



inclusive
VALUE

INDUSTRY GUIDE FOR THE CONSTRUCTION SECTOR

DEVELOP A HAPPIER & MORE
INCLUSIVE WORKPLACE





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FOREWORDS



KAREN BROOKES

Executive Director of People & Infrastructure, Sir Robert McAlpine

Our people are the driving force of our organisation. By supporting and encouraging an inclusive culture where everyone feels comfortable to be who they truly are and are rewarded for their merit, we attract talent across the broad spectrum of the population and naturally promote diversity.

The construction industry has been slow to embrace the merits of inclusion. Women, for instance, represent only 15% of the workforce in construction and 1% on site. This needs to change and at a greater pace than we are currently observing.

It is important that our workforce reflects the vibrant communities that walk past and use our buildings every day. With a diversity of talent that offers multifaceted perspective anchored in the very fabric of the world around us, the increase in innovation and technical excellence is real.

Sir Robert McAlpine is committed to leading by example on inclusion and inspiring industry wide change. This is why we are proud to support the Inclusive Value project.



TALAT YAQOOB

Director, Equate Scotland

At Equate Scotland we have been working on the under-representation of science, technology, engineering and the built environment since 2006. Whilst some progress has been made this progress has been too slow to meet the need of the economy and for our vision for a fairer Scotland.

Construction is a key sector for the UK economy, but in order to maintain growth and address complex infrastructure challenges related to climate change, population growth and technological transformation the industry needs to take steps towards recruiting, training and retaining a diverse workforce, particularly at a time when we are experiencing a growing skills gap, aging workforce and uncertainty around Brexit. With women making up less than 15% of the UK construction sector and less than 2% of trades roles, the industry requires a robust plan to address inequality at all levels, from entry level to workplace leadership. However, the task need not be a daunting one. Small changes to workplace policy, practices and culture supported by collaboration between industry, education and government means we can make great strides in addressing the gender imbalance.

This guide and the Inclusive Value tool demonstrate collaboration in action and offer an opportunity to reflect on good practice occurring across the construction sector; however, the guide goes beyond merely case studies of good practice and invites employers and leaders in the sector to consider what more they can do to create truly inclusive and equal workplaces. We look forward to organisations and employers utilising this resource as a starting point and continuing their work to embed change in partnership with Equate Scotland and our partners.



DOUGLAS MORRISON

Douglas Morrison, Director of Operations and Future Skills, Construction Scotland Innovation Centre

The Inclusive Value project has been borne from the recognition that the construction industry continues to face challenges in recruiting and retaining a diverse workforce that is representative of wider society. This guide represents the collective experience and expertise of our team of industry and equality experts and presents a clear business, legal and moral case for diversity within the industry.

I believe that long-term impactful change will come as a result of sustained collaboration between industrialists, educators, policy makers and the wider community. We need to develop a more robust and common understanding of the barriers that under-represented groups face when working, and seeking to work, within the industry. We need to support employers to make evidence based and data driven decisions towards the creation of more inclusive workplace environments and practices.

The scale of the diversity challenge is difficult to quantify. The guidance and case studies presented in this guide are intended to support those at the earlier stages of their journey and those looking to take next steps. We have focused on low cost high impact strategies that have been proven by companies within the industry to make a difference.

I hope this guide provides those pushing for a more diverse, more inclusive and more productive construction industry with useful insights and I wish you the best in your future endeavours.



CAITRIONA JORDAN

Architect and Lecturer in Architecture at the City of Glasgow College

City of Glasgow College values itself on Equality and Diversity. Being part of a project that focuses on inclusivity in the construction industry has been greatly beneficial to the college. It has improved our understanding of the importance of creating a diverse student demographic. It has promoted inclusivity within the education sector, particularly the Built Environment. This project has allowed the Built Environment area to self-reflect on its own inclusivity.

Improving the diversity balance and creating a happy place of work is essential to improve productivity within the construction sector. Improving diversity within the construction not only widens the pool of talent available for recruitment but is widely acknowledged to bring with it a range of performance and financial benefits. This project encourages positive behaviour throughout a person's career. This is even more important with construction at an exciting time through the application of emerging technologies, changing working environments, construction methods and procurement. With collaboration at the centre of it - Inclusivity has never been so important.

THE INCLUSIVE VALUE GUIDE

This guide, along with the toolkit, has been developed to support employers and training providers to address the gender imbalance in the construction industry and take steps towards creating an inclusive work place culture. Some employers in the industry may already be taking steps to support women in their organisation and attract new women into their business, and they want to change or expand their work; others may be looking at the issue for the very first time. This guide aims to support employers regardless of their knowledge or level of engagement.

This guide will provide practical guidance for employers looking to create more inclusive workplaces. We understand that there isn't a one size fits all approach; as such, we have included recommendations to suit micro businesses, SMEs and large employers. We want to ensure that this guide is supportive and realistic of what the industry can do to promote gender equality, but for there to be any real change in the construction sector all employers and training providers need to play their part. While this guide is tailored for employers in the construction industry and focuses on the inclusion

of women, other sectors can of course apply these recommendations and the recommendations can be used to attract other underrepresented groups into the industry.

Finally, the guide includes case studies from employers in the construction sector across the UK who are sharing how they are taking steps to improve the gender imbalance in their organisation. We hope that this provides inspiration for future initiatives and insight into the work that is supporting diversity and inclusion across the UK construction sector.

WHY WE NEED MORE DIVERSITY IN THE UK CONSTRUCTION SECTOR

The construction industry is vital to the functioning and design of our everyday lives, from where we live, to where we work and how we travel. Yet, despite women making up more than half of the UK population they make up less than 15% of the UK construction industry. According to the Construction Trade Union, GMB, it will take almost 200 years to achieve gender equality in the construction industry.

Women make up less than 15% of the UK construction industry of which fewer than 2% work in trade professions. The majority of roles taken up by women are desk based working in design, management or administrative roles. But the UK construction industry does not have 200 years to wait. According to the latest Construction Skills Network report the sector will need 31,600 new workers a year until at least 2022 . If we are to meet complex infrastructure challenges related to climate change, population growth and technological transformation, the sector needs to take steps towards recruiting, training and retaining a diverse workforce, particularly at a time when we are experiencing a growing skills gap, aging workforce and uncertainty around Brexit.

At the current rate of progress, **gender equality in the construction industry will be achieved by:**

2194 

Women make up less than 15% of the UK construction industry of which fewer than 2% work in trade professions. The majority of roles taken up by women are desk based working in design, management or administrative roles. But the UK construction industry does not have 200 years to wait. According to the latest Construction Skills Network report the sector will need 31,600 new workers a year until at least 2022.¹ If we are to meet complex infrastructure challenges related to climate change, population growth and technological transformation, the sector needs to take steps towards recruiting, training and retaining a diverse workforce, particularly at a time when we are experiencing a growing skills gap, aging workforce and uncertainty around Brexit.

Over the next 7 years Edinburgh and the South East Region of Scotland will require an additional 3,000 workers, and through the Glasgow City Region Deal 15,000 construction jobs will be created². Now, more than ever, it is important that the industry is tapping into all the talent available to futureproof the UK economy³.

It is important to recognise that addressing the gender imbalance is a complex problem and requires action on a number of different fronts. Industry must work closely with the education system to ensure careers in engineering and construction are attractive to young people regardless of gender. Opportunities and career paths into the sector should be proactively promoted from primary education demonstrating the rapidly changing nature of construction, driven by innovation and technology.

In 2017 women made up less than 2% of modern apprenticeships in Scotland's construction industry, indicating that women are being locked out of opportunities in the sector.



The industry cannot rely on changes to the education system to see an increase of women in the sector. Employers must create a workplace environment where women want to work and where they see opportunities for progression. Employers cannot simply pay lip service to the importance of diversity and inclusion; they must take action to address conscious and unconscious bias in the workplace, take time to recognise the barriers that women, disabled people and those from ethnic minority backgrounds may experience and make changes to policies and processes that support the recruitment, retention and progression of a diverse workforce. If they don't, employers will continue to miss out on the ideas, skills, experience and value that are harnessed through fostering a culture of diversity and inclusion.

8%

of UK construction workers self-identified as disabled

6%

of the UK construction workforce are from an ethnic minority background⁴

50%

of construction companies in the UK say they have never had a female manager⁵

The Inclusive Value tool is designed to provide construction employers and training providers with guidance on what practical changes they can make to create a more inclusive, diverse and ultimately happier workplace, regardless of company size, based upon feedback from their employees. To get the most out of the Inclusive Value tool please see the step by step user guide at the back of this document.

¹ CITB Research, Construction Skills Network, Industry Insights, UK 2019 – 2023.

² £1.13billion City Deal for Glasgow City Region Signed Today. Glasgow City Council Press Release, 2019.

³ Housing Construction & Infrastructure (HCI) Skills Gateway Project Proposition, Edinburgh & South East City Region Deal Committee, 1 March 2019.

⁴ Gen Analytics, Building Greater Diversity & Inclusion in the Construction Sector, January 2019.

⁵ How diverse is construction industry when it comes to gender? Diversity Q, Published 30 September 2019.

CREATING AN ATTRACTIVE WORKPLACE CULTURE

When talking about the lack of women in construction, the focus tends to be on engaging the interest of girls at school and ensuring young people are aware of the opportunities and career routes available in the construction sector. While that is important, without change in the industry itself, women who do pursue qualifications in engineering and construction are unlikely to remain or may have difficulty progressing in the sector if there is not an inclusive workplace culture. This chapter outlines ways in which the construction sector can become more inclusive and be seen as an attractive industry to work in, regardless of gender.

LEADING BY EXAMPLE

Regardless of its size, the culture of an organisation requires leadership from the top. In order to retain and progress the best talent, diversity and inclusion should be a key priority for a workplace. It is not just about getting women through the door, it is about ensuring everyone is valued and made to feel a part of a team or organisation.

To set the tone, employers should consider ways in which they can lead by example. For micro businesses and SMEs this could be by senior and on site staff working flexibly, encouraging employees to take holidays and time off work and taking time to learn about employees (such as their families and commitments outside of work). By doing this employers can better understand the needs of an individual and create a culture that values and accommodates these.

For large employers and some SMEs, leading by example could be prioritising diversity and inclusion by investing in positive action initiatives, implementing family friendly working policies and providing family friendly workplace benefits.

All employers need to take reports of sexism or discrimination seriously, no matter how subtle, or small, to safeguard women and other underrepresented groups against discrimination as well as reinforcing that diversity and inclusion is not just a talking point but a business priority. Employers must adopt a zero tolerance approach to sexism, bullying and discrimination against anyone, and to be taken seriously this needs to be reinforced by senior leadership. Employers can start by ensuring there are clear guidelines for employees on how to report incidences of sexism, bullying and discrimination and guidance for managers on how to deal with reports appropriately.



FLEXIBLE WORKING

There is a perception from both employers and employees that flexible working is not compatible with working in construction. This can be a barrier for people who require flexibility to work effectively and balance priorities outside of work. For women this can often mean fulfilling caring responsibilities. There is no one size fits all formula for flexible working, and what flexibility looks like changes depending on individual needs and their role. For example, flexible working can mean adjusting the start and finish time of the work day, working remotely, part time or condensing hours. Whilst the ability to accommodate flexible working will vary depending on the size of the company and type of work, almost all employers can offer some form of flexibility.

Companies who operate flexible working practices cite a number of benefits including: increased morale and commitment, reduced absence levels, increased ability to recruit staff and reduced turnover of valued employees. Employers can also benefit from introducing agile working practices where employees have the freedom to manage their work around their personal commitments without the need of a formal arrangement. This approach can lead to increased engagement and retention levels.

All employees have a legal right to request flexible working and employers must deal with each request in a reasonable manner. Flexible working should only be refused if there is a business case for doing so in line with the definitions outlined in the regulations.

In construction there is a common assumption that flexible working is not possible for employees that work on site, and when an agreement is made it can be considered a favour or a reward that can only apply to an individual. However, flexible working should be made available to everyone. Consider whether an employee can adjust their start and finish times, work part time or if an alternative work pattern such as a nine day fortnight (or similar) can be implemented to accommodate both employees and the employer. It is also assumed that flexible working is primarily for women. This can have a negative impact, not only on the career progression of women as they can be viewed as absent or less committed, but also on the work- life balance of men. According to Close the Gap, female parents are six times more likely to work part time than male parents⁶. Flexible working opportunities create an attractive work place for all employees, improving employee satisfaction and retention.

Implementing a flexible working policy doesn't need to be a difficult task, and in the long run even small changes can improve retention and attract a diverse workforce.

Here are the key things for employers of all sizes to consider when implementing a flexible working policy:

- ▶ Create a clear process and written policy for how flexible working can be requested and implemented in the organisation.
- ▶ Provide support and training to line managers to enable them to respond to flexible working requests appropriately. Ensure they have the means to assess if the request is possible. For example, line managers must understand what type of flexible working is realistic for the organisation as a whole as well as for the specific team the employee works in and their individual outputs.
- ▶ If a flexible working request is refused, document the reason behind this and communicate it clearly to the employee. Ensure you have considered all other flexible working arrangements with the employee before formally refusing the request.
- ▶ Monitor when people request flexible working, whether it has been approved and the reasons behind facilitating or refusing a flexible working request.
- ▶ Be open about flexible working and communicate the flexible working policy/ process to all employees. It is okay to say that not all flexible working arrangements will be accommodated, but ensuring employees are aware that all flexible working requests will be taken seriously will improve a company's culture and reputation.
- ▶ Flexible working is a great benefit so make sure to advertise your flexible working policy on all recruitment adverts and marketing channels to attract the best talent.



Benefits of flexible working

- 1/** Increases employee commitment
- 2/** Reduces absence levels
- 3/** Improves attractiveness of company
- 4/** Reduces employee turnover

⁶ Close the gap, Flexible working for all? The impact of the right to request regulations in Scotland, April 2019.

CASE STUDY

IMPLEMENTING FLEXIBLE WORKING SIR ROBERT MCALPINE



DRIVER

Family values are at the heart of Sir Robert McAlpine and we are committed to helping our employees balance their home and work lives. We recognise that flexible working arrangements aid attraction and retention as well as develop a greater diversity within the workforce. They also help to drive levels of job satisfaction and commitment from our employees. It is also acknowledged that by restricting opportunities to work flexibly when advertising roles, we could be missing out on a valuable proportion of the candidate market.

For us, flexible arrangements are essential in the management and motivation of a diverse workforce with varied personal circumstances; therefore, we positively consider flexible working when supported by a defined business and/or personal case.

One of the key drivers behind this action is to live by our family values and be the best place to work. We recognise the numerous benefits of flexible working, including talent attraction in a competitive market, skill retention, greater commitment from employees, increased well-being and increased motivation of employees through trust.

In some circumstances there may be a resourcing issue, such as recruitment for a job share, or the need to reassign tasks across a team to enable the new working pattern to be effective. But we have been able to overcome these challenges and offer our employees full and part time roles, job shares, the ability to work from home or from different office locations and offer alternative working patterns which has improved our efficiency. The business has benefited from a more engaged workforce and improved job satisfaction.

We have also seen that those employees with long term health issues have been able to manage their return to work by having a more flexible outlook. It also allows employees to manage their mental health more effectively as we have been able to be more supportive with working hours and patterns. Ultimately it enables all our employees to achieve a better work-life balance.

BARRIERS ENCOUNTERED

Any cultural change takes time. It requires clear communications to inform line managers and colleagues about the new ways of working and benefits. This is a work in progress and we will continue to use best practice examples to show flexible working in action at Sir Robert McAlpine.

ADVICE TO EMPLOYERS LOOKING TO DO SOMETHING SIMILAR IN THE FUTURE

Flexible working opportunities can benefit everyone: employers, employees and their families. Flexibility can contribute to improving individual and business performance through developing greater diversity, brand competitiveness and increasing levels of job satisfaction and commitment from workers. The direct business benefits include savings on office space and overheads and can also allow a better match between business resources and demand.

A great way to get started is to do a trial and assess the impacts if flexible working is new to your business. It is crucial to engage with your employees to understand how they think they can make it work.

ENHANCED MATERNITY, PATERNITY AND SHARED PARENTAL LEAVE

According to research carried out by The Department for Business, Innovation and Skills (BIS) and the Equality and Human Rights Commission, one in nine mothers report that they have felt forced to leave their job after falling pregnant⁷. This can be due to compulsory redundancy, lack of support and flexibility and poor treatment in the workplace. To retain parents in the workplace it is important to provide support where possible.





Providing an enhanced maternity and paternity policy can increase loyalty and retention rates among working parents and will make your organisation more appealing to job finders.

<p style="text-align: center;">Maternity Leave</p> <p>Currently, women can take up to 52 weeks of maternity leave, 39 of which are paid at statutory maternity pay by the UK government. Similar provisions are in place for adoptions and surrogacy arrangements.</p>	<p style="text-align: center;">Paternity Leave</p> <p>Men can take up to 2 weeks of paternity leave, paid at statutory paternity pay by the UK government. Similar provisions are in place for adoptions and surrogacy arrangements.</p>	<p style="text-align: center;">Shared Parental Leave</p> <p>Shared Parental Leave (SPL) enables eligible mothers, fathers, partners and adopters to choose how to share time off work after their child is born or placed for adoption. Parents can share up to 50 weeks of leave, 37 of which are paid at the statutory requirement.</p>
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Fewer than 10% of new parents take up SPL. Men cite being discouraged by their employers to use it, fear of losing their job or being viewed as less committed if they take time off.

Employers that provide an enhanced maternity, paternity and shared parental leave package are more likely to recruit and retain productive and committed employees. The industry doesn't need to look far to find best practice in this area. Sir Robert McAlpine's Family Leave Policy offers 26 weeks full pay to new mothers and fathers. Diageo, the drinks producer, provides new parents 6 months full pay and Standard Life Aberdeen, the financial services company, provides 9 months full pay parental leave for new parents. Because mothers typically take an extensive period of time off of work after having a child there is an expectation the fathers do not. Providing both parents with the option to take time off of work following the birth or adoption of a child normalises the idea that men take periods of time out of work to fulfil caring responsibilities.

Enhanced maternity, paternity and shared parental leave packages may only be affordable for some SMEs and large businesses. However, there are family friendly working policies that micro businesses and SMEs can provide to support parents:

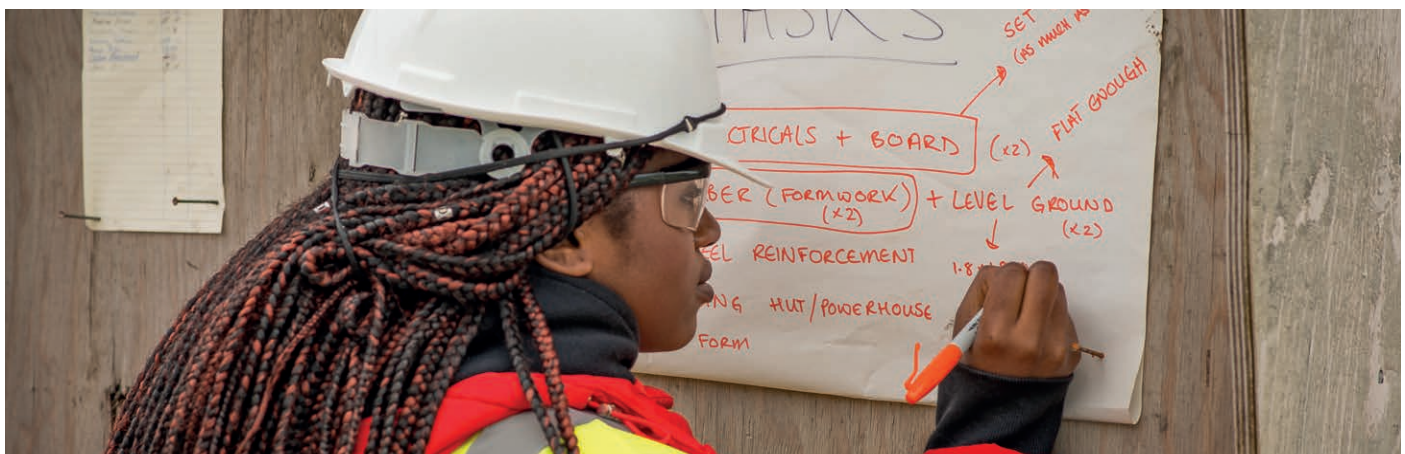
 <p>Provide flexible working and flexibility when required.</p>	 <p>Prioritise annual leave for parents during school holidays.</p>
 <p>Ensure family-friendly working policies are communicated clearly to employees.</p>	 <p>Encourage employees to be open about their lives and commitments outside of work</p>

⁷ Pregnancy and Maternity Related Discrimination and Disadvantage: Summary of Key Findings. Equality and Human Rights Commission.

REVIEWING POLICIES AND HOW THEY BUILD YOUR WORKPLACE CULTURE

This worksheet is to support analysis of your employment policies and to what extent they influence and improve the culture for your employees. These are the questions you should ask about your processes to ensure they are delivering what the policies intend:

Policies	In this section, you should list the key policies you wish to review: equality and diversity policies, flexible working, parental leave, harassment and bullying etc
How are employees informed about these policies?	
How are managers supported to respond and use these policies?	
What impact should these policies have on workplace culture?	
To what extent is the intended impact being achieved?	
What evidence do you have of impact and how is this evidence being gathered?	
What more needs to be done to move policies into practice?	



CREATING AN INCLUSIVE ENVIRONMENT

An attractive workplace culture goes beyond the policies and legal obligations of an organisation. It requires the day to day environment of a workplace to be inclusive, and the value of equality and diversity requires appreciation by all employees.

All incidences of sexism, harassment and discrimination should be addressed appropriately but there are subtle inequalities that negatively impact a woman’s experience in a male dominated environment that often go undetected or ignored. These are called micro aggressions and are defined as subtle actions that over look, ignore or undermine an individual based on their protected characteristic (gender, race, disability, sexuality, age, religion, maternity or pregnancy).

Micro aggressions can be expressed through assumptions, behaviours, tone and facial expressions. Many women express experiencing micro aggressions on a regular basis; however, they are rarely reported to their employers due to their subtle nature and the concern that their issue will be dismissed. In the construction sector women are commonly told to ‘not take things so seriously’, that it’s ‘banter’ and men experience it too or to ‘grow thicker skin’ when they experience micro aggressions.

It is important to note that micro aggressions do not just affect women. Micro aggressions impact people from ethnic minorities, LGBT+, disabled people and other underrepresented groups. To be aware of the impact micro aggressions can have on the inclusivity of a working environment, employers should provide unconscious bias training to all their staff.

Employers should be equipped to deal with addressing micro aggressions and unconscious bias in the workplace. Managers should be trained in challenging such behaviour and be able to deal with reported incidences appropriately. Creating an inclusive culture for women in the construction sector can be achieved through women having faith that the reporting of issues, regardless of how subtle, will be taken seriously and that the reality of the negative impact of micro aggressions is understood by colleagues and management.

Examples of micro aggressions women experience include:

- ▶ Making jokes or remarks based on gender, but dismissing them as workplace ‘banter’.
- ▶ Being left out of discussions, being interrupted or silenced.
- ▶ Decisions being ignored, overlooked or undermined.
- ▶ Being excluded from social activities because they are male focused.

ZERO

tolerance approach

to discrimination & bias



Adapting the same **zero tolerance approach to discrimination and bias** as is applied to health and safety can create **a culture of respect and inclusion.**

REVIEWING MICRO GENDER INEQUALITIES IN THE WORKPLACE

This worksheet provides examples of micro inequalities. Liaising with the female employees in the workplace, it may be helpful to review if these micro inequalities have been experienced and what action can be taken to prevent their recurrence.

Example of micro inequality	How it can be overcome
Women rarely chair meetings.	
Women are talked over during meetings.	
Administrative tasks are taken on by more women than men (despite it not being their job).	
Language used in the workplace is sexist.	
Women feel unable to challenge micro inequalities.	
Social events which are exclusionary to women.	
Taking input and questions from more men than women in meetings.	
Ignoring of emails or trivialising responses from women.	
Negative assumptions from colleagues around caring responsibilities and part time working.	

RECRUITMENT

Beyond addressing workplace culture, there are a number of steps employers can take to attract more women into the construction sector. The number of women pursuing a career in construction is low. In 2019 only 260 women in England started an apprenticeship in construction compared to 20,000 men. By the time a child gets to primary school many jobs have already been presented as being gendered. This is certainly true for the construction sector with toy trucks and diggers being directly targeted at boys. It can be difficult to overcome social stereotypes that have been reinforced since childhood; however, there are steps construction employers and training providers can take to attract girls into the sector and appeal to qualified women already in the industry. This section will look at what can be done to attract more women into construction.

WIDENING THE RECRUITMENT SEARCH

Employers of all sizes can take steps to widen the recruitment search.

Vacancies in the construction sector are commonly advertised through word of mouth. Although hiring through word of mouth can result in competent hires it does not always mean the best candidate for the job is hired and does not tend to attract a diverse workforce. Typically, people recommend friends and family members; this prevents those who may have the skills and experience but who do not have a personal link to a company from knowing about opportunities. This can also prevent employers reaching candidates from other geographical areas and regions. Pye Tait Consulting surveyed over 400 construction companies in 2018 and found that 41% of employees surveyed had taken no action to attract skilled workers from other areas of the UK⁸.

Publicly advertising vacancies and having an open recruitment process can widen the talent pool and provide an opportunity to attract a more diverse range of candidates.

To attract women applicants, employers can target organisations working with women in the industry such as NAWIC and Equate Scotland. Employers may also want to consider making use of blogs, newspapers and the careers departments of universities and colleges to attract attention from a wider audience.



HIRING TRANSFERABLE SKILLS

There is a perception that to work in the construction industry a qualification or background in a trade is required. With women making up fewer than 2% of trade workers in the UK it is not surprising that employers receive fewer applications from female candidates. To address the growing skills shortage employers can adjust their recruitment criteria to reach 'non-traditional' candidates who may not have an industry qualification but demonstrate valuable skills that can be applied in a construction setting.

CHALLENGING UNCONSCIOUS BIAS

All employers regardless of size should take measures to address unconscious bias during the recruitment process, pay reviews and salary negotiations. There is an assumption that working in the construction sector requires long hours and constant availability with little flexibility to adjust working hours, times or patterns. Outdated stereotypes around flexible working and both conscious and unconscious bias see women being removed from the recruitment or promotion process regardless if they have the skills and requirements to fulfil the role. To mitigate unconscious bias in recruitment and promotion, decision making should be clear and transparent, and should not be down to one individual to make. Candidates should be assessed on their skills and ability to do the role rather than personal traits, personal connections or likability.

⁸ Construction and Built Environment Skills Transferability in the UK: Research Report. CITB. 2018.

APPROACHING RECRUITMENT DIFFERENTLY

STEWART MILNE FAST TRACK PROGRAMME

Housebuilder and manufacturer of timber frame, Stewart Milne, designed a fast track programme that enables individuals **without a construction background** to train as Assistant Site Managers over a 9 month period with a further 3 months to attain their VQ. This was taken forward through Skills Development Scotland and CITB and was rolled out across the UK as a Modern Apprenticeship. Some managers were wary of developing a programme that would be delivered to those who did not have experience

in the industry; however, we were able to evidence the need for developing new skills and what the candidates would be learning on the course. There is a perception that the only way into construction is through a trades background, and this programme provides an opportunity to break down these barriers and open up the opportunity to a wider audience who would not have considered a traditional route into the construction industry.

CHECKING LANGUAGE

The words we use, both written and spoken, create the culture in which we live and work. Whilst it is unlawful to present a preference for a particular sex in a job advert by using gendered pronouns such as he, she, his and hers, example [*He* will have experience as a Site Manager], bias can still exist through the language that we use.

Check your materials for words such as 'craftsman' or 'handyman', as this might give the impression that the job is only open to men. It is essential employers move away from gendered job titles and replace with terms such a 'craftsperson' or 'handyperson'.



Using gender neutral language on all materials helps to create an inclusive working environment. 'Men at work' signs reinforce the perception that construction is an industry for men.

Unconscious bias can be present in job adverts through the tone, structure and wording. This can inadvertently prevent a particular group from applying for a position. Research by Smith et al in 2013 analysed over 4000 job adverts in traditionally male occupations such as engineering and plumbing⁹. They investigated whether words associated with men, also known as masculine language, appeared in job adverts and whether these words prevented women from applying. The words analysed included ‘competitive’, ‘leader’ and ‘dominance’. They found the masculine wording led to less job interest among women.

Based on evidence from The University of Waterloo and Duke University, it was found that a series of words were commonly associated with being either ‘masculine’ or ‘feminine’ coded.



Total Jobs analysed

76,929

job adverts over a six week period to assess the frequency of gendered words in UK recruitment



A masculine bias was most commonly found in **science, sales, marketing and senior roles**



A feminine bias was most commonly found in **social care, housekeeping and secretarial roles**

According to Total Jobs, the most frequently used masculine- and feminine-coded words in job adverts include:

Lead
Analyse
Competitive
Active
Confident

Support
Responsible
Understanding
Dependable
Committed

To attract a diverse range of candidates and to increase the quality of applicants, all companies, regardless of size, should review their recruitment and advertising materials for gendered language and provide a detailed account of the vacancy.

⁹ Gaucher, Danielle, Justin Friesen, and Aaron C. Key. "Evidence That Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality." Journal of Personality and Social Psychology 101.1 (2011): 109-28.



TOP TIPS

HOW TO WRITE INCLUSIVE JOB ADVERTS

1

Be specific

Provide a detailed description of the role. To increase the diversity and the quality of the candidates ensure the advert clearly outlines the key responsibilities of the role being advertised and include information specific information on the project or company. This enables candidates to understand the context of the position and generates interest from candidates that may not already be connected to the company or project.



2

Essential criteria

Essential criteria on a job description should reflect what is necessary for the person to start the role and not include skills or experience that can be learned or developed once in the role. A survey conducted by Hewlett Packard found that men applied for a job if they met 60% of the essential criteria, whereas on average women felt they needed to meet 100% of the criteria to apply. Companies often hire candidates who do not meet all the requirements stated on the job description. If an employer has an extensive list of essential criteria they may be unintentionally excluding women from the recruitment process. To overcome this barrier, companies should revise the essential criteria and assess whether each requirement is necessary to start the position.

3

Avoid X number of years

Avoid using 'X years of experience' – requiring X number of years' experience excludes potential candidates, regardless if they have the skills you are looking for. It can exclude people who have taken a career break, people who have the skills to fulfil the role but have fewer or more years indicated on the advert and those who have the necessary transferable skills.

4

Diversity Statement

Some people might not think a role or company is for them because of their gender, disability or ethnicity – an encouraging word can stop them from moving on to the next vacancy that reads as more inclusive. Providing a diversity statement in your job adverts tells people your organisation welcomes applications from people of all backgrounds.

For example:

"If you've got the right skills for the job we want to hear from you. We encourage applications from the right candidates regardless of age, disability, gender identity, sexual orientation, religion, belief or race."

It is even better if a company can illustrate diversity through images, videos and case studies visible on their website and marketing materials.

5

Location and salary

Include location and salary – adverts that do not include the location or the salary range receive fewer quality candidates than those that do. Including these allows individuals to assess whether the location and salary is suitable for their lifestyle or circumstances.

Overcoming recruitment bias

Applications from women in the construction sector are low; therefore the industry cannot afford to lose the few women who do apply during the hiring process due to unconscious bias. Unconscious bias refers to the views, opinions and assumptions we all have but are unaware of, based upon our background, cultural environment and personal experiences. It is important to have a robust and unbiased recruitment process. This can be achieved in a number of ways:

A fully anonymised application process where the recruitment panel or hiring manager does not have access to the gender, name and age of the candidates.

Appointing a diverse recruitment panel. Having at least one female on an interview panel can put a female candidate at ease and support the elimination of gender bias in the decision making process.

Standardising the interview process by asking each candidate the same questions.

Training all staff involved in the recruitment process to recognise and challenge unconscious bias.

Consider why decisions are being made about candidates. The rationale behind more than one person interviewing or assessing applications is to ensure that there is fairness and consideration in the decisions made. Interviewers on the recruitment panel should justify and evidence the decisions they make. For instance it is bad practice (however commonly heard of) for hiring managers and those on recruitment panels to state that they ‘felt the person was not a good fit’ for the role or the company. These views should be assessed for unconscious bias to ensure fairness is upheld.



Use skill-based assessment tasks in recruitment – Rather than relying only on interviews ask candidates to perform tasks they would be expected to perform within the role. Ensure the tasks are standardised and each candidate is assessed in the same way to ensure fairness in the recruitment process.

All employers regardless of size can take steps to widen their recruitment search and overcome recruitment bias by tailoring the recommendations to suit the needs to their organisation. Large and medium sized companies who have a training and development budget should consider participating in unconscious bias and inclusive recruitment training.



POSITIVE ACTION

SUPPORTING THE FEMALE TALENT PIPELINE

To build and sustain the future workforce the construction industry needs a pipeline of women who not only qualify but remain in the sector throughout their careers. There are a number of ways employers can attract and support female talent.

TAKING POSITIVE ACTION

Positive action is when an organisation voluntarily takes steps to help encourage certain groups of people with different needs, or who are disadvantaged in some way, to access work or training. This is not the same as positive discrimination.

Positive discrimination means treating one person more favourably than another due to an individual's protected characteristic - for example giving someone a job because they are a woman.

Positive action measures can be implemented to prevent underrepresentation of protected characteristics. They are based on the following as stated in the Equality Act 2010: age, gender and gender reassignment, pregnancy and maternity, marriage and civil partnership, sexual orientation, disability, religion or belief (including a lack of religion or belief) and race (including colour, nationality and ethnic or national origin).

The Equality and Human Rights Commission provides employers with information on what can and cannot be done to advance gender equality in the workplace. Their publication states "European law goes so far as to permit national measures which give a specific advantage to women with a view to improving their ability to compete in the labour market and to pursue a career on an equal footing with men".

Positive action is legal whereas positive discrimination is not. Many employers lack confidence in pursuing positive action measures as they fear that they may be legally challenged on the grounds of positive discrimination. However, provided that all positive action measures are evidenced and evaluated, employers should not feel hesitation in implementing them. Communicating the reasoning behind taking positive action measures to all employees can reduce any uncertainty around it.

Examples of positive action measures:

- ▶ Women's only engagement events – e.g. Women into apprenticeships
 - ▶ Coaching and mentoring for women
 - ▶ Continuing professional development opportunities targeted at women
 - ▶ Women's networks or affinity groups
 - ▶ Bursaries or funding for women to train or upskill
-

EVIDENCING THE NEED FOR POSITIVE ACTION

Positive Action is a bold and proven way to increase the recruitment and retention of women. It is crucial to evaluate your employee demographics and investigate what initiatives have worked in organisations that are similar in size and industry.

When implementing a positive action measure it is helpful to ask these questions:

- ▶ Is there a particular underrepresented group?
- ▶ What is the evidence of that underrepresented group?
- ▶ What is the cause of that underrepresented group?
- ▶ How will the measures address the underrepresented group?
- ▶ Are there any other groups disadvantaged by the introduction of the measure and if so, who?
- ▶ If groups are disadvantaged, what plans are in place to alleviate negative impacts?
- ▶ Is there another more effective way for the organisation to address the underrepresentation?
- ▶ For what period of time will the measure be in place?
- ▶ What arrangements are in place to review the impact of the measure?



CASE STUDY

ACTION FOR CHILDREN

– EDINBURGH & THE LoTHIAN EMPLOYABILITY SERVICE



The Initiative

Action for Children is a national charity working with young people who face challenges securing sustainable employment in order to get them job ready. In collaboration with local partners* they have developed a seven week Women Into Construction programme for the Edinburgh & Lothian Region due to commence in February 2020. The programme is designed for young women aged 16 -24 who are interested in exploring a career in construction.

The seven week programme goes beyond giving women a taste of the construction industry by providing accredited construction qualifications including 5 year CSCS card, SQA Level 4 Health and Safety in a Construction Environment, Abrasive Wheels (STIHL Saw) full licence, PASMA (Mobile Scaffolding towers), full licence, both practical and virtual training, UKATA Asbestos Awareness, Vehicle Reverse Marshal Certificate, Site Safety Awareness and Manual Handling. It is aimed at equipping women with the skills, experience and recognised qualifications to start working in a construction setting.

Each participant receives £55 per week and a bus pass that can be used across the Edinburgh and Lothian Region as well as continued support from Action For Children and industry partners to provide advice, guidance and access to further employability or training opportunities following completion of the course.

The Driver

Action for Children's Youth Build programme, a construction based training programme supporting young people who face barriers to employment, is made up of 98% male participants. The women only programme has been designed to improve the accessibility of the programme, helping to overcome gendered barriers that prevent women from participating.

*Local partners include: CITB, Morrison Construction, Sibbald, Constructionarium, Graham, Edinburgh College, McLaughlin & Harvey, Scotland and Northern Ireland Plumbing and Employers Federation, DYW, Skills Development Scotland, Scottish Electrical Charitable Training Trust and Capital City Partnership.

Site Visits

A number of employers open their doors to young people, allowing them to see what is involved in the day to day work on a construction site. Experiencing the workplace, asking questions of staff and seeing construction 'in action' is an excellent way to harness the interest of female students. It is important to note that in order to have a meaningful impact this type of engagement activity should not be done as a 'one off' event and should be delivered as part of an overarching diversity and inclusion strategy.

CASE STUDY

CONSTRUCTIONARIUM



In 2018 and 2019 Equate Scotland, in partnership with Sibbald and Constructionarium delivered a 3-day Constructionarium Programme for up to 20 women studying built environment subjects at a Scottish university or college. The students were tasked with building and installing a working wind turbine under the guidance of professional contractors and engineering consultants.

Established over ten years ago, Constructionarium provides a “hands-on” construction experience for students where participants work in teams to construct scaled down versions of bridges, buildings, dams, wind turbines and civil engineering projects from all around the world. Providing a women only Constructionarium project gives an opportunity for the students to apply their theoretical knowledge in a safe environment and ultimately make an informed decision as to whether working on site is for them. It is also an opportunity for the students to meet professional women already working in the sector hearing first-hand positive messages about working in the sector. With so few women working in the construction industry, particularly on site, it is important for the female students to see women in senior positions and know that these roles are open to them.

Feedback from the students participating found that the top 3 skills developed were networking, problem solving and planning and organising skills, with many of the women stating that they would not have been encouraged to participate or consider participating in such a project if it was not targeted towards female construction students.



Placements targeted at women students

Evidence suggest that women who gain hands on, work experience while studying towards a qualification in STEM are more likely to remain in the sector once they are qualified. Under positive action employers can target work placements that provide training and development to underrepresented groups.



CASE STUDY

AECOM

AECOM is a Global Leader in providing fully integrated professional, technical and management support services for a broad range of markets including transportation, energy, water, environment, buildings and developments. The Strategic Highways team in their Glasgow office provides consultancy and design services to major clients across the UK and Europe.

Run by Equate Scotland, CareerWise is a work experience scheme designed to enable and encourage women to enter and progress in a STEM based career. Through CareerWise students gain access to industry through a 12 week summer placement allowing women to gain hands on training, practical experience and increase their employability skills before finishing university or college. Launched in 2014, AECOM have participated in CareerWise every year, providing two Civil Engineering opportunities for female STEM students in Scotland. This has enabled AECOM to build their talent pipeline; since participating in the scheme, four CareerWise students have gone on to successfully apply for a graduate position at AECOM.

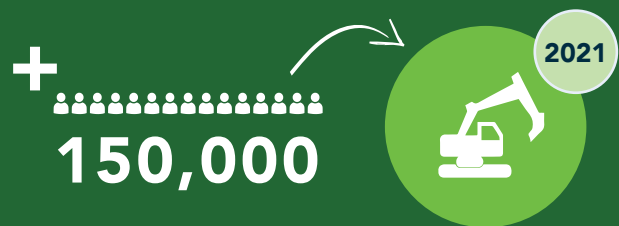
Ryan Hutchison, Technical Director said, 'Participating in CareerWise allows AECOM to promote its business to undergraduates in the hope that they will consider us for their future careers. The placements allow us to actively encourage females to enter the engineering profession by demonstrating the opportunities available to them and supporting their training and development.'

Although unique to Scotland, participating in CareerWise is part of AECOM's long term commitment to address the organisation's gender imbalance. In 2018, 43% of AECOM's UK & Ireland graduate intake were women. This can be contributed to the rebranding of its graduate marketing materials by changing language, tone, colour and content, based on research around how female applicants behave and what they look for. As a result, more focus is given to promoting the company's culture, environment and its corporate social responsibility activities. The company strives to have a female representative at all graduate recruitment events, and recruitment campaigns showcase an equal gender split of past graduates. It has also highlighted the achievements of its female engineers through online and print editorial in the graduate recruitment space and through a targeted social media campaign.

APPRENTICESHIPS AND TACKLING THE SKILLS GAP

As the construction sector continues to evolve, employers will need to find ways of acquiring new skillsets and find new ways of working to adapt to the needs of an aging workforce, reduction in migrant labour and improve the attractiveness of the construction sector. In order to adapt to an evolving workforce, employers will need to find ways of developing new skillsets and ways of working. Employers need to be prepared to support their workforce through training and development whilst also investing in diversity and inclusion efforts to improve the attractiveness of the sector.

According to the **Chartered Institute of Building (CIOB)**, the industry will need to employ **over 150,000 new workers by 2021** in order to keep up with current demand.



One of the ways in which the industry and the UK and Scottish governments are attempting to tackle the growing skills gap is through the recruitment of apprentices. Yet, despite evidence showing that in 2018/2019 the number of men and women in England and Wales starting Apprenticeships was at a similar level, only 260 women started an apprenticeship¹⁰

in construction compared with more than 20,000 males. And in Scotland women make up fewer than 2% of Modern Apprentices in construction despite making up 48% of Modern Apprentices overall. When women do pursue apprenticeships in male dominated environments, they are less likely to complete them or secure permanent employment following completion.



¹⁰ Young women and apprenticeships: still not working. Young Women Trust. November 2017.

CASE STUDY

CITY OF GLASGOW COLLEGE

City of Glasgow College have run the City and Guilds course Women in Construction for over 15 years. The course is an introduction into the construction industry allowing women to gain experience and knowledge of a variety of construction trades such as bricklaying, plastering, carpentry and joinery, wall and floor tiling. It also enables them to develop communication, numeracy and ICT skills.

The course is aimed to increase career confidence and help to create a pathway to gender equality for women entering a career in construction, whether it be to develop construction trade skills, moving on to specialise in a particular trade, or to progress further in the professional route like the HNC in Built Environment and an HND in Architectural Technology, Building Surveying, Quantity Surveying and Construction Management.

City of Glasgow College has developed strong links to industry. The housebuilders, McTaggart Construction, offer students work experience, allowing the students to understand the process in the practice and how the multi disciplines work together. This is invaluable experience for the students and hopefully will lead to employment opportunities for the women on the course. There is no doubt that a successful work team requires a good mix of people. Women often bring a different set of skills and characteristics to a male dominated area resulting in a much more dynamic way of working.

In 2017 the Young Women's Trust reported that in England and Wales fewer than 1 in 10 apprentices worked under 30 hours per week. The lack of part time apprenticeships and flexible working can prevent those with caring responsibilities from being able to pursue and successfully complete an apprenticeship.

Addressing the gender gap in apprenticeships requires close collaboration between businesses, schools and colleges to ensure that girls and women are being informed about the opportunities available and encouraged into the sector. However, without employers taking steps to create inclusive workplace cultures the industry cannot expect to retain women apprentices in the industry.



Recruiting young people into the sector is important; however the industry cannot solely rely on this to fill the growing skills gap. Upskilling or reskilling current employees, creating opportunities for career changers and adapting work patterns to accommodate the needs of older workers need to be considered if the industry is to address the demand on skills.

It is worth noting the construction sector continues to underperform in investment in CPD (Continuous Professional Development) and training, with the sector averaging 3 days per year (depending on occupation). Investing in employees not only builds morale and loyalty but improves performance and diversifies the skill set of your workforce. However, without incorporating diversity and inclusion into a training and development strategy, women risk being excluded from opportunities. Research conducted by Price Waterhouse Cooper in 2019 surveyed over 22,000 people in 11 UK sectors and showed disparities in upskilling opportunities by gender. Over half (54%) of men surveyed say their employer is giving them the chance to learn new skills, as opposed to only 45% of women with over half of women (55%) saying they were offered no opportunities at all¹¹. CITB reports that over 50's are more likely to leave the construction sector than leave other industries. The Chartered Institute of Building conducted research in 2015 that showed changes to working practices, offering re-training opportunities, providing flexible working and family leave could be implemented to retain older workers in the construction industry¹². While the reasons as to why over 50's leave the sector (primarily due to the physically demanding nature of the work and ill health) are different to why women do not enter or remain in the sector, the recommendations to address both are not dissimilar. This leads to the conclusion that investment in CPD and retraining, adopting flexible working practices and family friendly working policies will benefit employees across the board whilst simultaneously addressing the skills gap.

Training and development goes beyond professional and vocational training. To foster a culture of inclusion, diversity and inclusion training can be beneficial for companies who are working towards a whole organisation approach in addressing gender inequality.

DIVERSITY AND INCLUSION TRAINING

Diversity and Inclusion Training can be used to address workplace culture and offer techniques on how to mitigate bias in the workplace. However, it is important to note that diversity and inclusion training is not a silver bullet, and to be effective it should be implemented as one part of a multi-intervention approach towards culture change. It should not be implemented as a strategy to 'fix' a negative work place culture or 'get rid of' bias, rather as an opportunity to understand the experiences of others. Diversity and Inclusion training can support the implementation and delivery of inclusive workplace policies and organisational strategy; it can reinforce the need for robust reporting mechanisms and inclusive and transparent recruitment processes; and it can be used to support the implementation of evidence-based outreach efforts.

MITIGATING BIAS

The basic premise of unconscious bias is that, as humans, we are all "hard wired" to make fast judgements about our surroundings based on our own experiences or what we have interpreted from the experiences of others. Whilst it is our brain's way of filing information, it can create unfair and unwarranted prejudices towards those we perceive as being different. Within construction those who are "different", purely on numbers, tend to be women. If these biases go unchecked we allow a culture of prejudice to foster. As such, highlighting biases and providing a space for them to be discussed and being trained on ways to create inclusive workplaces are key to a sector that is welcoming to women and other underrepresented groups.

Moss-Racusin (2012) found that gender bias was prevalent in STEM academia. Staff (both men and women) were given an identical CV to consider for recruitment with only one small change: the name of the applicant was either Jennifer or John. Jennifer was considered less competent despite having the same qualifications and experience and was given a starting salary \$4000 dollars less than John. This is the extent of the impact unconscious bias can have when recruiting women.

¹¹ PwC Global Upskilling Survey. September 2019.

¹² Fuller working lives in construction. CITB. October 2018.

RETENTION & PROFESSIONAL DEVELOPMENT

MENTORING

Mentoring is when a more senior or experienced person supports a less experienced member of staff to develop their technical and professional skills by providing guidance and sharing their knowledge. Employers can support women in the workplace by providing a mentor (male or female) to support their professional development. Many women in the construction industry identify the positive impact mentors and role models have had on their progression in the sector; however, research tells us that opportunities for support and mentoring, both formal and informal, are more likely to be offered to men than women. This is down to unconscious bias as people tend to recruit and mentor 'in their own image'.

Mentoring can be flexible in its approach and therefore can be facilitated by employers of all sizes to retain women in the industry. Communication between mentor and mentee should be regular but does not always have to be face to face. Phone calls, video calls and email can be an effective way for mentors and mentees to keep in touch, allowing for mentoring to take place between companies.

BENEFITS OF MENTORING

Mentee

- ▶ Allows employees to develop their skills and knowledge
- ▶ Improves confidence
- ▶ Widens their network and enables mentees to build professional relationships

Mentor

- ▶ Strengthens leadership and management skills
- ▶ Improves confidence and sense of fulfilment
- ▶ Enables mentor to understand the experiences of less experienced/junior members of staff

Company

- ▶ Improves staff retention
- ▶ Enables the company to develop existing talent (succession planning, etc.)
- ▶ Improves attractiveness of the company
- ▶ Can reduce long term costs as it can support training and development
- ▶ Improve workplace culture creating a mutually supportive environment

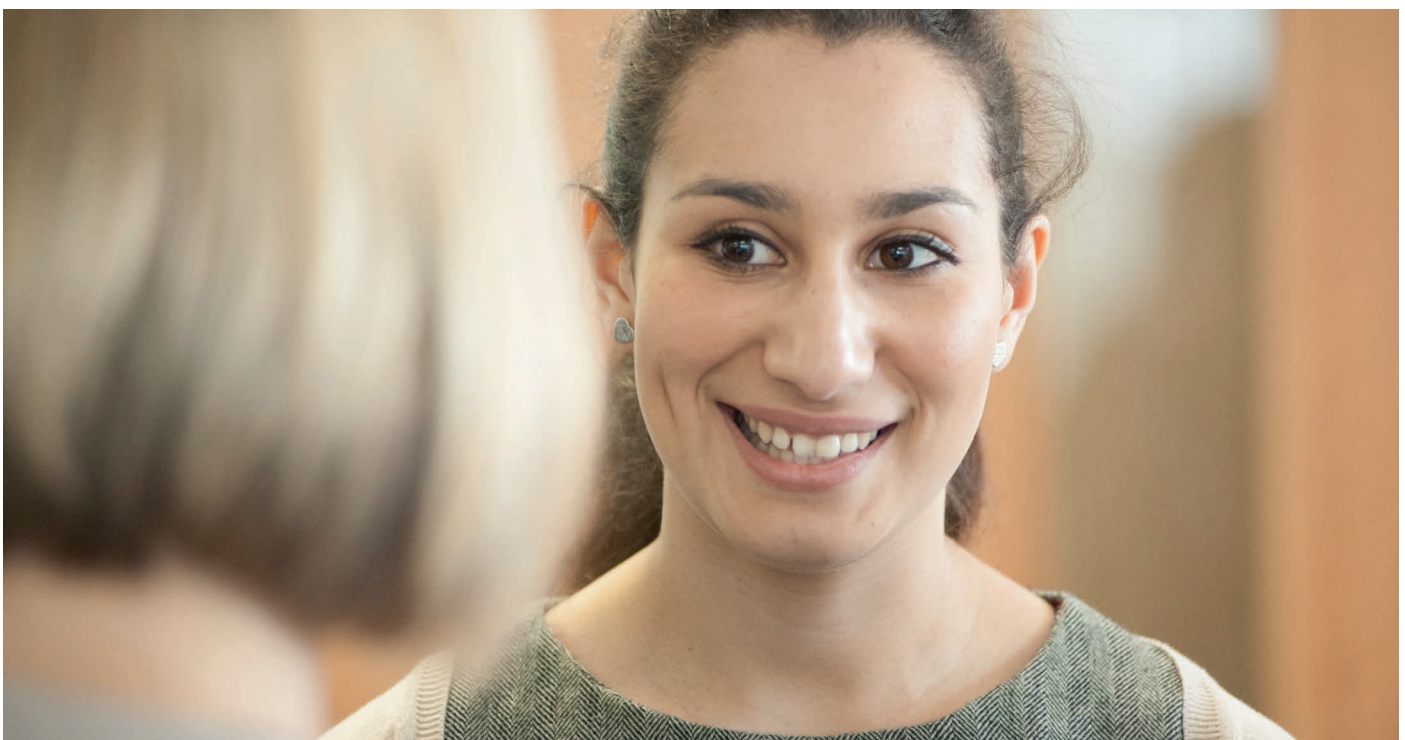
If mentoring is a route the organisation chooses then it is important that mentors are aware of their role as a mentor, the expectations of the mentee and know how to provide the appropriate guidance. It is important that the mentor understands or is willing to learn and consider the gendered barriers women can face in the construction industry. It is also important that the mentor and mentee are matched appropriately to ensure both parties benefit from the relationship.

MOVING WOMEN INTO SENIOR ROLES

Professional development opportunities are cited by many women as a key driver to apply to, or remain in, an organisation. By providing spaces for women to develop, whether within an organisation or through an external training provider, employees are more likely to be more satisfied with their employer and are more productive. Training and development is beneficial to individuals regardless of their gender; however, it has been found that women are more likely to state they need training and development to advance their careers while men are more likely to be given these opportunities without asking for it. A 2015 report by the Learning and Work Institute found that women are significantly less likely to receive any employer training compared to men, and following training, men are more likely to receive a pay rise¹³. In the same study it found that women are typically given generic training while companies pay for men to become better leaders, favouring the progression of men within a company or sector.

It is also important to note that men are more likely to utilise social and informal networks as platforms for progression. In a male dominated environment it is even more critical for women to have access to opportunities that enable career progression. Beyond training and development, it is important for internal promotion processes to be open, transparent and fair. Senior positions or promotional opportunities should be made available for all employees to apply for, not reserved for specific employees.

For large businesses employers can facilitate events to explain what senior management and board members do to inspire women to apply for these roles.



¹³ <https://www.learningandwork.org.uk/2015/11/06/women-are-losing-out-when-it-comes-workplace-training/>

CASE STUDY

STEWART MILNE FAST TRACK PROGRAMME



Housebuilder and manufacturer of timber frame, Stewart Milne, developed a leadership programme that is essential for all line managers to participate in. Realising that it was limited to only those with management responsibilities the leadership programme was adapted to make it suitable for employees who were not in management positions but had shown promise or ambition to develop their career. The programme runs over a nine month period with employees attending one day modules giving them the opportunity to develop management/leadership skills with colleagues from across the business.

Drivers

The training was adapted to provide a 'stepping stone' for junior employees, ensuring employees were given the opportunity to develop their skills in line with their own career aspirations and to develop future leaders for the company. To build a talent pipeline it is important to market opportunities to those in more junior roles and provide an opportunity to encourage all members of staff, regardless of gender, to build their leadership skills. Although not solely targeted at female employees it did provide an opportunity to build confidence and encourage female employees to apply for senior roles in the future.

Impact

Communication and sharing of best practice across the business has been extremely valuable. It has given our employees a common language in terms of leadership behaviours. We are pleased that we have reduced our gender pay gap; however, although we have not designed our development programmes to specifically target women, we are ensuring opportunities are available to everyone. We encourage our line managers to identify women who may be feeling under confident about going for promotion and we have implemented unconscious bias and equality training across the business.

Moving forward all employers in the construction industry need to concentrate on identifying the skills required for the business and design training and development to support this while also having quality conversations around how to engage more women into the industry.

SUPPORTING WOMEN BACK TO WORK

Currently, women are more likely than men to take a prolonged period of time away from work through maternity leave or other caring responsibilities. It is important for any employer, regardless of size, to create an environment in which they are welcomed back and given the support they require. For any employee that takes maternity, paternity or shared parental leave an employer should offer keep in touch (KIT) days and implement return to work inductions which include a review of any changes or developments in the company or in the sector as a whole. It is good practice for an employer to ensure that line managers plan effectively to put in place adequate arrangements to cover an employee’s workload when they are on parental leave.

Some women returning to work following a break express low levels of confidence and lack of support from their employer to accommodate changes to their workload or working times. Working with an employee on their return and providing support based upon their needs can improve employee satisfaction and ensure that an employee remains with the company on a long-term basis.

For any employee that takes maternity, paternity or shared parental leave an employer should offer keep in touch (KIT) days and implement return to work inductions which include a review of any changes or developments in the company or in the sector as a whole.



AFFINITY GROUPS

Forming affinity groups in your company or region can offer individuals support by learning from the shared experience of others. For example, a regional group for women in construction provides a space for women to connect with other women in the industry, share experiences and act as a vehicle in terms of progressing gender equality in the sector.



PAY AND REWARD

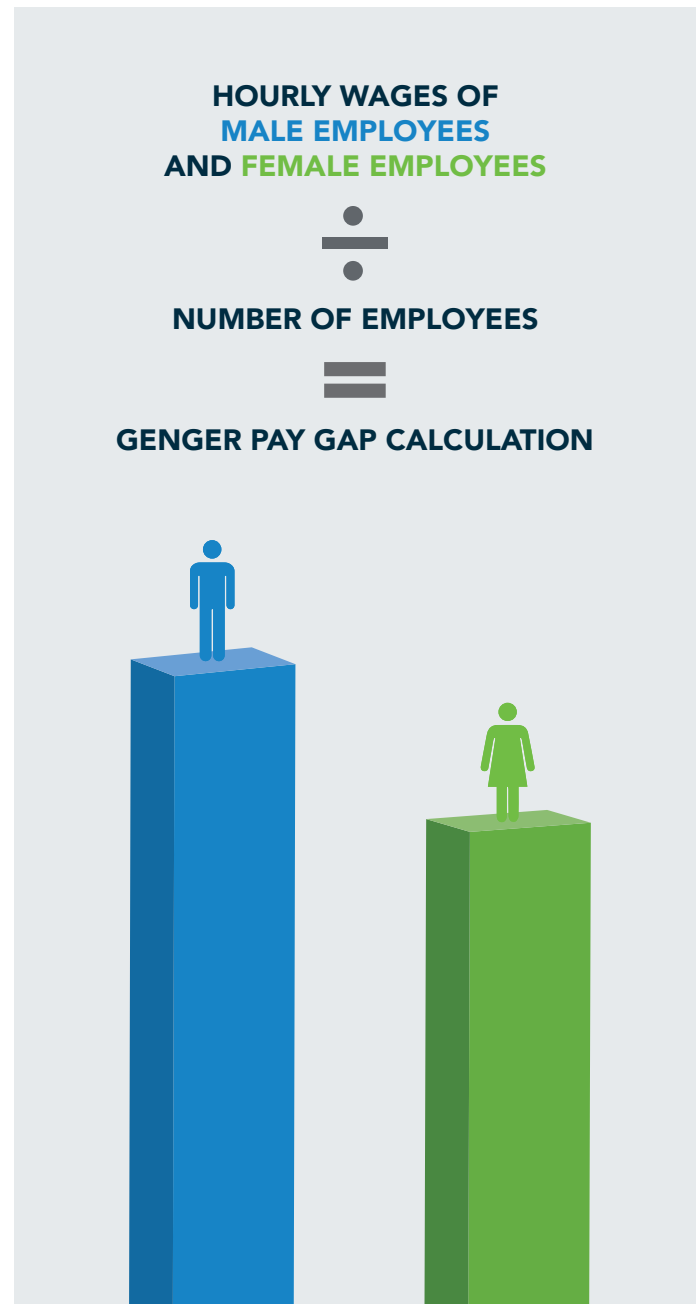
The construction industry has one of the highest gender pay gaps in the UK at **24%**, with some companies reporting a gender pay gap of over **45%**. The UK national average is **17.8%** (Office for National Statistics).

WHAT IS THE GENDER PAY GAP?

A gender pay gap shows the difference in average pay across all the men and women in an organisation, industry or country as a whole. It is not the same as an equal pay comparison which examines how much men and women are paid for doing the same job.

The gender pay gap is calculated by adding up the hourly wages of male employees and female employees and dividing it by the number of employees. The gender pay gap in the construction sector is down to men making up a higher percentage of senior and highly paid roles in comparison to women; however, this does not provide the full story. Unconscious bias in recruitment, lack of flexibility and lack of quality part time work all contribute to the gender pay gap in the UK construction industry.

To move the dial on equal pay, all organisations can improve pay transparency. Companies with more than 250 employees are legally required to publish their gender pay gap at the end of each financial year; however, some companies with fewer than 250 employees also choose to publish their pay gap in order to gather data and make themselves accountable for addressing pay inequality.



For skills-based work, practical assessments, where a candidate is asked to carry out similar tasks required for the role, can be more effective in selecting the best candidate than through a traditional interview process.

WHAT YOU CAN DO:



Salary allocation processes – Women are less likely to negotiate salary with their employer. Assess roles and identify the worth of a position before recruitment to avoid reliance on negotiation to agree a fair salary. Confirming the salary in job advertisements enables candidates to prepare in advance of an interview. However, if the salary cannot be publicly advertised, offering this information before the interview helps the candidate to know what they can reasonably expect and can make them feel more at ease when discussing pay and benefits. This will help achieve greater parity in salary for similar roles.



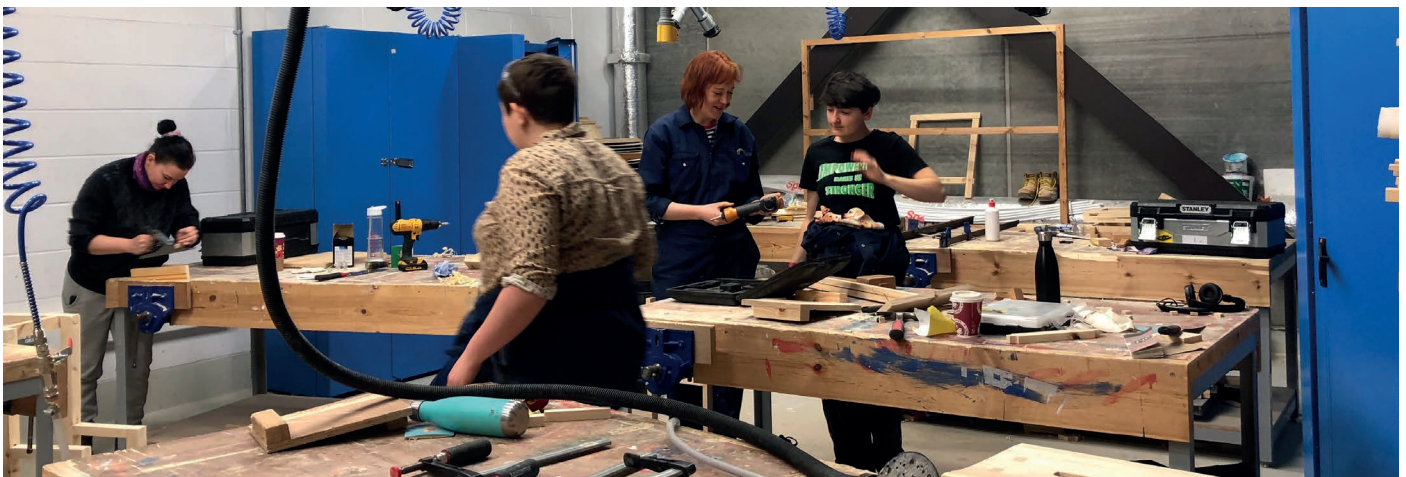
Performance review, promotion and reward processes – Set clear and objective criteria for processes, policies and criteria for reviews and decision making. This will create transparency; both managers and employees will be clear about what is involved and will be confident that decision making is objective and evidence-based. Introducing transparency to promotion, pay and reward processes can reduce pay inequalities.



Data Collection and Monitoring – Routinely monitor company data: analyse the numbers of men and women at each level of the company and what they are being paid for each role. Who is participating in training and development opportunities? How are these allocated? Is there a structured approach in place to ensure this is done on a formal, rather than ad-hoc basis?



Competency based, structured interviews – To ensure candidates are being judged on the same criteria, recruitment processes should be competency based with candidates being asked the same questions during the interview process. Having set criteria against each competency/interview question will help ensure objectivity in candidate scoring. In the context of the gender pay gap in construction, this will help ensure that the women who do apply for promotion and leadership roles are not subject to unconscious bias in decision making.

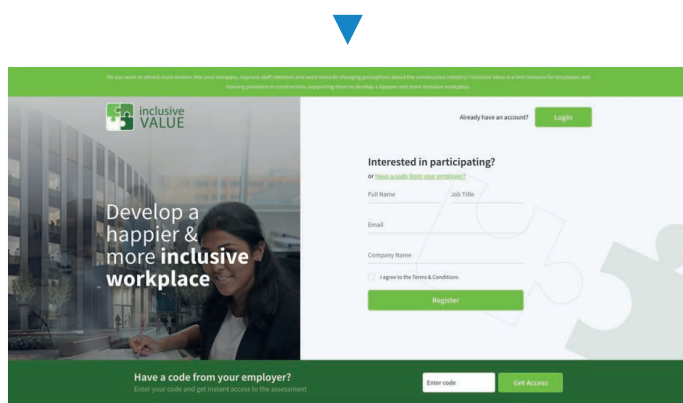




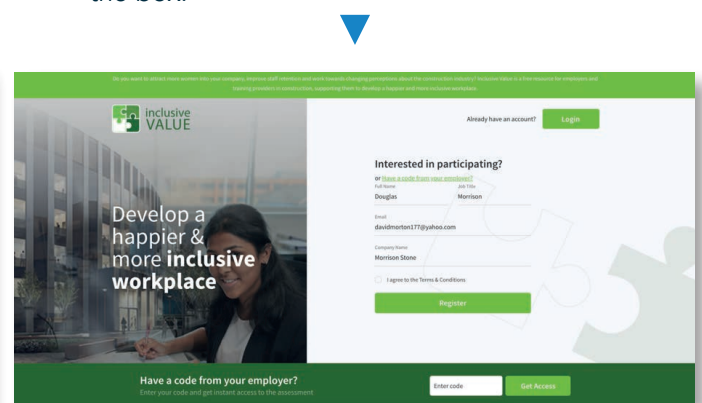
THE 'HOW TO' USER GUIDE

USER GUIDE STEP-BY-STEP

1. Visit www.inclusivevalue.co.uk

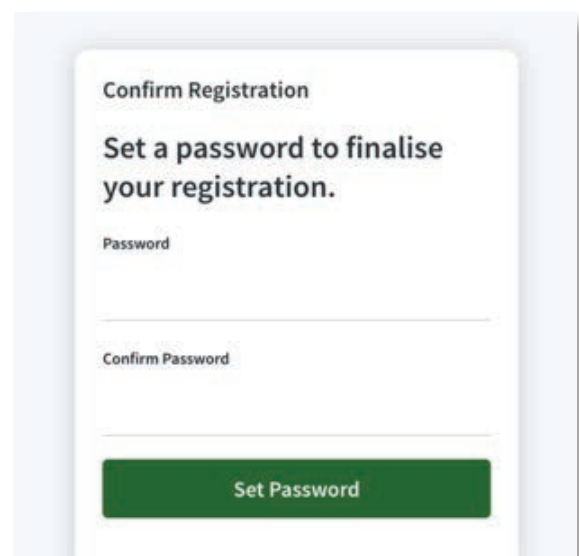
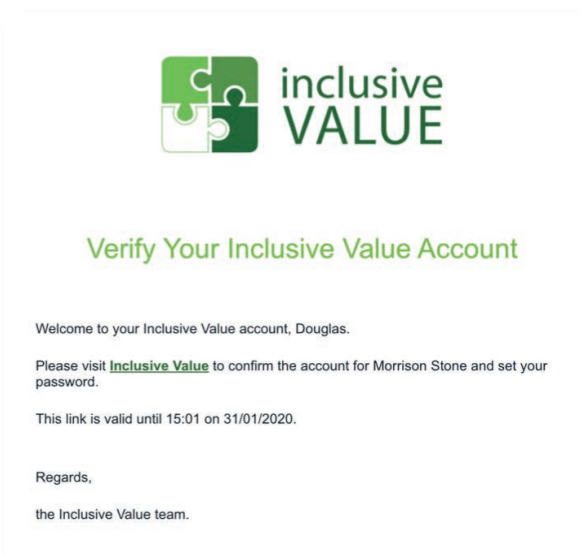


2. Complete the form indicating your full name, job title, email address and company name. Make sure to accept the terms and conditions by ticking the box.

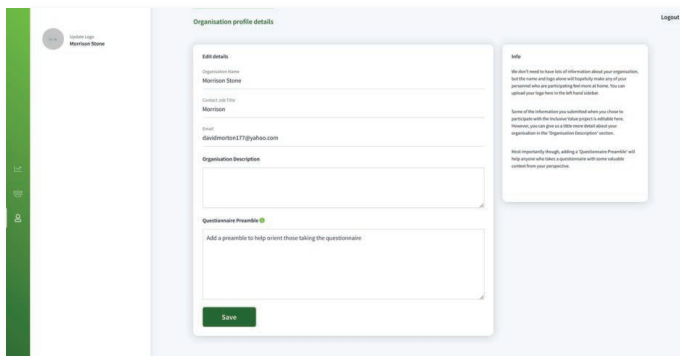


3. Upon registering you will receive a verification link to your email. If you do not receive this link please check your spam folder.

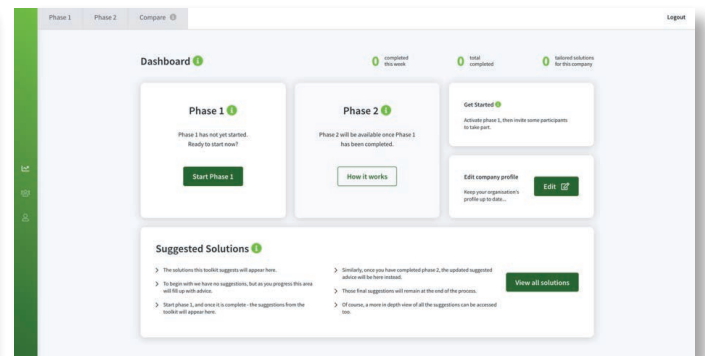
4. Clicking the verification link will take you to the final stage of signing up where you can choose a unique password and get started.



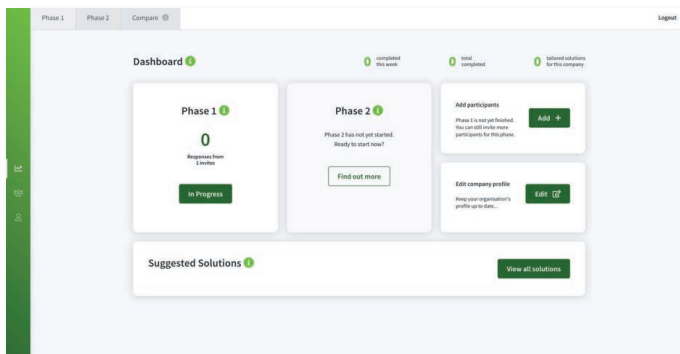
5. Once you have chosen a password you will be taken to the 'Company Profile' page. On this page you can input information about your company and use the "Questionnaire Preamble" section to craft a tailored message which will be sent to your employees as you invite them to take the survey. If you choose not to include a tailored preamble, the system will issue a standard invitation outlining why they have received the invitation to participate.



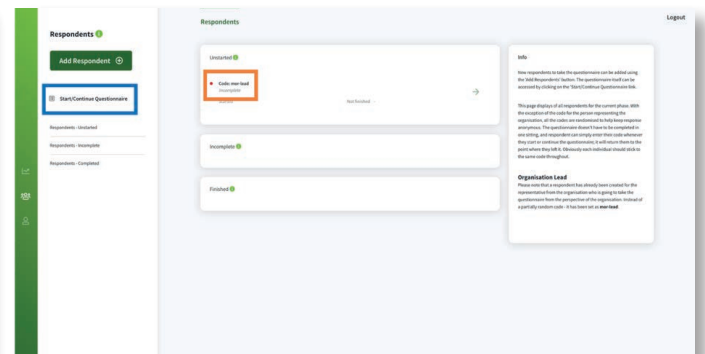
6. Clicking on the 'Dashboard' button on the left hand side of the screen will take you to the company dashboard page. From here you can see the results of surveys, suggested solutions and edit the company profile.



7. Clicking on the 'Start Phase 1' button will initiate the start of the survey and change the message on the button to 'In Progress'.

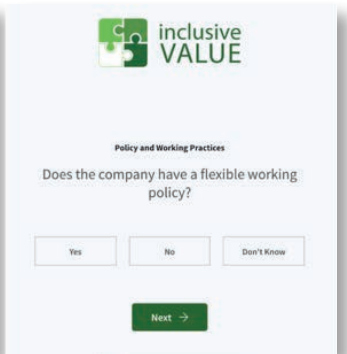
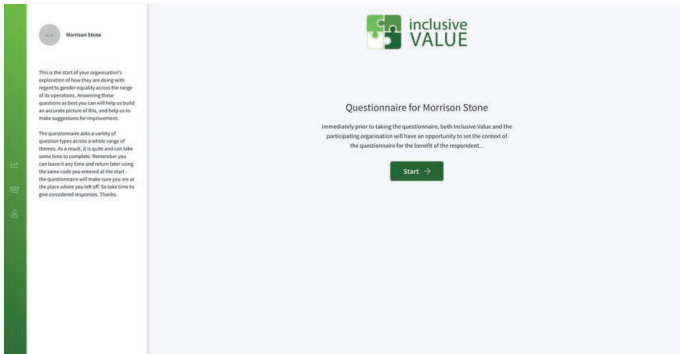


8. Clicking on the 'Respondents' button on the left side of the screen will take you to the screen indicated below. From this screen you can initiate the company survey before sending further surveys out to your employees. To initiate the survey you will need to take note of the code indicated in the orange box below and then click on the 'Start/Continue Questionnaire' button indicated in the blue box below.



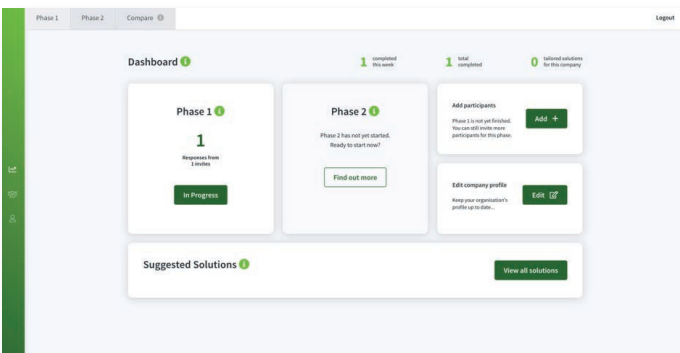
9. Clicking on the blue box will initiate the survey in which you provide an objective overview of your company practices and policies.

10. As you progress through the questionnaire, the questions you are asked will be dependent upon your answers to previous questions. This ensures that you are led towards a tailored report which has relevance to your business.



11. You can then return to the dashboard and select the 'Add +' button to invite employees to contribute to the survey.

12. The easiest way to invite a respondent is to type their email address in to the box shown below. Alternatively, you can leave the box blank and click on the 'add respondent button'. In this case you will then need to send individual codes (taken from the same location you accessed your code) and email the code to them using your own email system.



Add Respondent

Add a new respondent to this phase of the survey, if you wish to invite them by email - simply add their email address below.

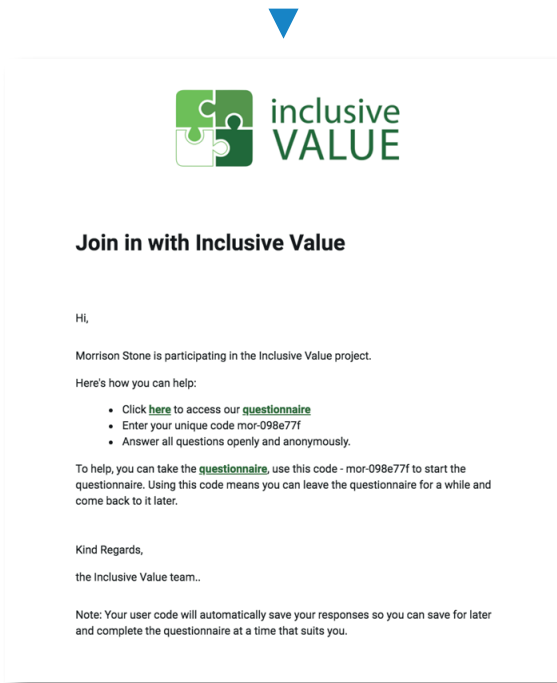
If you don't want to use email invites, ignore the email field and simply click the button.

Email Address

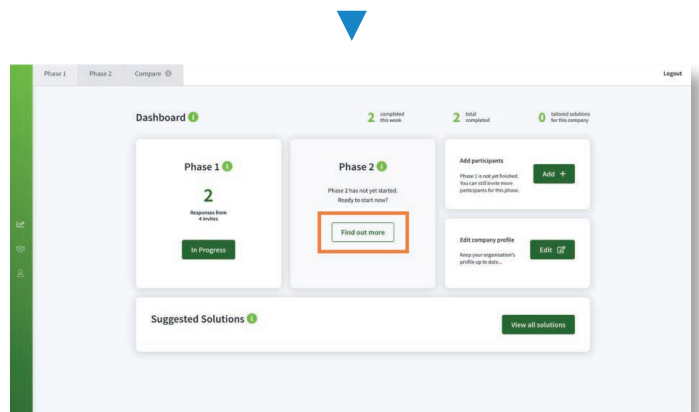
douglas@morrisonstone.com

Add Respondent

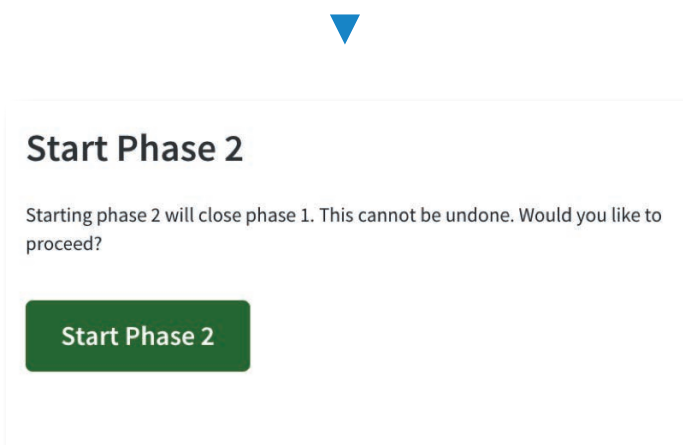
13. Email invites will then be sent directly to all employees you include at this stage. An example of what the email will look like is included below:



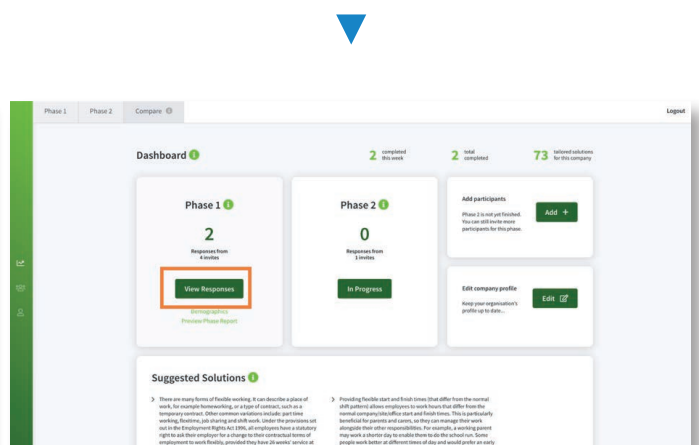
14. You can choose to leave the survey open for as long as you wish. When you are satisfied with the number of responses received, which can be monitored on the dashboard, you can choose to close the survey and generate your report and action plan. To do this click on the 'Find out more' button indicated by the orange box below.



15. By starting phase two you will close off phase one to any further responses from employees and generate your tailored company report.

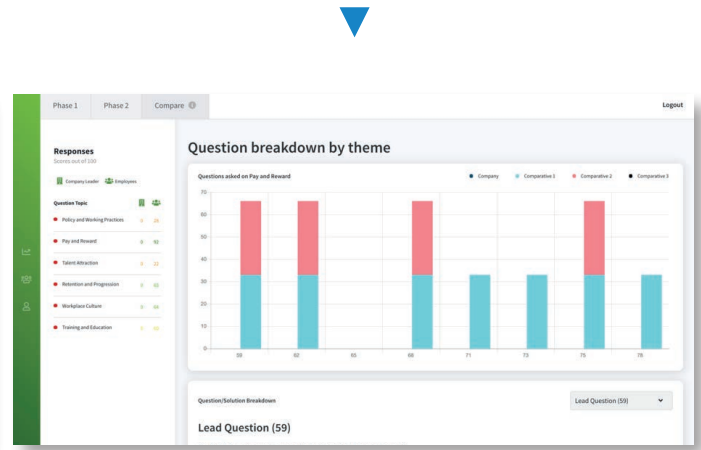
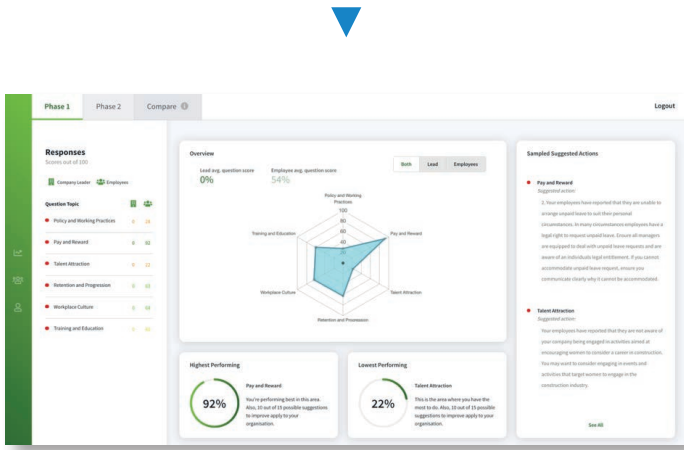


16. Clicking on the 'view responses' button indicated in orange below will enable you to access the reports.



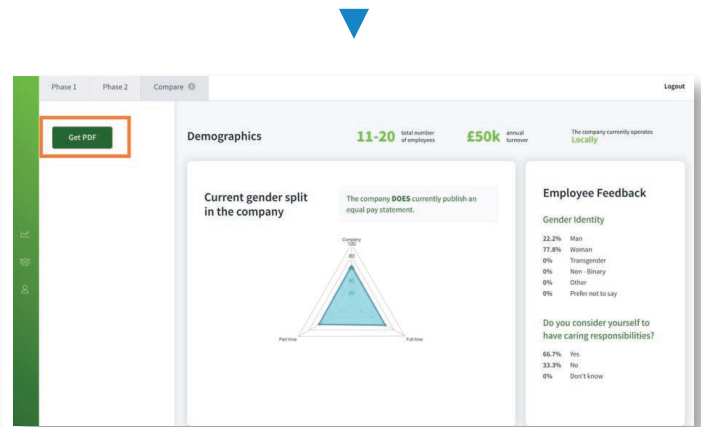
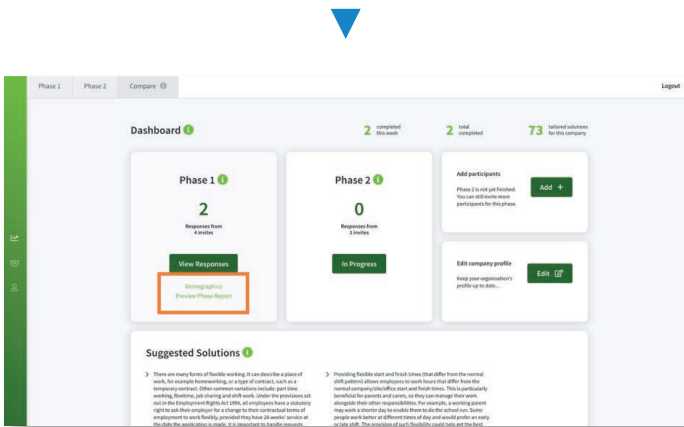
17. Clicking on each section of the report will open additional information that will enable you to build a deeper understanding of your company profile.

18. Clicking on the 'Preview Phase Report' link will generate a downloadable report which is fully contextualised to your business. Please note that you need a minimum of two employee responses to access this function.



19. The phase report can be accessed within the website or generated as a pdf using the 'Get PDF' button indicated by the orange box below.

20. The pdf can be stored on your local machine or network using the download icon.



Thank you to all the organisations that have contributed

HOW TO GET STARTED

Understand your why

Organisations come to tackling gender inequity for a number of different reasons: perhaps they are experiencing skills shortages, or their competitors are taking action and they feel they should too. Sometimes there is a champion within an organisation who cares passionately about this, and they want their organisation to do more, or it can be someone who has a family member who has experienced difficulties and they don't want others to suffer in the same way. Making changes, no matter how minor, is not always easy. Articulating your motivation is crucial in setting the agenda for the work going forward – it will motivate you personally, and articulating it to others will get more people on board.



Begin collecting data

A lack of data on diversity remains a problem for individual companies and the sector as a whole. In order to understand what changes need to be implemented you need mechanisms of monitoring and evaluating your work. Companies can start by monitoring the diversity of candidates through the recruitment process, flexible working requests and salaries and use this information to make evidence-based decisions.

Identify potential barriers

Tackling gender inequity is ultimately a culture change programme, and there will always be barriers to be overcome. Thinking about these at this early stage will give you a head start. Perhaps it is certain people that need convinced or are anxious about getting it wrong? Perhaps it is a question of resources? Is it a lack of knowledge or awareness? Whatever the barrier, there are ways around it, but only if you see it coming and make a plan.

You can't do it all on your own

One person cannot be responsible for a culture change programme. Inclusive Value encourages a "whole organisation" approach to gender equality. Gender stereotypes and inequality factor into all jobs from marketing and recruitment to management and the trades. Ultimately everyone needs to see equality, diversity and inclusion as part of their role. Equality benefits everyone, so ensuring this message is clearly communicated to all employees will support work around diversity and inclusion.

APPENDIX

INDUSTRY RESEARCH

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<https://www.citb.co.uk/documents/research/csn-reports-2019-2023/csn%20report%20for%20uk%202019-2023.pdf>

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https://www.citb.co.uk/documents/research/citb_skills_transferability_final_report.pdf

Fuller working lives in construction. CITB. October 2018

<https://www.citb.co.uk/documents/research/fuller-working-lives-in-construction.pdf>

Gen Analytics, Building Greater Diversity & Inclusion in the Construction Sector, January 2019

https://www.parliament.scot/S5_EconomyJobsFairWork/Inquiries/GenAnalytics-Diversity_Construction_Supply_Chain.pdf

Modern Apprenticeship Statistics. Up to the end of quarter 1, 2018/19. April 2018

<https://www.skillsdevelopmentscotland.co.uk/media/44842/modern-apprenticeship-statistics-quarter-1-2018-19.pdf>

Pregnancy and Maternity Related Discrimination and Disadvantage: Summary of Key Findings. Equality and Human Rights Commission

<https://www.equalityhumanrights.com/en/managing-pregnancy-and-maternity-workplace/pregnancy-and-maternity-discrimination-research-findings>

PwC Global Upskilling Survey. September 2019

<https://www.pwc.co.uk/press-room/press-releases/pwc-global-upskilling-survey.html>

Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers. Government Equalities Office

Tackling apprenticeship gender inequality. Union Learn. December 2018

Young women and apprenticeships: still not working. Young Women Trust. November 2017

https://www.youngwomenstrust.org/assets/0000/8200/Young_Women_and_apprenticeships.pdf

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Gaucher, Danielle, Justin Friesen, and Aaron C. Key. "Evidence That Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality." Journal of Personality and Social Psychology 101.1 (2011): 109-28

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How diverse is construction industry when it comes to gender?, Diversity Q, Published 30 September 2019

<https://diversityq.com/how-diverse-is-construction-industry-when-it-comes-to-gender-1507408/>

Women are losing out when it comes to work based training. Learning and Work Institute. 6 November 2015

<https://www.learningandwork.org.uk/2015/11/06/women-are-losing-out-when-it-comes-workplace-training/>

£1.13billion City Deal for Glasgow City Region Signed Today. Glasgow City Council Press Release. 2019

<https://www.glasgow.gov.uk/article/13045/113billion-City-Deal-for-Glasgow-City-Region-Signed-Today>

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