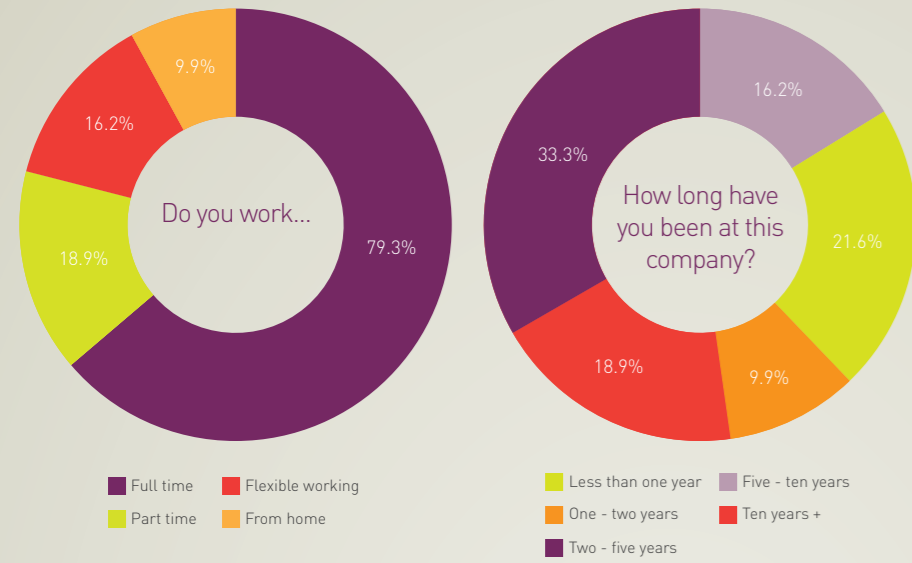


RECRUITMENT



The overwhelming majority of roles are still traditional full or part time (79.3%). Just 16% of respondents said their role was flexible. And yet flexibility was cited as the overwhelming attraction to a role, irrespective of age, sex or family circumstances.

Qualitative feedback was that the profession is still very male dominated

and that not enough is being done to market the industry dynamically, especially to the next generation.

Recruitment is starting to address the need to get more women into the industry, but the pipeline is leaky, especially around the family years, for both women and men. Just 12% of women in managerial roles shows

With the UK at nearly full employment, coupled with a real skills shortage in this sector, Employee Value Proposition (EVP) is critical. It's no longer just about the financial incentive. If you want to attract and keep the best talent, you have to demonstrate that you are a flexible and forward thinking employer. The winners are those who can offer a positive company culture that encourages a good work life balance.

Craig Davidge, Managing Director, Rosemont Partnership

either promotion is an issue, or women haven't been able to sustain their career following a break for children.

Whilst there are female role models, there are far fewer women than men in management positions. We need to make women in the industry more visible if it is to inspire that next generation.

The statistical evidence is corroborated by a number of qualitative replies to key questions, including:



1. Were there any barriers to agreeing part time, flexible or working from home with your employers?

'No. My employer has a family friendly ethos so if I need to work from home or work shorter hours one week I can'

'I work part time and working from home is supported'

Some found it more challenging:

'No, although it's difficult to sustain with the assumption that it's basically a full time job carried out in part time/flexible hours'

'No, but managing workload is difficult'

'Complicated/limited options for maintaining a relationship with career/industry during maternity leave'

2. What is the one thing your company can do to attract more women? Does your company offer this?

'Have more visible women, particularly mothers, in senior positions'

'Market in a more positive way towards women'

'A mixed workforce which shows prospective new recruits that we are already taking action by having a diverse workforce'

'Make it clear that flexible working could be offered to all employees at all levels.'

3. Do you have colleagues that have left the sector? If yes, why?

'Yes, for roles that support time for the family, e.g.term hours'

'Yes, inflexible work conditions could not fit around childcare. Stress of balancing work and life commitments'

'No clear defined progression route. Inconsistency with promotion across the business'

4. What do you think are the three key elements to a successful work/life balance?

'Flexibility (on both sides). Remote working access'

'Flexibility, trust, setting boundaries'

'Teamwork. Not having to work under pressure or to tight deadlines. Working local and having flexibility'

'Good resourcing. Strong leaders. Weekends!'

CASE STUDIES

Zoe Price: Group Director for Public Sector Frameworks, ISG



She says she's lucky to work for a very flexible and family friendly employer,

Zoe is clear that the industry needs to do more to market itself positively, especially to the next generation.

with a good view on diversity and great role models at all levels. But, she says, the industry generally is missing a trick. She sees other STEM careers doing much more in showcasing how technology is playing a significantly greater role in an increasingly dynamic and technology driven industry.

"We're still seen as very traditional, hard hats and high viz. The reality is, technology is the future for the industry and there are some really exciting career opportunities for both sexes. But that message has got to be driven from the top."

Samantha Organ: Senior Lecturer in Building Surveying, University of the West England and Building Surveyor, National Trust



at UWE but after completing her PhD in Energy Efficiency she missed the hands on experience of being in the

Samantha combines roles in academia and in the field. She was originally a full time lecturer

field. She says it works because she has full support from the management teams at both organisations, and that both have benefited as UWE has placed a number of work experience students with the Trust.

She says: "Both UWE and the National Trust have made it clear to me from the start that they could see how this would benefit my practice

as a surveyor, as a lecturer and a researcher. Organisations that are fixated on five days a week full time are missing out on talent. I have some Masters students who are very capable but are worried about going back into industry because of the lack of work-life balance and that's a shame as these are talented and able individuals".

Lucy Holt: Associate Director, Mace, seconded to EDF Energy



developments at Hinkley Point C (HPC). She works a four day week and has done so for the last six years. She says standing firm on this can be challenging in interviews for roles, as

Lucy graduated in civil engineering and is a senior project manager for associated

clients do not particularly want 'part time' workers. It requires company and client support. Lucy has had two promotions in the past four years and credits both Mace and EDF Energy for being bold in its recruitment policies. She is clear, however, that flexibility has to work on both sides. As an employee with a significant degree of responsibility you cannot be rigid. On the other hand, the benefits are tangible for the employer in being

able to attract and retain high quality, committed and happy employees. She admits this arrangement can be harder for the 'Contractor' project managers who are very involved in day to day construction projects and that this is 'the last piece of the jigsaw' for the construction industry to really tackle through more creative approaches such as shift patterns or weekend working.

Rachael Sherratt: Associate Director, Noma Kieran Lilley: Divisional Director, Stride Treglown



enable them to combine a family life without sacrificing either career. Both of them say the arrangement

Husband and wife Rachael and Kieran have flexible arrangements with both their employers that

where Rachael works four days a week and Kieran fulfils a full time role but also over four days a week, makes for happier, less stressed and more productive individuals.

Says Rachael: "It benefits both sides. You have employees that are happier, less likely to take time off sick or, in the worse case scenario, leave. Because both parents have this

arrangement we are more flexible than if only one of us benefited, we can juggle early meetings, late events and childcare between us, which is important at a senior level. It also means our children see their parents sharing responsibilities, so it's a positive role model for the next generation."



BUILDING: A BETTER WORKFORCE

A survey by Women in Property South West, Gapsquare - leading provider of gender pay gap analysis and Rosemont Partnership - executive search consultants for the construction industry

INTRODUCTION

Rachel Bell: Chairman, Women in Property South West



Women are expected to make up a quarter of the UK's construction workforce by 2020 (source 2016 Randstad Report). But to achieve that figure, the industry needs to do more to encourage women to make it their career choice, right through from closing the pay gap to creating a practical, flexible working environment and a clear career path.

We need to look at how we proactively attract and keep talent and promote diversity: flexible working, mentors and role models, career progression and training opportunities are going to be vital to maintaining the modern workforce, particularly if we are going to achieve a higher rate of engagement amongst women.

The next generation is also critical. Women in Property works hard at engaging students coming up through the system to encourage them to consider Property and Construction as a dynamic and rewarding career. We also have our own mentoring programme for members which is very rewarding for both sides and I would encourage employers to introduce their own scheme.

This survey is an important benchmark, giving us a current snapshot of experiences, good and bad, and where respondents feel the industry needs to do more, from recruitment through to retirement. We wanted to examine why women are still under-represented, how organisations can improve retention and practical incentives for women to return after having a family. We wanted stories from both

employers and employees that highlight positive steps to address the domestic skills shortage in the region and beyond. Although the majority of those who responded are women, the survey wasn't exclusive as we believe many of the issues raised impact both women and men.

Whilst the results reveal that progress still very much needs to be made, we also heard stories about a number of employers, large and small, embracing the need for change and actively introducing flexible working practices that are helping boost retention and productivity. We need to use these as inspiration for the industry going forward. There are some great role models out there, we just need them to be more visible. Change can work and is working, but we need to work together to make it happen faster.

DIVERSITY AND INCLUSION

While flexibility was cited as the overwhelming attraction to a role, irrespective of age, sex or family circumstances, only 16% of the respondents were in a flexible role at the time of the survey. A large majority indicate they had traditional full or part time roles (79.3%).

The industry still very male dominated, and anecdotal evidence provided in the survey suggests not enough is being done to make the industry more dynamic and flexible, especially when marketing to the next generation.

Data on recruitment shows that the process is becoming more focused on diversity and inclusion, and the sector is trying to attract more women. This is positive progress, but further analysis indicates this could be jeopardised

by a leaky pipeline - especially around the family years - slow career progression for women, rigidity in employment practices and types of role. Of all of the female respondents, only 12% had managerial roles - indicating either overall slow career progression for women, or women haven't been able to sustain their career following a break.

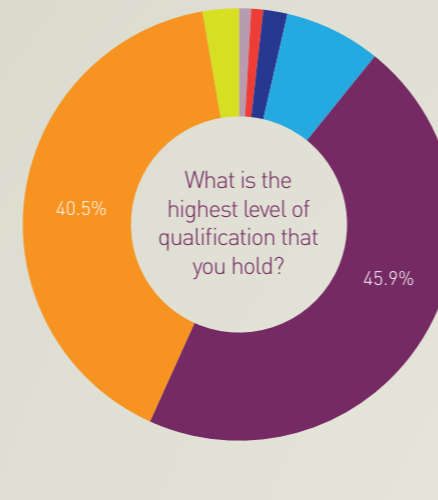
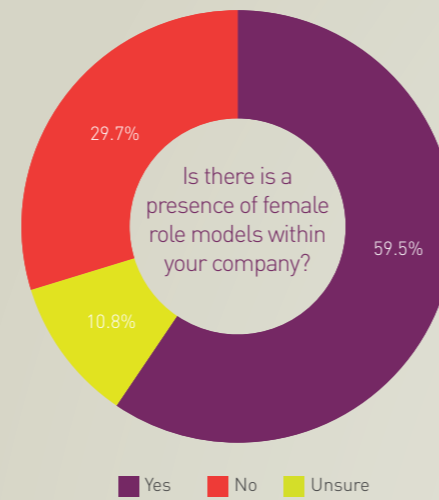
Whilst there are female role models in the industry, there are far fewer women in management positions. This indicates that either the same women were role models for everybody, or that female role models were not necessarily in managerial roles. There was a big desire amongst respondents to make women in the industry more visible if it is to inspire the next generation.

The data highlighted in this report was collected in July 2017 through a survey which was open for completion by both men and women. It was targeted at all sections of the property and construction industry, from teaching through to contractor and consultant. The survey was focused on the South West, but there may have been contributors from outside the region. Overall, a total of 111 respondents have completed the survey: 72.7% female, 26.4% male, the remainder listed as other. The majority (69.3%) are aged between 25-44: 25-34 (30.6%), 35-44, (38.7%).

The survey collected data on three key topics:

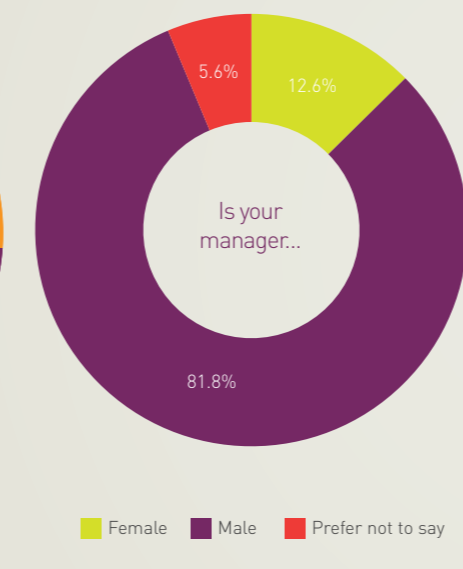
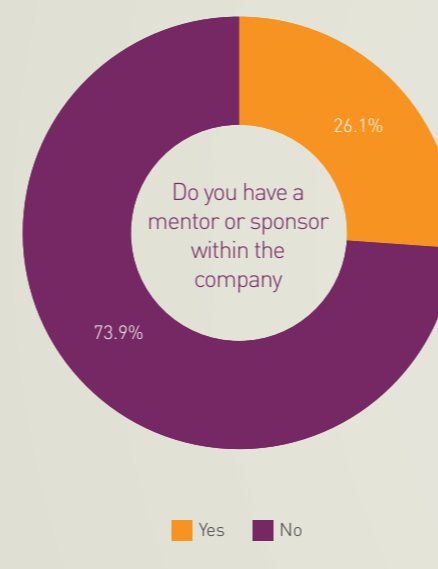
- Diversity and inclusion in the recruitment process
- Career progression and retention for women once they are already in the sector
- Training and skills for women in the sector or who are looking to enter it mid-career

EDUCATION, SKILLS & TRAINING



- Level 1 - Entry level (ELC, ESOL) or equivalent
- Level 2 - GCSE A*-C, NVQ 2 or equivalent
- Level 3 - A-Level A-E or equivalent
- Level 4 - CertHE, HNC, NVQ or equivalent
- Level 5 - Foundation Degree (HND) or equivalent
- Level 6 - Degree with Honours (BSc) or equivalent
- Level 7 - Masters (MEng, MSc, MA) or equivalent
- Level 8 - Doctorate (PhD or DPhil) or equivalent

This is a highly qualified workforce with over 86% educated to Honours Degree level or Masters. Yet those qualifications and expertise aren't being fully exploited by employers who are losing over 30% of those questioned after just two years or less. There's also a significant lack of mentoring. There is a high level of female role models - with almost 60% of responders acknowledging their presence with the company - but just 12% in a managerial role. It's therefore not surprising that active mentoring at this level isn't happening because they probably just don't have the time (74% said they did not have a mentor). Companies need to get on board with mentoring to ensure staff satisfaction and career progression.



The construction and engineering industries need diversity to sustain development and growth. EDF Energy is taking a proactive approach to breaking down barriers to creating a diverse and highly skilled workforce. In doing so we will help to build a long term future for these sectors and great careers for the women who will lead it.

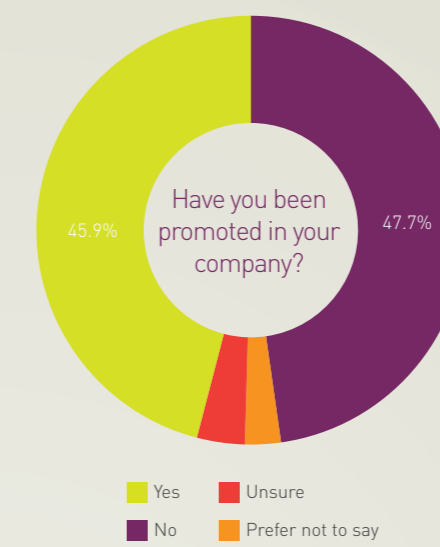
Helen Higgs, Resource Alliance Lead for Hinkley Point C

Although this industry is still very male dominated, I have seen a distinct improvement in the intake of women on to our courses as well as in our staff. For example, the number of female academics has grown from 15% to 30% in the last three years under my leadership.

I strongly believe that we should always employ the best possible candidate for the job, regardless of gender. But in my experience, diverse teams perform better. It produces a much better dynamic and more creative outcomes.

Elena Marco, Head of Department, Architecture and the Built Environment, University of the West of England.

RETENTION AND BENEFITS



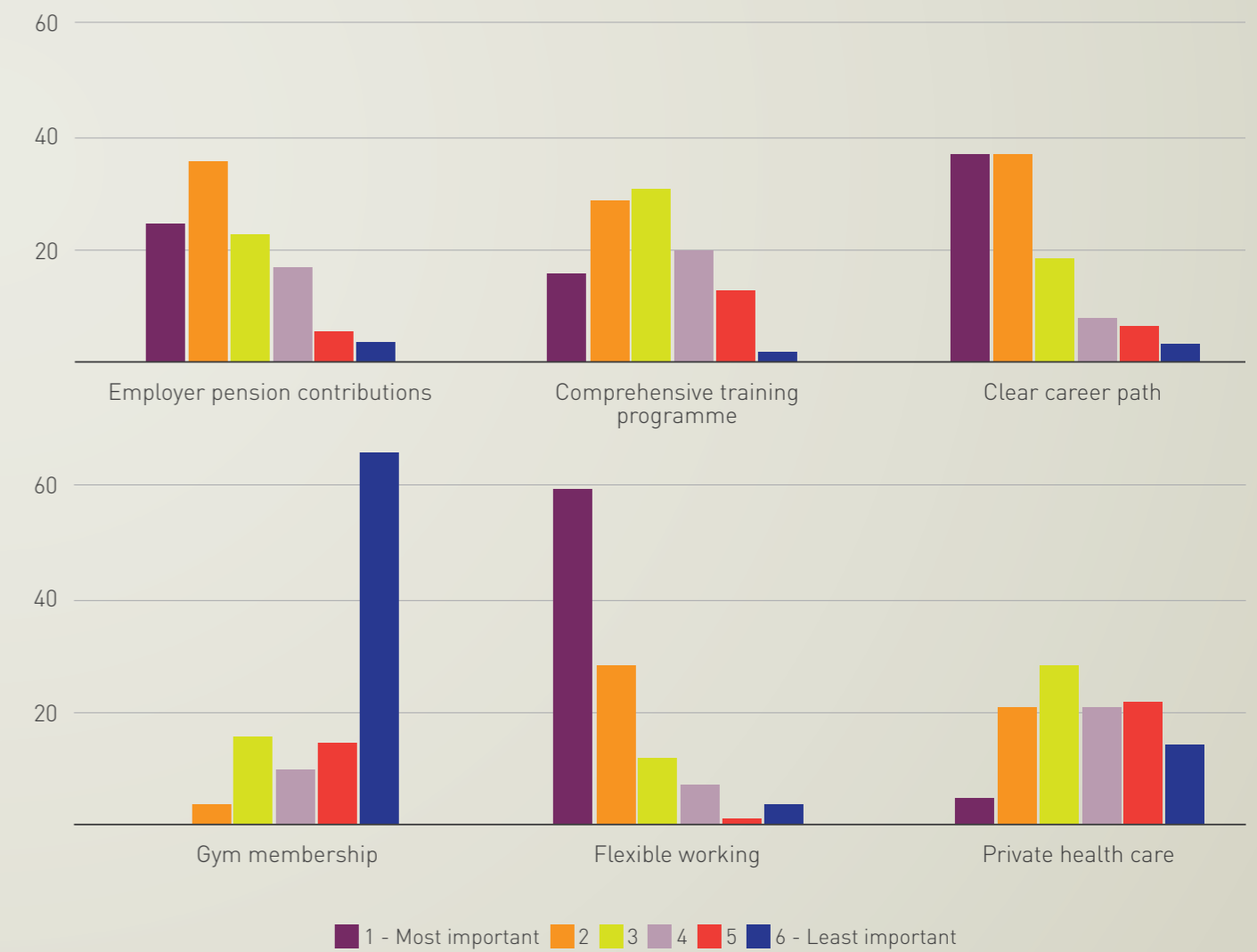
Token benefits such as gym membership are of little interest to employees. Training and development and a clear career path are by far the driving forces. But with almost 48% of respondents stating they had not yet received a promotion in their current role, the suggestion is that women are being held in a holding pattern for too long and start to become disengaged, many actually leaving the industry altogether.

Flexible working swept the board as the benefit of choice. Don't underestimate its importance.

The Office of National Statistics states that women are paid less than men in four measurable categories in the industry, ranging from operatives through to management, with a pay gap in building and trades supervisors of 45.4%, one of the highest in employment. It is vital that this gap is addressed if the industry is to become more inclusive and build a sustainable workforce for the future.

Zara Nanu, CEO, Gapsquare

What is most important to you?



This survey was conducted in July 2017 and was open to both men and women. It was targeted at all sections of the property and construction industry, from teaching through to contractor and consultant. We focused on the South West but there may have been contributors from outside the region. There were a total of 111 respondents, 72.7% female, 26.4% male, the remainder listed as other. The majority (69.3%) are aged between 25-44: 25-34 (30.6%), 35-44, (38.7%).