

CHANGING THE FACE OF CONSTRUCTION



SOCIAL RETURN ON INVESTMENT ANALYSIS
FOR WOMEN INTO CONSTRUCTION

OCTOBER 2018

2.3M

People working in the construction industry

296,000

Women working in the construction industry

87:13

Ratio of men to women in construction

13%

Of women surveyed aged 16-25 would consider a career in construction

£11,000

Gap between earnings by men and women in a similar role in construction

29%

Of women surveyed that thought construction meant on site work only

9%

Industry wide average for percentage of apprentices that are women

72%

Of women surveyed think the industry needs to be doing more to highlight opportunities for women

CHANGING THE FACE OF CONSTRUCTION

1. Women in construction: what do the numbers say?, Construction news, March 2017. <https://www.constructionnews.co.uk/data/industry-barometer/women-in-construction-what-do-the-numbers-say/10017870.article>

ABOUT US

Women into Construction



Women Into Construction is an independent not-for-profit organisation that promotes gender equality in construction. We provide bespoke support to women wishing to work in the construction industry, and assist contractors to recruit highly motivated, trained women, helping to reduce skills gaps and create a more gender-equal work force.

OUR MISSION IS TO FACILITATE CONNECTIONS BETWEEN WOMEN, THE CONSTRUCTION INDUSTRY, TRAINING ORGANISATIONS AND REFERRERS TO CREATE A MORE DIVERSE WORKFORCE.

Women into Construction is celebrating 10 years of success supporting women to enter the construction industry.

With funding from CITB and support across the industry, we have grown into a well respected and recognised company that is actively addressing the

gender imbalance in the construction sector. This report demonstrates our success to date and, in particular, the CITB funded project 'Women into Construction - Changing the face of Construction'. It summarises the impact of our organisation over the past 18 months using Social Return on

Investment Analysis to better understand and quantify our impact. By measuring and capturing the wider social value of our work, we can demonstrate the value we are creating and identify opportunities to further optimise our impact for the future.

"I FEEL MORE OF A PERSON. AFTER BEING OUT OF EMPLOYMENT FOR NEARLY 5 YEARS I LOST FAITH AND CONFIDENCE IN MYSELF. NOW I HAVE MORE CONFIDENCE AND PRIDE IN MYSELF." - WOMAN SUPPORTED BY WIC

The Social Return on Investment Analysis for Women into Construction was carried out independently by Hannah Marsh, SROI Accredited Practitioner at Talent Gateway. Talent Gateway is a recruitment business with a social purpose - to change the world of work for the better. This report has been externally assured by Social Value International and demonstrates a satisfactory understanding of, and is consistent, with the Seven Principles of Social Value.



This is a shortened or summary version of a report assured by Social Value International

WHAT WE DO

Women into Construction promotes gender equality in the construction industry by providing bespoke support to women from advice through to work placements and training. We work with contractors on large scale infrastructure projects to attract and retain women.



Michelle registered with WIC, having been made redundant from a housing association 2 years previously. She is a single parent and was receiving job-seekers allowance.

Michelle was interested in health and safety and this led her to undertake further training including the National Examination Board in Occupational Health & Safety/ construction (NEBOSH) Diploma sponsored by WIC.

On completion of her course, she gained a placement through WIC, working directly with Crossrail, which also involved a two-week placement on site with the BBMV Joint venture. This placement prepared Michelle for the first of three interviews for the role of Health and Safety Advisor with Skanska. She was successful and has now completed her probationary period and has a full-time permanent position with Skanska.

1 ADVICE

Personalised advice and guidance on training and opportunities available in construction and related industries.

2 TRAINING

Access to free construction-related training including Construction Site Safety Plus training and CSCS card.

3 WORK PLACEMENTS

Industry work placements with expenses for travel, lunch, childcare and PPE paid.

4 MENTORING

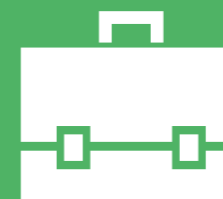
Ongoing mentoring and support through training, work placements, into employment and beyond.

5 JOBS

Brokerage into jobs in the construction industry, and continued support once in employment

“WIC NEVER GAVE UP ON ME AND WAS WITH ME THE WHOLE STEP OF THE WAY, WORDS CANNOT DESCRIBE HOW HAPPY I AM” - MICHELLE

WHAT WE ACHIEVED APRIL 2017 - SEPTEMBER 2018



**150 SECURED
EMPLOYMENT**
CITB Target: 140



**457 WOMEN PROVIDED
WITH ADVICE AND
SUPPORT**
CITB Target: 300



**251 WOMEN RECEIVED
CONSTRUCTION RELATED
TRAINING**
CITB Target: 210



**102 WOMEN ATTENDED
WORK PLACEMENTS**
CITB Target: 90

Valerie came to WIC Birmingham having worked as an administrator for nine years in the NHS. She wanted to make a career change, and in 2015, went back to college to study a HNC in Construction and the Built Environment. She found it difficult to find employment using her newly gained skills, and when she came to WIC in late 2017 she had almost given up looking for work in the industry, but decided to attend a pathways workshop with Bouygues. This session visibly lifted Valerie's confidence and willingness to move forward with WIC and look for work placements. Following the workshop WIC supported Valerie with a SSSTS course to refresh her knowledge and to maintain momentum. In January 2018 Valerie started a 2-week placement with Galliford Try on a 922-bed student accommodation scheme at Coventry University, consisting of three tower blocks and 21 town houses. Valerie's placement comprised of time spent on site and in the office with the Commercial, Document Control and Health and Safety teams.








On completion of the placement, Valerie has obtained a full-time paid position on the project. Project Manager for the scheme, Richard Peace, says "Valerie came along at the perfect time and is doing a remarkable job". He has allocated mentors to Valerie, from a commercial but also an engineering background, to support her learning, and help her to progress her career.



MEASURING OUR IMPACT

Social Return on Investment (SROI) is a framework for measuring and accounting for all value encompassing social, environmental and economic costs and benefits. The analysis attributes a monetary value to represent social value.

SEVEN PRINCIPLES OF SROI

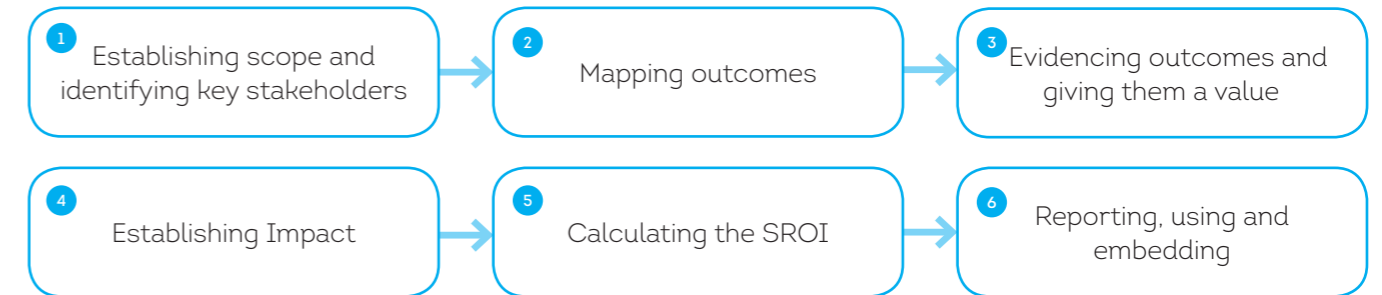
-  **Involve stakeholders**
-  **Understand what changes**
-  **Value the things that matter**
-  **Only include what is material**
-  **Do not over-claim**
-  **Be transparent**
-  **Verify the result**

Social Return on Investment (SROI) Analysis, as set out by Social Value UK, evaluates financial, social and environmental impact, attributing a monetary value for each outcome. By comparing the social value generated (impact) for each of the outcomes against the costs to deliver the project (inputs), we can understand the wider benefits of a project (i.e. £x of social value generated for every £1 invested).

Understanding what changes for each stakeholder is core to social value measurement, mapping positive and negative, intended and unintended consequences. This can only be fully achieved through on-going stakeholder engagement which can in turn be used to inform and shape service delivery to maximise social outcomes.

SROI analysis can be either forecast to predict the social value of a project or evaluative, using evidenced based outcomes to measure the social value delivered. The analysis considers deadweight (what would have happened anyway), attribution (who else contributed), displacement (has this displaced outcomes) and drop-off (how long is the impact felt for).

STAGES IN A SOCIAL RETURN ON INVESTMENT ANALYSIS



A RANGE OF STAKEHOLDERS WERE ENGAGED TO UNDERSTAND WHAT CHANGES FOR THEM. THANKS GOES TO ALL THOSE WOMEN, CONSTRUCTION COMPANIES AND PARTNERS WHO GAVE THEIR TIME AND PARTICIPATED IN THE ANALYSIS.

WHO WAS CONSULTED?

- 119** Women supported by WIC
- 10** WIC Members and Construction Companies
- 3** Client organisations
- 9** WIC Employees and Board Members
- 5** Local Authorities
- 2** CITB Representatives
- 1** BAM Nuttall (CITB Project Lead)
- 1** B&CE Charitable Trust
- 5** Other key partners including: TfL, GLA, Job Centre Plus, FE College and BuildLondon

Women were engaged through focus groups initially to understand any changes. The women were split into different focus groups, reflecting their qualifications and as to whether they secured employment following support to establish if there was any difference in the outcomes experienced.

A survey was then sent out to all women to understand the quantity of those experiencing each change and then two focus groups held, one with women securing employment and one with women that did not, to test assumptions.

WIC Employees attended two focus groups to establish any outcomes and review the assumptions respectively. This also provided the opportunity to review the theory of change for the women based on their experience.

Other stakeholders were engaged through one to one telephone interviews. All stakeholders then received an individual summary of their outcomes and proposed financial proxies to be used.

The outcomes and impact was reviewed by Women into Construction throughout the process.

WHAT CHANGES?

OVER 450 WOMEN PROVIDED WITH ADVICE, WORK PLACEMENTS AND TRAINING OPPORTUNITIES



WOMEN SECURE EMPLOYMENT

WOMEN HAVE MORE SKILLS AND EXPERIENCE

WOMEN HAVE GREATER OPPORTUNITIES FOR CAREER PROGRESSION

WOMEN HAVE GREATER CONFIDENCE AND BELIEF IN THEIR OWN CAPABILITY

WOMEN HAVE A SENSE OF SOMEONE TO RELY ON

WOMEN HAVE RELIEF FROM ANXIETY AND DEPRESSION

WOMEN ARE MORE FINANCIALLY INDEPENDENT

WOMEN SURVEYED REPORTED THE FOLLOWING OUTCOMES:



Unintended Negative Outcomes

The analysis also highlights any unintended negative outcomes. Discrimination once they have secured employment was experienced by a minority of women, both on site and in professional role. This is recognised as an issue and forms part of WIC's wider mission to reduce inequality and discrimination in this industry. In some instances, this had understandably had a negative impact on the women and they had drawn support from WIC as to how best to handle the situation. For women that did not secure employment, many spoke positively about their experience and hope that they would secure a job soon. For a minority of women, particularly those that had completed more than one placement, the frustration in not securing employment was more significant. Women mentioned that they had had placements extended but no job offer at the end or completed placements where there was no possibility of a job at the end. This had left them more demoralised and is an unintended negative.

WOMEN SUPPORTED BY WIC KEY OUTCOMES

Securing Employment

Securing employment in the construction industry was the greatest impact for many women. For degree educated women, there was a focus on building confidence as many had been turned down or not considered for other construction roles in the past. They reported having more hope for the future with a sense of empowerment and belief in their own ability once they had secured a job.

Women spoke about the time invested in their education, obtaining construction specific degrees, and then not being considered for roles. Many found that despite their skills, their lack of on site

choice. For those that were moving from another sector, it enabled them to try out different roles and understand the breadth of opportunities available. For other women, it was getting a 'foot in the door' to get valuable site experience.

Funding for childcare, lunches and travel was also cited as invaluable in making the work experience placements possible. Particularly for those organising childcare, it took away stress and worry. For some women, it made it possible for them to take on the unpaid placement, so they could gain experience without negatively impacting their finances.

Secondly, on a more personal basis, the support from WIC resulted in women having someone to talk to at anytime including personal matters. The women spoke highly of the staff at WIC, going above and beyond, and knowing that they were supporting and encouraging them all the way. This was even felt for some women after they entered employment, when they experienced any challenges, they could refer back to WIC for support. In particular for some women, this provided a relief from anxiety and depression.

"WIC'S TENACITY AND NETWORK OF CONTACTS HAS ENABLED ME TO GAIN EXPERIENCE, COMPLETE TRAINING AND GET A FULL-TIME JOB IN THE CONSTRUCTION INDUSTRY."

experience impacted their ability to secure employment but there was also a sense that they had lost out on jobs as a result of their gender.

The increase in confidence and greater sense of belief in their own ability was reported both by women that secured employment and those that were still looking, although the number reporting this outcome was lower for the latter group. The confidence came first from WIC believing in them and providing them with the opportunity to demonstrate their capability and secondly, through their employer where they felt valued as part of the team.

For women who had not yet secured employment, they still felt they were in a better position than before and more employable with greater confidence that they will find permanent work in the future.

Work Placements

The placements played an important role for many in securing employment and solidifying their career

Training

The ability to access a range of training was vital to women in helping them secure a work placement and employment. It opened up more career opportunities and enabled them to get on site. Women had completed a range of courses, with many completing more than one course to either help them get experience on site or progress into a particular specialism. Women felt encouraged to undertake further training and consider management level courses to further their career. For some, it meant they had been offered new positions with their enhanced skills.

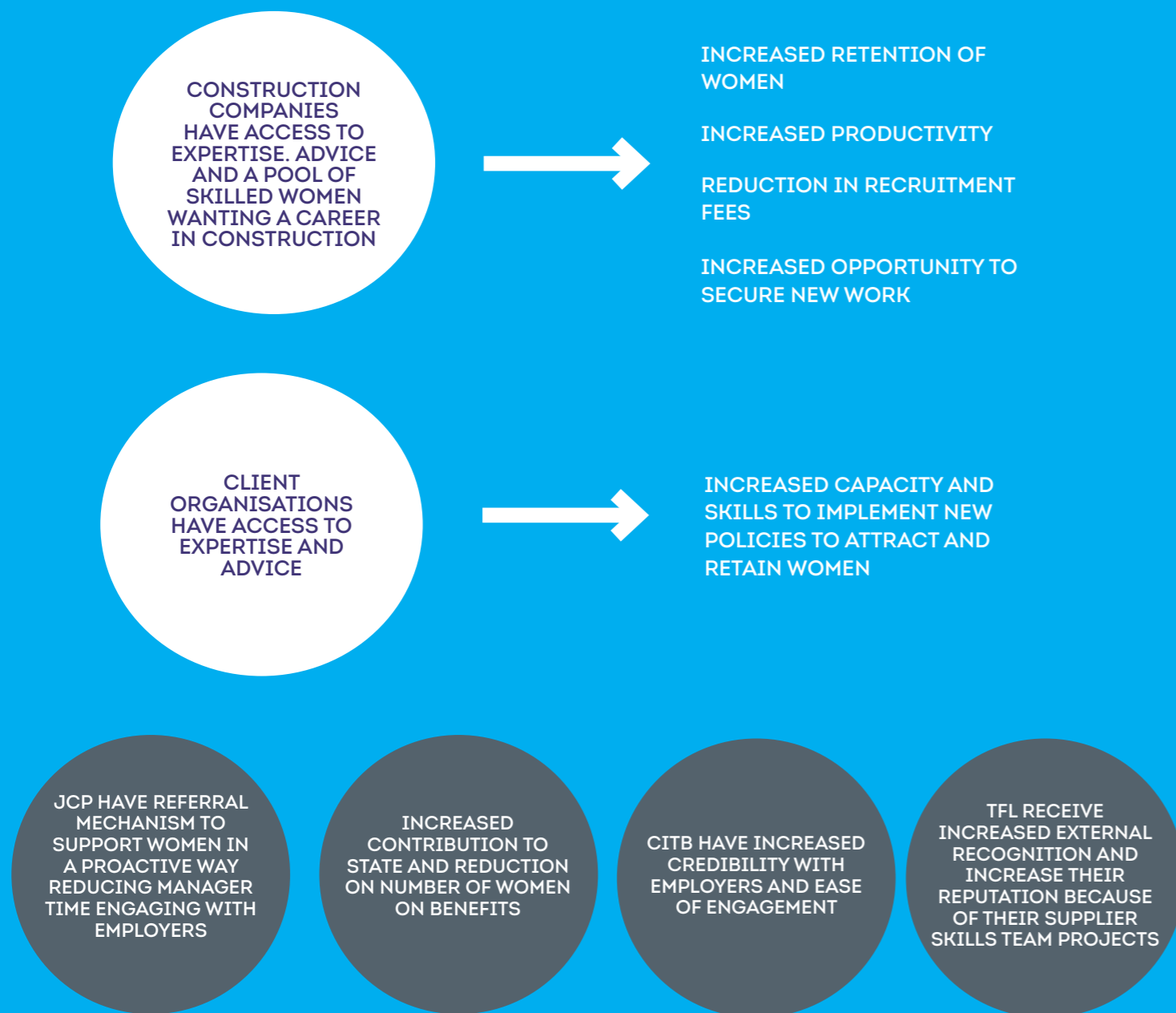
Advice and Support

A clear impact for many of the women was the support from WIC and the network of women. The advice and support received from WIC resulted in two outcomes; Firstly, on a professional level, women could engage with other women working in construction, be inspired and heighten their own ambitions.

Recommendations from engagement with women to enhance social impact:

- It was highlighted, that enhancing the mentoring element would be of great value given that there are few role models in the industry. This could potentially be brokered by WIC to join up women with each other to mentor them as they continue their career in the industry;
- Ambassadors, and other women supported by WIC, have an appetite to do more and help younger women be inspired to have a career in construction. WIC have a pool of women that are willing to promote their message and should explore how they can support the women to achieve this;
- It is understood that employers want to offer placements but do not always have the capacity to take on new staff permanently. To reduce the negative impact of women feeling frustrated, WIC could work with the employer to establish if there are any roles prior to taking women on placements and if not, what would be the next steps for the women. This would help to manage the women's expectations. A handbook with guidance on work experience was also suggested.

WHAT CHANGES?



"DSJV WERE AWARE OF THE GREAT REPUTATION THAT WOMEN INTO CONSTRUCTION CURRENTLY HOLD AND WERE NOT DISAPPOINTED WHEN WE STARTED WORKING WITH THEM. PROJECT STAFF ARE PROFESSIONAL, FRIENDLY AND FLEXIBLE MAKING THE RELATIONSHIP SEAMLESS. THE CALIBRE OF CANDIDATES SUPPLIED ARE OF A HIGH STANDARD AND A QUICK TURNAROUND FROM REFERRAL TO INTERVIEW, SUPPORTS CONTRACT TARGETS."

MICHELLE WILLIAMS-MANSO, COMMUNITY RELATIONS MANAGER, DRAGADOS

CONSTRUCTION PARTNERS

The analysis demonstrated that member organisations and other construction companies also experienced a change as a result of the support from WIC.

WIC Members and Construction Companies

WIC Members commented that one of the most important outcomes was having access to a pool of women, that would otherwise not be available, which made it much easier to attract women into their organisation.

The increased awareness leading to an increasingly inclusive working environment was cited by a number of construction companies engaged. Member organisations spoke about the advice and support from WIC and some had implemented new policies – particularly flexible working – as a result of their enhanced understanding of barriers facing women returning to work.

Other outcomes cited included increasing the retention rate of women that joined, through both the mentoring support and advice provided by WIC and also the opportunity to 'try before you buy' through work experience placements. Members also commented that the women are generally more well equipped to start straight away and easier to place having their CSCS card already and prior training.

The ability to meet client targets was mentioned as a result of working with WIC, although it was stated requirements were not always detailed in terms of gender. There is also an impact for the client themselves which is reported separately. This had allowed members to create case studies and demonstrate their commitment, enhancing their profile as an organisation and potential to secure further business.

There was also a sense that women were making a positive impact on the organisation, bringing new skills and perspectives to the business and increasing productivity for either clients or the organisation itself. Recruiting women was also seen as a positive way to start to address the significant skills gap in the industry, ultimately leading to increase in productivity for the businesses.

There were two negative unintended outcomes that were reported by organisations, with respect to work placements. In a minority of cases, some of the women put forward were not suitable for the roles either through a lack of skills or interest in the position. Whilst it was recognised by members that there is often a dropout rate with work placement programmes, women that were taken on and then dropped out resulted in site teams less willing to take on women again in the future. It was felt that this also magnified already negative perceptions and unconscious bias among some workers.

Client Organisations

WIC was viewed by the client organisations as a unique organisation which was providing key services. It was commented by all three that funding to ensure this service continued was critical.

It was felt that WIC accelerated the mission to increase diversity in the industry and provide client organisations' contractors with access to women looking to work in construction. For Tideway, WIC had helped to shape the Diversity Action Plan to move focus to underrepresented groups and push this agenda forward within the broader employment and skills plan.

For HS2, a more recent project with a new approach, there had been more internal

impact with WIC engaging early on to support the development of flexible working policies and ensure inclusion and diversity. This was cited as a significant short-term impact in helping to provide an inclusive working environment on site and raise awareness amongst employees with longer term implications.

Recommendations from stakeholder engagement to enhance social impact:

- Review offering for contractors going forward and proactively sourcing women to meet their employment requirements;
- Widen offer with respect to consultancy, for example, unconscious bias training for employers;
- Review opportunity to work with other organisations including Women in Engineering and Women in Rail together with professional bodies to maximise impact on a national scale;
- Gather feedback from the women who do drop out to understand any common themes to mitigate unintended negative impact here;
- Become involved in project plans early on to establish targets on number of women and position WIC as partner to deliver these;
- Build relationships with members further to assist in developing working practices that support women;
- Increase the promotion of WIC to the industry and government to raise awareness further and demonstrate the impact being achieved;
- Consider scope and resources to expand services beyond London (and Birmingham) to support WIC members across other locations.

OTHER OUTCOMES

Local Authorities (LA)

Local Authorities working with WIC spoke highly of the value added and the skills and expertise brought. This was in terms of supporting their own employability and skills teams and helping women get into construction. It was commented that as an outside organisation, WIC were better placed to engage with women and show different communities the opportunities in the sector. They were seen to be changing perceptions and demonstrating that women can thrive in these roles. All LAs consulted commented on the role of WIC in raising awareness and promoting construction as a career path to residents.

For one LA, WIC had delivered a bespoke diversity and unconscious bias training course to 120 operatives, drawing on their expertise and experience. This provided the operatives with greater awareness on the language used and approach when engaging with residents in their homes. This was perceived to have altered how managers and operatives address female residents and raise awareness of the impact language can have.

Transport for London (TfL)

TfL have a clear skills strategy which includes the ambition to proactively target women. Since working with WIC and Gingerbread (a charity supporting single parents), TfL have delivered a 10-day pre-employment and 10-day work experience programme with 11 out of 15 women subsequently moving into permanent employment. It was commented that this has been a valid way of raising awareness of the opportunities for women and changing perceptions in the industry.

The outcome for TfL was reported as increased profile and ability to secure future funding.

Greater London Authority (GLA)

The GLA commented that WIC had been instrumental in helping to implement strategies for the Mayors Construction Academy (MCA) to attract and support women, and speak to the provider base about the opportunities for women. The most notable impact for the MCA was the increased chance of getting women to stay on the employment course and thus secure employment afterwards.

Department for Work and Pensions (DWP)

For DWP, the engagement with WIC had helped to breakdown perceptions of roles in the industry and opportunities for women. This has changed the mindset of advisors, so they could consider more roles appropriate for women and refer to WIC.

At a more strategic level, it was noted that there was a tangible decrease in Senior National Account Manager time as a result of WIC brokering relationships with employers. This reduced the need for DWP to meet with individual employers to set up a plan for recruitment as it was all managed through WIC.

Construction Industry Training Board (CITB)

WIC's reputation in the sector was seen to give credibility to CITB when speaking with employers and boosted CITB externally. The work of WIC was part of a much wider agenda for CITB on encouraging women into the sector and it complimented their work.

One outcome directly for CITB is the increased credibility when working with employers making it easier to engage with them. CITB also commented that WIC support their wider equality agenda.

B&CE Charitable Trust

B&CE Charitable Trust highlighted the excellent work WIC are doing and the positive impact for the women. For the Trust, it complemented their corporate social responsibility and demonstrates their willingness to consider diversity.

Recommendations from stakeholder engagement to enhance social impact:

- Review referral mechanism and working relationships with Local Authorities to identify any opportunities to increase impact further;
- Explore scope to increase resources to deliver greater impact;
- Investigate employment opportunities and pre-employment training to support women into repairs and maintenance roles and contracts. This includes consideration for DBS checks to ensure women can work in residents' homes in some instances;
- Explore scope to increase resources to deliver more work experience on a larger scale;
- Consider other approaches to broaden reach and remit of impact including thinking ahead and how to inspire the next generation through increased engagement with schools and colleges;
- Increase PR and awareness raising to demonstrate the work being completed and further promotion on behalf of the industry.

SOCIAL IMPACT



For every £1 invested, up to £6 of social value is created. This is largely for the women receiving the service but construction companies also experience positive change together with other partners and CITB.

The analysis has highlighted the value that the women place on the support provided by Women into Construction with the building of a network and working together to affect change in the industry. The 18-month period has exceeded targets from CITB and makes a clear case for future funding to continue to deliver benefit. A common request from many stakeholders was the ability to scale up the project so more organisations and women can benefit.

The inputs comprise both financial costs together with in-kind donations and time of partners to deliver the service. The analysis considers what would have happened anyway and who else contributed to the change.

This report has been reviewed in full by Women in Construction and in part by other stakeholders throughout as indicated to verify the assumptions and judgements made. The value map has been reviewed with stakeholders to ensure it is reflective and representative.

What does this mean?

REPORTING AND EMBEDDING

Together with quantifying the impact of Women into Construction over the past 18 months, the analysis highlights opportunities for improvement and recommendations on how to further enhance and capture social impact. This report will be shared with partners and funders to demonstrate the importance of the work of Women into Construction and ensure more women can be supported in the future.

“THIS ANALYSIS HAS ENABLED US TO MEASURE THE DIFFERENCE WE ARE MAKING AND BETTER UNDERSTAND THE IMPACT OF OUR WORK. WE LOOK FORWARD TO BUILDING ON THIS WORK IN THE FUTURE TO SECURE FURTHER FUNDING, ASSIST THE CONSTRUCTION INDUSTRY TO INCREASE GENDER DIVERSITY, AND SUPPORT MORE WOMEN TO DEVELOP CAREERS IN THIS EXCITING AND WELL-PAID INDUSTRY.”

**KATH MOORE MBE, MANAGING DIRECTOR
WOMEN INTO CONSTRUCTION CIC**

- The list of women and the outcomes had to be cross populated to determine outcomes achieved and employment status. Where data had not been recorded, assumptions were made based on the percentage that were recorded to enable the most accurate reporting. It is recommended going forward that a consolidated spreadsheet is used for reporting and all employees report in the same way to better capture all of the outcomes for each woman;
- It is recognised that the women attending the focus groups may have been more willing to attend as a result of a positive experience and that this may have skewed the results. All women were supported with travel expenses to mitigate this as far as possible.
- Family members have not been included in this first analysis and this could increase the impact further but it was deemed there was not enough evidence currently to fully demonstrate this.

Limitations of this first SROI Analysis

- This analysis used focus groups and surveys to determine the impact for women. This provided a sufficient way to capture a sample of the impact reported by the women, however, WIC could consider introducing a short pre and post survey for every woman going through the service to better understand the change.
- The impact of creating inclusive environments was a common theme among contractors. However, it is recognised that this is a long term transition and the evidence from the contractors was on a perceived basis rather than fully evidenced. WIC should work with contractors to identify how they can better capture the ongoing change to perceptions in the organisation and creation of a more inclusive environment from the take up, by all staff, of flexible working policies to changes in staff satisfaction. This would better quantify the longer term impact on companies.

Recommendations to better capture social impact going forward

OUR SUPPORTERS

Women into Construction would like to thank all those that continue to support our work. By working together we can achieve gender equality in the construction industry.

From our inception on the Olympic Park, WIC has been funded by CITB, helping us to grow into a well-respected and recognised company that seeks to break down barriers for women entering the construction industry. We thank CITB, B&CE Charitable Trust and our members, for their financial support.



Charitable Trust



Balfour Beatty



cantillon



DURKAN



LOVELL



MORGAN SINDALL GROUP

MULTIPLEX
Built to outperform.

R. Benson
ESTABLISHED 1991





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