

Moving on Up

Social Value Impact Report 2021



Women  into
Construction

Why Moving on Up?

Moving on Up was conceived in 2018 in response to feedback from Women into Construction (WiC) women clients who told us they needed help to progress in their careers and from our analysis of the challenges facing construction cited in key reports:

CITB Construction Skills Network (2018–2022) construction output report

- 1.3%** Forecast growth in the UK
- 13.5%** of the construction workforce are women
- 158,000** Jobs to be created
- Construction** has an ageing workforce
- 10,000** workers needed in London
- Brexit** stemming the flow of workers from abroad

Gender Pay Gap Report 2018

- One of the worst performing sectors in the UK **Construction**
- Mean pay gap **21.8%**
- Median pay gap **23.6%**
- Average bonus gap **30%**
- The average UK gap **9.8%**

Women are paid on average
14% – 22%
less than men

Data from the Office for National Statistics has shown that women in construction trades are paid on average 14% less than men who work in the same job. The gap rises to 22% for women in senior or supervisor roles.

What is Moving on Up?

Moving on Up (MOU) is a project aimed at supporting women on low pay working within construction to progress in their careers and to support construction companies to tackle their gender pay gap.

Funded by the Construction Industry Training Board (CITB) and Trust for London (TfL) and supported by BAM Nuttall UK Ltd, it was delivered between July 2019 and July 2021. Moving on Up used an innovative approach that engaged with Construction companies, in the form of their Senior Manager or HR Manager, a Supervisor and a woman whose current wage level is on or below London Living Wage and up to £13 per hour. Project Management was provided by Women into Construction.

The project targeted construction companies working in London that:

- Had a desire to engage with the diversity agenda and who directly employed women on low wages.
- Had opportunities for progression and supported both the Supervisor and the women to attend the training.
- Had Senior management commitment to tackle their Gender Pay Gap.

The programme comprised of these activities, tailored to the needs of participants:

For Women:

- Coaching & mentoring training**
Six-month formal group programme, followed by up to one year of ongoing Women into Construction support.
- Job Specific Training** to acquire specific technical or managerial skills needed to access progression opportunities.
- Ongoing 1-1 coaching** bimonthly session with Women into Construction team as well as peer group sessions.
- Support** for women to apply for progression opportunities (better wages, more hours, more secure employment).

For Senior Managers/Supervisors:

- Senior Management Pay Gap & Progression Workshops**
Six-month programme of workshops and a final dissemination event to share best practice, identify common issues and source intercompany progression opportunities.
- Supervisor Coaching & Mentoring Training** including training in unconscious bias, inclusivity and coaching techniques designed to identify the behaviours, cultures and attitudes needed to create a supportive work environment for women.
- Review** of the gender pay gap and action planning.
- Evaluation** measuring the impact of the programme on the company pay gap.

And did it deliver?

Targets were agreed with our funders, as follows:

Target	Target	Achieved
Companies supported	20	24
Women supported through coaching & mentoring	40	39
Women accessing additional job specific training	40	15
Supervisors trained	30	25
Senior managers trained	20	24

During the programme delivery, the Covid-19 pandemic hit the UK and the country went into lockdown. WiC reacted swiftly and moved all operations online, there were challenges with achieving this however, workshops were scheduled and switched online. Some participants preferred the online delivery method – citing reduction in travel time and ease of access as reasons.

Some women were hesitant to take on additional training or apply for other roles during the pandemic; the challenge of juggling working from home and caring responsibilities meant their priorities shifted during the project. However, by Spring 2021, as lockdown eased, the women started to focus on their own careers again.



By project end in July 2021:

15 women had progressed in their careers: either gaining a better job, more responsibilities in their existing company or moving to a new position in the industry.

The average salary increase was £5,850.31

The maximum salary increase was an incredible £17,500



Case Study – Maria

Maria had been working as a traffic marshall for the past 3 years and prior to that she was employed as a site cleaner. Her aspiration was to progress in her role as she enjoys the construction environment.

Maria struggled with furthering her career due to a lack of professional confidence and not being aware of opportunities available to her within the company. She was mindful that she needed additional training to increase her confidence and enable her to progress.

After participating in MOU, Maria felt she understood better how she could expand her skills set in the construction industry. She was particularly curious of other participants' journeys and felt very inspired to hear from the other women about how they managed to overcome barriers and succeed.

With the help of her mentor, she identified that gaining a CITB Site Supervisor Safety Training Scheme (SSSTS) certificate would help her to progress within the company and completed this in December 2020 along with First Aid at Work training.

Following the programme, in September 2021 Maria was really pleased to progress into a new role as an Office Administrator for the largest rail infrastructure organisation in Europe. This role gives her a 19% hourly pay rise and with overtime she can now make 78% more than her original salary.

// My self-confidence has improved so much and I am very pleased to have completed my SSSTS and First Aid at Work training. I want to thank my employer for putting me forward to the MOU programme so that I could benefit from the training. I am so happy with my new job as an Administrator. It's everything I ever wanted! //

What changed?

Women into Construction engaged Innervision Ltd to complete an independent Social Return on Investment report for the project to understand the impact of the programme. It highlighted the following:



For the Women

The workshops, networking and delivery of the programme created space and new ideas for reflection, helping women to identify their strengths and increase confidence and skills. Growing confidence and self-development created a positive feedback loop, running throughout the programme, whereby learning more about the industry and their position in it and learning more about themselves gave the women a better understanding of their capabilities and position in their company and the industry.

Key outcomes:

15 women achieved career progression within the timescales of the project. For some this was in the form of a completely new role, or new tasks and responsibilities, within the same company or a new employer and for others it was that they now understood their role and how it fitted into the industry.

63% of women said they had a greater willingness and ability to make and use contacts within the industry.

With additional responsibility comes additional stress and pressure. For some women it was a trade-off: increased status, power and pay versus stress and therefore **it was an outcome worth achieving** as it was felt that this was a short-term effect.

Many of the women reported that they felt overlooked and that their employer and/or supervisor did not value their skills and expertise. **63% said they were better able to challenge and contribute to their companies as a result of the programme.**

Increased feelings of control over their careers resulted in **improved levels of satisfaction.**

All women valued the additional qualifications they had achieved and how these had already begun to have a positive impact on their careers.



For Supervisors

Most supervisors joined the programme because they were passionate about improving gender diversity and wanted to increase equality and inclusion within their companies. They were also motivated by the chance to enhance their career progression by improving their behaviours and leadership and improving career progression for women. Moving on Up made them think about their behaviours, cultures and attitudes, and how they might change these to create a supportive work environment for women.

Key outcomes:

80% of the Supervisors reported that they were now working better with their teams, due to being able to use their newly acquired skills and knowledge to understand them better.

A new commitment to challenge inequalities in their teams and to redress the balance by mentoring and encouraging women team members. Several supervisors now actively mentor other women in their teams and businesses. **80% said they were now actively supporting the equalities agenda in their workplace as a result of the programme.**

Supervisors' responses suggest that their **knowledge of gender inequality issues increases depth and scope,** extending outside their own company and industry sectors. For some this had resulted in them becoming advocates of flexible working for the whole of the workforce.

// Hearing similar challenges, you face daily from people from other organisations. Listening to ideas on how to approach these. **//**



For Senior Managers

Senior Managers valued the opportunity to have conversations, share experiences and opinions and learn from their peers. This, and time and facilitation to investigate company, team cultures and norms, enabled them to consider a wide range of views and perspectives, in open and honest discussions.

Key outcomes:

Senior Managers had become more motivated to share their learning within their Senior Management Teams and were more prepared to challenge gender stereotypes.

The group action plans evidenced their plans to promote equality, diversity and inclusion, by tackling inequality at a strategic level. **71% were working on new strategies, plans and tools to improve equality in the workplace.**

On an individual level Moving on Up has given the Senior Managers the impetus and tools to become effective mentors for women in their workplace.

Over half of the Senior Managers, immediately on completion of the programme had either begun to mentor women in their workplace or had a specific plan to do so.

// On a personal level I have become more open minded. Thinking more about people's whole self in work, what else is going on for them. **//**

// The programme helps to reignite the drive and passion to make sure you are on top of the challenge. **//**



For Companies

To achieve significant change within companies is clearly a long-term outcome and several of the participants felt they had limited ability to instigate this change within their organisations. Within the parameters of the programme, the Senior Managers and Supervisors who took part acted as a proxy for their companies and began to apply their learning in the workplace at all levels. This not only improved the situation for them and the individual women they work alongside, but also the situation for women company wide.

Key outcomes:

Immediately on completing the programme **a third of companies had a greater focus on gender diversity** and inclusive working practices.

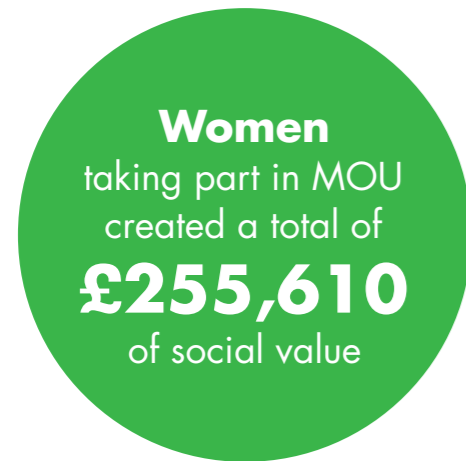
Immediately on completing the programme **50% of the companies had strategies in place and operational plans to increase gender equality and reduce the gender pay gap.**

// My colleagues and I set up a women-only support group following on from the MOU programme to widen the support to others. We help address any internal issues women are facing, for example supporting mothers returning to work. Our open discussions and feedback for internal business development also help increasing general mental health and wellbeing. **//**

Social Value Created

The Social Value generated by Moving on Up from July 2019 to July 2021 is at least £486,238. That is, between £1.85 and £2.55 for every pound spent on the programme.

These figures have been arrived at by apportioning a financial value to each of the outcomes for the women, supervisors, senior managers and companies who took part. These figures do not include the Social Value created for the families of the women taking part or other stakeholders, such as other team members, including women in the companies.



- **63%** generated from women being able to challenge and contribute more effectively at work and in the industry, making use of opportunities and networks and from the support gained from the 1-1 coaching and mentoring.
- **37%** from achieving qualifications, identifying their strengths and through self-development and clear career direction and pathways.
- **-1%** resulting from the short-term impact of additional responsibility, new tasks and promotion. Seen by many women as a trade-off: versus increased power, pay and career progression.



- **58%** generated by the change in which Supervisors worked with their teams. From attending sessions on topics such as unconscious bias, gender pay gap, organisational cultures and behaviours. Supervisors better equipped to identify and address gender equalities in their teams.
- **42%** from being empowered, motivated to change and support the gender pay gap and equality agenda more broadly in their workplace.



- **77%** generated from the acquisition of new skills, strategies and ideas to improve equality in the workplace. By attending sessions with other Senior Managers and exploring diversity, unconscious bias and how it affects the workplace.
- **23%** generated from identifying and mentoring women and increased motivation to drive through changes to improve gender equality within the company.



- **69%** generated from better strategies and plans to increase equality and diversity and address gender pay gap within the business.
- **31%** generated from improvements to working practices, from participants more aware of what these are and how to implement them.

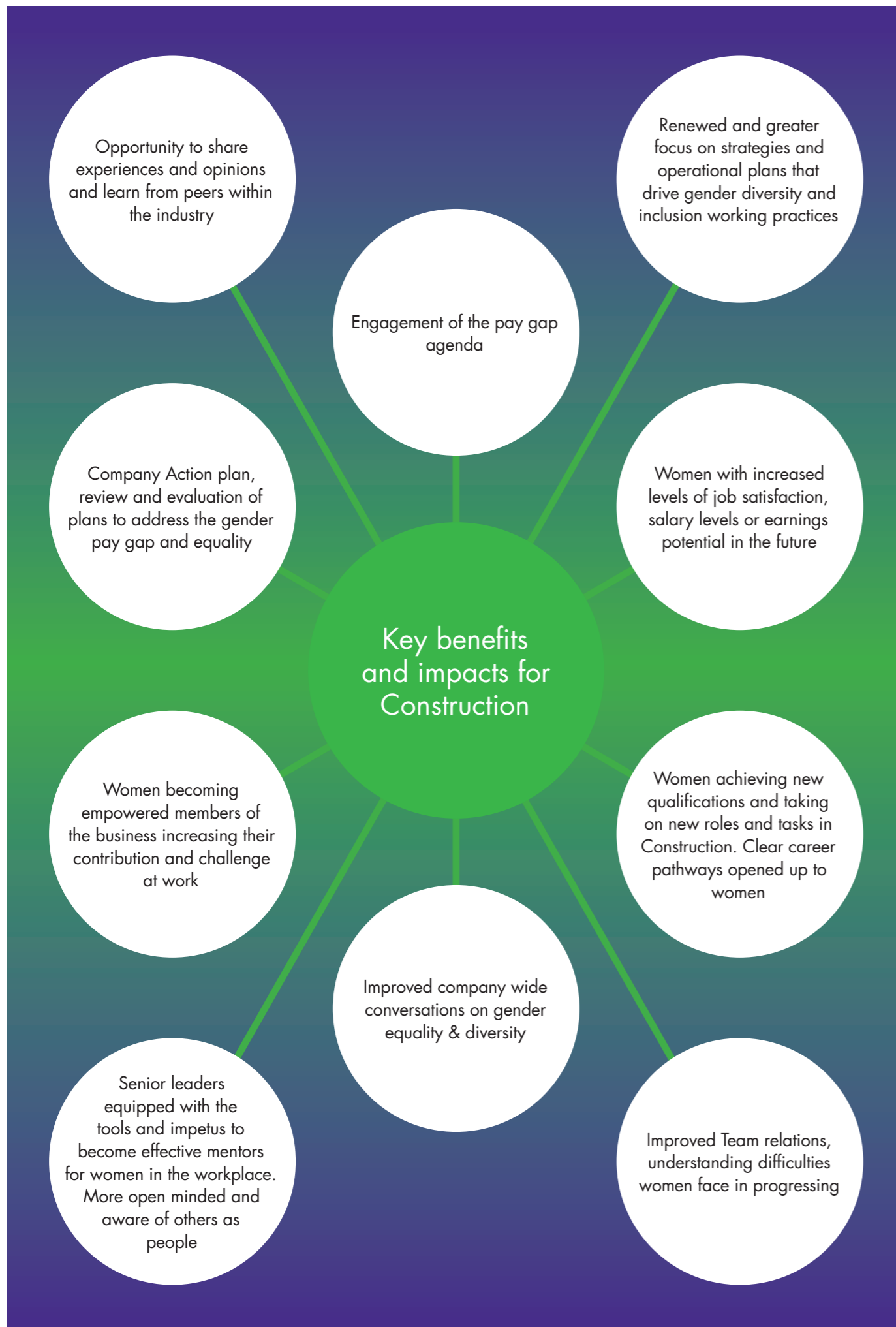
Total Social Value generated £486,238. Up to £2.55 for each pound spent on Moving on Up

// M has a lot more belief that she can progress and has developed self-belief and drive. She has developed assertiveness skills to help manage her own workload and likes to communicate with different colleagues at different levels now, previously her confidence was too low, and she was embarrassed. //

// At the beginning, I was not comfortable with having males in the room, as I was worried it would mean people would not share as much, but actually having male input was good. //

// (The company) is a smaller SME and very niche, so it can be extremely hard to enforce diversity. This topic has been investigated and there are subtle changes being made. //

// There is a real push to be ahead of the game with diversity, equality and inclusion and (Senior Manager) feels that this involves truly leading on this. //



Conclusion

This project has demonstrated that through a mix of individual interventions and a cross company approach to tackling gender diversity, women in construction can achieve significant progression, gaining not only better pay but an increased sense of self-worth and purpose in the workplace. For the participating companies, the project has raised awareness of the issues faced by their female employees and demonstrated a successful approach to tackling them. This leads to better retention, wellbeing and productivity for their female staff and a positive impact on the performance of their businesses.

Women into Construction are delighted to announce that together with support from Trust for London a second round of Moving on Up.

This project builds upon the success and learning from the first programme and will launch in late 2021, with a start date in early January 2022.

If you wish to be part of Moving on Up in 2022, or for further information on the full SROI Report please contact Kirstie Forrester.

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