



Facilitating connections between women, the construction industry, training organisations and referrers to create a more diverse workforce.

A Social Return on
Investment Analysis
For Women into
Construction

September 2018

Women  into
Construction

SOCIAL VALUE

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Awarded 29 October 2018



Ben Carpenter
Chief Executive Officer
Social Value International



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Executive Summary

2.3m

People working in the construction industry

87:13

Ratio of men to women in construction

£11,000

Gap between earnings by men and women in similar roles in construction

9%

Industry wide average for percentage of apprentices that are women

296,000

Women working in the construction industry

13%

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

29%

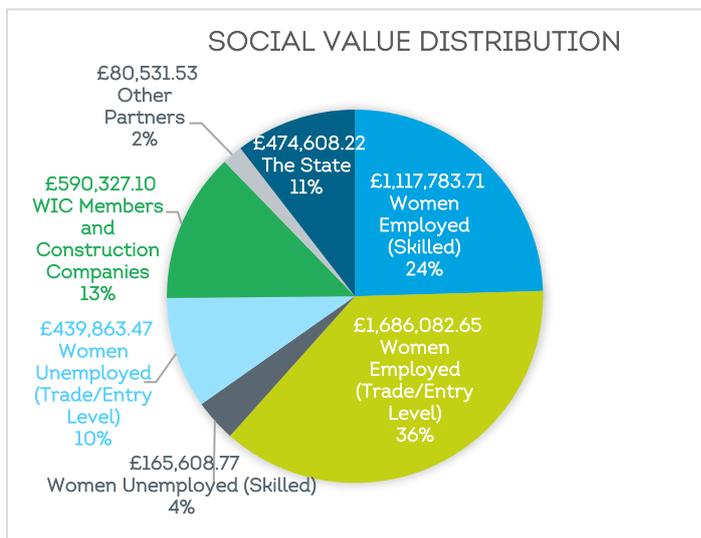
Of women surveyed thought that construction meant onsite work only

72%

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

Women into Construction's mission is to facilitate connections between women, the construction industry, training organisations and referrers to create a more diverse workforce.

Women into Construction (WIC) is celebrating 10 years of success supporting women to enter the construction industry. From its inception on the Olympic Park, WIC, through funding by CITB, has grown into a well-respected and recognised company that seeks to break down barriers for women and provide greater opportunity to enter this traditionally male dominated industry.



This SROI Analysis for WIC clearly demonstrates the significant impact that the programme has on both women and the construction companies in which they work.

For every £1 invested, up to £6 of social value is created. This is largely for the women receiving the service which is expected but construction companies also experience positive change as do other partners.

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 analysed has exceeded targets from CITB and makes a clear case for the future funding to continue to deliver benefit. A common request from many stakeholders was the ability to scale up the delivery of Women into Construction project so more organisations and women can benefit.

1. Purpose and Scope

1.1 The Facts¹

2.3m	People working in the construction industry	296,000	Women working in the construction industry
87:13	Ratio of men to women in construction	13%	Of women surveyed aged 16-25 would consider a career in construction
£11,000	Gap between earnings by men and women in similar roles in construction	29%	Of women surveyed thought that construction meant onsite work only
9%	Industry wide average for percentage of apprentices that are women	72%	Of women surveyed think the industry needs to be doing more to highlight opportunities for women

At a national level, it is recognised that the number of women in construction is one of lowest of any industry and greater action needs to be taken to achieve gender equality.

1.2 Women into Construction (WIC)

WIC's 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. From its inception on the Olympic Park, WIC has sought to break down barriers for women and provide greater opportunity to enter this traditionally male dominated industry.

The Women into Construction Project was developed on the Olympic Park to address the gender imbalance in construction. Seen originally as part of the legacy of the 2012 Olympics, it was felt that by increasing the numbers of women working in all areas of construction on a high-profile site such as the Olympic Park, there would be a trickle-down effect throughout the construction industry, resulting in a permanent change in the traditionally male culture of construction. The project demonstrated that there are many women who are highly motivated and keen to find opportunities within the construction sector, and that they have a positive contribution to make once brokered into placements and employment.

Throughout this period, the project was funded by the Construction Industry Training Board (CITB) and the London Development Agency (LDA). On completion of the Olympic build in July 2011, the CITB were keen for the good practice that had been developed on the Olympic Park, to be extended to construction sites across London, and continued to fund the project with this remit. Women into Construction then

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

became hosted by BeOnsite, the charitable arm of Lend Lease, with which they had already developed a close working relationship on the Athletes Village build.

In January 2015, Women into Construction (WIC) became an independent not for profit organisation, continuing to deliver the high-quality holistic service that it had developed on the Olympic Park and through BeOnsite. WIC provides advice and guidance, training, work-placements and jobs, to women interested in entering the construction industry, whilst meeting the needs of contractors and stakeholders to address the skills shortages in construction and create a more diverse workforce.

In 2016, WIC successfully applied to CITB for its Changing the Face of Construction Project. This project totalled £700,278 of which £480,392 is provided by CITB. The remaining funding is provided by in-kind and cash contributions from WIC and employers. Originally sponsored by Morgan Sindall (through the CITB Flexible Fund open to employers only), due to contractual issues in January 2017, the project was then sponsored by BAM Nuttall with WIC as the lead delivery partner – as such BAM have provided oversight and governance to the project through the project steering group.

1.3 Purpose and Scope

Women into Construction sought to evaluate the success of their organisation and in particular the CITB funded project 'Women into Construction – Changing the face of Construction'. As a contractual requirement of this project, WIC is obliged to complete an evaluation report on its delivery and impact. In addition, as part of its forward funding strategy, an impact analysis is increasingly important in applying for and justifying new funding.

The aims of this evaluation are as follows:

- To formally review the success of the CITB funded project including achievement against target outputs, outcomes and aims;
- To provide evidence of social impact of WIC's activities to support grant funding applications – in particular, CITB funding;
- To provide evidence of social impact to support proposals for commercial funding from construction employers;
- To better understand the impact WIC has on women and contractors to facilitate continuous improvement and enhance social impact further.

1.4 Methodology

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.

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).

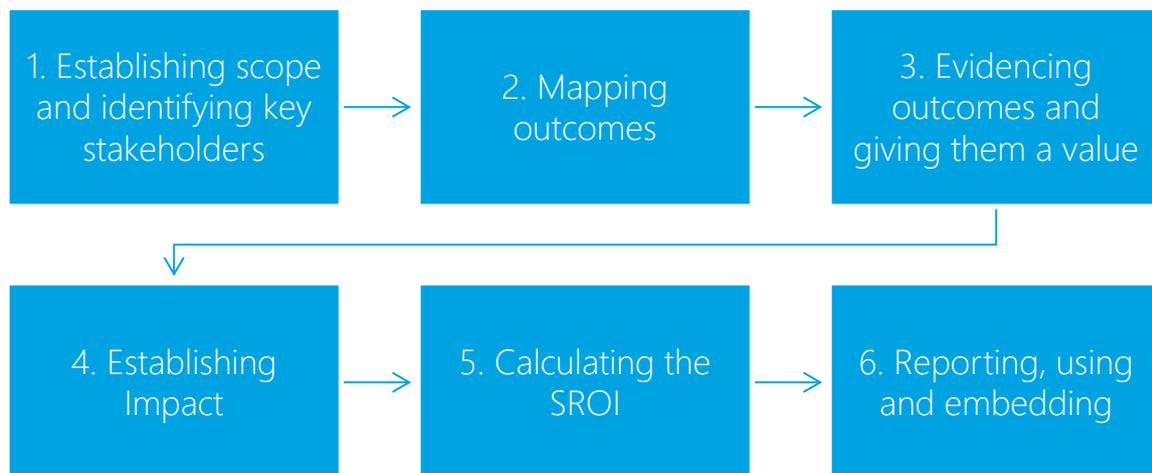
There are seven principles that underpin the SROI methodology as detailed below:

1. Involve stakeholders: Inform what gets measured and how this is measured and valued by involving stakeholders.
2. Understand what changes: Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended.
3. Value the things that matter: Use financial proxies in order that the value of the outcomes can be recognised.
4. Only include what is material: Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.
5. Do not over-claim: Only claim the value that organisations are responsible for creating.
6. Be transparent: Demonstrate the basis on which the analysis may be considered accurate and honest and show that it will be reported to and discussed with stakeholders.
7. Verify the result: Ensure appropriate independent assurance.

The SROI analysis conducted uses the guidance report published by the SROI network (now Social Value UK)².

² A Guide to Social Return on Investment, SROI Network, January 2012

The flowchart below demonstrates the six stages of an SROI analysis. The analysis requires judgements to be made throughout the stages on deciding what is material.



SROI can be used to demonstrate the success (or projected success) of a project, supporting organisations to secure further funding or win new business. It enables resources to be utilised to best effect to realise the social value and an organisation to understand their contribution to wider changes. Most importantly when SROI is embedded, it makes organisations accountable to their stakeholders and provides them with the opportunity to influence the strategic direction of the service to maximise the social value delivered.

1.5 Audience

The audience for this report is:

- CITB and other funders (e.g. Henry Smith, Trust for London) – to demonstrate the impact of WIC to date and secure future funding;
- Construction clients (e.g. Tideway, HS2) and construction employers (Tier 1 and below contractors) – for business case presentations for funding;
- WIC staff, board members and clients – to celebrate the success of WIC to date as part of the 10-year anniversary celebrations and identify areas for development and expansion of services for the future.

1.6 Resources

The SROI Analysis is being led externally by Hannah Marsh, SROI Accredited Practitioner at Talent Gateway. This analysis has been commissioned by Kath Moore, Managing Director, Women into Construction.

Thanks goes to all of those that have supported this analysis and all stakeholders engaged in the process.

1.7 Range of Activities

The analysis covers all activities delivered by Women into Construction, namely:

- Advice – personalised advice and guidance on training and opportunities available in construction and related industries;
- Training – access to free construction-related training including Construction Site Safety Plus training and CITB Health and Safety training and test (CSCS card);
- Work placements – industry work placements with expenses for travel, lunch, childcare and PPE paid;
- Mentoring – ongoing mentoring and support through training, work placements, into employment and beyond.

The period of activities to be assessed is from April 2017 to September 2018. The analysis is an evaluative SROI to measure the social value created over the past 18 months. This period correlates with the funding received by CITB to deliver the following deliverables between April 2017 and September 2018:

Deliverables	Vol	Milestone
Awareness & Engagement events	15	Industry events held
Beneficiary engagement	400	Beneficiaries engaged
Companies engaged	80	Companies engaged in activity
Beneficiaries signed up & completing induction & TNA	300	Beneficiaries completing induction & TNA
Beneficiaries completing pre-employment training	210	Beneficiaries completing pre - employment training
Work placements	90	Beneficiaries completing work placement
Job starts	140	Beneficiaries starting employment
Sustained employment & in work CPD	60	Beneficiaries in sustained employment > 26 weeks
Evaluation Reports	3	Evaluation reports completed
Project Steering Group	6	Steering Group Meetings held

2. Materiality

The principle of materiality is central to the analysis and requires 'an assessment of whether a person would make a different decision about the activity if a particular piece of information were excluded. This covers decisions about which stakeholders experience significant change, as well as the information about the outcome.'³

The purpose of materiality is to review and ensure that all outcomes in the analysis are both relevant and significant to the organisation and its stakeholders. An outcome that is deemed material is one which will have '*passed the threshold that means it influences decisions and actions*'. This starts by first assessing the relevance and, once an outcome has been concluded as relevant, the significance can be considered as to whether it has passed this threshold.

2.1 Relevance

Firstly, relevance involves identifying stakeholders and understanding the change they have experienced through stakeholder engagement. Section 3 details the stakeholders included within the analysis and provides the rationale behind those that were included and excluded as part of the audit trail.

Stakeholders were originally identified through consultation with Women into Construction. This was then reviewed throughout the stakeholder engagement with all asked to consider other stakeholders that they believed had experienced a change as a result.

Women into Construction identified from the onset specific sub groups of women that would experience change: skilled women securing employment, trade/entry level women securing employment, skilled women not securing employment and trade/entry level women not securing employment. As such, the stakeholder engagement split the women into these groups to ensure a representative sample of women attended the focus groups to establish if there is any difference in the outcomes experienced.

Following the review of the stakeholders and their outcomes, the relevance of each outcome can be considered. The test for relevance covers the following, with the decision on materiality not just based on the stakeholder's own assessment of the impact:

- Policies that require it or perversely block it, and the intervention can deliver it;
- Stakeholders who express need for it and the intervention can deliver it;
- Peers who do it already and have demonstrated the value of it and the intervention can deliver it;
- Social norms that demand it and the intervention can deliver it; and
- Financial impacts that make it desirable and the intervention can deliver it³.

WIC had drafted expected outcomes for key beneficiaries which were reviewed and discussed prior to the stakeholder engagement. For the women receiving support from WIC, the theory of change was drafted following the focus groups and then tested

³ Supplementary Guidance on Materiality, Social Value UK, November 2011

further with a survey sent to all women that had received the service. The theory of change was also discussed with other stakeholders including WIC Employees and Board Members together with contractors. Two focus groups, those that secured employment and those that did not, were then held with women subsequent to this to review the assumptions further. The materiality table below demonstrates those outcomes that were included and excluded based on relevance and significance.

2.2 Significance

Following a review of the relevance of each outcome, the significance must then be assessed *'by reference to the magnitude of the impact and probability'*³. This occurs at stage 3, 4 and 5 of the analysis—valuing the outcomes, establishing the impact (deadweight, attribution, displacement and drop off) and calculating the SROI. This is detailed in this report in sections 3, 4 and 5 and was reviewed through stakeholder engagement where possible. Those outcomes that through quantity, financial proxy or impact are less significant, and the judgement made between the significance in the overall context and that for the stakeholder are also detailed in the table.

Throughout this report, materiality is considered and evidenced to ensure that it focuses only on those outcomes that are relevant and significant with judgements made clearly detailed for *'others to assess the decisions made on materiality'*³. The table below summarises materiality assumptions made.

On assessing the significance of each impact, it was identified that there were outcomes that were not significant to the overall analysis as demonstrated in the table below. For some this resulted in the outcome being removed from the analysis as it was not significant and less relevant to the report. However, certain outcomes were retained following review as despite not being significant to the overall context, they were deemed significant and relevant to the stakeholder including:

- CITB, the primary funder for WIC, reported increase credibility with employers and ease of engagement. Despite the outcome not being significantly material in the overall context of the analysis, this was deemed relevant to CITB as a key funder of the service. Is not of a magnitude that is significant to the overall context due to impacting 2 areas only currently but deemed impactful in those areas.
- BuildLondon, a key partner, highlighted that the ability to secure further funding to support the charity was a key priority and therefore considered material.
- For many including DWP, LA and Colleges it was due to the scale that the outcome was not significant but deemed important by stakeholder where it was seen to have an impact on the individuals and there was a desire for scale up in future.

Materiality Summary

N.B. Boxes shaded grey demonstrate outcomes and/or stakeholders that were not included in the final analysis.

	The Outcomes	Materiality		Conclusion
	Description	Relevance	Significance	
Women (secured employment)	Women have more skills and experience and secure employment	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Women have greater opportunities for career progression	Importance at local and national level. Societal norm with peers delivering interventions to achieve this and one of the aims of the service	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Women have a sense of belonging and greater confidence leading to a greater belief in their own capability	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Women have a sense of someone to rely on	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Women have relief from anxiety	Important at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context and not as important to women	Removed at Stage 4: Impact
	Women have relief from depression	Important at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Women are more financially independent	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Women have improved relationships with family	Important at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context and not as important to women	Removed at stage 4: Impact
	Women are better able to financially support their family	Removed from analysis as Stage 3 to avoid overclaiming as already record women feeling financially independent		Removed at Stage 3
	Discrimination in the workplace	Important at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant

	The Outcomes	Materiality		Conclusion
	Description	Relevance	Significance	
Women (Did Not secure Employment)	Women have more skills and experience	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Women have more skills and experience	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Women have more skills and experience	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Women have a sense of belonging and greater confidence in career path leading to a greater belief in their own capability	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Women have increased peace of mind/reduced stress and avoid increasing debt	Important at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Women have someone to rely on	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Women have relief from anxiety	Important at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context and not as important to women	Removed at stage 4: Impact
	Women have relief from depression	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Women have increased frustration as unable to secure employment	Importance at local and national level. Societal norm with peers delivering interventions to achieve this and one of the aims of the service	Is not of a magnitude that is significant to the overall context but important to the individuals that experienced it although small in scale.	Relevant and Significant

	The Outcomes Description	Materiality Relevance	Significance	Conclusion
WIC Members	Increased inclusive working environment leading to increased productivity	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Increased reputation of member organisation externally leading to increased profile and opportunity to secure new work	Financial impacts that make it desirable and the intervention can deliver it	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Increased retention rate of women in the business	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Reduction in recruitment fees and time sourcing appropriate candidates (Tier 1 Contractors)	Financial impacts that make it desirable and the intervention can deliver it	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Reduction in recruitment fees and time sourcing appropriate candidates	Financial impacts that make it desirable and the intervention can deliver it	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Increased productivity for business	Financial impacts that make it desirable and the intervention can deliver it	Expressed as part of the theory of change for inclusive working	Removed at Stage 2: Outcomes
	Reduction in training costs for member organisation	Financial impacts that make it desirable and the intervention can deliver it	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Removed at Stage 4: Impact
	Increased opportunity to secure new work	Financial impacts that make it desirable and the intervention can deliver it. Considered as part of the theory of change through increased reputation and increasing the profile of organisation		Removed at Stage 2: outcomes
	Increased resistance from managers/site staff on further women recruited	Societal norm with peers delivering interventions to prevent this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Increased time and costs for women that do not stay on	Societal norm with peers delivering interventions to prevent this.	Is not of a magnitude that is significant to the overall context and not deemed as important by members	Removed at Stage 4: Impact

	The Outcomes Description	Materiality Relevance	Significance	Conclusion
Construction Companies	Increased awareness leading to increased inclusive working environment leading to increased productivity	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Increased reputation of member organisation externally leading to increased profile and opportunity to secure new work	Financial impacts that make it desirable and the intervention can deliver it	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Increased retention rate of women in the business	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Reduction in recruitment fees and time sourcing appropriate candidates	Financial impacts that make it desirable and the intervention can deliver it	Is of a magnitude that is significant to the overall context.	Relevant and Significant
	Reduction in training costs for organisation	Financial impacts that make it desirable and the intervention can deliver it. No enough evidence to demonstrate materiality. Removed from analysis.		Removed at Stage 2: outcomes
	Increased resistance from managers/site staff on further women recruited	Societal norm with peers delivering interventions to prevent this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Increased time and costs for women that do not stay on	Societal norm with peers delivering interventions to prevent this.	Is not of a magnitude that is significant to the overall context and not deemed as important by members as not an issue exclusive to the women employed	Removed at Stage 4: Impact
Client Orgs	Expertise and consultancy advice enabling new policies to be implemented	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Expertise and consultancy advice enabling diversity agenda to be pushed forward	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context and not deemed as important for clients	Removed at Stage 4: Impact

	The Outcomes Description	Materiality Relevance Significance		Conclusion
WIC Employees	Increased job satisfaction	Considered part of the theory of change for sense of self fulfilment and therefore not included to avoid double counting		Removed at Stage 2
	Sense of self fulfilment	Societal norm with peers delivering interventions to prevent this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Secured employment	Removed from analysis as captured under women as used WIC services		Removed at Stage 3
	Inspire family member to pursue career in construction	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context and high level of deadweight.	Removed at Stage 4: impact
	Greater understanding of barriers facing women	Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
	Sense of frustration at pace of change	Societal norm with peers delivering interventions to prevent this.	Is not of a magnitude that is significant to the overall context but deemed important to stakeholders.	Relevant and Significant
LA	Increased awareness of operatives when engaging with residents	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important by stakeholder as positive for individual operatives despite the small scale.	Relevant and Significant
	Increased awareness of residents of jobs available in construction	Removed from analysis at Stage 2 as high attribution and intervention is small scale so little impact could be evidenced to date		Removed at Stage 2: Outcomes
TfL	TfL receive increased external recognition and increase their reputation because of their Supplier Skills Team Projects	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important by stakeholder has having an impact despite the small scale currently and a desire to expand this in the future.	Relevant and Significant
	WIC raise awareness for women through pre-employment and work experience programme	Removed from analysis at Stage 2 as high attribution and intervention is small scale so little impact could be evidenced to date		Removed at Stage 2

	The Outcomes	Materiality		Conclusion
	Description	Relevance	Significance	
GLA	Expertise and consultancy advice enabling detailed targeting, recording and understanding of how to support women when the academy goes live	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context but deemed important by stakeholder in critical time to build academy in preparation for its opening.	Relevant and Significant
College	Reduction in teachers time and loss of funding as more candidates stay on and complete course	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context due to the scale but deemed important by stakeholder where it is seen to have an impact on the individuals and could scale up in future.	Relevant and Significant
DWP	JCP have a referral mechanism to support women in a proactive way reducing partnership manager time engaging with employers	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context due to the scale currently but deemed important by stakeholder with desire to scale up given benefits to manager time and women.	Relevant and Significant
	JCP Advisors are more aware of options available to their candidates	Not deemed material – viewed as outcome primarily for women and not perceived to have a significant impact on advisor's time		Removed at stage 2: Outcome
BuildLondon	WIC provide expertise and advice to enable Build London to target women more effectively and secure funding	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this. Financial impacts that make it desirable and the intervention can deliver it	Is not of a magnitude that is significant to the overall context but deemed important by stakeholder to secure further funding to support the charity.	Relevant and Significant
CITB	Increase credibility with employers and ease of engagement	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context due to impacting 2 areas only currently but deemed important by stakeholder and impactful in those areas.	Relevant and Significant
	CITB are supported to increase diversity and reduce inequality within construction	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Removed from the analysis as not enough evidence to demonstrate this impact within the wider context and whether this is a material outcome.	Removed at Stage 2: Outcomes

	The Outcomes Description	Materiality Relevance Significance		Conclusion
B&CE	Increased reputation for B&CE as a result of funding WIC	Not deemed material due to high attribution of other charities and unable to demonstrate impact of reputation		Removed at Stage 2: Outcomes
BAM Nuttall	Raising awareness of perceptions of women and opportunities for women in sector	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is not of a magnitude that is significant to the overall context and perceived by BAM to be over a long period of time before seeing affect	Removed at Stage 4: impact
State	Increased contribution to state and reduction on benefits	One of the aims of the service and importance at local and national level. Societal norm with peers delivering interventions to achieve this.	Is of a magnitude that is significant to the overall context.	Relevant and Significant

3. Identifying and Involving Stakeholders

A list of key stakeholders was identified by Women into Construction. The women being supported are the key beneficiary of the service. It was also expected that construction companies and clients may also experience material changes. A full list of stakeholders is included below together with the reason for inclusion or exclusion.

3.1 Women

From the onset, Women into Construction identified specific sub groups of women that would experience change: skilled women securing employment, trade/entry level women securing employment, skilled women not securing employment and trade/entry level women not securing employment. As such, the stakeholder engagement split the women into these groups to ensure a representative sample of women attended the focus groups to establish if there was any difference in the outcomes experienced. Following the focus groups, it was clear that for those that were unemployed, there was a differential between those that were graduates/skilled roles and those that were entering construction or trade. Graduates tended to have more hope for the future and although unemployed currently could see their progression to date.

It was also discussed as to the potential for there to be a difference in outcomes for those women in Birmingham and London. This was discussed with WIC employees and the survey asked each woman to identify where they were being supported. On review, it was perceived that there were no significant differences in the outcomes for either except Birmingham had a higher percentage at entry level.

Furthermore, it was considered as to whether women that had come from overseas had experienced different outcomes and should be separated. Women that were not born in the UK and had been supported by WIC were represented at all the focus groups. Whilst some of these women spoke about the importance of the network and the sense of belonging, this was equally valued by women from the UK that also had no support network.

It was therefore felt that the most representative classification of the women in subgroups was:

- Skilled women entering employment
- Trade/entry level women entering employment
- Skilled women that did not enter employment
- Trade/entry level women that did not enter employment

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.

3.2 Families of Women

At the focus groups with the women, it was identified that their family members also experienced a change as a result. This was further cited in the survey with 12 women stating their family members (children, parents and partners) had also benefited. Of

these, 3 provided contact details so the family member could be engaged with 1 completing a short survey on the impact. Others mentioned friends that they had referred into the service which have then been considered to be counted under women as they used the service.

Apart from the one family member completing the survey, it was not possible to engage with this group more widely. Therefore, this analysis uses the outcomes reported by the women for their family members.

3.3 Construction Companies

Construction companies are seen as a key beneficiary of the project, providing work placements, employing the women and receiving support and advice from WIC. In total, 10 construction companies were interviewed over the telephone. From the engagement, it was identified that there were two sub sets of construction companies: those that had paid to be a WIC Member and those that had not. As only some of the construction companies were paid members that had invested financially in WIC, it was felt that they should be separated in the analysis. All WIC members and construction companies engaged received a summary of outcomes and assumptions for their review.

3.4 Client Organisations

Client organisations represent the large infrastructure projects that support the work of WIC and promotes WIC to their supply chain to embed diversity. Tideway, constructing a 'super sewer' under the Thames, was also hosting WIC at their offices in London and therefore investing in the organisation through in-kind donation of office space, computer and broadband use. Crossrail and HS2 are large rail infrastructure projects in London and Birmingham respectively. Crossrail previously hosted WIC prior to Tideway.

3.5 WIC Employees

All WIC employees were interviewed as they are a key stakeholder providing the service to women across London and Birmingham. A focus group was held with individuals to establish if the employees also experience material changes themselves. One employee was consulted over the phone who was unable to attend. A focus group was then held with WIC employees to review assumptions for both the women and themselves. The Board of Directors were also engaged to review assumptions for the women and contractors.

3.6 Local Authorities

Local Authorities work with WIC to refer their residents into the programme and also recruit women into large scale construction projects in the borough. WIC work closely with 5 London Boroughs of which 4 were engaged to understand any material change.

3.7 Transport for London (TfL)

Transport for London engaged with WIC to develop a pre-employment and work experience programme for women as part of their employment and skills strategy. The Supplier Skills Team was engaged to understand any material changes for this stakeholder.

3.8 Greater London Authority

The Greater London Authority have engaged with WIC as part of the steering group to develop the Mayor's Construction Academy. The academy is not live yet and WIC have provided advice in the implementation of the academy.

3.9 Training Organisations

WIC work with a number of colleges to promote opportunities to women on careers in construction and support them during/after study to help them to find employment. Only one college could be engaged during the analysis, as a result of the time of year and availability of tutors. As the nature of the relationship varies from each college, the outcomes have been reported for the specific college engaged rather than assumed for all colleges.

3.10 Referral Partners

JobCentre Plus are a key referral agency for WIC and as such were engaged to understand any material changes. WIC work at an operational and strategic level with JobCentre Plus to raise awareness of the opportunities in the sector and receive referrals from women looking to secure employment in construction.

BuildLondon are also hosted by Tideway and provide a specialist construction industry brokerage service, with a network of partners including contractors, employers, local authorities, colleges, employment support schemes and diversity initiatives. As part of the Tideway project, WIC have worked closely with BuildLondon and provide advice and support. A representative from BuildLondon was engaged to understand any material changes.

3.11 Construction Industry Training Board (CITB)

CITB is the Industry Training Board for the construction industry and the primary funders for WIC, having supported the organisation from its inception and recognising the role WIC play in reducing gender inequality. Two representatives from CITB were engaged, one a CITB advisor and the other a Partnerships Manager to reflect the outcomes at an operational and strategic level.

3.12 B&CE Charitable Trust

B&CE Charitable Trust have awarded money to WIC for the past three years. B&CE are a not-for-profit organisation creating simple financial products with a history of working with the construction industry. WIC have applied for this funding and been successful each year. A representative from the foundation was engaged to understand any material changes.

3.13 BAM Nuttall

BAM Nuttall, a construction provider of engineering solutions and CITB levy-payer, sponsored WIC's application to CITB and are responsible for the governance, paying the grant to WIC. The CITB Project Lead at BAM Nuttall was engaged to understand any material changes.

3.14 Stakeholder Included in the Analysis

	Stakeholder	Reason for Inclusion	Quantity	Sample size	Engaged
Women	Women (Skilled/Employed)	Key beneficiary of service who are perceived to gain the most benefit from the delivery of the service.	63	75%	11 = focus group to establish outcomes 36 = survey to test quantities 7 = focus group to review assumptions*
	Women (Trade, entry level/Employed)		87	22%	10 = focus group to establish outcomes** 9 = survey to test quantities 7 = focus group to review assumptions*
	Women (Skilled/Unemployed)		87	38%	6 = focus group to establish outcomes** 29 = survey to test quantities 3 = focus group to review assumptions**
	Women (Trade, entry level/Unemployed)		220	7%	6 = focus group to establish outcomes** 12 = survey to test quantities 3 = focus group to review assumptions**
*focus group combination of skilled and trade/entry level employed women ** focus group combination of skilled/entry level/trade women still looking to secure employment					
Construction Companies	WIC Members	Paid membership to WIC and a key beneficiary receiving support, advice and access to women for recruitment	18	33%	6 = telephone interview to establish outcomes 6 = summary sent to review assumptions
	Construction Companies	Key beneficiary receiving support, advice and access to women for recruitment	62	6%	4 = telephone interview to establish outcomes 4 = summary sent to review assumptions
	Client Organisations	Host WIC and beneficiary of service working with WIC to support their supply chain to recruit more women and provide a more inclusive working environment	3	100%	3 = telephone interview to establish outcomes 3 = summary sent to review assumptions
	WIC Employees	WIC employees provide the service, supporting women and working with contractors	6	100%	5 = focus group to establish outcomes 1 = telephone interview 4 = focus group to review assumptions

	Stakeholder	Reason for Inclusion	Quantity	Sample size	Engaged
Government/Public Funded Agencies	Local Authorities	Referral partner working with WIC	5	80%	4 = telephone interview to establish outcomes 4 = summary sent to review assumptions
	TfL	Developed programme with WIC for TfL and supply chain	1	100%	1 = telephone interview to establish outcomes 1 = summary sent to review assumptions
	GLA	Received support and advice from WIC as a member of steering group for Mayor's Academy	1	100%	1 = telephone interview to establish outcomes 1 = summary sent to review assumptions
Trainers	Colleges	Refer pupils into WIC with WIC attending college to promote careers in construction	7	14%	1 = telephone interview to establish outcomes 1 = summary sent to review assumptions
Referral Agencies	Job Centre Plus	Referral partner working with WIC	1	100%	1 = telephone interview to establish outcomes 1 = summary sent to review assumptions
	Build London	Also hosted in Tideway offices and work in partnership with WIC	1	100%	1 = telephone interview to establish outcomes 1 = summary sent to review assumptions

	Stakeholder	Reason for Inclusion	Quantity	Sample size	Engaged
Funding and Governance	CITB	Primary funding body for the project	1	100%	2 = telephone interviews with representatives from CITB to establish outcomes 2 = summary sent to review assumptions
	B&CE Charitable Trust	Donated money to WIC	1	100%	1 = telephone interview to establish outcomes 1 = summary sent to review assumptions
	BAM Nuttall	Sponsor of programme and pays grant from CITB to WIC	1	100%	1 = telephone interview to establish outcomes 1 = summary sent to review assumptions

3.15 Stakeholders Not Included in the Analysis

The table below shows the stakeholders that were excluded from the analysis at Stage 1 and 2 during the identification of stakeholder and mapping of outcomes.

Stakeholder	Reason for Exclusion
Families/Friends of Women	Not possible to engage directly with this stakeholder, therefore assumptions are based on those reported by the women from the focus groups and survey. Contact details were requested for family members and only one completed a survey online. Women reported referring friends into the service who are then considered to be mapped under women as they also used the service. An outcome for women is the better relationship with family and therefore also including an outcome under family members was discounted as this would be overclaiming, given the limited information available.
Third sector organisations	Other third sector organisations work with the same partners as WIC and therefore there is an element of joined up working. However, BuildLondon was the key partner of WIC and perceived to have the only material changes.
Signposting / industry organisations	Other organisations including Women on the tools and Women in Science and Engineering were not engaged due to the resources available and the perception that the interaction did not result in a material changes as women were signposted to the organisation when appropriate as an additional network to access.

4. Mapping, Evidencing and Valuing Outcomes

4.1 Identifying Inputs

The key financial and non-financial inputs from April 2017 – September 2018 were as follows.

Stakeholder	Input (April 2017 to September 2018)	Value
Women	Time	£-
Construction Companies	WIC Membership Fees	£27,400
	Time to interview candidates - Employer Match funding - assume 2 employees * 0.5 days per interview - 7.5 * 2 * 0.5 @ £28.4 / hr (supervisor rate) * 150 job starts	£31,950
	Work placement time: Employer Match funding - assume 5 days supervision time over avg 2-week work placement - 5 * 7.5 hours @ £28.4 / hr (supervisor rate) * 102 placements	£108,630
Client Organisations	Tideway: In kind donation of office space at Cottons Centre, London at 2.4 days per week	£35,086.75
	Employer match funding – assume it takes a Tier 1 employer 7.5 hours @ £31.9 /hr (manager rate) to engage and sign up 1 supply chain member * total of 20 new companies to engage = £4,788	£4,785
WIC	WIC Match Funding staff time for beneficiary engagement activities - 0.5FTE @ £61K total cost of employment * 18 months = £46,055 (inc COL increase 2% yr. 2)	£46,055
Referral Agencies	Referral partner Match funding staff time for beneficiary engagement - Assume 1 day, 7.5 hours @ £31.9 / hr to attend 5 engagement events & signpost clients = £3,591	£1,196.25
CITB	Grant funding for Changing the Face of Construction	£480,392
B&CE Charitable Trust	Grant funding 2017/18 and to September 18	£18,900
BAM Nuttall	Employer steering group membership - 2hrs per week @ £35 / hour * 18 months	£4,913
	Total	£759,308

Over this period, the service was primarily funded by CITB. The grant is paid through BAM Nuttall who sponsored the funding application and have provided oversight and governance to the project through the project steering group.

The inputs reflect the funding from CITB together with funding from B&CE and membership fees from construction companies. Tideway host WIC providing desks, office space for meetings, telephone, access to broadband and computers. The in-kind costs for this use was provided by Tideway. Additional in-kind costs have been calculated based on employer time to support the delivery elements of the project, namely time to interview candidates for job roles and support them on work experience. This analysis has followed the convention not to give a financial value to the time spent by the beneficiaries receiving the services.

4.2 Outputs

The data on outputs is taken from reports by WIC to CITB together with recorded data by WIC on outcomes for women.

Activity	Number receiving	CITB Target
Advice and Support	457	300
Construction Related Training	251	210
Work Placement	102	90
Secured Employment	150	140

4.3 Outcomes

The Theory of Change for each stakeholder is discussed in turn followed by a summary on the outcomes and how they have been valued. Subsequently a summary table demonstrates the indicators, data collection source, quantities, financial proxies and duration for material outcomes. Quantities are taken from the survey completed by women who had used the service together with data held by Women into Construction.

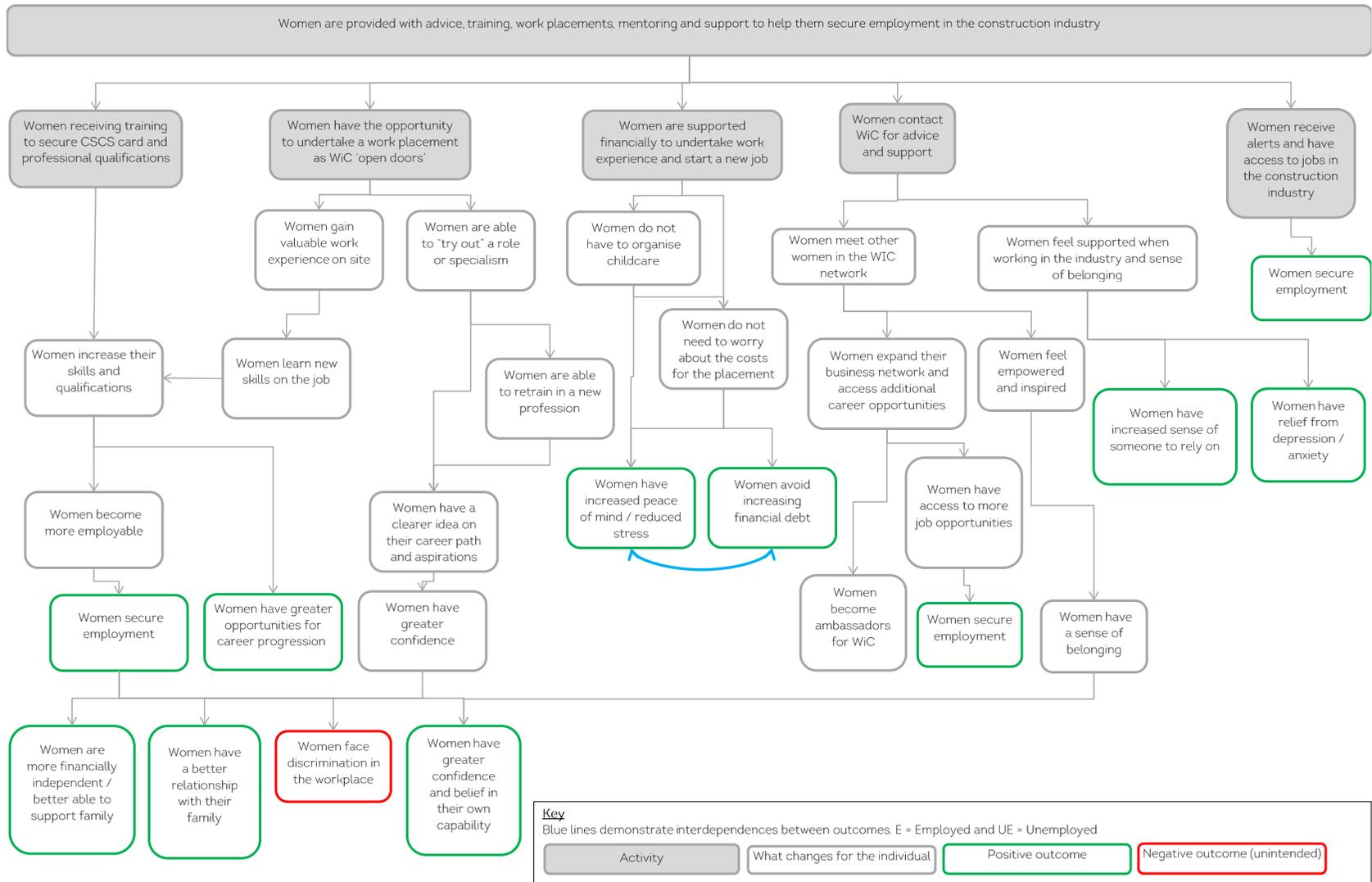
The table below summarises the indicators, quantity and financial proxies used to evidence and value each outcome. Outcomes shaded in grey are those that were subsequently deemed immaterial to the analysis. Any other financial proxies considered for the outcomes are also listed here and were tested in the sensitivity analysis as to the difference this would make. The extent of change is calculated as a weighted average of those stating strongly agree or agree.

The duration for the outcomes was reviewed with stakeholders and established as to whether they were short or longer term. Those outcomes that were considered longer term was for 3 years following stakeholder engagement. This is also supported by other SROI reports that used a similar time period⁴.

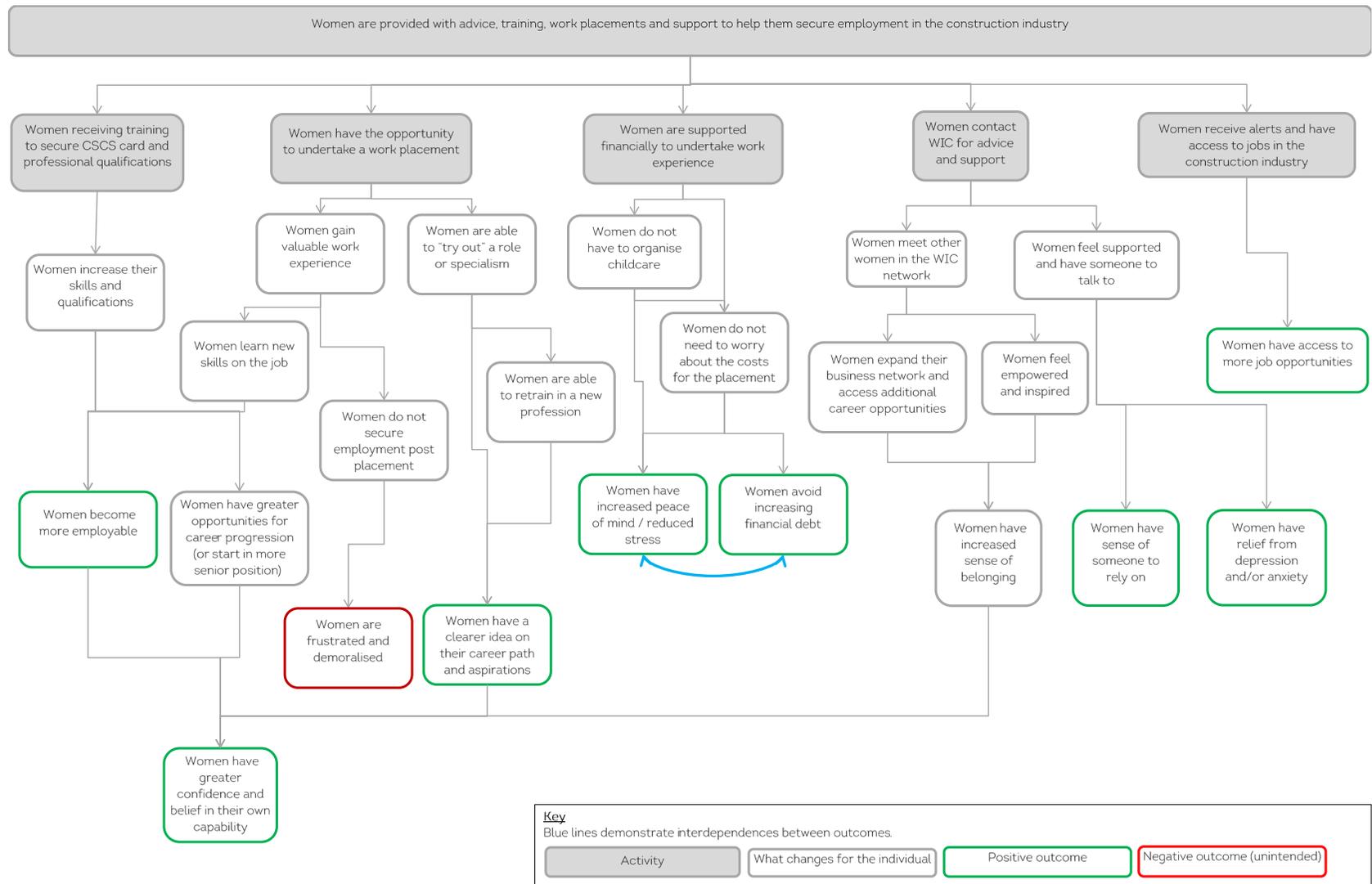
⁴ Ashram Employment and Skills Service, SROI Report, January 2013

4.4 Women

4.4.1 Theory of Change (Women securing employment)



4.4.2 Theory of Change (Women not securing employment)



4.4.3 Outcomes for Women

Luana's tenacity and network of contacts has enabled me to gain experience, complete training and get a full-time job in the construction industry.

I have been supported by Kath with my trials and I have kept up with industry standards and without WIC I could not afford to go on courses and I am truly grateful.

Feel more confident to be able to achieve my career goals.

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.

The women who use the services of WIC are the key beneficiary of the service. They spoke highly of WIC, the service they had received and the positive impact it had on their lives. Through the focus groups and survey results, it was clear that the outcomes for the women together with their circumstances impacted the outcomes felt and extent of change experienced. Three focus groups were held with women that had used the service to understand what had changed for them split into skilled women that secured employment, trade/entry level women that secured employment and those that had not secured employment. The outcomes from these focus groups were then used to develop a survey, completed by 97 women, to further test the changes and establish quantities.

For the women that secured employment, one of the greatest impacts was the fact that they now had a career in the construction industry. For the women that were skilled, there was a focus on building confidence as many had been turned down or not considered for other construction roles in the past. As a result of WIC, they now had hope for the future. Furthermore, there was a sense of empowerment and belief in their own ability once they had secured the job. The ability to secure employment was valued at a starting salary for a Civil Engineer for skilled women at (£30,584) and for a painter (£20,740) for trade or those entering entry level jobs. This difference in value represents the extra time invested by the skilled women and frustration previously having not secured employment.

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 onsite experience also 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 HACT wellbeing value for employment was also considered here but it was felt that the two values better reflected the different journeys of those women that secured employment after completing further education and those that were entering construction for the first time or in trade position. In addition, both values are higher than the wellbeing for securing employment as it demonstrates that this was not just any role, but a role in a male dominated sector that was hard to enter.

For those women that did not secure employment, the outcome is being more employable. This is reported in three ways – employability support, training and work experience – leading to women being more job ready. The quantities reflect those women that have undertaken each element of the change to be more employable i.e. some women only had employability support whilst others may also have completed a

work placement and training. The employability support has been valued at £399 to represent the cost of using an external consultant to provide employability support. This was reflected at the focus groups with the amount candidates were willing to pay for such support. The work placements were valued as time spent volunteering to get the same experience using the average work experience placement and national minimum wage. It should be noted however, that one of the key elements of WIC is providing work experience that would not have been accessible otherwise i.e. there would be limited opportunity to access volunteering opportunities in construction without WIC. The training uses costs for a CSCS card and induction training to represent this element of increasing employability.

The increase in confidence and greater sense of belief in their own ability was reported both by women that secured employment and those that were still looking, although the number reporting this outcome was lower for the latter group. The confidence came first from WIC believing in them and providing them with the opportunity to demonstrate their capability and secondly, for many, through their employer where they felt valued as part of the team. Furthermore, the women gained confidence through networking with other women, creating a sense of belonging and being inspired and empowered by one another. This was all viewed to form part of the theory of change leading to greater confidence and belief in their own capability. This greater confidence and belief in own capability has been valued as one to one coaching to find an ideal career together with a women's networking membership. It was felt this cost represented both the professional element but also covered a personal element given the one to one nature of the workshops to reflect greater confidence and belief in their capability. The networking element is used to describe that same sense of belonging and connection that also boosted confidence alongside the workshop. The costs of the workshop varied from £850 to £3,000. Originally it was considered as to whether the cost should be varied for those that secured employment or not, but it was felt that the lower extent of change for those that did not secure employment accounted for this and the cost would demonstrate for all women the unique and intense level of support provided. The sense of achievement was heightened for many women as a result of working in a male dominated sector and realising that they were making a real impact where they worked. It should be recognised that women who had not yet secured employment 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. The greater confidence also came from knowing that they wanted a career in this industry.

A greater sense of hope for the future was also considered as a separate outcome as a result of greater career progression. It was determined that the outcome should be shown as greater opportunities for career progression for those that secured employment only, given the training and work placements received, particularly as some of the training was once they had secured employment. This was valued at the average costs of leadership and management courses in Construction to demonstrate the opportunities at £1,658. The average cost differential between junior and more senior roles was also considered (£8,600) but it was felt that this was less reflective of the involvement of WIC. This is tested in sensitivity analysis.

Securing employment, particularly for those that moved into entry level roles, resulted in an increased sense of financial independence and the ability to better support their family. This has been valued using recreational spend. This was not felt for those that had not secured employment as they had no increase in their financial income.

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 the 'foot in the door' to get valuable site experience which enhanced their employability. These outcomes were viewed as part of the theory of change leading to securing employment and building their self-belief.

The support in terms of 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 about how they would finance the placement. For some women, this also meant they avoided going into further financial debt and made it possible for them to take on the unpaid placement, so they could gain experience without negatively impacting their finances. The cost of organising childcare, travel and lunches was considered as a financial proxy to express this relief together with the cost of counselling to represent the avoidance of stress. Those that used the childcare was limited and for other women it was more about avoiding debt. Therefore, the value of one to one advice to avoid debt was used at £292. This was later revised following further discussion with women to £500 to represent costs to travel. This has only been counted for those that are yet to secure employment to avoid double counting and over claiming as women that now have a job reported financial independence and relief from debt longer term.

In addition, the ability to access a range of training was vital to women in helping them secure a work placement and employment. For both those that were skilled and unskilled, it opened up more career opportunities and enabled them to get on site. Women had completed a range of courses through WIC, with many completing more than one course to help either get them experience on site or progress into a particular specialism. The women felt encouraged to undertake further training and consider management level courses to further their career. This provided an uplift in the women's confidence and their belief in their own capability as they enhanced their skills further. For some, it meant they had been offered new positions or taken on employment elsewhere with their enhanced skills. For the women that secured employment, this has been considered as part of the theory of change leading to increased belief in their own capability to avoid over claiming. For those that are yet to secure employment, it is considered as part of the outcome to be more employable. This is valued as the cost of a CSCS card and induction training for a new construction worker at £194.50 as discussed above.

A clear impact for many of the women was the support from WIC and the network established among other women. The advice and support received from WIC resulted in two outcomes; Firstly, on a professional level, women could engage with other women working in construction, be inspired by their stories and heighten their own ambitions. This networking also translated into possible career opportunities as the women sought to help one another achieve employment. On a more personal basis, the advice and support from WIC resulted in women having someone to talk to at any time, knowing there was a listening ear. This was not always related to professional enquiries but support on personal matters as well. The women spoke highly of the staff at WIC, going above and beyond, and knowing that they were supporting and encouraging them all the way. This was even felt for some women after they entered employment, when they experienced any challenges, they could refer back to WIC for support. In particular for some women, this provided a relief from anxiety and depression.

This was originally seen as two outcomes: Sense of belonging with someone to rely on and relief from depression and anxiety. This was revised recognising that the sense of belonging as a result of engaging with other women led to them heightening their own ambitions and increasing their belief in themselves. However the sense of someone to rely on was a separate outcome to demonstrate the personal level of support. This was described by women who did not have a large support network around them or those

from overseas. The sense of someone to rely on was discussed in detail with the women at the focus groups. The cost of mentoring support was considered following the discussion with women who cited the need for more female mentors in the industry, but it was felt that this was not reflective of the personal nature of the support leading to the sense of someone to rely on. As such, the cost of a women friendship group membership was used together with costs for spend on restaurants and hotel for household without children to represent meeting with someone regularly that is a friend and can provide personal support. It was felt that this better reflected the personal nature of the support for those without family and friends that relied on WIC for advice (£2,172.79). The HACT wellbeing value for someone to rely on was also considered and tested in sensitivity analysis.

The values for depression and anxiety were also separated following feedback from women about depression being more significant. The costs used reflect those from the NHS for managing such conditions.

An unintended negative outcome for some women is facing discrimination once they have secured employment. This is recognised as an issue and forms part of WIC's wider mission to reduce inequality and discrimination in this industry. This was experienced by a minority of women, both on site and in professional roles. In some instances, this had understandably had a negative impact on the women and they had drawn support from WIC as to how best to handle the situation. Only a minority of women reported this outcome (6% skilled and 8% unskilled), however the impact of such discrimination holds significant weight and therefore it has been valued at the cost of an employment tribunal median award for a sex discrimination claim.

For women that did not secure employment, many spoke positively about their experience and hope that they would secure a job soon. For a minority of women, particularly those that had completed more than one placement, the frustration in not securing employment was more significant. Women mentioned that they had had placements extended but no job offer at the end or completed placements where there was no possibility of a job at the end. This had left them more demoralised and is an unintended negative. 14% of women (skilled and unskilled) reported this heightened sense of frustration and it has been valued at the cost of the one to one career coaching to represent that return to finding your ideal career (-£850). The lower cost was used to demonstrate this would be a refresher to return some confidence lost. The cost of counselling was also considered to reduce frustration, but it was felt it undervalued the impact this had had on some women.

Extent of Change

As no baseline survey had been completed prior to the women receiving support, the survey asked women to consider the extent of change they experienced on a number of outcomes thinking about their situation after receiving support compared with before. The table below (page 30) summarises the percentage experiencing each outcome and extent of change. The extent of change was established by asking how much they agreed with each statement on a 5-point scale from strongly disagree to strongly agree. Those that either slightly agreed (considered to be 50% change) or strongly agreed (considered to be 100% change) were counted as experiencing the change with the percentage of each then used to establish average extent of change for each outcome.

Percentage Experiencing Change

The outcomes for the women are mapped on a scale from strongly agree, agree, neither agree nor disagree, disagree and strongly disagree as explained above. Overall, the majority of women experienced either a positive change or no change. There was, however, a small percentage of women that experienced a negative change. This was where women had found the employment themselves or not been contacted by WIC following a referral and therefore had not benefited from the programme. It was considered as to the best way to reflect this in the analysis. An average could be taken of all those to account for neutral and negative change, but it was felt that this did not reflect the specific experiences for those few women that 'strongly disagreed'. Instead, positive outcomes were considered for those that strongly agreed or agreed with an average weighting used to measure the extent of change. Those that were neutral were not considered to experience change either way and not included in the quantities i.e. a percentage of women are not represented in the analysis to recognise no change. For unemployed women reporting a negative change, the detailed responses were considered together with the consultation during the focus groups. It was felt that including a negative outcome specifically with regards to the women feeling frustrated and demoralised as a result of not securing employment was the best way to represent those experiencing a negative change.

4.4.4 Indicators and Financial Proxies for Women (securing employment skilled/securing employment trade or entry level)

Outcome	Indicator	Source	% experienced change	Quantity	Proxy used to value change	Extent of change	Financial proxy	Comment
Women have more skills and experience and secure employment	Women that secured employment and strongly agree or agree with the statement "I would not have been able to secure a job in the Construction Industry without Women into Construction"	Interviews and surveys with women	100%	63	Average skilled salary in Construction - Civil Engineer	59%	£30,584.00	Also considered wellbeing for securing employment but felt that differential for skilled and trade or entry level jobs should be reflected and agreed at focus groups.
			100%	87	Average salary for Painter decorator	78%	£20,740.00	
Women have greater opportunities for career progression	Number of women reporting greater career opportunities		67%	42	Average costs for Leadership and Management courses to further career (average costs for Level 3 Award and Diploma ILM, NVQ Level 4 Diploma in Construction and NVQ Level 6 Diploma in Construction Management) - Costs from CITB	83%	£1,658.00	Costs of leadership course to represent career progression. Also considered differential in junior and more senior positions to represent moving up the career ladder at £8,600.
			75%	65		76%		
Women have a sense of belonging and greater confidence leading to a greater belief in their own capability	Number of women reporting feeling in control, increase in confidence and increase in confidence in skills		61%	38	One to one coaching to find ideal career (workshops are £85 or £245) Coaching ranges from £850 to £3,000. Total cost used to represent the intense level of support offered. Together with cost of a Women in Business Network for a year at £528	72%	£3,528.00	Used the highest level of workshop as discussed and agreed at focus groups given the greater opportunities now they have employment. Networking costs used to represent sense of belonging that also contributes to the confidence.
			67%	58		74%		

Outcome	Indicator	Source	% experienced change	Quantity	Proxy used to value change	Extent of change	Financial proxy	Comment
Women have a sense of someone to rely on	Number of women that agreed with the statement "Women into Construction provided a listening ear and I knew I could contact them with any personal or work-related issues for their support" either a great deal or a lot		52% 83%	33 72	Annual membership for Togetherfriends (women friendship website) together with weekly cost for restaurant and hotels for household without children	62% 79%	£2,172.79	Also considered wellbeing cost of sense of someone to rely on and cost of mentor but used costs for friendship to represent the personal nature of the support.
Women have relief from anxiety	Number of women reporting relief from anxiety (not including those that also reported relief from depression)		21% 33%	13 29	Cost of CBT course for depression and anxiety	75% 63%	£280.00	Cost taken from Health and social Care costs and agreed by stakeholders
Women have relief from depression	Number of women reporting relief from depression		34% 23%	22 20	Course of CBT in the first-year costs £450 per person. Ongoing pharmaceutical and psychological therapy is estimated to cost £1,330 a year to help manage underlying depressive disorders.	79% 50%	£1,780.00	Identified at focus group with stakeholders that relief from depression was more significant so increased from CBT course to cost to manage underlying depressive conditions
Women are more financially independent	Number of women reporting increased financial independence		70% 62%	44 54	Cost of recreational spending	76% 75%	£3,822.00	ONS costs for spending on recreational activity as stakeholders highlighted range of ways have more money so felt most reflective of disposable income

Outcome	Indicator	Source	% experienced change	Quantity	Proxy used to value change	Extent of change	Financial proxy	Comment
Women have improved relationships with family	Number of women reporting improved relationship with family		52%	32	Cost of six family therapy sessions to achieve improved relationship with family	74%	£600.00	Cost of family therapy sessions to achieve same relationship. Also considered cost of family holiday but likely to have reduced quality time as working so felt not as reflective
			31%	27		63%		
Discrimination in the workplace	Women reporting increase discrimination in the workplace		6%	4	Average cost of award for indirect sex discrimination in workplace	75%	-£4,500	Average cost should a discrimination case in workplace be taken forward.
			8%	7		100%		

4.4.5 Indicators and Financial Proxies for Women (not securing employment skilled/not securing employment trade or entry level)

Outcome	Indicator	Source	% experienced change	Quantity	Proxy used to value change	Extent of change	Financial proxy	Comment
Women have more skills and experience	Number of women reporting they are more employable (strongly agree/agree) and have learnt new skills (strongly agree or agree) that received employment advice and support	Interviews and surveys with women	59%	76	Cost of employability support (career consultant)	71%	£399.00	This was tested at focus groups and willingness to pay resulted in similar figure of £300-£400.
			48%	155		63%		
Women have more skills and experience	Number of women reporting they are more employable (strongly agree/agree) and have learnt new skills (strongly agree or agree) that received training		36%	47	Cost of CSCS Card and induction training for new construction worker (£30 + £19.50 + £145 for H&S Awareness)	71%	£194.50	
			57%	186		63%		
Women have more skills and experience	Number of women reporting they are more employable (strongly agree/agree) and have learnt new skills (strongly agree or agree) that received work experience	36%	47	Cost of volunteering to get same experience (average 24 days' work experience)	71%	£1,286.25	Cost to volunteer to get same experience using average length.	
		14%	47		63%			
Women have a sense of belonging and greater confidence in career path leading to a greater belief in their own capability	Number of women reporting feeling in control, increase in confidence and increase in confidence in skills	41%	52	One to one coaching to find ideal career (workshops are £85 or £245) Coaching ranges from £850 to £3,000. Total cost used to represent the intense level of support offered. Together with cost of a Women in Business Network for a year at £528	64%	£3,528.00		Used the highest level of workshop as discussed and agreed at focus groups given the greater opportunities now have employment. Networking costs used to represent sense of belonging that also contributes to the confidence.
		52%	171		61%			

Outcome	Indicator	Source	% experienced change	Quantity	Proxy used to value change	Extent of change	Financial proxy	Comment
Women have increased peace of mind/reduced stress and avoid increasing debt	Number of women funded through work experience		23%	29	Average cost of travel and subsistence for women on work experience	100%	£500.00	Discussed with stakeholders also considered cost of face to face debt advice £249 but stakeholders felt was too low and not representative
			33%	109		100%		
Women have sense of someone to rely on	Number of women that agreed with the statement "Women into Construction provided a listening ear and I knew I could contact them with any personal or work-related issues for their support" either a great deal or a lot		65%	83	Annual membership for Togetherfriends (women friendship website) together with weekly cost for restaurant and hotels for household without children	69%	£2,172.79	Also considered wellbeing cost of sense of someone to rely on and cost of mentor but used costs for friendship to represent the personal nature of the support.
			75%	245		73%		
Women have relief from anxiety	Number of women reporting relief from anxiety (not including those that also reported relief from depression)		9%	12	Cost of CBT course for depression and anxiety	63%	£280.00	Cost taken from Health and social Care costs and agreed by stakeholders
			10%	31		56%		
Women have relief from depression	Number of women reporting relief from depression		14%	17	Course of CBT £450 per person. Ongoing pharmaceutical and psychological therapy at £1,330 a year to help manage underlying depressive disorders.	50%	£1,780.00	Identified at focus group with stakeholders that relief from depression was more significant so increased from CBT course to cost to manage underlying depressive conditions
			29%	93		58%		
Women have increased frustration as unable to secure employment	Number of women strongly disagree or disagree with more employable		14%	17	One to one coaching to find ideal career (workshops are £85 or £245) Coaching ranges from £850 to £3,000 and average cost used	83%	-£1,925.00	Uses costs of coaching workshops as per stakeholder focus groups as felt would need in order to reduce frustration and secure employment
			14%	47		83%		

4.5.2 WIC Member and Construction Company Outcomes

WIC Members commented that one of the most important outcomes was having access to a pool of women, that would otherwise not be available, which made it much easier to attract women into their organisation. This both helps to address the skills gap in the industry and gender imbalance. This has been expressed in terms of reduction in recruitment fees and time sourcing appropriate candidates. Monster Employer cite the average cost of filling a vacancy, internally or externally, is approximately £4,500. The Recruitment and Employment confederation cites £3,984 as an average turnover cost for filling a vacancy in 2016/17. An average of these two costs have been used to value the ability to attract women into member organisations and reduce recruitment fees.

The deadweight (what would have happened anyway) is 20% as on average the members cited most of the women employed would not have been recruited had it not have been for WIC and they were 80% responsible. For larger contractors, the deadweight is 50% as there was less impact as identified through the stakeholder interviews. This highlights the value of WIC to meet a specific need and provide access to women that may otherwise not consider employment in construction or with a member organisation. Most of the member organisations cited that they were not working with any other similar partners that targeted and supported women in the same way. Some members were working with partners that supported people into employment more broadly. As such, the attribution (who else contributed to the change) has also been estimated at 25% to acknowledge these other organisations, although it was felt their impact on recruiting women specifically was less.

The increased awareness leading to increased inclusive working environment was cited by a number of construction companies engaged. Member organisations spoke about the advice and support from WIC and some had implemented new policies - particularly flexible working - as a result of their enhanced understanding of barriers facing women returning to work. It was clear from all organisations that diversity and inclusion was a priority for the business irrespective of their involvement with WIC but by partnering they had expertise and advice to drive the agenda forward. For the majority of organisations, this was a longer-term journey, which WIC was supporting. It was originally considered as an outcome in its own right but on review, the inclusive working environment ultimately leads to increased productivity to the business as demonstrated in the proxy used. This outcome was valued using the cost from a Business Innovation Study that highlighted an increase of £1,500 in profit per employee for businesses that increased staff engagement by 10% through introduction of working practices. Only 50% of the cost has been used to highlight that this is not fully embedded as yet. This was not seen as a significant change for Tier 1 contractors with tens of thousands of employees and therefore not included for larger contractors.

Other outcomes cited included increasing the retention rate of women that joined through the mentoring support and advice provided by WIC and the opportunity to 'try before you buy' with work experience placements which equally leads to increasing retention rate. Equally it was seen that the inclusive environment being created by the employer would contribute to the retention rate. This includes the financial support women receive through work placements and first months in employment for travel and childcare. A recent report by CIPD cited companies giving staff an average 2% salary increases to retain them and therefore this has been applied to the average construction salary to express the increase in retention rate. Members also commented that the women are generally more well equipped to start straight away and easier to place having their CSCS card already and prior training. This has been valued at the cost of CSCS card and test together with Health and Safety Awareness training.

The ability to meet client targets was mentioned as a result of working with WIC, although it was stated requirements were not always detailed in terms of gender. There is also an impact for the client themselves which is reported separately. This had allowed members to create case studies and demonstrate their commitment, enhancing their profile as an organisation and potential to secure further business. Therefore, the outcome was expressed as increased reputation of member organisations externally leading to increased profile and opportunity to secure new work and valued at the cost of an advert in an industry publication every month for a year to get the same exposure to help attract new clients.

There was also a sense that women were making a positive impact on the organisation, bringing new skills and perspectives to the business and increasing productivity for either clients or themselves as a business. Recruiting women was also seen as a positive way to start to address the significant skills gap in the industry, ultimately leading to an increase in productivity for the businesses. Due to the scale of the intervention and the number of women employed this was seen to be a longer-term outcome although anecdotally it was felt this was already having some impact on productivity. To avoid overclaiming, the productivity was counted as part of the theory of change for creating an inclusive working environment using the proxy described.

There were two negative unintended outcomes that were reported by organisations, with respect to work placements. In a minority of cases, some of the women put forward were not suitable for the roles either through a lack of skills or interest in the position. Whilst it was recognised by members that there is often a dropout rate with work placement programmes, women that were taken on and then dropped out resulted in site teams less willing to take on women again in the future. It was felt that this also magnified already negative perceptions and unconscious bias among some workers. The time lost in placing a woman that did not stay on was less significant but still represented a cost to the business. This was costed at the average hourly rate for HR Officer and Advisor for an 8-hour day to factor in time lost organising, supporting and exiting the candidate.

Recommendations for Wic improved service to Member companies:

- Review the process for ensuring women are suitable for work placements and how this can be individualised for each employer to ensure a 'good fit'. Gather feedback from the women who do drop out to understand any common themes to mitigate unintended negative impact here;
- Consider scope and resources to expand services beyond London (and Birmingham) to support WIC members across other locations;
- Become involved in project plans early on to establish targets on number of women and position WIC as partner to deliver these;
- Proactively engage with members to ascertain their recruitment needs going forward to build a pipeline of suitable women for the roles on offer;
- Build relationships with members further to assist in developing working practices that support women including flexible working;
- Increase the promotion of WIC to the industry and government to raise awareness further and demonstrate the impact being achieved;
- WIC should explore the benefits for WIC Members to enable better quantification of the offer to attract more construction companies to sign up.

4.5.3 Indicators and Financial Proxies (WIC Members)

Outcome	Indicator	Source	% experienced change	Quantity	Proxy used to value change	Extent of change	Financial proxy	Comment
Increased inclusive working environment leading to increased productivity	Number of employees from organisations reporting increase in inclusive working practices as a result of working with WIC	Interviews and data from members	100%	4498	10 per cent increase in investment in a range of good workplace practices which promote engagement which would increase profits by £1,500 per employee per year.	25%	£1,500.00	Reviewed costs of diversity consultants but stakeholders focussed on embedment and on review was more reflective
Increased reputation of member organisation externally leading to increased profile and opportunity to secure new work	Number of member organisations reporting increased reputation externally	Interviews with members	100%	9	Average cost of full page, half page, quarter page in construction manager each month for a year (£396+215+594+387+963+696) = £541.83 * 12 months	100%	£6,502.00	Cost of construction magazine to achieve same sense of exposure and reputation
Increased retention rate of women in the business	Number of candidates taken on full time within member organisations	WIC data spreadsheets, interviews with members	100%	6	Average of London Construction job salaries for painter and site engineer at £20,000 and £43849 respectively. Average = £31,924.50. 2% average salary to represent pay increase to keep staff on	100%	£638.49	CIPD demonstrates 2% pay rise to encourage staff to stay.
Reduction in recruitment fees and time sourcing appropriate candidates (Tier 1 Contractors)	Number of candidates taken on full time within member organisations	WIC data spreadsheets, interviews with members	100%	11	Average recruitment cost for filling vacancy (average of £4,500 and £3,984 = £4,242)	100%	£4,242.00	Average cost to fill vacancy internally or externally to represent reduce fees

Outcome	Indicator	Source	% experienced change	Quantity	Proxy used to value change	Extent of change	Financial proxy	Comment
Reduction in recruitment fees and time sourcing appropriate candidates	Number of candidates taken on full time within member organisations	WIC data spreadsheets, interviews with members	100%	6	Average recruitment cost for filling vacancy (average of £4,500 and £3,984 = £4,242)	100%	£4,242.00	Average cost to fill vacancy internally or externally to represent reduce fees
Increased productivity for business	Number of businesses reporting increase in productivity	Interviews and data from members	100%	1	Average turnover for member organisations who cited increase in productivity and are not top 50 contractors - 3.5% increase (£36m)	25%	£1,277,500.00	Explored materiality of this but specifically cited by some stakeholders.
Reduction in training costs for member organisation	Number of candidates that have been employed by member organisations that came through WIC	WIC data spreadsheets, interviews with members	100%	17	Cost of CSCS Card and induction training for new construction worker (£30 + £19.50 + £145 for H&S Awareness)	100%	£194.50	Women are more prepared and therefore company needs to invest less. Cost of training used.
Increased resistance from managers/site staff on further women recruited	Number of incidences (i.e. may be more than one candidate at the same time) where women did not stay on within organisation	WIC data spreadsheets, interviews with members	5%	8	Cost of equality and diversity training for 20 people in workplace together with unconscious bias training	100%	-£1,590.00	Number of incidents actually very small but still impactful. Assumes 5% unsuccessful.
Increased time and costs for women that do not stay on	Number of candidates that did not stay on within organisation	WIC data spreadsheets, interviews with members	5%	8	8 hours of time lost with candidates that did not stay on. Hourly rate calculated using HR Advisor and HR Officer average salary assuming 37.5 hour week	100%	-£129.98	Number of incidents actually very small but still impactful. Assumes 5% unsuccessful.

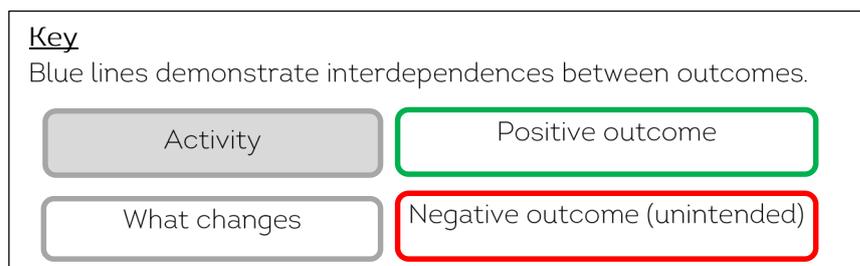
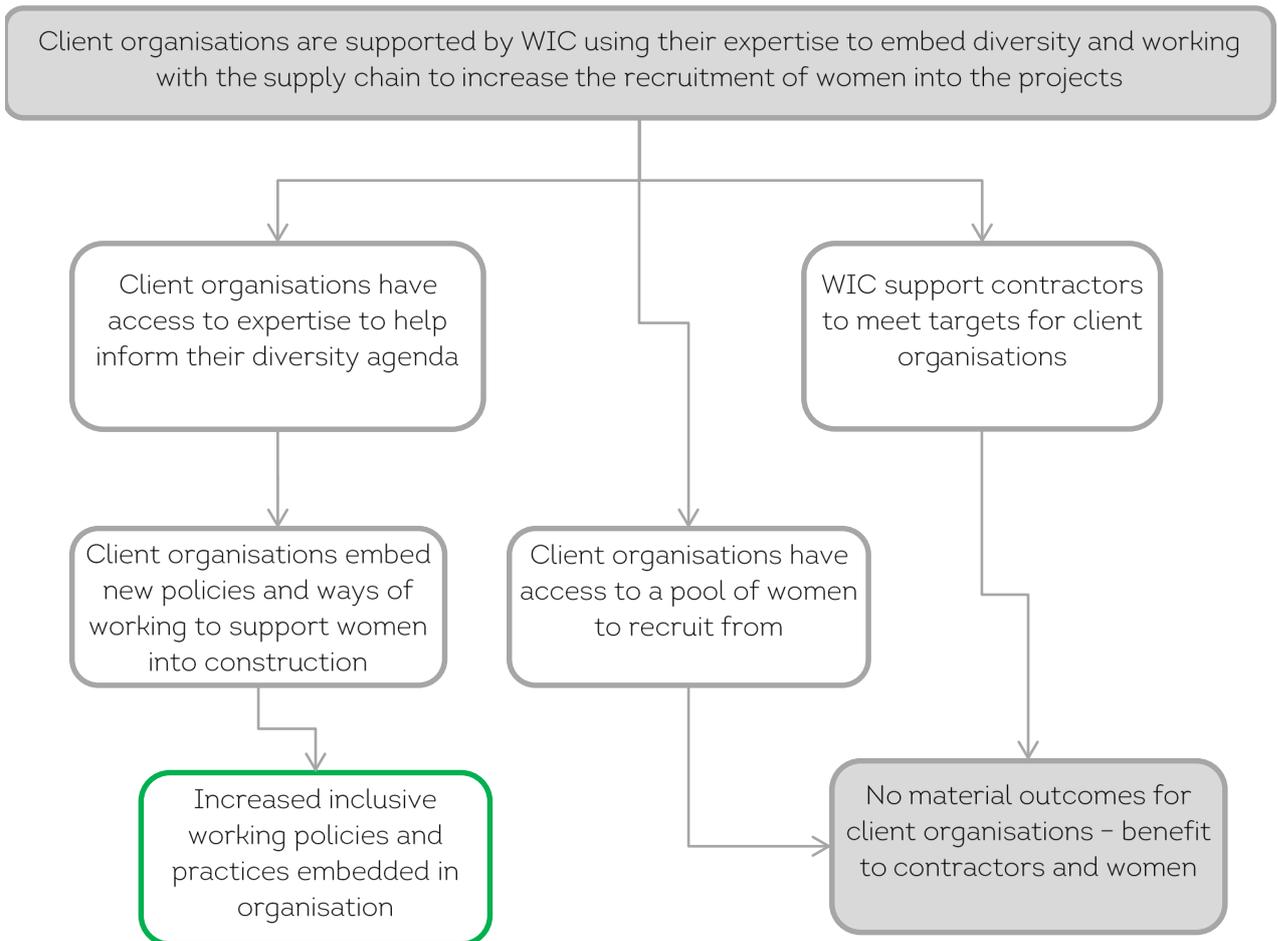
4.5.4 Indicators and Financial Proxies (Construction Companies)

Outcome	Indicator	Source	% experienced change	Quantity	Proxy used to value change	Extent of change	Financial proxy	Comment
Increased awareness leading to increased inclusive working environment leading to increased productivity	Number of employees from organisations reporting increase in inclusive working practices as a result of working with WiC	Interviews and data from members	75%	9	Cost of Diversity and Inclusion consultant for one day a month for a year	25%	£4,200.00	Originally considered cost of £1,500 per employee but less impactful for stakeholders in this group and therefore this figure deemed to be more reflective.
Increased reputation of member organisation externally leading to increased profile and opportunity to secure new work	Number of construction companies reporting increased reputation externally	Interviews with members	100%	12	Average cost of full page, half page, quarter page in construction manager each month for a year (£396+215+594+387+963+696) = £541.83 * 12 months	100%	£6,502.00	Cost of construction magazine to achieve same sense of exposure and reputation
Increased retention rate of women in the business	Number of candidates taken on full time within construction companies	WIC data spreadsheets, interviews with companies	-	116	Average of London Construction job salaries for painter and site engineer at £20,000 and £43849 respectively. Average = £31,924.50. 2% average salary to represent pay increase to keep staff on	100%	£638.49	CIPD demonstrates 2% pay rise to encourage staff to stay.
Reduction in recruitment fees and time sourcing appropriate candidates	Number of candidates taken on full time within construction companies	WIC data spreadsheets, interviews with companies	-	116	Average recruitment cost for filling vacancy (average of £4,500 and £3,984 = £4,242)	100%	£4,242.00	Average cost to fill vacancy internally or externally to represent reduce fees

Outcome	Indicator	Source	% experienced change	Quantity	Proxy used to value change	Extent of change	Financial proxy	Comment
Reduction in training costs for organisation	Number of candidates that have been employed by member organisations that came through WIC	WIC data spreadsheets, interviews with companies	-	116	Cost of CSCS Card and induction training for new construction worker (£30 + £19.50 + £145 for H&S Awareness)	100%	£194.50	Women are more prepared and therefore company needs to invest less. Cost of training used.
Increased resistance from managers/site staff on further women recruited	Number of incidences (i.e. may be more than one candidate at the same time) where women did not stay on within organisation	WIC data spreadsheets, interviews with companies	5%	8	Cost of equality and diversity training for 20 people in workplace together with unconscious bias training	100%	-£1,590.00	Number of incidents actually very small but still impactful. Assumes 5% unsuccessful.
Increased time and costs for women that do not stay on	Number of candidates that did not stay on within organisation	WIC data spreadsheets, interviews with companies	5%	8	8 hours of time lost with candidates that did not stay on. Hourly rate calculated using HR Advisor and HR Officer average salary assuming 37.5 hour week	100%	-£129.98	Number of incidents actually very small but still impactful. Assumes 5% unsuccessful.

4.6 Client Organisations

4.6.1 Theory of Change



4.6.2 Client Organisation Outcomes

WIC works with a number of high profile client organisations on large infrastructure projects, all of which were engaged to understand any material changes, namely Tideway, Crossrail and HS2. WIC was viewed by the client organisations as a unique organisation which was providing key services. It was commented by all three that funding to ensure this service continued was critical.

Tideway, one client organisation, were currently hosting WIC and therefore have contributed in kind through desk space and office facilities which has been reflected in the inputs for this analysis. Prior to this, WIC had also been hosted

by Crossrail. For Tideway, the co-location of WIC and other employment services improved the effectiveness of the service and enabled joined up working with BuildLondon – to the benefit of both organisations.

As large-scale organisations completing significant infrastructure in the country, all engaged stated they had internal targets on the number of women employed in construction and increasing diversity which were already being achieved. However, they could see the support WIC had on their contractors and the impact they made in the supply chain. It was felt that WIC accelerated the mission to increase diversity in the industry and provide client organisations' contractors with access to women looking to work in construction. For Tideway, WIC had helped to shape the Diversity Action Plan to move focus to underrepresented groups and push this agenda forward within the broader employment and skills plan.

It was perceived that WIC were very well received by contractors and helped to raise awareness of barriers to women entering the industry. The subsequent increased diversity in construction was cited to have implications for improving health and safety, delivering better outcomes for employees and increasing productivity. Longer term, this would result in more women moving into middle management and more senior roles.

While the relationship with contractors was viewed positively, it was commented that the model WIC adopt going forward may have to change in order to continue to meet the demands of contractors by becoming more proactive in sourcing women to meet their needs. WIC, by their nature, are focussed on the women, but it was commented that the onus also needs to be on what the contractors require to maximise benefits. This was reiterated by all of the client organisations. There was seen to be great value in WIC's bespoke and personalised approach, however this made it more challenging to map demand against contractors and keep pace with their recruitment needs in the future.

It was highlighted that there were other organisations that had complimentary objectives to WIC, encouraging women into roles that they may not have considered before including Women in Engineering and Women in Rail. There is potential for more joined up working between WIC and these other organisations. Together with working with professional bodies, this would create greater momentum and traction on a national basis to push the diversity agenda further.

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. This had provided greater insight into how HS2 should recruit and changed perceptions on what was possible. This outcome has been valued as a Diversity and Inclusion consultant for one a day a week for a year to represent the ongoing support embedding and developing inclusive working policies. The deadweight, what would have happened anyway, was estimated at 60% as 40%

was seen to be as a result of WIC as HS2 are working with a number of organisations. As HS2 was at the beginning of the project, it was commented that there was the opportunity to pilot programmes and policies, such as flexible working, with WIC before rolling out more widely, to create maximum social impact.

For Tideway and Crossrail, this outcome has also been considered as material but to a lesser extent given the stage of the project and the changes in the approach with regards to diversity in recent years. As a result, the outcome has been calculated at the cost of a Diversity and Inclusion Consultant for one day a month for a year.

A number of opportunities for improvement were highlighted by organisations during the stakeholder engagement and these have formed the recommendations below to enhance the social impact further:

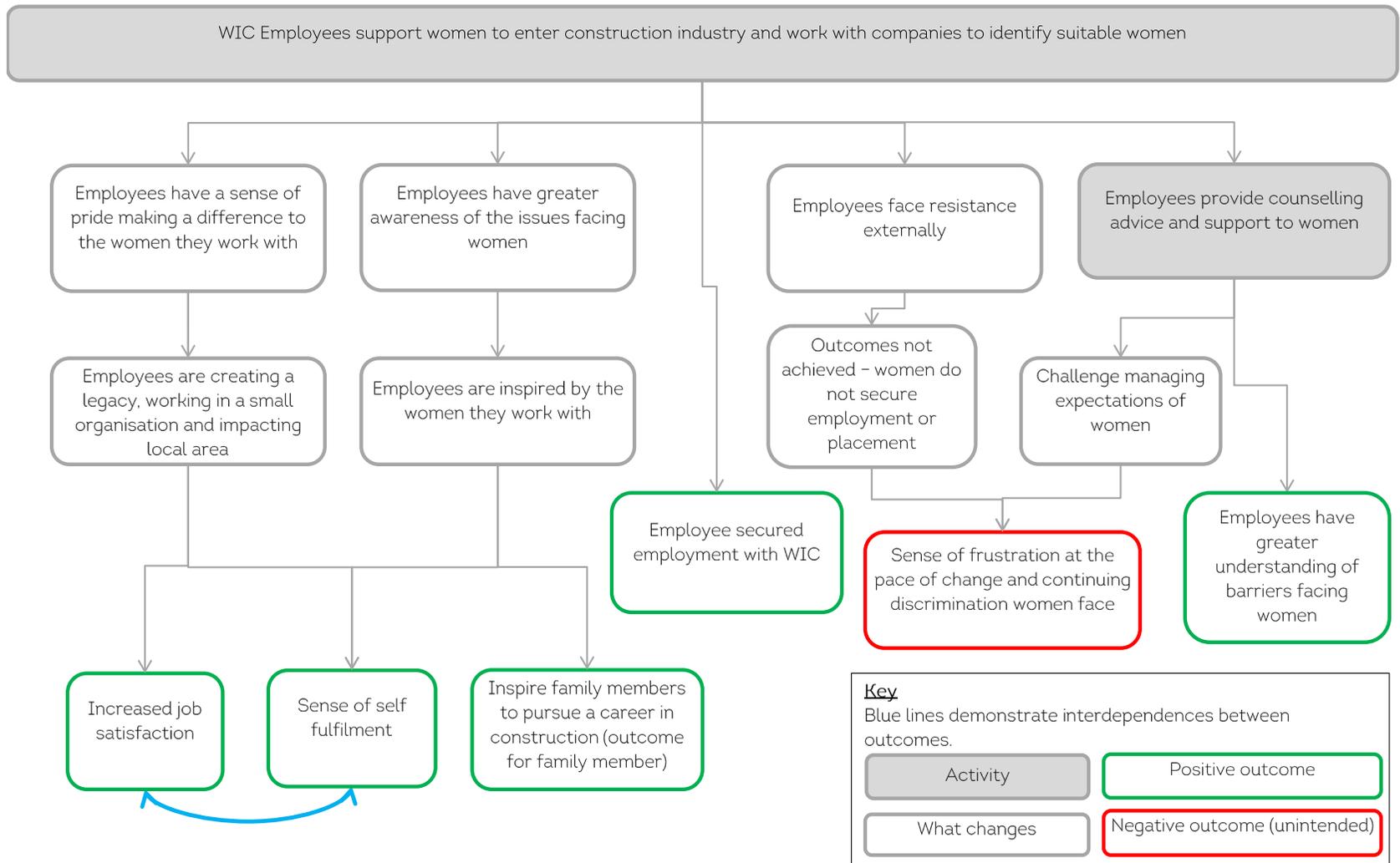
- Review offering for contractors going forward and proactively sourcing women to meet their employment requirements;
- Widen offer with respect to consultancy, for example, unconscious bias training for employers, advice and raising awareness of how to support women into the sector;
- Review opportunity to work with other organisations including Women in Engineering and Women in Rail together with professional bodies to maximise impact on a national scale.

4.6.3 Indicators and Financial Proxies

Outcome	Indicator	Source	% experienced change	Quantity	Proxy used to value change	Financial proxy
Increased capacity and skills to implement new policies	Number of client organisations reporting increased expertise to achieve inclusive working environment	Interviews with Stakeholders	33%	1	Cost of Diversity and Inclusion consultant for one day a week for a year (Quantity 1 for HS2)	£18,200.00
Increased capacity and skills to implement new policies	Number of client organisations reporting increased expertise to achieve inclusive working environment	Interviews with Stakeholders	66%	2	Cost of Diversity and Inclusion consultant for one day a month for a year (Quantity is 2 for Tideway and Crossrail)	£4,200.00

4.7 WIC Employees

4.7.1 Theory of Change



4.7.2 WIC Employees

WIC Employees spoke positively about their roles and ability to support women and make a difference. It was clear a small team meant each member of staff was close to all elements of the organisation and felt part of a wider mission. Working for a 'social purpose' was highlighted together with the freedom and flexibility the role brings. All of the employees were passionate about their work and believed in the mission of the organisation. This was expressed both in terms of job satisfaction and sense of self-fulfilment. On review, it was felt that the ultimate outcome was sense of self-fulfilment as a result of the job satisfaction and ability to make a difference. This was valued as volunteering for one day a week to represent the same sense of self-fulfilment.

Many of the employees felt inspired working with women who had faced significant challenges. This reinforced the sense of self-fulfilment but for one, had also resulted in them inspiring a family member to pursue a career in construction too. This has been valued as the cost of 'Inspiring Teenager' career advice for parents.

Staff also highlighted how their roles had opened their eyes to the barriers facing women and the challenges they had experienced. For some, the role included a significant amount of counselling and emotional support. In particular, two members of staff were studying for mental health qualifications to enable them to better support the women and grow their understanding. This has been expressed as a greater understanding of women's needs and valued at the cost of mentoring hourly rate for community support worker for one hour a week to develop same awareness.

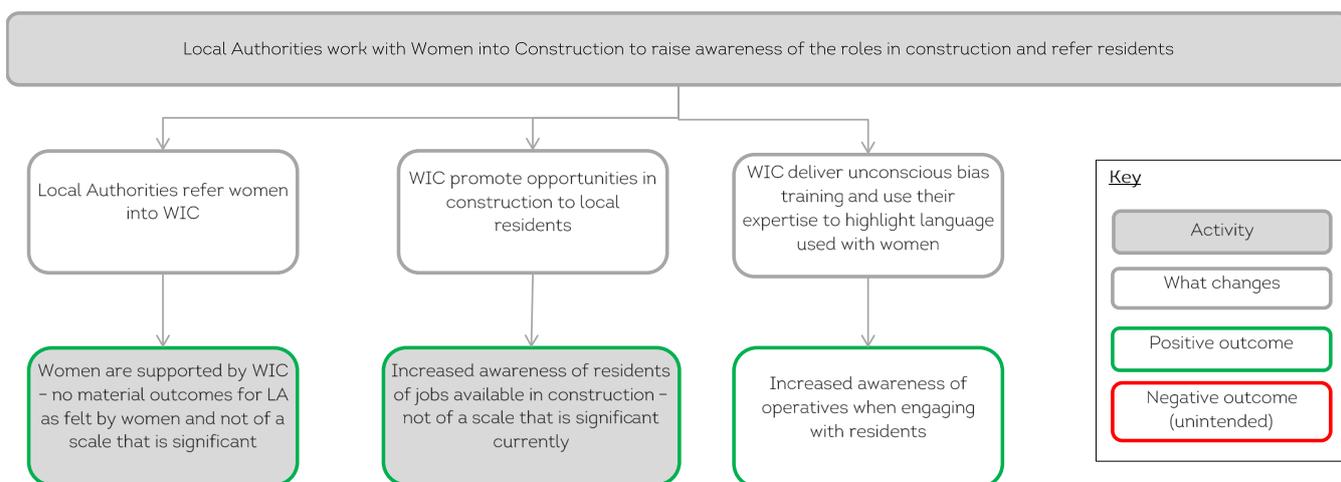
Conversely, staff spoke about some frustration with the pace of change and challenges from both women and companies in their roles. This was both on a micro level with specific examples of women who have not been accommodated fully in the industry and on a macro level where the inequality is still very apparent in this sector. Many of the employees stated how they were surprised at the extent of the gap in equality between men and women in construction. Equally there are women whose expectations have to be managed as to what can be achieved. There was a challenge and tension between not letting the women down but also finding the right employer for them. This frustration and tension has been valued as cost of attending 6 counselling sessions to reduce anxiety, anger and stress.

4.7.3 Indicators and Financial Proxies

Outcome	Indicator	Source	% experienced change	Quantity	Proxy used to value change	Extent of change	Financial proxy
Sense of self fulfilment	Number of employees reporting sense of self fulfilment	Employee focus groups	100%	6	Volunteering in local area for one day per week - valued as time volunteering or wellbeing value for volunteering (£3,429)	100%	£2,520.00
Inspire family member to pursue career in construction	Number of employees reporting inspire family member to pursue career in construction	Employee focus groups	33%	2	Personalised career advice for teenager. Attribution source is https://www.theguardian.com/teacher-network/2017/oct/12/is-your-school-doing-enough-on-careers-guidance .	100%	£97.00
Greater understanding of barriers facing women	Number of employees reporting greater understanding of mental health needs	Employee focus groups	33%	2	Mentoring support to understand barriers facing women	100%	£473.72
Sense of frustration at pace of change	Number of employees reporting sense of frustration at pace of change	Employee focus groups	33%	2	Cost of attending 6 anger management, psychotherapy or counselling sessions	100%	-£225.00

4.8 Local Authorities

4.8.1 Theory of Change



4.8.2 Local Authority Outcomes

Four local authorities were engaged as part of the analysis. Some of the local authorities had a long-standing relationship with WIC, working with them since inception at the Olympics, whilst others had only engaged with WIC more recently. For the purposes of this analysis, the impact is only considered for the past 18 months during the most recent round of CITB funding.

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. However, for the LAs engaged, the scale of the intervention currently meant that the impact to them was minimal. It was clear on a case by case basis WIC were having a positive impact on the women - from finding work placements to negotiating with contractors on flexible hours - but one Local Authority cited supporting over 2,000 people a month compared with 12 women through WIC. Two LAs cited that there had been few referrals to date or those received were less appropriate, in part due to the stage of construction on site or as the roles were more repairs and maintenance focussed. It was hoped that they would receive further referrals in the future and were working closely with WIC to explore how they could improve the number going forward. One LA also worked with WIC to refer women from their DIY 'taster sessions' - workshops to help women learn new skills. This had provided an added level of support and network for the women, resulting in some moving into apprenticeships. Again, this is perceived to be an impact for the women securing roles.

It was recognised that the position of WIC was very unique together with the ability to engage with women exclusively, however the impact is not material at this stage and some are an outcome for the women rather than the LA. It was noted that increasing

the resources of WIC and in some instances exploring the referral mechanism could increase the impact going forward.

For one LA, WIC delivered diversity training which could be seen to have a more direct impact on the council. 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. This was perceived to be a material outcome and has been valued at the cost of a bespoke consultant unconscious bias training workshop for operatives. The cost of decreased resident complaints or increased resident satisfaction was also considered but this impact is expected to be seen longer term. The deadweight, what would have happened anyway, is 35% as it is estimated WIC are responsible for 60-70% of the change. The attribution, who else contributed to the change, is estimated at 20% to recognise that the LA would be reinforcing this approach.

Opportunities for improvement were highlighted by Local Authorities during the stakeholder engagement and these have formed the recommendations below to enhance the social impact further:

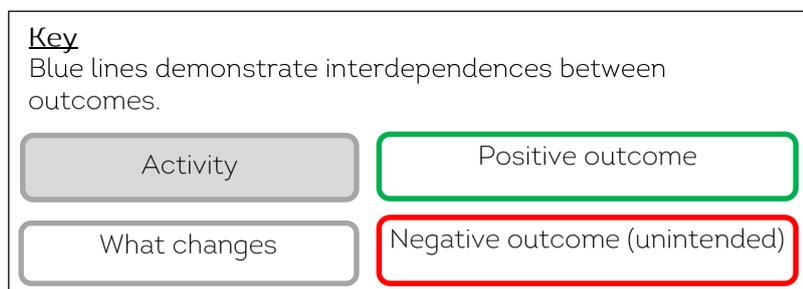
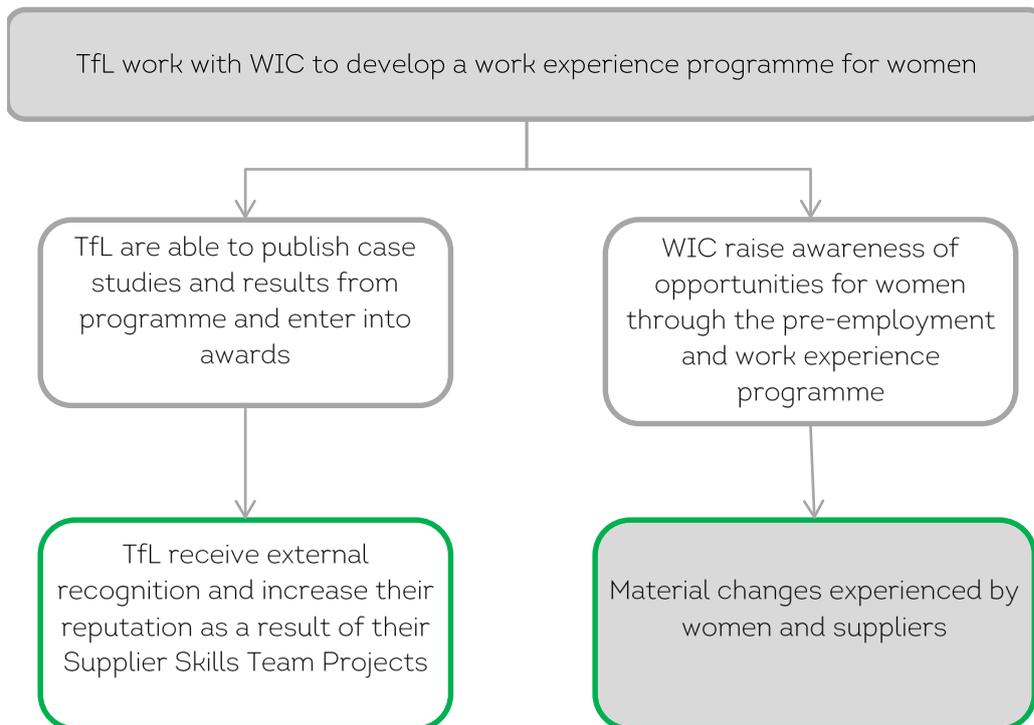
- Review referral mechanism and working relationships with Local Authorities to identify any opportunities to increase impact further;
- Explore scope to increase resources to deliver greater impact;
- Investigate employment opportunities and pre-employment training to support women into repairs and maintenance roles and contracts. This includes consideration for DBS checks to ensure women can work in residents' homes in some instances;
- Review the length of work experience placements to ensure it correlates with the contractors' needs with consideration for shorter placements which could be more practical and feasible, increasing the number offered.

4.8.3 Indicators and Financial Proxies

Outcome	Indicator	Source	Quantity	Proxy used to value change	Financial proxy
Increased awareness of operatives when engaging with residents	Number of Local Authorities reporting increased awareness of operatives as a result of training	Telephone interviews	1	Cost of senior consultant delivering unconscious bias training	£5,550.00

4.9 TfL

4.9.1 Theory of Change



4.9.2 TfL Outcomes

A representative from TfL was engaged to understand any material changes for TfL Supplier Skills Team, and the organisation as a whole, as a result of working with WIC. 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. This impact is felt mostly by the suppliers of TfL in terms of raising awareness and the women themselves securing employment.

Furthermore, for TfL, it was commented that it has raised their profile and reputation, being shortlisted for awards both in the UK and European wide. This was not exclusively as a result of WIC, but a culmination of initiatives led by the Suppliers Skills Team of which WIC played a part. The project with WIC and Gingerbread has specifically also received attention with features on the success to date. This provides the opportunity to increase the reputation of TfL, demonstrate the work being created, particularly as

operating expenditure is tight, and make a case for future funding. The success of the project has received endorsement at a senior level within TfL. The outcome for TfL was reported as increased profile and ability to secure future funding. This has been considered to be valued in terms of the exposure as a result of the awards. The costs of awards were considered but often entry is free and does not reflect the exposure received. The cost of global magazine Cities Today was reviewed, a sponsor of one of the awards, to use the cost of a campaign as a way to achieve the same level of exposure. The magazine highlights innovation and smart cities. 'Cities Today is the only global magazine containing analysis, comment and best practices on sustainable urban development, connecting local governments with public and private sector solutions'. This uses the value of an online marketing campaign at £5,000 for 6 months which provides space on their website, social media activity and features. The distribution of the magazine is 40% EU customers and therefore 40% of the value has been used at £2,000. As the awards and increased reputation is as a result of a number of initiatives led by the team, it has been considered that 50% would have happened anyway and 50% is as a result of WIC (given there was some articles specific to WIC in the UK). For attribution, Gingerbread also contributed to this project, estimated at 30%. This is taken from the conversation with TfL citing 70% as a result of WIC. It has been considered that this reputation would be felt longer term but drop off in subsequent years in terms of the impact from WIC. The drop off has been estimated at 22% to reflect the impact would reduce over subsequent years. This uses the % of consumers businesses lost through negative online reputation.

A number of opportunities for improvement were highlighted by TfL during the stakeholder engagement and these have formed the recommendations below to enhance the social impact further:

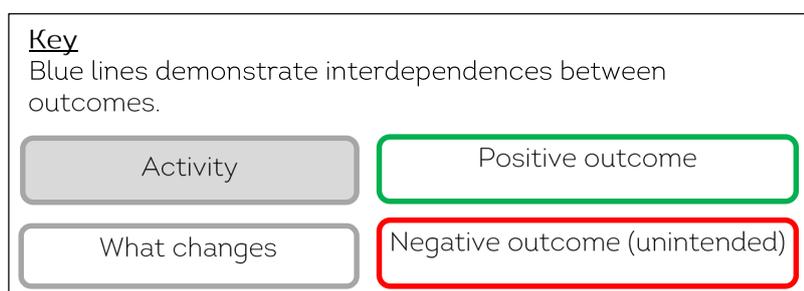
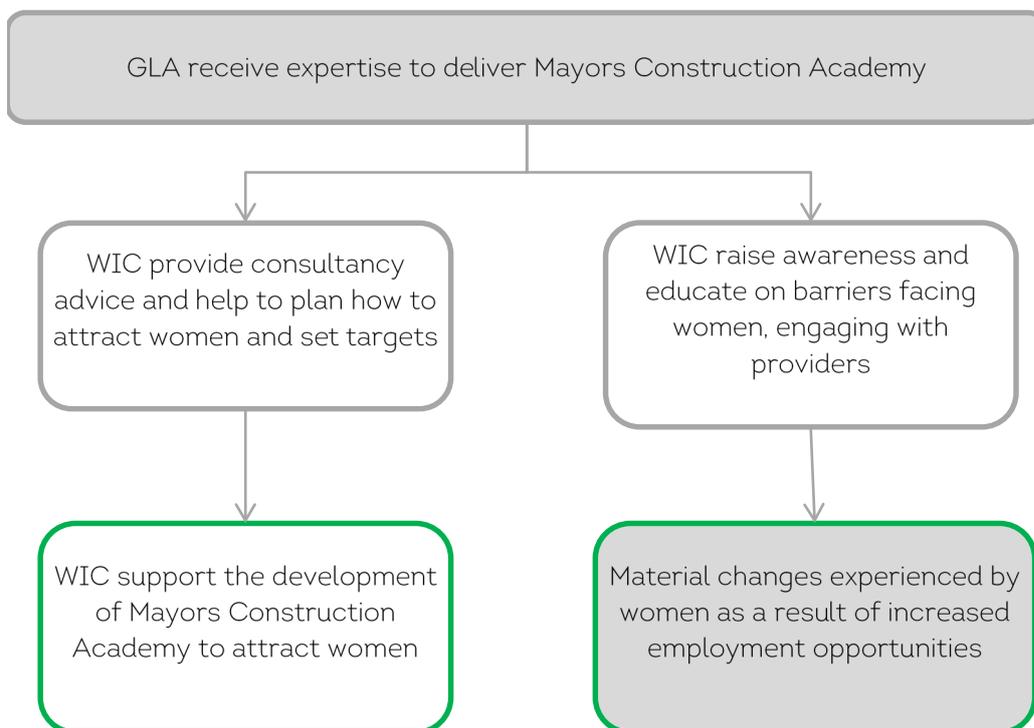
- Continue to map and update TfL on the success of the women e.g. 6 months and 1 year later to demonstrate the sustainability. Report successes to enable TfL to demonstrate the extent of the project to enhance the business case to continue the project;
- Explore scope to increase resources to deliver more work experience on a larger scale.

4.9.3 Indicators and Financial Proxies

Outcome	Indicator	Source	Quantity	Proxy used to value change	Financial proxy
TfL receive increased external recognition and increase their reputation as a result of their Supplier Skills Team Projects	Reporting increased external recognition and being shortlisted for EU wide award	Telephone interviews	1	Cities Today online campaign for 6 months reaching EU wide to achieve same level of exposure. £5,000 * 40% (percentage audience in EU) = £2,000	£5,000

4.10 GLA

4.10.1 Theory of Change



4.10.2 GLA Outcomes

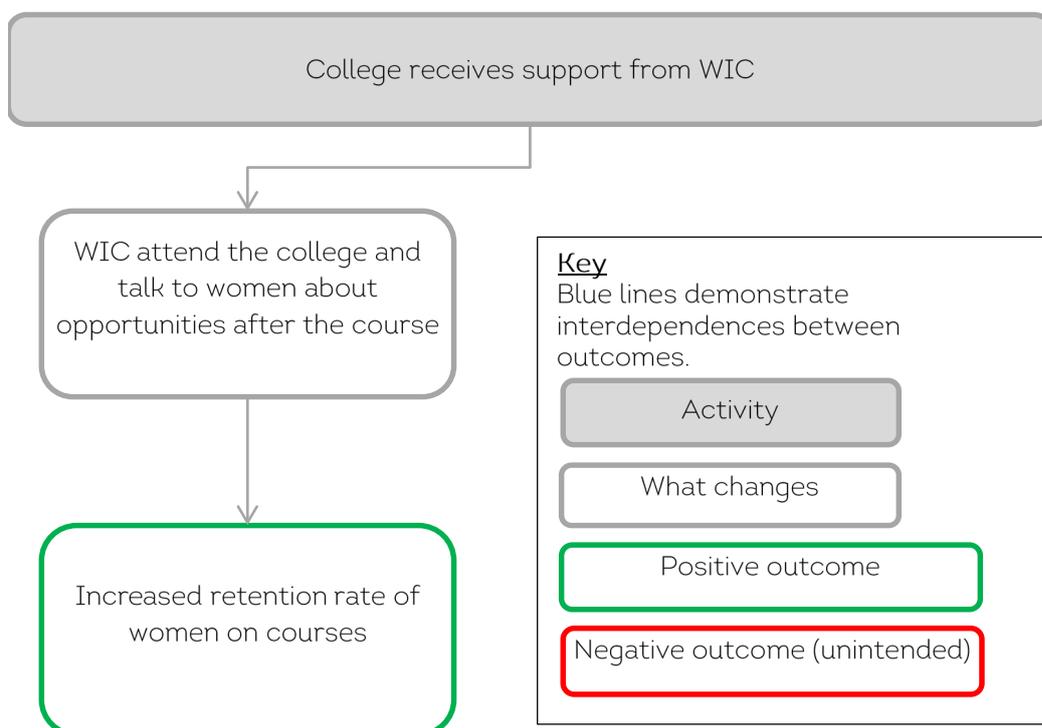
The Mayors Construction Academy (MCA) is due to go live in October 2018 and WIC have been engaged from the onset providing specialist advice and support using their understanding and expertise in supporting women into construction. The GLA commented that WIC had been instrumental in helping to implement strategies for the Mayors Construction Academy that attract and support women and speak to the provider base about the opportunities for women. It has provided a level of assurance for the GLA that they are more likely to achieve their KPIs with regards to recruiting women. Beyond the GLA, it was identified they have raised awareness of the challenges facing women. Whilst the GLA are working with a range of organisations in the setup of the Academy, WIC were considered to have 80% impact in terms of their skills and expertise removing barriers to women joining. On a broader scale, it was highlighted there is the opportunity for WIC to do more to increase visibility of women role models in construction to raise awareness further and build a strong base of females that can move into Senior Management Positions longer term.

4.10.3 Indicators and Financial Proxies

Outcome	Indicator	Source	Quantity	Proxy used to value change	Financial proxy
Expertise and consultancy advice enabling detailed targeting, recording and understanding of how to support women when the academy goes live	Number of client organisations reporting increased expertise to achieve inclusive working environment	Interviews with Stakeholders	1	Cost of Diversity and Inclusion consultant for one day a month	£4,200

4.11 Training Organisations

4.11.1 Theory of Change



4.11.2 Training Organisations Outcomes

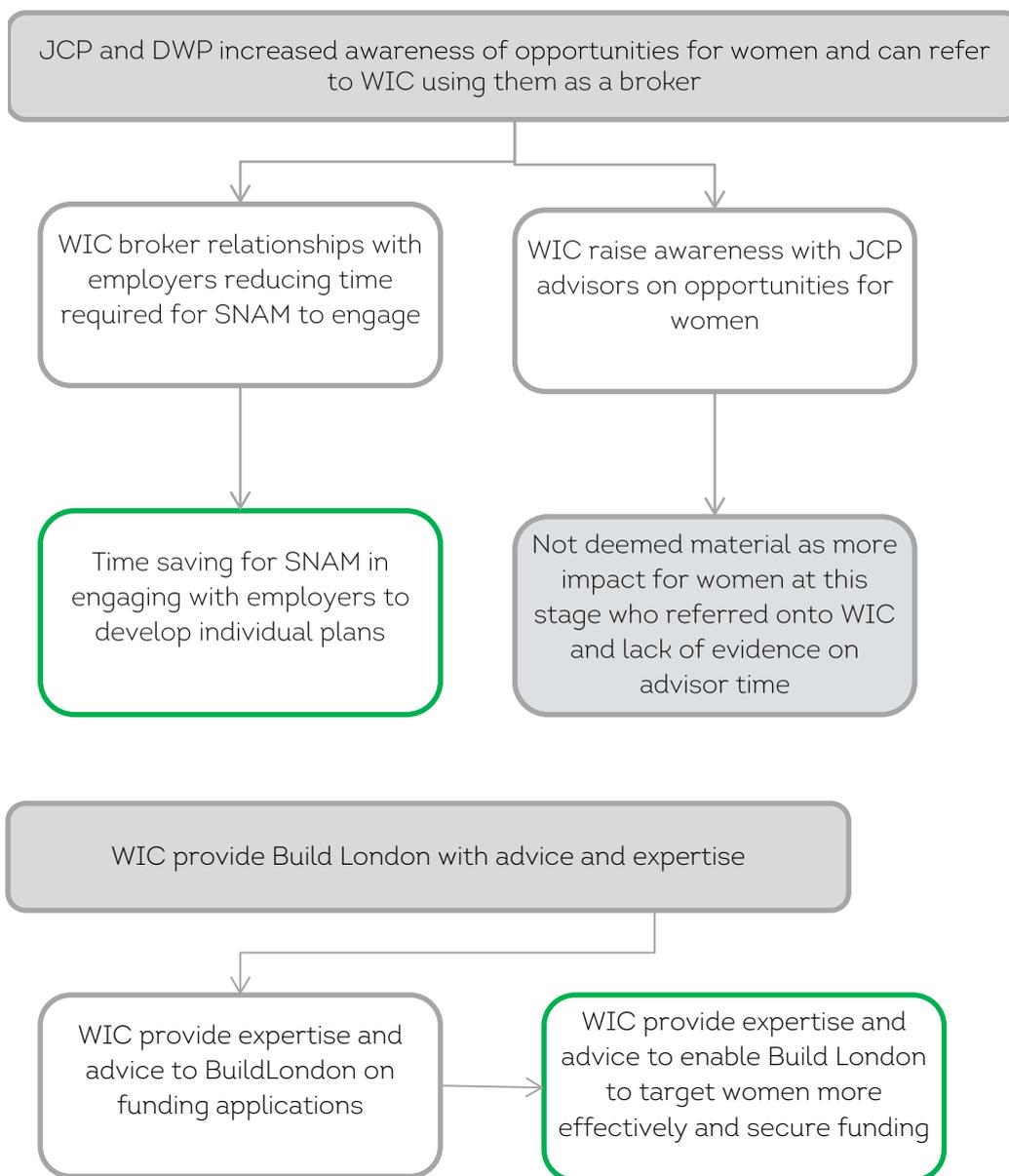
One training provider was engaged to understand the difference WIC had made. The most notable impact for the college was the increased chance of getting women to stay on the employment course and thus secure employment afterwards. WIC had worked closely with Lewisham Southwark College enabling students to be inspired by the women that had worked with WIC. Whilst some of this impact is felt by the women, the ability to support and help people stay on the course reduced teachers time and resulted in no loss of funding on places. This has been valued at the cost of a teacher's time for 1 day (average salary £35,535) together with the average cost of a Level 1 and Level 2 course at the college.

4.11.3 Indicators and Financial Proxies

Outcome	Indicator	Source	Quantity	Proxy used to value change	Financial proxy
Reduction in teachers time and loss of funding as more candidates stay on and complete course	Increased number of women that remain on the course	Telephone interview	4 women increase in retention	Cost of teacher's time for 1 day (average salary £35,535) and average cost between level 1 and level 2 course at Lewisham for construction at £994 and £2085 respectively	£1,676.50

4.12 Referral Partners

4.12.1 Theory of Change



4.12.2 Referral Partners Outcomes

For the Department for Work and Pensions, 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. It was perceived to give advisors greater options when considering suitable roles for their female clients. It was highlighted that there is an appetite for this model elsewhere in the country if WIC could increase their capacity. The change in advisor's perception was seen as a long-term change and currently would primarily have impact on the women themselves being referred to WIC but this should be measured in the future as to impact on time and number of clients for advisors to deal with. 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. This have been valued in a reduction in Account Manager time based on 30 employees that would have needed an individual plan otherwise as per the conversation with the stakeholder. On a broader scale, it was highlighted that those that were previously on benefits that secure employment through WIC represent a cost saving. This has been costed separately under outcomes for the government as a whole using data from WIC on those that were claiming benefits before. This uses data from Public Health on the return on investment for moving from unemployment into employment.

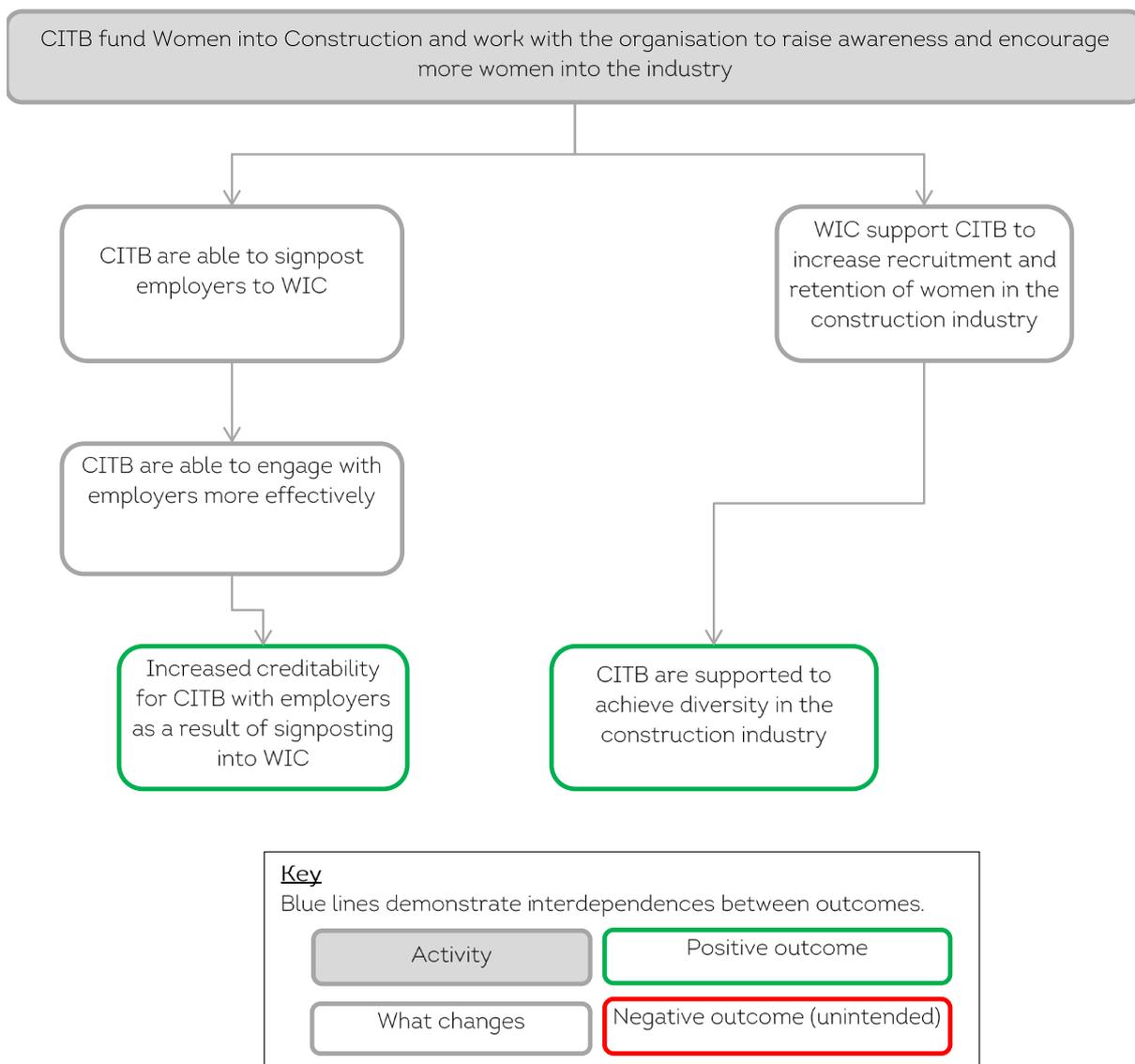
For BuildLondon, the value of WIC was their expertise and knowledge to help establish how they can better support women into construction and provide a two-way referral mechanism. It was highlighted that WIC have been invaluable in supporting with bid applications and shaping BuildLondon's approach to targets on getting women into employment. The cost of the project manager has been used to demonstrate the support WIC have given to help BuildLondon secure further funding.

4.12.3 Indicators and Financial Proxies

Outcome	Indicator	Source	Quantity	Proxy used to value change	Financial proxy
JCP have a referral mechanism to support women in a proactive way reducing partnership manager time engaging with employers	Report in decreased time engaging employers and increase in number of referrals to WIC	Telephone Interviews	1	Cost of Senior National Account Manager time to develop individual plans for 30 contractors	£5,990.40
Increased contribution to state and reduction on benefits	Number of unemployed women securing employment that were previously claiming benefits		66	Cost to exchequer including NHS, national government and local authority as a result of moving from unemployment to employment	£12,030
WIC provide expertise and advice to enable Build London to target women more effectively and secure funding	Build London secure funding setting achievable targets for attracting women and clear strategy		1	Cost of Project Manager to support hub applied through CITB for part of 22m across 20 hub sites.	£60,000

4.13 CITB

4.13.1 Theory of Change



4.13.2 CITB Outcomes

CITB are the primary funder for WIC, having supported Women into Construction in previous years. They have been instrumental in enabling WIC to build its reputation and become a mainstream provider from its inception at the Olympic Games. Two employees were engaged to understand the impact for CITB, working with WIC. It was clear that both understood the value WIC bring and their ability to engage effectively with women and employers. Their 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. CITB work with a whole host of organisations to tackle diversity in construction and there was clear alignment between the two organisations.

The outcomes for the CITB are largely felt by the women themselves and employers in terms of achieving an inclusive working environment and securing employment and therefore not expressed in the theory of change for CITB.

One outcome directly for CITB is the increased credibility when working with employers making it easier to engage with them. This has been expressed in terms of time for staff for more engagement with employers e.g. attending additional events to promote recruitment of women. This has been valued at 2 additional days of manager time together with advertising costs in a construction magazine to increase take up of employers taking on women. CITB reported that WIC were 50% responsible for this outcome and that they also signpost to other agencies. It was also commented that WIC is more focussed in terms of their target audience and have a pool of women interested in working in the construction industry, which reduces time for the employers when recruiting. Attribution is 25% to recognise that CITB make the initial signposting to WIC. This was seen as a longer-term impact on the credibility of CITB.

The reputation WIC had built was perceived by CITB to be very positive although it was commented that there had been some instances where employers recommended to WIC by CITB had not had a response. This was in a very small minority of cases but should be noted and reviewed in terms of CRM Management to ensure no enquiries are lost.

It was highlighted that there was opportunity for more PR, over and above case studies, to show how WIC are effecting change in the sector and any innovative approaches. It was felt that a broader offer could also open up more funding opportunities. Equally engaging with females earlier could help to increase the impact of WIC. For example, greater work with school and colleges to promote the industry to young women. It was also recognised that CITB would like to see WIC achieve more but it was a small team currently with limited resources. As reported by the construction companies, it was felt that greater resources would expand the benefit to women and employers.

CITB also commented that WIC support their wider equality agenda. This is recognised to be a small change to a significant long-standing mission given the scale of the intervention and reach of WIC, the prevalent role of CITB and the number of other organisations (many of which CITB work with) and policies seeking to address this. However, it was viewed that WIC play a recognised role in helping to push this agenda forward and therefore it should be considered in the analysis. Originally the cost of the gender pay gap relative to the construction industry was considered but there was greater risk of overclaiming even with a high deadweight as not as representative. Therefore, the potential pay gap for those women that have secured employment through WIC has been used with the cost for an engineer for skilled women and costs for painter, electrician and plumber (average) for trade women. This is the difference between the min and max salary expectation with the ambition that this would be eliminated as gender equality is achieved. This outcome was later removed from the analysis to avoid overclaiming given the ability to evidence the broader impact and it was likely captured through other outcomes for each individual woman and contractor.

A number of opportunities for improvement were highlighted by member organisations during the stakeholder engagement and these have formed the recommendations below to enhance the social impact further:

- 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;
- Review other funding opportunities to increase and diversify offer;

- Review how enquiries from employers are handled to ensure none are lost and all actioned.

4.13.3 Indicators and Financial Proxies

Outcome	Indicator	Source	Quantity	Proxy used to value change	Financial proxy
Increase credibility with employers and ease of engagement	CITB reporting increased ease of engagement with employers and employers actively engaging	Telephone Interviews	1	Cost of staff time to attend more career fairs and engagement events (extra day a month) together with cost of sector magazine to promote	£8,318.92
CITB are supported to increase diversity and reduce inequality within construction	CITB reporting increased sense of support to achieve mission to tackle inequality		1	Number of skilled women x pay difference between main wage and max wage (uses engineer with pay gap £8,600) plus number of trade women x pay difference between min wage and max wage (uses average painter, plumber and electrician at pay gap £5733).	£1,040,571.00

4.14 B & CE Charitable Trust

4.14.1 B& CE Charitable Trust Outcomes

B&CE Charitable Trust have donated money to WIC to support the organisation. B&CE highlighted the excellent work WIC are doing and the positive impact for the women. For B&CE, it complemented their corporate social responsibility and demonstrates their willingness to consider diversity. It was felt that the work with WIC would increase their external profile and reputation of B&CE however this was part of a number of charities that had been supported by the Trust. As such this is not viewed as a material change due to the significance and relevance. The rest of the impact was largely felt by the women themselves and employers in terms of achieving an inclusive working environment and securing employment and therefore not expressed in the theory of change for B&CE. Although no material changes for B&CE themselves, the impact on the women was clear and as such has resulted in B&CE providing additional funding.

Recommendations:

- Provide further updates to B&CE on past cohorts to highlight those in sustainable employment and the ongoing impact of project.

4.15 BAM Nuttall

4.15.1 BAM Nuttall Outcomes

BAM Nuttall are the sponsor of the CITB funding. It was recognised that WIC had a significant impact on the women they were working with and there had been some short-term success recruiting women into roles. This had slightly increased the percentage of women from 14% to 17% in clerical, admin and non-technical roles within the organisation. However, in terms of impact for BAM Nuttall as these were non-technical trades, it was commented by the stakeholder that it did not represent a cost saving in recruitment fees as it would for more technical roles. It did however enable BAM Nuttall to recruit people that they would not have advertised to otherwise and that the women recruited would help to change the culture over time.

In terms of changing perceptions on site and in the offices with regards to approach, language, work/life balance, this was viewed to be a much longer-term process. It was also noted that millennials joining the organisation are also changing the working environment. In addition, it is recognised that there is less flexibility and low rates when winning work through tenders which provided another barrier to changing ways of working.

It is deemed there are no material outcomes for this stakeholder currently, but it is recommended that the longer-term impact on BAM Nuttall is explored in more detail and measured over time to understand any change in the future.

Through the stakeholder engagement, opportunities to further enhance the social impact was identified as detailed below:

- Work more closely with younger children at primary level, from 5 onwards to increase take up and interest in STEM subjects;
- Securing funding for a longer period would enable WIC to achieve a bigger step change through a holistic approach to tackling preconceptions in the industry starting with engaging with children in schools through to working with employers.

5. Deadweight, Attribution, Drop Off and Displacement

In the interviews and surveys, stakeholders were asked to consider what would have happened anyway and who else was responsible for the change. This was further tested at the stakeholder focus groups with the women and staff together with summary reports sent to other stakeholders.

From the surveys, the attribution was calculated to be around 75%, with many citing that their employer or family had also played an important role. However, this was higher than expected given the feedback from the focus groups when mapping outcomes. As such, this was reviewed in detail at the next focus groups. Women felt that the initial outcomes, in terms of securing employment or work skills, was primarily down to WIC as it gave them a foot in the door so this was reduced to 25%. Subsequent to this, the other outcomes are also as a result of the other women they meet, the employers support, the college and family. Therefore, the remaining outcomes have assumed 50% attribution which will be tested further with sensitivity analysis. The drop off for the outcomes was considered at 50%, as per consultation with stakeholders and external research with Business in the Community reporting this outcome in their Ready to Work Programme.

There is no perceived displacement, as due to the skills shortage in the sector workers are in demand and male counterparts would be able to secure other roles. The skills shortage hit record heights in 2018.⁵ According to the latest Construction Skills Network report from the CITB and Experian, the industry requires 31,600 new recruits per year from 2018-2022 with total construction employment expected to grow by 2.4% over the same period. The report cites the ongoing challenge of the skills supply gap and need to boost apprenticeships and work placements to support this.⁶

⁵ <https://www.independent.co.uk/news/business/news/uk-construction-worker-shortage-recruitment-brex-it-eu-nationals-citizens-europe-trade-association-a8172466.html>

⁶ https://www.citb.co.uk/documents/research/csn_reports_2018-2022/csn_national_050218.pdf

	The Outcomes Description	Duration	Deadweight	Attribution	Drop Off	Displacement	Comment
Women (secured employment)	Women have more skills and experience and secure employment	3	41% / 27%	25%	50%	0%	Reported by stakeholders and calculated from results in surveys when asked about deadweight and attribution. Drop off uses research from Business in Community SROI report ⁷
	Women have greater opportunities for career progression	3	25% / 24%	50%	50%	0%	
	Women have a sense of belonging and greater confidence leading to a greater belief in their own capability	3	25% / 24%	50%	25%	0%	
	Women have a sense of someone to rely on	1	25% / 24%	50%	0%	0%	
	Women have relief from depression	3	25% / 24%	50%	50%	0%	
	Women are more financially independent	3	25% / 24%	50%	50%	0%	
	Discrimination in the workplace	3	25% / 24%	50%	50%	0%	

⁷ Inge, N, Social Return on Investment of Ready for Work, April 2012

	The Outcomes Description	Duration	Deadweight	Attribution	Drop Off	Displacement	Comment
Women Did Not secure Employment	Women have more skills and experience	3	34% / 31%	25%	50%	0%	Reported by stakeholders and calculated from results in surveys when asked about deadweight and attribution. Drop off uses research from Business in Community SROI report ⁸
	Women have more skills and experience	3	34% / 31%	25%	50%	0%	
	Women have more skills and experience	3	34% / 31%	25%	50%	0%	
	Women have a sense of belonging and greater confidence in career path leading to a greater belief in their own capability	3	27%	50%	25%	0%	
	Women have increased peace of mind/reduced stress and avoid increasing debt	1	27%	50%	0%	0%	
	Women have someone to rely on	1	27%	50%	0%	0%	
	Women have relief from depression	3	27%	50%	50%	0%	
	Women have increased frustration as unable to secure employment	1	27%	50%	0%	0%	

⁸ Inge, N, Social Return on Investment of Ready for Work, April 2012

	The Outcomes Description	Duration	Deadweight	Attribution	Drop Off	Displacement	Comment
WIC Members	Increased inclusive working environment leading to increased productivity	3	60%	90%	50%	0%	Reported and tested with stakeholders. 22% uses the online reputation drop off from one piece of negative text ⁹
	Increased reputation of member organisation externally leading to increased profile and opportunity to secure new work	3	60%	30%	22%	0%	
	Increased retention rate of women in the business	3	20%	50%	50%	0%	
	Reduction in recruitment fees and time sourcing appropriate candidates (Tier 1 Contractors)	1	50%	25%	0%	0%	
	Reduction in recruitment fees and time sourcing appropriate candidates	1	20%	25%	0%	0%	
	Increased resistance from managers/site staff on further women recruited	3	20%	0%	0%	0%	

⁹ <https://www.forbes.com/consent/?toURL=https://www.forbes.com/sites/ryanerskine/2017/05/03/the-entrepreneurs-guide-to-online-reputation-management/>

	The Outcomes Description	Duration	Deadweight	Attribution	Drop Off	Displacement	Comment
Construction Companies	Increased inclusive working environment leading to increased productivity	3	60%	60%	50%	0%	Reported and tested with stakeholders. 22% uses the online reputation drop off from one piece of negative text ¹⁰
	Increased reputation of member organisation externally leading to increased profile and opportunity to secure new work	3	60%	50%	22%	0%	
	Increased retention rate of women in the business	3	20%	50%	50%	0%	
	Reduction in recruitment fees and time sourcing appropriate candidates	1	20%	50%	0%	0%	
	Increased resistance from managers/site staff on further women recruited	3	20%	0%	0%	0%	

¹⁰ <https://www.forbes.com/consent/?toURL=https://www.forbes.com/sites/ryanerskine/2017/05/03/the-entrepreneurs-guide-to-online-reputation-management/>

	The Outcomes Description	Duration	Deadweight	Attribution	Drop Off	Displacement	Comment
Client Orgs	Expertise and consultancy advice enabling new policies to be implemented	3	60%	60%	25%	0%	
WIC Employees	Sense of self fulfilment	1	20%	0%	0%	0%	Reported and tested with stakeholders
	Greater understanding of barriers facing women	3	20%	20%	0%	0%	
	Sense of frustration at pace of change	1	0%	0%	0%	0%	
LA	Increased awareness of operatives when engaging with residents	1	35%	20%	0%	0%	
TfL	TfL receive increased external recognition and increase their reputation as a result of their Supplier Skills Team Projects	3	50%	30%	22%	0%	22% uses the online reputation drop off from one piece of negative text ¹¹
GLA	Expertise and consultancy advice enabling detailed targeting, recording and understanding of how to support women when the academy goes live	1	50%	30%	0%	0%	Reported and tested with stakeholders

¹¹ <https://www.forbes.com/consent/?toURL=https://www.forbes.com/sites/ryanerskine/2017/05/03/the-entrepreneurs-guide-to-online-reputation-management/>

	The Outcomes Description	Duration	Deadweight	Attribution	Drop Off	Displacement	Comment
College	Reduction in teachers time and loss of funding as more candidates stay on and complete course	1	10%	25%	0%	0%	Reported and tested with stakeholders,
DWP	DWP have a referral mechanism to support women in a proactive way reducing partnership manager time engaging with employers	1	10%	25%	0%	0%	
BuildLondon	WIC provide expertise and advice to enable Build London to target women more effectively and secure funding	1	10%	75%	0%	0%	
CITB	Increase credibility with employers and ease of engagement	1	50%	50%	0%	0%	
State	Increased contribution to state and reduction on benefits	1	20%	25%	0%	0%	

5.2 Calculating the Impact

Using the deadweight, attribution and drop off, the impact for each outcome is calculated using the below formula:

Impact = (Quantity of outcome x financial proxy) * (1 - deadweight percentage) * (1 - attribution percentage)

Drop off is considered for subsequent years as per the below:

Impact for year x = impact for year (x - 1) * (1 - drop off percentage)

The total impact is calculated to be £2,786,678.68 for the first year

6. Social Return Calculation

Calculating the Impact

The social return can now be calculated using the impact and drop off calculated.

First the net present value (NPV) must be calculated by adding up the costs and benefits paid or received for each outcome over the length of the outcome.

In order that these costs and benefits are comparable, a process called discounting is used. Discounting recognises that people generally prefer to receive money today rather than tomorrow because there is a risk or an opportunity cost, known as the 'time value of money'. For the public sector, the basic rate recommended in HM Treasury's Green Book is 3.5 per cent and used in this analysis.

Net Present Value = (Present value of benefits) - (Value of Investments)

Present Value (PV) is calculated as per the below:

$$PV = \frac{\text{Value of impact in yr. 1}}{(1+r)} + \frac{\text{Value of impact in yr. 2}}{(1+r)^2} + \frac{\text{Value of impact in yr. 3}}{(1+r)^3} + \frac{\text{Value of impact in yr. 4}}{(1+r)^4} + \frac{\text{Value of impact in yr. 5}}{(1+r)^5}$$

r = discount rate = 3.5%

From this the SROI ratio can be calculated:

SROI = Present Value / Value of Inputs = £5.66

Therefore, it is estimated that for every £1 invested approximately £5.66 is generated in social value. This is the first analysis for this project and it is understood that variations in deadweight, attribution, drop off and displacement will impact on the social value generated. It is recommended that further consultation with stakeholders, following this report, takes place to assess the reliability of the data and assumptions.

7. Sensitivity and Materiality Testing

The sensitivity analysis assesses the more significant impacts together with assumptions made to ensure the social value is reflective, transparent and does not over claim.

As detailed in the materiality table, there were a number of outcomes that were not included as a result of not being of a magnitude that was significant to the overall context. Certain outcomes were retained following review as they were deemed important to stakeholders and therefore still significant as highlighted in the materiality table.

There is no one outcome that can reduce the ratio to £1:£1 although certain outcomes reduce the SROI ratio significantly.

The most significant outcomes are as follows:

- Women securing employment (skilled)
- Women securing employment (entry level/trade)
- Increased contribution to state with women moving into employment

Together these outcomes account for 59% of the total value. This is tested further in sensitivity analysis by reducing the quantities and removing the impact to assess difference on ratio. Although they clearly make a significant contribution to the overall SROI Ratio, they are the key outcomes reported by women and the purpose of the service and of most importance.

From the sensitivity analysis table on the following page, the social value forecast can be estimated to be between £2.88 and £6.34 for every £1 invested. The lowest ratio was £2.88 for removing the outcome for women securing employment completely. The highest at £6.34 was from decreasing the attribution to 25%.

Overall, it can be said that Women into Construction deliver up to £6 for every £1 invested.

Sensitivity Table Summary

Stakeholder	Outcome	SROI Ratio	New SROI Ratio	Difference	Percentage	Test
Women	All Outcomes	£ 5.66	£ 3.05	-£ 2.61	-46%	Increased attribution to 75%
		£ 5.66	£ 6.34	£ 0.68	12%	Decrease attribution to 25%
		£ 5.66	£ 4.49	-£ 1.17	-21%	Increase deadweight to 50%
		£ 5.66	£ 4.00	-£ 1.66	-29%	Reduce duration to 1 for all outcomes for women
	Women have more skills and experience and secure employment	£ 5.66	£ 4.57	-£ 1.09	-19%	Proxy used of wellbeing to secure employment
	Women have greater career opportunities	£ 5.66	£ 6.15	£ 0.49	9%	Proxy used for differential in wage from junior to senior
	Women have sense of someone to rely on and sense of belonging	£ 5.66	£ 6.18	£ 0.52	9%	Proxy used of wellbeing of someone to rely on
	Women have more skills and experience and secure employment	£ 5.66	£ 4.27	-£ 1.39	-25%	50% of outcome for securing employment
	Women have more skills and experience and secure employment	£ 5.66	£ 2.88	-£ 2.78	-49%	Removal of outcome completely on securing employment
Women have increased frustration as unable to secure employment	£ 5.66	£ 5.58	-£ 0.08	-1%	All women not securing employment report frustration	
CITB	CITB are supported to increase diversity and reduce inequality within construction	£ 5.66	£ 6.03	£ 0.37	6%	Include outcome for CITB
WIC Members	All Outcomes	£ 5.66	£ 5.67	£ 0.01	0%	60% deadweight of all outcomes
Construction Companies	All Outcomes	£ 5.66	£ 5.53	-£ 0.13	-2%	60% deadweight for all outcomes

Limitations

There are limitations to this analysis, in respect of it being the first assessment of social value. The summary makes recommendations to improve the account of value should a further analysis take place, but it is important to recognise the key challenges and limitations as detailed below:

- The list of women and the outcomes had to be cross populated to determine outcomes achieved and original 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 skew 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.
- The impact of creating inclusive environments was a common theme among contractors and has been quantified as an outcome through increased productivity. 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. It is recommended this is recorded going forward in a more meaningful way to understand this impact more fully.

8. Summary: Reporting, Using and Embedding

Reviewing and Reporting

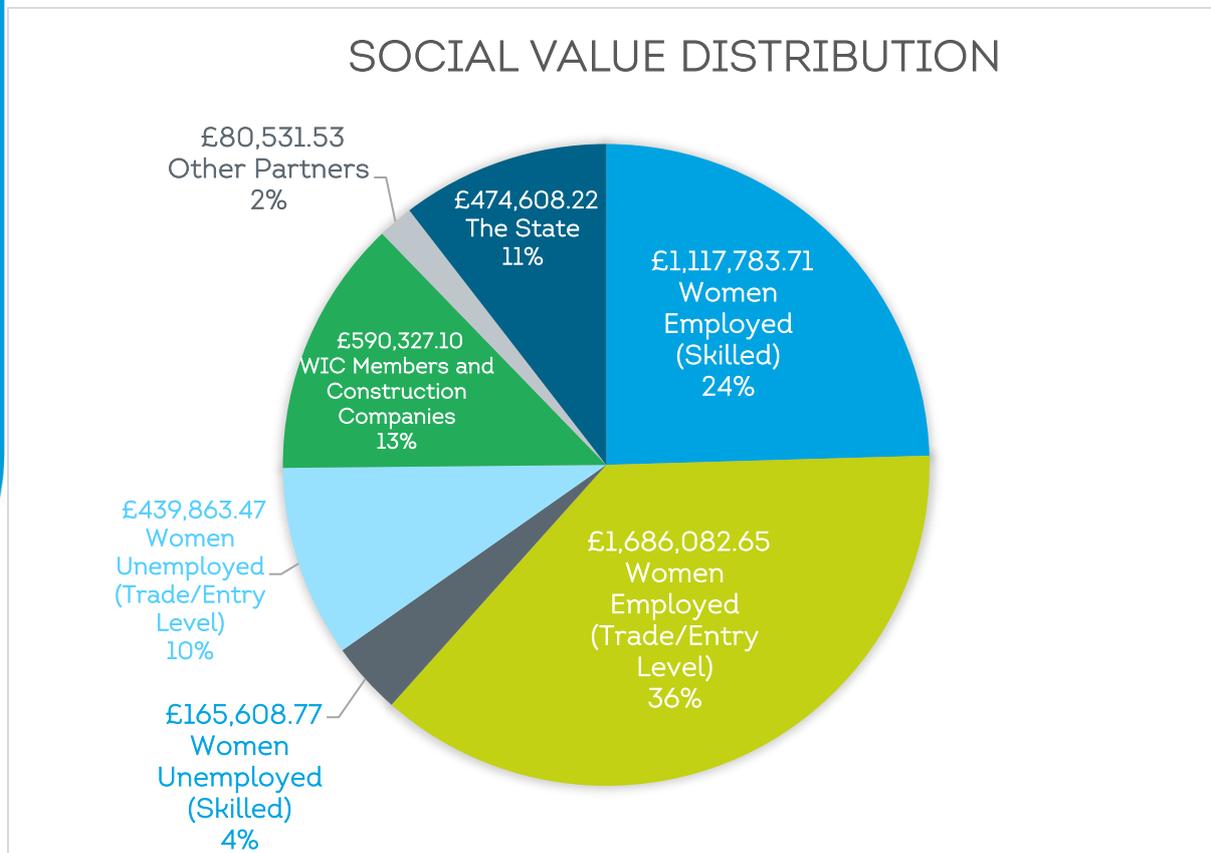
This report has been reviewed in full by Women in Construction and in part by other stakeholders throughout as indicated to verify the assumptions and judgements made. The value map has been reviewed with all stakeholders to ensure it is reflective and representative.

This SROI Analysis for WIC clearly demonstrates the significant impact that the programme has on the women together with the construction companies.

For every £1 invested, £5.66 of social value is created.

This is largely for the women receiving the service which is expected but construction companies also experience positive change as to other partners and CITB as funders.

The analysis has highlighted that 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 the 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.



Recommendations for further evaluation

These recommendations are made to better capture the impact and inform future evaluations to compare against this forecast analysis:

- In terms of capturing outcomes, the data format in its current state makes it harder to track a women's journey and clearly see their position at the beginning to the outcomes achieved. It is recommended that to better capture the full journey of each women, a consolidated spreadsheet should be used for ease of reporting;
- 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. This would link in to the consolidated spreadsheet referenced so the impact for each woman was clear;
- WIC should work with contractors to identify how they can better capture the ongoing changing to perceptions in the organisation and creating a more inclusive environment from the take up of flexible working policies by all staff to staff satisfaction surveys. This would allow for better quantification of the longer term impact here.

Recommendations to optimise value

Recommendations are made throughout the report to further optimise the social value created through these services for each stakeholder.

- With respect to the women, it was highlighted, that enhancing the mentoring element would be of great value given that there are few role models in the industry. This could potentially be brokered by WIC to join up women with each other to mentor them as they continue their career in the industry;
- Furthermore, it was highlighted that 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 it should be considered as to how this can be done successfully. Examples to date included speaking with schools and holding lunch talks at companies with senior management. It was felt that by sharing stories and providing a toolkit for women, they would have a better idea of how to contribute. This would also tie in with reports from other stakeholders about the need to engage with women earlier, at school and college;
- A minority of women reported that the placements had either not met their expectations or provided the employment opportunities they had hoped. This is twofold in terms of managing women's expectations on the placement but also working with the employers who are conducting the placements to ensure they are as fulfilling as possible. It was suggested by one woman that a handbook with guidance on work experience and general advice would be of great value;
- 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 and reduce their frustration at completing placements that led to no job prospects;

- A few women raised that they had not received further contact from WIC despite an initial enquiry. It is recommended that this is explored further in terms of CRM management and individual case recording to ensure no enquiries are lost or not actioned.

Appendices

Telephone Interview Proforma

Interview Proforma	
Name:	
Location:	Telephone Interview
Date of Interview:	
Time of Interview:	
Background - Involvement with WIC	
1. What has changed for you personally?	
2. Has all the change been positive? Has anything changed that you weren't expecting?	
3. How long do you think this change will last?	
4. Can you put these changes in priority order of how important they are to you?	
5. What could we show someone (for each change) that would prove that these changes have taken place? How much of a difference will each of these changes make to you?	
6. What other ways might the change have come about?	
7. Was anyone else involved in making these changes happen? If so, who were they and how much?	
8. Do you think anyone else has experienced any changes? Who are they and what is the change?	

Survey for Women – enclosed as pdf

Social Return on Investment

Organisation	Women into Construction	Name	Hannah Marsh
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Stage 1		Stage 2		Stage 3			Stage 4			Stage 5								
Stakeholders	Intended/unintended changes	Inputs		Outputs	The Outcomes		The Outcomes (what changes)			Drop Off	Displacement	Impact	Calculating Social Return					
		Description	Value £		Description	Indicator	Source	Quantity	Duration				%	%	Quantity times financial proxy, less deadweight, displacement and attribution	Discount Rate		
Who do we have an effect on? Who has an effect on us?	What do you think will change for them?	What do they invest?		Summary of activity in numbers	How would you describe the change?	How would you measure it?	Where did you get the information from?	Percentage that experienced change	How much change was there?	How long does it last?	Does the outcome drop off in future years?	What activity did you displace?	Quantity times financial proxy, less deadweight, displacement and attribution	Year 1	Year 2	Year 3	Year 4	Year 5
Women skilled (secure employment)	Women are supported to learn new skills and experience to help them secure employment and given advice and support throughout the process	Time	£		Women have more skills and experience and secure employment	Women that secured employment and strongly agree or agree with the statement "I would not have been able to secure a job in the Construction Industry without Women into Construction"	Interviews and surveys with women	100%	63	3	50%	0%	£ 503,037.22	£ 503,037.22	£ 251,518.61	£ 125,759.31	£ -	£ -
					Women have greater opportunities for career progression	Women reporting greater career opportunities and hope for the future	Interviews and surveys with women	67%	42	3	50%	0%	£ 21,543.64	£ 21,543.64	£ 10,771.82	£ 5,385.91	£ -	£ -
					Women have a sense of belonging and greater confidence leading to a greater belief in their own capability	Number of women reporting feeling in control, increase in confidence and increase in confidence in skills	Interviews and surveys with women	61%	38	3	25%	0%	£ 36,370.47	£ 36,370.47	£ 27,277.85	£ 20,458.39	£ -	£ -
	Women have a network of other women to reach out to and the support of their advisors				Women have a sense of someone to rely on	Number of women that agreed with the statement "Women into Construction provided a listening ear and I knew I could contact them with any personal or work related issues for their support" either a great deal or a lot	Interviews and surveys with women	52%	33	1	0%	0%	£ 16,549.49	£ 16,549.49	£ -	£ -	£ -	£ -
					Women have relief from anxiety	Number of women reporting relief from anxiety (not including those that also reported relief from depression)	Interviews and surveys with women	21%	13	0	50%	0%	£ 1,052.39	£ -	£ -	£ -	£ -	£ -
					Women have relief from depression	Number of women reporting relief from depression	Interviews and surveys with women	34%	22	3	50%	0%	£ 11,419.88	£ 11,419.88	£ 5,709.94	£ 2,854.97	£ -	£ -
	Women secure employment and earn money				Women are more financially independent	Number of women reporting increased financial independence	Interviews and surveys with women	70%	44	3	50%	0%	£ 47,948.73	£ 47,948.73	£ 23,974.36	£ 11,987.18	£ -	£ -
	Women have a sense of pride in themselves which their family also has for them leading to better relationships				Women have improved relationships with family	Number of women reporting improved relationship with family	Interviews and surveys with women	52%	32	0	50%	0%	£ 5,403.68	£ -	£ -	£ -	£ -	£ -
	Women earn more money so can support their family financially				Women are better able to financially support their family	Number of women reporting better able to support family financially	Interviews and surveys with women	0%	0	0	0%	0%	£ -	£ -	£ -	£ -	£ -	£ -
Women secure employment and face gender discrimination in male dominated industry	Discrimination in the workplace	Women reporting increase discrimination in the workplace	Interviews and surveys with women	6%	4	1	0%	0%	£ 4,784.06	£ 4,784.06	£ -	£ -	£ -	£ -				
					Women have more skills and experience and secure employment	Women that secured employment and strongly agree or agree with the statement "I would not have been able to secure a job in the Construction Industry without Women into Construction"	Interviews and surveys with women	100%	87	3	50%	0%	£ 770,560.48	£ 770,560.48	£ 385,280.24	£ 192,640.12	£ -	£ -

Women entry level/trade (secure employment)	Women are supported to learn new skills and experience to help them secure employment and given advice and support throughout the process	Time	£	Women have greater opportunities for career progression	Women reporting greater career opportunities and hope for the future	Interviews and surveys with women	75%	65	3	50%	0%	£ 31,243.68	£ 31,243.68	£ 15,621.84	£ 7,810.92	£ -	£ -
	Women have a sense of belonging and greater confidence leading to a greater belief in their own capability			Number of women reporting feeling in control, increase in confidence and increase in confidence in skills	Interviews and surveys with women	67%	58	3	25%	0%	£ 57,540.27	£ 57,540.27	£ 43,155.20	£ 32,366.40	£ -	£ -	
	Women have a sense of someone to rely on			Number of women that agreed with the statement "Women into Construction provided a listening ear and I knew I could contact them with any personal or work related issues for their support" either a great deal or a lot	Interviews and surveys with women	83%	72	1	0%	0%	£ 47,100.53	£ 47,100.53	£ -	£ -	£ -	£ -	
	Women have a network of other women to reach out to and the support of their advisors			Number of women reporting relief from anxiety (not including those that also reported relief from depression)	Interviews and surveys with women	33%	29	0	50%	0%	£ 1,924.49	£ -	£ -	£ -	£ -	£ -	
	Women secure employment and earn money			Number of women reporting relief from depression	Interviews and surveys with women	23%	20	3	50%	0%	£ 6,767.38	£ 6,767.38	£ 3,383.69	£ 1,691.85	£ -	£ -	
	Women have a sense of pride in themselves which their family also has for them leading to better relationships			Number of women reporting increased financial independence	Interviews and surveys with women	62%	54	3	50%	0%	£ 58,755.22	£ 58,755.22	£ 29,377.61	£ 14,688.81	£ -	£ -	
	Women earn more money so can support their family financially			Number of women reporting improved relationship with family	Interviews and surveys with women	31%	27	0	50%	0%	£ 3,873.97	£ -	£ -	£ -	£ -	£ -	
	Women secure employment and face gender discrimination in male dominated industry			Number of women reporting better able to support family financially	Interviews and surveys with women	69%	60	0	0%	0%	£ 71,911.75	£ -	£ -	£ -	£ -	£ -	
Women are supported to learn new skills and experience to help them move closer to employment and given advice and support throughout the process	Discrimination in the workplace	Women reporting increase discrimination in the workplace	Interviews and surveys with women	8%	7	1	50%	0%	£ 11,901.60	£ 11,901.60	£ -	£ -	£ -	£ -			
	Women have more skills and experience	Number of women reporting they are more employable (strongly agree/agree) and have learnt new skills (strongly agree or agree) that received employment advice and support	Interviews and surveys with women	59%	51	3	50%	0%	£ 7,172.15	£ 7,172.15	£ 3,586.08	£ 1,793.04	£ -	£ -			
	Women have more skills and experience	Number of women reporting they are more employable (strongly agree/agree) and have learnt new skills (strongly agree or agree) that received training	Interviews and surveys with women	36%	31	3	50%	0%	£ 2,151.51	£ 2,151.51	£ 1,075.75	£ 537.88	£ -	£ -			
	Women have more skills and experience	Number of women reporting they are more employable (strongly agree/agree) and have learnt new skills (strongly agree or agree) that received work experience	Interviews and surveys with women	36%	31	3	50%	0%	£ 14,228.16	£ 14,228.16	£ 7,114.08	£ 3,557.04	£ -	£ -			
	Women have a sense of belonging and greater confidence in career path leading to a greater belief in their own capability	Women reporting strongly agree or agree for clearer idea on career path and also greater sense of hope for the future	Interviews and surveys with women	50%	43	3	25%	0%	£ 37,338.66	£ 37,338.66	£ 28,004.00	£ 21,003.00	£ -	£ -			

Women skilled (did not secure employment)	Women are supported financially during work placements	Time	£	-	Women have increased peace of mind/reduced stress and avoid increasing debt	Number of women funded through work experience	Interviews and surveys with women	23%	20	1	0%	0%	£ 3,590.07	£ 3,590.07	£ -	£ -	£ -	£ -		
	Women have a network of other women to reach out to and the support of their advisors				Women have someone to rely on	Number of women that agreed with the statement "Women into Construction provided a listening ear and I knew I could contact them with any personal or work related issues for their support" either a great deal or a lot	Interviews and surveys with women	65%	56	1	0%	0%	£ 30,786.87	£ 30,786.87	£ -	£ -	£ -	£ -	£ -	£ -
					Women have relief from anxiety	Number of women reporting relief from anxiety (not including those that also reported relief from depression)	Interviews and surveys with women	9%	8	0	0%	0%	£ 506.63	£ -	£ -	£ -	£ -	£ -	£ -	£ -
					Women have relief from depression	Number of women reporting relief from depression	Interviews and surveys with women	14%	12	3	50%	0%	£ 3,834.19	£ 3,834.19	£ 1,917.10	£ 958.55	£ -	£ -	£ -	£ -
					Women do not secure employment	Women have increased frustration as unable to secure employment	Number of women strongly disagree or disagree with more employable	Interviews and surveys with women	14%	12	1	0%	0%	£ 3,039.35	£ 3,039.35	£ -	£ -	£ -	£ -	£ -
Women Entry Level/Trade (did not secure employment)	Women are supported to learn new skills and experience to help them move closer to employment and given advice and support throughout the process	Time	£	-	Women have more skills and experience	Number of women reporting they are more employable (strongly agree/agree) and have learnt new skills (strongly agree or agree) that received employment advice and support	Interviews and surveys with women	48%	105	3	50%	0%	£ 13,655.41	£ 13,655.41	£ 6,827.70	£ 3,413.85	£ -	£ -	£ -	
					Women have more skills and experience	Number of women reporting they are more employable (strongly agree/agree) and have learnt new skills (strongly agree or agree) that received training	Interviews and surveys with women	57%	126	3	50%	0%	£ 7,987.90	£ 7,987.90	£ 3,993.95	£ 1,996.97	£ -	£ -	£ -	
					Women have more skills and experience	Number of women reporting they are more employable (strongly agree/agree) and have learnt new skills (strongly agree or agree) that received work experience	Interviews and surveys with women	14%	31	3	50%	0%	£ 13,206.22	£ 13,206.22	£ 6,603.11	£ 3,301.55	£ -	£ -	£ -	
					Women have a sense of belonging and greater confidence in career path leading to a greater belief in their own capability	Women reporting strongly agree or agree for clearer idea on career path and also greater sense of hope for the future	Interviews and surveys with women	57%	126	3	25%	0%	£ 102,193.69	£ 102,193.69	£ 76,645.26	£ 57,483.95	£ -	£ -	£ -	
	Women are supported financially during work placements				Women have increased peace of mind/reduced stress and avoid increasing debt	Number of women funded through work experience	Interviews and surveys with women	33%	73	1	0%	0%	£ 13,410.40	£ 13,410.40	£ -	£ -	£ -	£ -	£ -	
	Women have a network of other women to reach out to and the support of their advisors				Women have someone to rely on	Number of women that agreed with the statement "Women into Construction provided a listening ear and I knew I could contact them with any personal or work related issues for their support" either a great deal or a lot	Interviews and surveys with women	75%	165	1	0%	0%	£ 95,718.28	£ 95,718.28	£ -	£ -	£ -	£ -	£ -	£ -
					Women have relief from anxiety	Number of women reporting relief from anxiety (not including those that also reported relief from depression)	Interviews and surveys with women	10%	21	0	0%	0%	£ 1,201.57	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Women have relief from depression		Number of women reporting relief from depression	Interviews and surveys with women	29%	63	3	50%	0%	£ 23,734.11	£ 23,734.11	£ 11,867.05	£ 5,933.53	£ -	£ -	£ -	£ -				

	Women do not secure employment				Women have increased frustration as unable to secure employment	Number of women strongly disagree or disagree with more employable	Interviews and surveys with women	14%	31	1	0%	0%	£ 8,109.46	£ 8,109.46	£ -	£ -	£ -	£ -
Women in Construction Member Organisations	Membership fees May 17 to April 18	£ 16,100.00			Increased inclusive working environment leading to increased productivity	Number of employees from organisations reporting increase in inclusive working practices as a result of working with WIC	Interviews and data from members	100%	4498	3	50%	0%	£ 67,470.00	£ 67,470.00	£ 33,735.00	£ 16,867.50	£ -	£ -
	Membership fees May 2018 to September 2018	£ 11,300.00			Increased reputation of member organisation externally leading to increased profile and opportunity to secure new work	Number of member organisations reporting increased reputation externally	Interviews with members	100%	9	3	22%	0%	£ 16,385.04	£ 16,385.04	£ 12,780.33	£ 9,968.66	£ -	£ -
					Increased retention rate of women in the business	Number of candidates taken on full time within member organisations	Women into Construction data spreadsheets and interviews with members	100%	6	3	50%	0%	£ 1,532.38	£ 1,532.38	£ 766.19	£ 383.09	£ -	£ -
					Reduction in recruitment fees and time sourcing appropriate candidates (Tier 1 Contractors)	Number of candidates taken on full time within member organisations	Women into Construction data spreadsheets and interviews with members	100%	11	1	0%	0%	£ 17,498.25	£ 17,498.25	£ -	£ -	£ -	£ -
					Reduction in recruitment fees and time sourcing appropriate candidates	Number of candidates taken on full time within member organisations	Women into Construction data spreadsheets and interviews with members	100%	6	1	0%	0%	£ 15,271.20	£ 15,271.20	£ -	£ -	£ -	£ -
					Increased productivity for business	Number of businesses reporting increase in productivity	Interviews and data from members	100%	1	0	0%	0%	£ 51,100.00	£ -	£ -	£ -	£ -	£ -
					Reduction in training costs for member organisation	Number of candidates that have been employed by member organisations that came through WIC	Women into Construction data spreadsheets and interviews with members	100%	17	0	0%	0%	£ 2,645.20	£ -	£ -	£ -	£ -	£ -
					Increased opportunity to secure new work	Not material							£ -	£ -	£ -	£ -	£ -	£ -
					Increased resistance from managers/site staff on further women recruited	Number of incidences (i.e. may be more than one candidate at the same time) where women did not stay on within organisation	Women into Construction data spreadsheets and interviews with members	5%	8	3	0%	0%	£ 9,540.00	£ 9,540.00	£ 9,540.00	£ 9,540.00	£ -	£ -
					Increased time and costs for women that do not stay on	Number of candidates that did not stay on within organisation	Women into Construction data spreadsheets and interviews with members	5%	8	0	0%	0%	£ 779.86	£ -	£ -	£ -	£ -	£ -
				Increased awareness leading to increased inclusive working environment (SME Members only)	Number of employees from organisations reporting increase in inclusive working practices as a result of working with WIC	Interviews and data from members				50%	0%	£ -	£ -	£ -	£ -	£ -	£ -	
				Increased awareness leading to increased inclusive working environment leading to increased productivity	Number of employees from organisations reporting increase in inclusive working practices as a result of working with WIC	Interviews and data from members	75%	47	3	50%	0%	£ 7,812.00	£ 7,812.00	£ 3,906.00	£ 1,953.00	£ -	£ -	

Other construction companies		Time to interview candidates	£ 31,950.00	Increased reputation of member organisation externally leading to increased profile and opportunity to secure new work	Number of construction companies reporting increased reputation externally	Interviews with members	100%	62	3	22%	0%	£ 80,624.80	£ 80,624.80	£ 62,887.34	£ 49,052.13	£ -	£ -
		Work placement time	£ 108,630.00	Increased retention rate of women in the business	Number of candidates taken on full time within construction companies	Women into Construction data spreadsheets and interviews with members	-	116	3	50%	0%	£ 29,625.94	£ 29,625.94	£ 14,812.97	£ 7,406.48	£ -	£ -
				Reduction in recruitment fees and time sourcing appropriate candidates	Number of candidates taken on full time within construction companies	Women into Construction data spreadsheets and interviews with members	-	116	1	0%	0%	£ 196,828.80	£ 196,828.80	£ -	£ -	£ -	£ -
				Reduction in training costs for organisation	Number of candidates that have been employed by member organisations that came through WIC	Women into Construction data spreadsheets and interviews with members	-	116	0	0%	0%	£ 18,049.60	£ -	£ -	£ -	£ -	£ -
				Increased resistance from managers/site staff on further women recruited	Number of incidences (i.e. may be more than one candidate at the same time) where women did not stay on within organisation	Women into Construction data spreadsheets and interviews with members	5%	8	3	0%	0%	£ 9,540.00	£ 9,540.00	£ 9,540.00	£ 9,540.00	£ -	£ -
				Increased time and costs for women that do not stay on	Number of candidates that did not stay on within organisation	Women into Construction data spreadsheets and interviews with members	5%	8	0	0%	0%	£ 779.86	£ -	£ -	£ -	£ -	£ -
Client Organisations	Client organisations are supported by WIC to embed inclusive working practices and ways of working to support women into construction	Use of office space	£ 35,086.75	Increased capacity and skills to implement new policies	Number of client organisations reporting increased expertise to achieve inclusive working environment	Interviews with Stakeholders	33%	1	3	25%	0%	£ 2,912.00	£ 2,912.00	£ 2,184.00	£ 1,638.00	£ -	£ -
		Engaging with supply chain members	£ 4,785.00	Increased capacity and skills to implement new policies	Number of client organisations reporting increased expertise to achieve inclusive working environment	Interviews with Stakeholders	66%	2	0	50%	0%	£ 1,344.00	£ -	£ -	£ -	£ -	£ -
WIC Employees	Employees have a sense of pride making a difference to the women they work with	WIC Match Funding staff time	£ 46,055.00	Increased job satisfaction	Number of employees reporting increase job satisfaction	Employee focus groups	100%	6	0	0%	0%	£ -	£ -	£ -	£ -	£ -	£ -
	Employees are inspired by the women that they work with			Sense of self fulfilment	Number of employees reporting sense of self fulfilment	Employee focus groups	100%	6	1	0%	0%	£ 12,096.00	£ 12,096.00	£ -	£ -	£ -	£ -
	Women secure employment			Secured employment	Number of employees previously unemployed	Employee focus groups		1	0			£ -	£ -	£ -	£ -	£ -	£ -
	Employees are inspired by the women that they work with			Inspire family member to pursue career in construction	Number of employees reporting inspire family member to pursue career in construction	Employee focus groups	33%	2	0	0%	0%	£ 118.92	£ -	£ -	£ -	£ -	£ -
	Employees provide counselling advice and support to women	Time	£ -	Greater understanding of barriers facing women	Number of employees reporting greater understanding of mental health needs	Employee focus groups	33%	2	3	0%	0%	£ 606.36	£ 606.36	£ 606.36	£ 606.36	£ -	£ -

	Employees face resistance externally and don't achieve outcomes		
Local Authorities	Local Authorities refer residents to WIC and receive support and training from WIC		
TfL	TfL are able to deliver work experience programme with WIC and publish results from programme		
GLA			
Training Organisations			
Referral Agencies (JCP)		Engagement events and signposting clients	£ 1,196.25
Referral Agencies (Build London)			
CITB		Funding from CITB	£ 480,392.00
B&CE Foundation			£ 18,900.00

Sense of frustration at pace of change	Number of employees reporting sense of frustration at pace of change	Employee focus groups	33%	2	1	0%	0%	£ 450.00	£ 450.00	£ -	£ -	£ -	£ -
Increased awareness of operatives when engaging with residents	Number of Local Authorities reporting increased awareness of operatives as a result of training	Telephone interviews	-	1	1	0%	0%	£ 2,886.00	£ 2,886.00	£ -	£ -	£ -	£ -
Increased awareness of residents of jobs available in construction								£ -	£ -	£ -	£ -	£ -	£ -
TfL receive increased external recognition and increase their reputation as a result of their Supplier Skills Team Projects	Reporting increased external recognition and being shortlisted for EU wide award	Telephone interviews	100%	1	3	22%	0%	£ 700.00	£ 700.00	£ 546.00	£ 425.88	£ -	£ -
WIC raise awareness for women through pre-employment and work experience programme								£ -	£ -	£ -	£ -	£ -	£ -
Expertise and consultancy advice enabling detailed targeting, recording and understanding of how to support women when the academy goes live	Number of client organisations reporting increased expertise to achieve inclusive working environment	Interviews with Stakeholders	100%	1	1	0%	0%	£ 1,470.00	£ 1,470.00	£ -	£ -	£ -	£ -
Reduction in teachers time and loss of funding as more candidates stay on and complete course	Increased number of women that remain on the course	Telephone interviews	14%	4	1	0%	0%	£ 4,526.55	£ 4,526.55	£ -	£ -	£ -	£ -
JCP have a referral mechanism to support women in a proactive way reducing partnership manager time engaging with employers	Report in decreased time engaging employers and increase in number of referrals to WIC	Telephone interviews	100%	1	1	0%	0%	£ 4,844.81	£ 4,844.81	£ -	£ -	£ -	£ -
JCP Advisors are more aware of options available to their candidates	JCP Advisors reporting increased awareness of roles in construction for women	Telephone interviews	100%	1	0	0%	0%	£ 472.50	£ -	£ -	£ -	£ -	£ -
WIC provide expertise and advice to enable Build London to target women more effectively and secure funding	Build London secure funding setting achievable targets for attracting women and clear strategy	Telephone interviews	100%	1	1	0%	0%	£ 13,500.00	£ 13,500.00	£ -	£ -	£ -	£ -
Increase credibility with employers and ease of engagement	CITB reporting increased ease of engagement with employers and employers actively engaging	Telephone interviews	100%	1	1	0%	0%	£ 2,533.96	£ 2,533.96	£ -	£ -	£ -	£ -
CITB are supported to increase diversity and reduce inequality within construction	CITB reporting increased sense of support to achieve mission to tackle inequality	Telephone interviews	100%	1	0	50%	0%	£ 166,491.36	£ -	£ -	£ -	£ -	£ -
Increased reputation for B&CE as a result of funding WIC								£ -	£ -	£ -	£ -	£ -	£ -

BAM Nuttall		Employer Steering Group Membership	£ 4,913.00	Raising awareness of perceptions of women and opportunities for women in sector	Increased awareness reported by BAM Nuttall	Interviews with Stakeholders	100%	1	0	50%	0%	£ 2,205.00	£ -	£ -	£ -	£ -	£ -	
The State		Factor	£ -	Increased contribution to state and reduction on benefits	Number of unemployed women securing employment that were previously claiming benefits		44%	66	1	0%	0%	£ 474,608.22	£ 474,608.22	£ -	£ -	£ -	£ -	
		Total	£ 759,308.00															
												Totals	£ 3,210,953.77	£ 2,884,212.43	£ 1,056,849.45	£ 584,844.31	£ -	£ -
												Present Value	£ 3,102,370.79	£ 2,786,678.68	£ 986,580.27	£ 527,496.06	£ -	£ -
												Total Present Value (PV)						£ 4,300,755.01
												Net Present Value						£ 3,541,447.01
												Social Return £ per £						£ 5.66
												Social Value	£ 5.66 of social value for every £1 of investment					