CHANGING THE FACE OF CONSTRUCTION

SOCIAL RETURN ON INVESTMENT ANALYSIS FOR WOMEN INTO CONSTRUCTION

OCTOBER 2018
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 workforce.

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.

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.

**WHAT WE DO**

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.

**WHAT WE ACHIEVED**

**APRIL 2017 - SEPTEMBER 2018**

- **150 SECURED EMPLOYMENT**
  CITB Target: 140

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

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

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

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

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

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

1. Involve stakeholders
2. Understand what changes
3. Value the things that matter
4. Only include what is material
5. Do not over-claim
6. Be transparent
7. 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

1. Establishing scope and identifying key stakeholders
2. Mapping outcomes
3. Establishing Impact
4. Calculating the SROI
5. Evidencing outcomes and giving them a value
6. Reporting, using and embedding

WHO WAS CONSULTED?

119 Women supported by WIC
10 WIC Members and Construction Companies
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

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.

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?


WOMEN SURVEYED REPORTED THE FOLLOWING OUTCOMES:

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>More employable</td>
<td>74%</td>
</tr>
<tr>
<td>More hope for the future</td>
<td>75%</td>
</tr>
<tr>
<td>More self confidence</td>
<td>66%</td>
</tr>
<tr>
<td>Relief from anxiety</td>
<td>39%</td>
</tr>
<tr>
<td>Relief from depression</td>
<td>28%</td>
</tr>
<tr>
<td>Feel part of a network with a sense of belonging</td>
<td>59%</td>
</tr>
<tr>
<td>Feel more empowered and in control</td>
<td>63%</td>
</tr>
</tbody>
</table>

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 being helpful to deal with the situation. 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 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 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 belonging in their own ability was reported by both 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 were 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. 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 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.

Securing Employment

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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.

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 far too many role models 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.

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 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 experience was also suggested.
The analysis demonstrated that women who were making a positive impact on the organisation, bringing new skills and perspectives to the business and increasing productivity for other 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.

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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
- Widens 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 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 the industry
- Increase the promotion of WIC to the industry and government to raise awareness, further and demonstrate the impact being achieved

CONSTRUCTION PARTNERS

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- Construct 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.

BECE Charitable Trust
BECE 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.

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?
“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.

→ 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

Limitations of this first SROI Analysis

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.

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, BICE Charitable Trust and our members, for their financial support.