially women, and to challenge the negative stereotypes of the sector. The plan also helped to give visibility to the sector's progress in training, technology, and hiring practices.</li> </ul>
<p><b>Objectives</b></p>	<p><b>Main objective</b></p> <ul style="list-style-type: none"> <li>▶ Attract more and retain workers in the construction sector, especially young people, women, and people who want to change their careers.</li> </ul> <p><b>Specific objective</b></p>

	<ul style="list-style-type: none"> <li>▶ To highlight the benefits and opportunities of working in the construction industry.</li> <li>▶ To showcase the good practices of CSR in the sector, such as using eco-friendly materials, managing waste properly, applying technology to reduce environmental impact, promoting equal opportunities, and ensuring occupational health.</li> </ul>
<p><b>Main activities</b></p>	<p>To implement the communication plan, the CCC strategically undertook various activities:</p> <ul style="list-style-type: none"> <li>▶ Image rebranding: In June-July 2022, to rebrand its image, the CCC encapsulated its mission in the slogan ‘<i>Construeix el futur</i>’ (Building the Future) and designed a distinctive logo that features three ‘Ts’ or themes: <i>Treball</i>, <i>Tecnologia</i>, and <i>Territori</i>.<sup>1</sup> This new visual identity reflects the values and goals of the CCC in terms of innovation and social development.</li> <li>▶ Website creation: A dedicated email address was set up in September 2022, and a website (<a href="https://construeixelfutur.cat/">https://construeixelfutur.cat/</a>) was developed in October 2022, consisting of two microsites or sections focusing on dignifying the profession and promoting CSR. The first section aims to promote workforce inclusion in the construction sector, covering training, contract types, salaries, societal importance, and industry insights. The second section highlights exemplary sector practices related to energy, environmental protection, circular economy, social inclusion, and innovation.</li> <li>▶ Instagram account: In September 2022, the CCC launched an Instagram account (<a href="https://www.instagram.com/construeixelfutur/">https://www.instagram.com/construeixelfutur/</a>) to enhance the sector's image and attractiveness. The CCC maintained a minimum monthly publication of 8 posts, 12 stories, and 2 reels, amassing over 1,100 followers in just 8 months. They also engaged influencers linked to the sector to boost the outreach.</li> </ul>

<sup>1</sup> These terms in Catalan can be translated in English as ‘work’, ‘technology’, and ‘territory’.

	<ul style="list-style-type: none"> <li>▶ Reports in media: Reports were prepared and published in Catalonia's primary written media, covering themes such as the economic, social, and environmental benefits of renovating buildings, the significance of public works for citizen well-being and economic competitiveness, technology in construction, and the adaptation of new construction to sustainability and digitisation.</li> <li>▶ Audiovisual production: The CCC produced audiovisual content on good practices and CSR for a new YouTube channel (<a href="https://www.youtube.com/@construeixelfutur">https://www.youtube.com/@construeixelfutur</a>). Themes covered included social integration, construction waste management, good governance, and sustainable materials. Additionally, five smaller video pieces were produced on local materials, lean construction, sustainable buildings, waste reuse, and prevention and occupational safety.</li> <li>▶ In-person engagements: The CCC actively participated in the <i>Salón de la Ocupación 2022</i>, an event with over 12,000 visitors dedicated to promoting and facilitating employment. This involvement aimed to attract individuals to the sector and inform visitors about existing training and employment opportunities. From May to June 2023, efforts were intensified to expand the network through in-person engagements at secondary schools, aiming to communicate the sector's contribution to sustainability and fostering job opportunities and benefits among students.</li> </ul>
<p><b>Did you previously provide information about this particular good practice under the European Platform tackling undeclared work?</b></p> <p>(if yes, is it possible to provide the year and the title of good practice or a link of the good practice in <a href="#">ELA Virtual library</a>.)</p>	<p>No</p>

<p><b>Funding/organisational resources</b></p>	<p>The CCC, a network of seven founding entities and other affiliated members, funds the project with EUR 130,000 from its yearly fees. The CCC also invests in the Catalan Debris Management company, which reuses construction materials for a circular economy. The CCC, which owns 10 % of this initiative, used 50% of its accumulated dividends to support the project. EUR 30,000 were saved and spent on an extension of the project worth EUR 70-80 000. The project team has about 15 staff members, with 2-3 people per entity, mostly based in Barcelona.</p>
<p><b>PARTICIPATION</b></p>	
<p><b>Stakeholders involved</b></p>	<p>The project involves both the founding members and affiliated entities of the CCC across Catalonia. The Catalan Chamber of Contractors and the Chamber of Builders are core members of the CCC. In addition, the project engages social partners, such as trade unions and employers' organisations.</p>
<p><b>Target groups</b></p>	<ul style="list-style-type: none"> <li>▶ <b>Citizenship:</b> The project focuses on changing negative stereotypes about the construction sector, particularly aiming for greater inclusivity, especially among women.</li> <li>▶ <b>Public administration:</b> The project collaborates with government bodies, such as the Department of Labor and Enterprise in Catalonia, to support the sector's development and innovation.</li> <li>▶ <b>Companies:</b> The project engages companies in the construction sector to create a positive image and encourages them to adopt Corporate Social Responsibility (CSR) practices.</li> <li>▶ <b>Educational institutions:</b> The project tries to influence how the younger generation perceives the sector. This involves informing them of the sector's importance, career opportunities, and training requirements.</li> <li>▶ <b>Municipalities and local governments:</b> Engagement with municipalities and local governments is a key part of the project to align their policies and initiatives with the CCC's goals.</li> </ul>

<p><b>Final beneficiaries</b></p>	<p>The project uses a multi-faceted strategy, addressing different stakeholders, such as companies, educational institutions, and government bodies. This approach reflects a comprehensive effort to reshape perceptions, promote sustainability, and improve the overall image of the sector.</p>
<p><b>GOOD PRACTICE CRITERIA</b></p>	
<p><b>Achievements/ Results and outcomes</b> (Alignment of good practice with the priorities of the Call (if not applicable, alignment with the field of EU labour mobility)</p>	<p>The project has had a notable impact throughout the Catalan territory, increasing the interest in the sector. The number of Instagram followers went up to 1 100 followers in just eight months. More small guilds have contacted the CCC and requested support and resources from the project. Eight out of eleven training centres that closed with the economic crisis of 2008 have reopened. The enrolment in training has risen from 200 to 400 students in 2-3 years.</p>
<p><b>Recognition</b> (has this good practice been recognised on regional, national or EU level)</p>	<p>The project is widely recognised in Catalonia and its inclusion in the ELA practice repository can boost its exposure at the European level.</p>
<p><b>Cost effectiveness</b> (the degree to which the practice was successful in reaching objectives and producing clear and measurable outcomes at the lowest possible cost)</p>	<p>The successful outcomes derived from the communication plan and the promotion of Corporate Social Responsibility (CSR) practices have prompted the Board of Directors of the CCC to extend the initiative for an additional year, continuing until May 2024. Allocating a budget of EUR 77 680 for this extended period, the objective is to consolidate the repositioning of the construction sector in Catalonia and a renewed image of the sector characterised by professionalism, sustainability, and a strong commitment to the community.</p>
<p><b>Transferability</b> (how the experience from this practice could be transferred to other contexts i.e. what would another Member State/group/sector need to have or put in place for this measure to be successful in their country/group/sector)</p>	<p>The aim is to extend the project to the whole country, but the priority is to strengthen the presence in job fairs, social media, and media outlets so that more extensive results can be presented to the national confederation and replicate the initiative in other regions of Spain.</p>
<p><b>Sustainability</b> (how the practice is sustainable from a social, financial or environmental perspective)</p>	<p>The visibility material (banners, flyers, etc.) is widely distributed through QR codes that link to the online resources of the project, reducing the use of paper. Other promotional items, such as bags, are made of ecological</p>

	<p>materials. Addressing territorial differences is crucial for long-term sustainability, and the goal is to involve all Catalan territories collectively and inclusively.</p>
<p><b>Innovativeness</b> (innovative features of the good practice)</p>	<p>The CCC's communication plan is a project to promote the construction sector in Catalonia as an innovative, sustainable, and socially responsible actor. It consists of creating a distinctive brand, implementing a digital strategy, organising events and awareness actions, producing reports and studies, and building a collaborative network with key stakeholders.</p>
<p><b>Digitalisation</b> (Design, development and/or utilisation of digital tools, policies or plans for digitalisation, business processes and data digitalisation, data sharing digital initiatives, the use of digitalisation to facilitate the access to data in real time and detection of fraud and error, etc.)</p>	<p>The project relies on digital platforms such as social media, websites, and QR codes linked to online materials, to increase outreach and revamp the sector's image.</p>