

Developing H&S Talent Pipeline

Meeting construction industry demands in APAC region

About Shirley Parsons



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At SP Clean Energy, we consult on renewable projects across APAC. From offshore wind to solar, BESS and hydro, we've built safety competence on the ground helping clients close gaps in culture and capability.



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SP Data Centers provides professional services, supporting Data Center construction and operations to Investors, Clients, Developers, and Construction firms across the globe.



Case Study: Taiwan Offshore Wind

Localisation: Building Safety Competence During COVID



Localising Safety Competence in Offshore Wind

Need: local safety leaders

15 HSEQ professionals onboarded in 3 months



Partnership: expats mentoring local

First-ever locally trained HSE and Q inspectors in APAC.



Training: bilingual, OEM-aligned

Toolbox talks improved through bilingual delivery.



Outcome: first local HSE inspectors

Sustainable pipeline, reduced reliance on expats.



SP Clean Energy
A DIVISION OF SHIRLEY PARSONS

SIEMENS Gamesa
RENEWABLE ENERGY

Safety culture challenges across APAC

- **Hierarchical culture:** juniors won't challenge unsafe acts.
- **Toolbox talks:** lose meaning in translation.
- **Stop Work Authority:** interpreted differently across markets.
- **Stigma:** near-miss reporting seen as blame.

Key takeaways

Localisation works

SGRE + SP Taiwan proved safety competence can be built quickly.

Culture matters

Safety behaviours vary across APAC – must be addressed.

Pipelines = Safety

Safety pipelines protect projects, not just fill roles.

Competency tools

Frameworks sustain safety knowledge.

**Case Study: Strategic Partnership
with MKS/MSD**

Auditing Programme Support in Bangkok



Quality & compliance issues on hyperscale pharma project



Approach

- Deployed senior associates locally for on-site oversight & mentoring.
- Structured audit programmes tailored to pharma MEP installations.
- Root cause analysis, reporting, and feedback loops to drive improvements.



Reduced compliance risks and developed sustainable local expertise.



Impact

- Built local contractor capability through daily mentoring & technical guidance.
- Established a trusted delivery model for future regional projects.
- Strengthened accountability and uplifted local workforce standards.

Case Study: Singapore-based QHSE leader

Embedded QHSE Director: Strategic Support On Demand



Needed senior-level QHSE leader to cover gaps, ensure compliance, and drive cultural change across APAC.



Approach

- Embedded an experienced QHSE Director under NDA.
- Delivered both strategic oversight and project-level input.
- Introduced a tailored performance matrix to identify risk areas and training needs.



Enabled flexible leadership capacity, improved oversight, and advanced continuous improvement across multiple projects.



Impact

- Created structured upskilling opportunities through performance assessment.
- Provided continuity of leadership and supported cultural change.
- Improved regional alignment of QHSE practices.

Key takeaways

Workforce & Skills Challenges

Projects are hindered by an unskilled workforce, electrical and commissioning skill gaps, and limited talented site QHSE consultants.

Leadership & Cultural Gaps

A lack of diversity in senior leadership and misaligned organizational culture affect decision-making.

Quality & Safety Prioritisation

Safety and quality are often treated as add-ons rather than priorities.

Talent Retention & Compensation Issues

Talented consultants and client EHS representatives are poorly compensated and poorly retained.

Get (and keep) the right people on the bus!

“If you have the right people on the bus, the **problem of how to motivate and manage people largely goes away.**

The right people don't need to be tightly managed or fired up; **they will be self-motivated by the inner drive to produce the best results and to be part of creating something great.”**

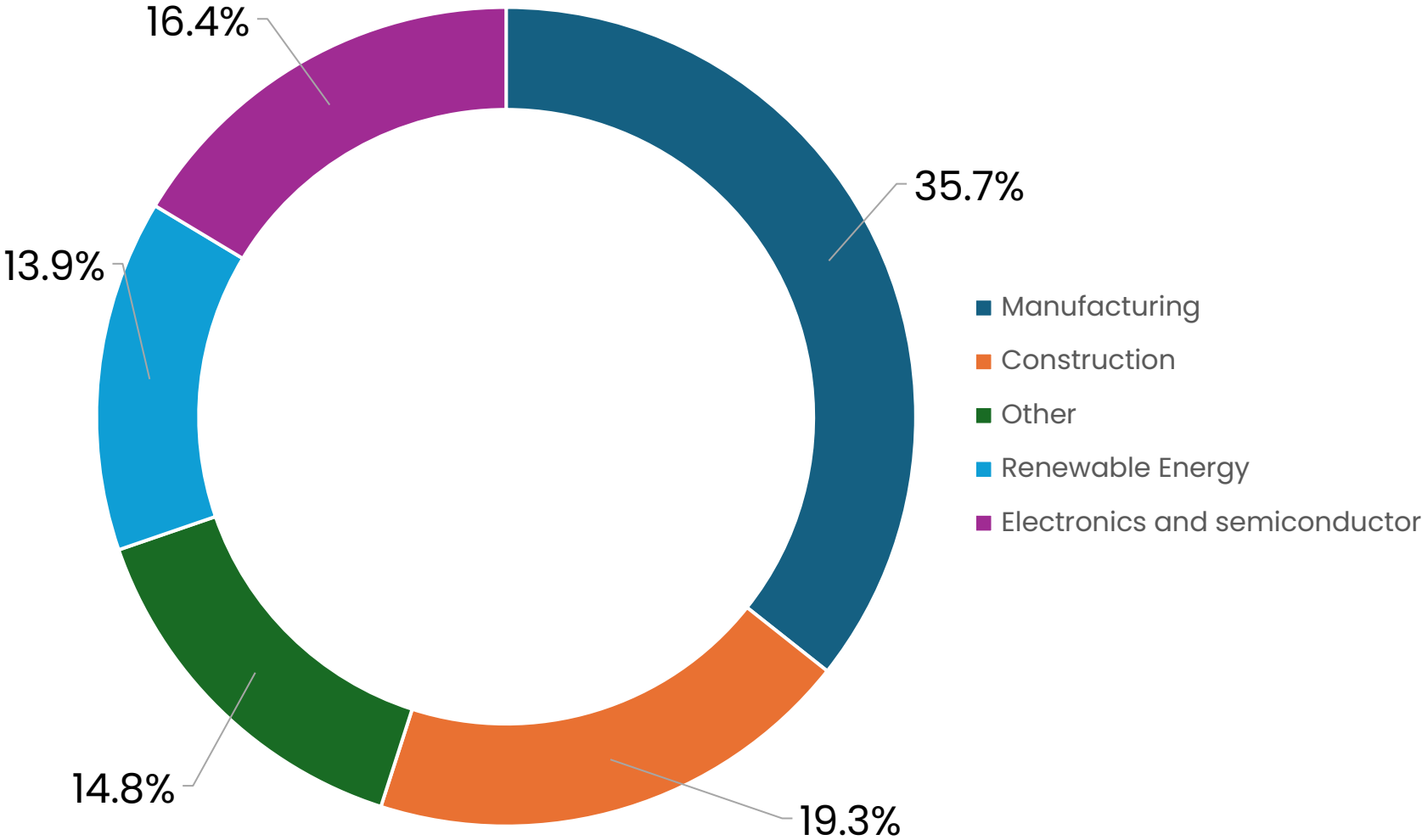
GREAT HIRES = GREAT RESULTS

- Getting (and keeping) the right people on board is by far the biggest determinant of company success
- Companies with a high-performing workforce are 50% more likely to achieve their strategic goals than those with a low-performing workforce. Harvard Business Review
- Engaged employees are 21% more productive than their disengaged counterparts. the Gallup Organization
- Companies with a strong employee value proposition are 60% more likely to attract and retain top talent. Towers Watson Global Workforce Study

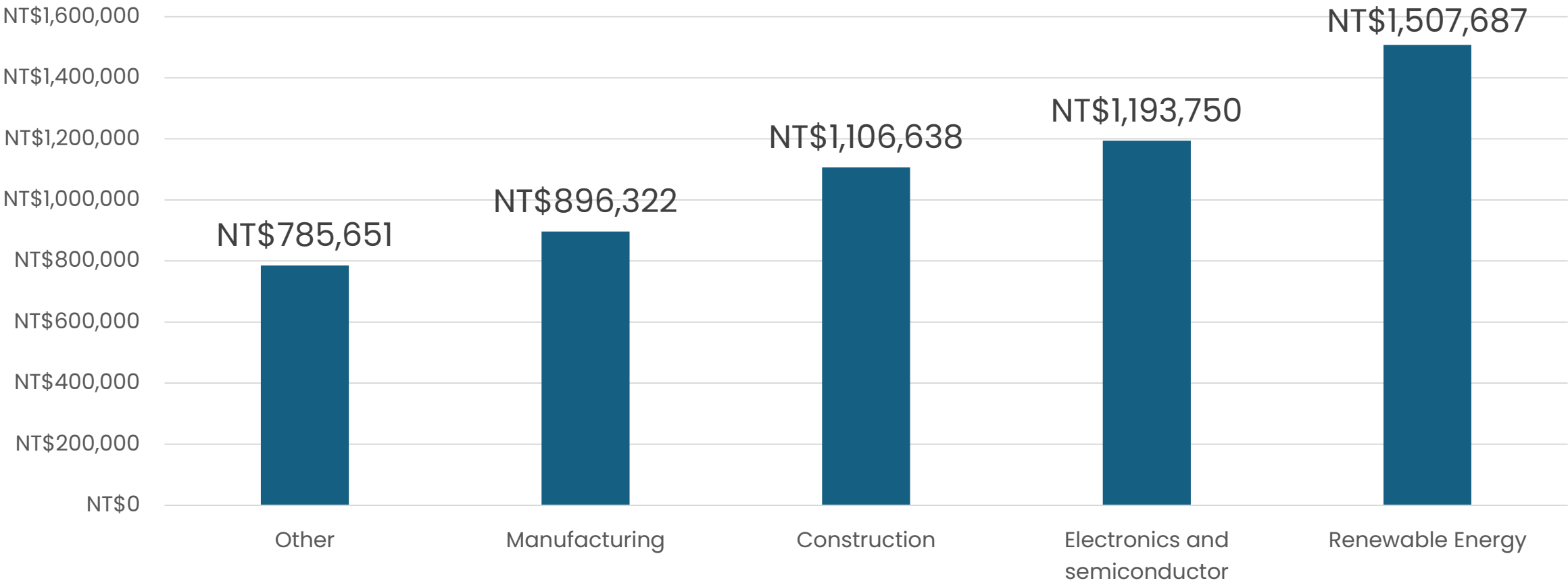
BUT....many organisations make the same errors over and over



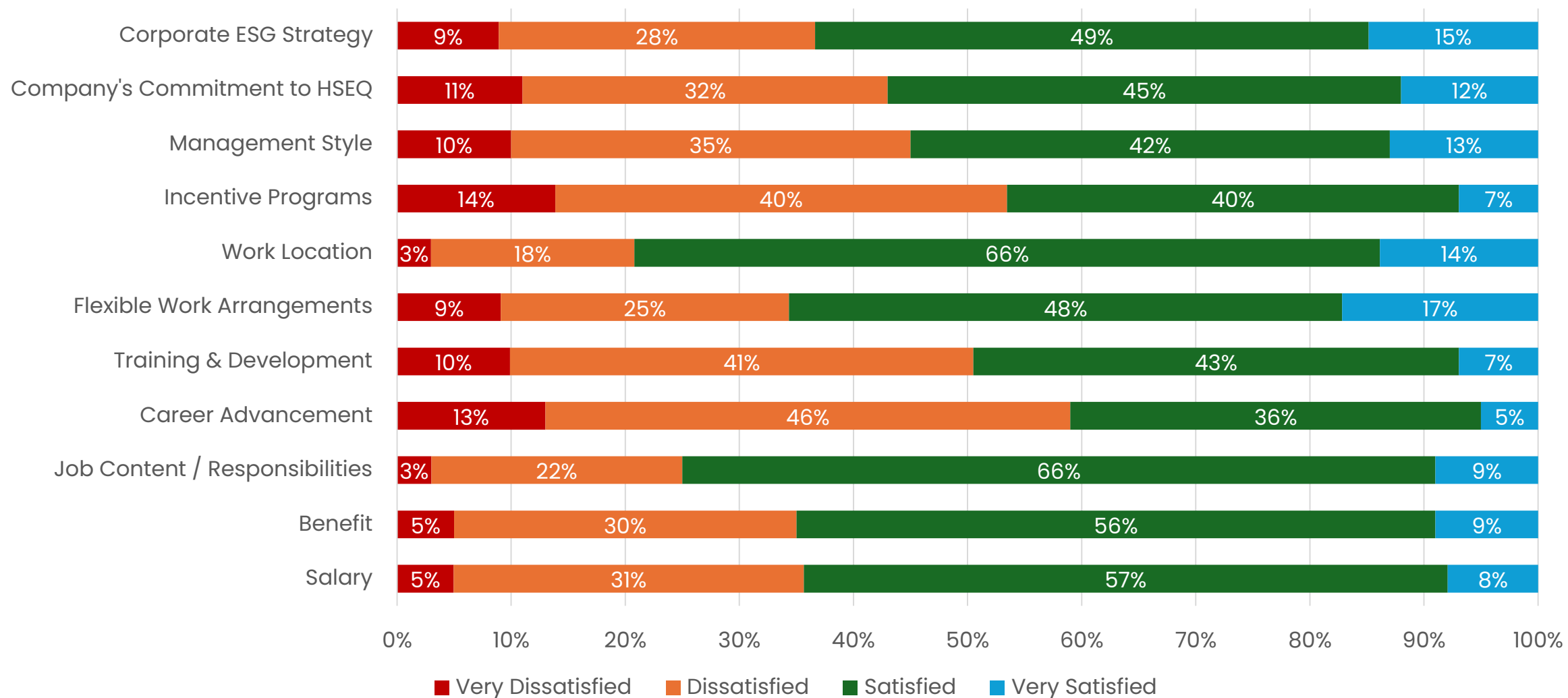
Sectors seeing demand



Salary trends



Job satisfaction trends



Retention takeaways

- Your team has more career options than ever before
- Must feel like they're contributing to something bigger
- Employees leave managers, not companies
- If you're unhappy with culture, you're looking to leave
- Engaged employees deliver business results
- Invest in your employees development or someone else will
- Change before it gets stale
- Have room for promotions

Q&A