

Getting it done: Utilising women's skills in the workforce

Lessons from the Canterbury rebuild
A case study by the Ministry for Women, August 2015



Acknowledgements

The Ministry for Women would like to thank the following people for their valued contribution in completing this report:

Members of the Canterbury Women in Construction Working Group

Belinda de Zwart (SCIRT), Hayley Devoy (CPIT), Fiona Malloch, (Connexis), Kate Flower (CECC), Marcus Waters (City Care), Philippa Webb (City Care), Magnum Tuipolotu (CERA), Marcia Beuth (Hawkins), Diana Barr (NAWIC).

Thank you also to Kimberly Jupp (McConnell Dowell), Julie Paalvast, (Hays Recruiting), Simon Worthington (Research First) who participated in the March 2015 workshop.

Thanks to the leaders we profiled in the report:

Onno Mulder, Chief Executive Officer, (City Care); Chloe Sabbadin, Senior Recruitment Consultant (Hays Recruiting); Kimberly Jupp, Site Engineer (McConnell Dowell); Roger McRae, Managing Director (McConnell Dowell); Belinda de Zwart (SCIRT).

Thanks to CERA and SCIRT for providing images of the Canterbury rebuild, and women working in the rebuild.

Minister's Foreword	3
Chief Executive's Introduction	4
Introduction	5
How you can use this report	5
Our top 5 tips for you	6
Setting the scene: Canterbury 2010-2013	7
Future demand for construction labour is high	8
But women are underutilised in the workforce in New Zealand	9
Summary of actions and impacts in Canterbury 2013-2015	10
Results so far	12
What has worked to get more women in trades jobs in Canterbury?	13
Where to next in Canterbury?	18
What would it take to get more women into jobs in demand at your place?	18
Glossary	20





Minister's Foreword

Foreword by Hon Louise Upston, Minister for Women

As Minister for Women, I want all New Zealand women to have equal rights, equal choice, equal opportunities, equal expectations and be valued equally. While we're on the right track, we're not there yet.

Getting it done tells us about what is working in New Zealand right now to increase the numbers of women in trades jobs. It also provides a convincing case for where we need to go next.

Over the past two years the Ministry and its partners in Canterbury have worked hard to increase women's work choices. Now women in Canterbury make up a higher proportion of those employed in construction than do women nationally.

Last year I was proud to speak at the launch of both *Growing your trades workforce: How to attract women to trades jobs* and the new women's specific work safety wear. The new women's work safety wear is a practical example of what can be achieved through collaboration and local leadership. It is a great example of how change is occurring in the construction industry, to get more women into good jobs.

Women's talents in the labour market are underutilised. Women are underrepresented in many occupations that have higher levels of pay and employment opportunities.

Women are significantly underrepresented across construction and trades, engineering and digital technology industries. These industries are likely to drive New Zealand's growth in the next five to 10 years.

In 2013 the research report *Building Back Better* uncovered women's labour force experiences following the Canterbury earthquakes. The report identified an underutilised and 'hidden' female labour force in Canterbury.

This research laid the foundations for work that has resulted in more women entering trades training and more women working in construction in Canterbury. The key tactic has been to increase women's visibility in the rebuild. Actions promoting women's visibility in the rebuild have included profiling women in construction and highlighting women as a source of labour in the rebuild. Media stories about women in the rebuild have celebrated their successes. New Zealand's positive approach to encouraging women into trades in the post-earthquake recovery has gained international attention.

I would urge you to take this report and use it to lead from where you are – wherever that is – to help build a prosperous future for New Zealand.

Hon Louise Upston

Minister for Women

Associate Minister for Tertiary Education,
Skills and Employment

Chief Executive's Introduction



Canterbury experienced ground- and life-shattering earthquakes in 2010 and 2011. In the subsequent rebuild, demand for construction labour has been high and employers have struggled to fill roles.

But following the earthquakes there was a large decrease in women's employment. It made sense to put these two problems together to create a solution.

The Ministry for Women has been working closely with partners in Canterbury to contribute to Canterbury's rebuild by better using women's talents in trades jobs.

The Ministry has worked with organisations such as the Building and Construction Industry Training Organisation (BCITO), the Canterbury Earthquake Recovery Authority (CERA), the Canterbury Employers' Chamber of Commerce (CECC), Christchurch Polytechnic Institute of Technology (CPIT), Connexis, the National Association of Women in Construction (NAWIC), the Stronger Christchurch Infrastructure Rebuild Team (SCIRT), and Research First to make change happen.

Our shared work is getting results. More women than ever before are working in construction and are in trades training in Canterbury.

Getting it done shares what we have learnt about what is working to get more women in jobs – like trades and STEM – that matter for New Zealand's future productivity and prosperity.

Getting it done is for anyone thinking about how to develop their local economy, for thinking about how to address skill shortages, thinking about how to develop a skilled workforce, or thinking about how to improve girls' and women's career prospects.

Getting more women in jobs like trades and STEM is plainly very good for women, but it is also good for New Zealand. That is why I want to share what we have learnt to help you – wherever you are – to get more women in jobs will drive future growth.

Please take this report and share it, use it and make the best use of women's talents for New Zealand's prosperous future.

A handwritten signature in orange ink that reads "Jo Cribb". The signature is fluid and cursive, with a large loop at the end.

Jo Cribb
Chief Executive
Ministry for Women

Getting it done shares what the Ministry and its Canterbury partners have learnt over the past two years.

Following the 2010 and 2011 earthquakes, data showed a significant negative impact on women's employment in Canterbury. This report discusses how the work of the Ministry and its partners has led to increasing numbers of women training and working in trades in Canterbury.

This report identifies five actions that have worked to increase the numbers of women in trades jobs.

How you can use this report

This report presents the lessons we have learnt. We want you to use them to increase the supply of women entering training for and working in jobs in STEM industries and trades.

Getting it done is an opportunity to share what we have learnt with you – employers, industry groups, training organisations, schools – so you can use this to influence change at your place.

We want you to use *Getting it done* to:

- contribute to the ongoing increase in the number of women in trades jobs in Canterbury
- show what is possible in other regions and industries where women are underrepresented, and where pay and prospects are good.

Our top 5 tips for you

GO

Develop and communicate your business case

Develop your business case: for example, high demand for a skilled workforce and low numbers of women training or working in your industry

Collaboration

Identify your allies and get a core of influential people and organisations together

GO

GO

Visibility

Make women in trades in your industry or region visible

Treasure what you measure

Measure baselines and set targets to increase understanding and drive accountability

GO

GO

Leading from where you are

Make the most of your leaders wherever they are.

We encourage you to make the most of experience: talk to people who have been there before and who are making progress.

Setting the scene: Canterbury 2010-2013

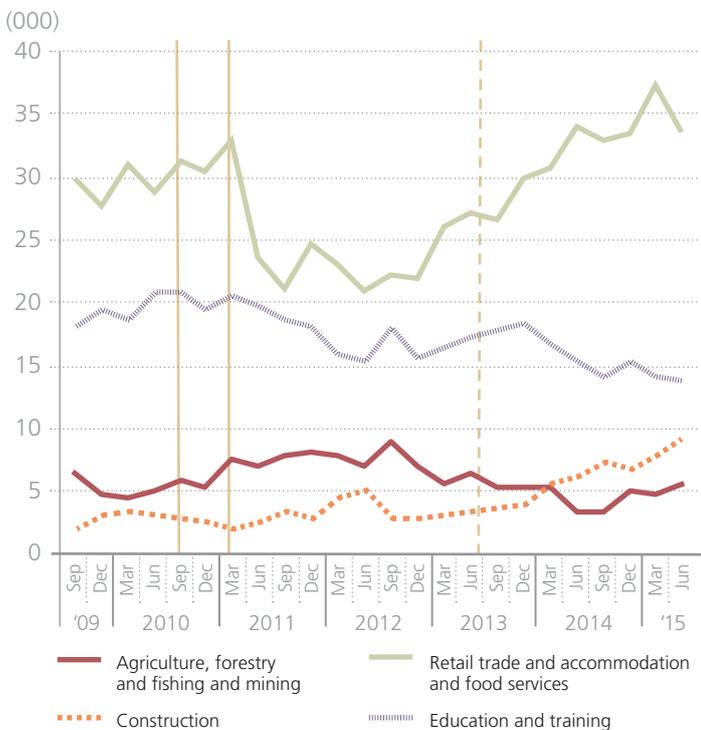
In 2010 and 2011 Canterbury endured a series of earthquakes.

These resulted not only in loss of life, but also significant destruction in Christchurch, which negatively affected both the region and New Zealand's economy.

By December 2012 Statistics New Zealand's Household Labour Force survey showed that Canterbury employment overall had risen by 2,900 people compared to the same time the previous year. However, the increase in employment came entirely from males; up 6,200. Female employment fell during the same period by 3,300 people.

Despite the high and increasing demand for labour in the rebuild, women's employment in the construction industry remained flat through 2013. In contrast, women's employment in retail trade, accommodation and food services began to recover in 2013.

Figure 1: Number of women employed in Canterbury by industry 2009-2015



* The solid vertical beige lines show the 2010 and 2011 earthquakes. The vertical dotted beige line shows the point at which the Ministry for Women initiated the 'Canterbury' work.

Source: Statistics New Zealand, Household Labour Force Survey.

In 2013 the Ministry commissioned research to better understand why women weren't applying for the construction jobs on offer.

This research, *Building back better: Utilising women's labour in the Canterbury rebuild*, showed women were being underutilised in the rebuild, that women wanted to work, were available and were not opposed to working in the rebuild.

Many women had not considered rebuild jobs or were unsure how to access them. Women saw construction jobs as jobs for men. Specifically, some women saw job advertisements as being directed at men and some women thought they could not meet the physical demands of some rebuild jobs.

The research showed that women would consider jobs in the rebuild if the following were available:

- more information about rebuild opportunities
- good pay
- flexible work hours and environment.

Almost 40 percent of the 500 women surveyed were considering training or retraining.



Future demand for construction labour is high

The Ministry of Business, Innovation and Employment's *Quarterly Canterbury Job Matching* report for the December 2014 quarter shows Canterbury labour force participation is high and unemployment is low, and vacancies for construction and engineering continue to grow strongly.

Businesses are having difficulty in sourcing skilled and, to a lesser extent, unskilled workers. Currently, the local supply of labour remains tight and is expected to remain so for the next three years.¹

The Ministry also produces an Occupational Outlook report that provides education, employment and income information on 50 key occupations in New Zealand. Examples of trades identified in Occupational Outlook 2015 with good job prospects include carpenters and joiners, electricians and welders.

The March 2015 quarter industry report, *National Construction Pipeline*, predicts very high demand for building and construction in New Zealand through to the beginning of 2019. National demand is driven by building and construction in Auckland, accounting for over a third of all building and construction work in New Zealand from 2012–2019.

"The forecast value for national building and construction remains at an unprecedented level and shows a sustained rate of growth that has not been seen in 40 years."²

In Canterbury, the value of all building and construction is forecast to peak in 2015 (\$7.4 billion) then drop back to \$3.4 billion by 2019.



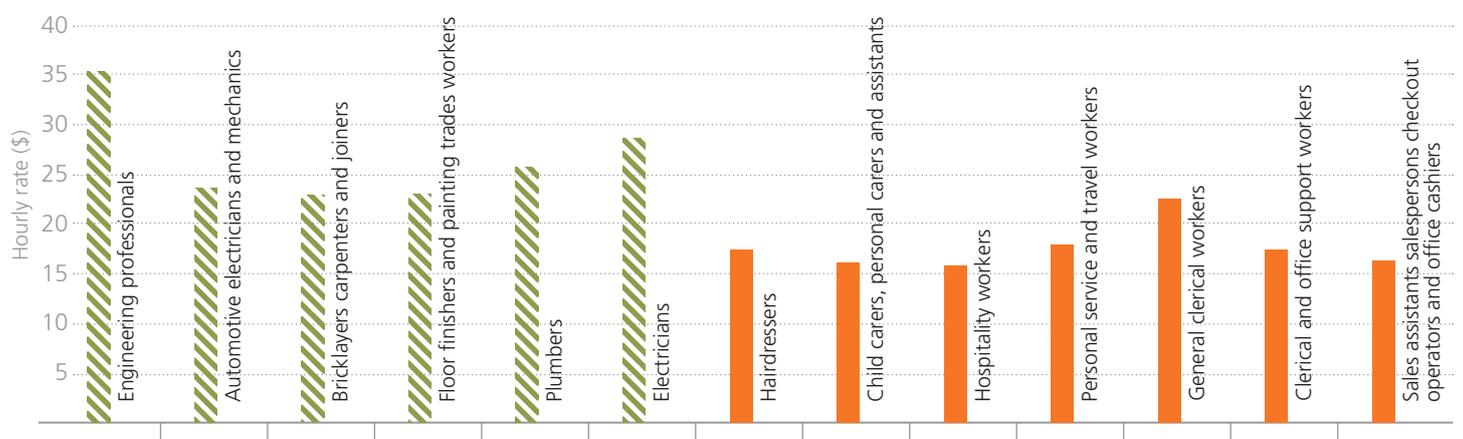
¹ Source: Ministry of Business, Innovation and Employment, Occupational Outlook 2015, p. 9.

² Source: New Zealand Building and Construction Productivity Partnership, *National Construction Pipeline* report, p.13.

But women are underutilised in the workforce in New Zealand

A large number of women in New Zealand work in female-dominated industries where pay tends to be low (see Figure 2 below).

Figure 2: Median hourly wages in selected male- and female-dominated occupations, June 2014



Source: NZ Income Survey June 2014, Statistics NZ.

By better utilising women's talents and skills in industries and occupations such as trades and STEM, businesses can recruit from a wider talent pool, benefit from diversity, increase staff retention and improve productivity and profits.

Women will also benefit from entering these industries and occupations, where demand is high, and have good pay and prospects.

Women are underutilised in the New Zealand economy

Underutilisation is a technical term used by Statistics New Zealand. It includes the 'underemployed', 'unemployed' and the 'potential labour force'. In the June 2015 quarter, 213,200³ women were classified as underutilised, with approximately a third in each group. Women's skills and talents are more likely than men's to be underutilised in the labour market.

Underutilised includes:

- **underemployed:** people working less than 30 hours per week, who would like to work more hours
- **unemployed:** people who are actively seeking work and available to start
- **the potential labour force:** people who are either not actively seeking work or not available to start in the next four weeks.

3 This figure is not seasonally adjusted. Source: Household Labour Force Survey, Statistics New Zealand. New Zealand's Household Labour Force Survey is a nationwide survey and is the official measure of employment. It provides the only comprehensive, ongoing measure of the country's labour force.

Summary of actions and impacts in Canterbury 2013-2015

Scene setter:

September 2010,
and February 2011

Canterbury earthquakes: 185 lives were lost in the 22 February earthquake. Nearly 80 percent of the central city was damaged. Around 16,000 properties were severely damaged across the city and surrounding area.

Actions

2011-2013: The Ministry for Women monitors women's employment in Canterbury

March 2013: The Ministry meets with stakeholders in Christchurch to proposed research to understand women's labour force experiences following the earthquakes.

April 2013: National Association of Women in Construction launches its Canterbury Chapter.

May 2013: The first meeting of what is to become the Canterbury Women in Construction Working Group.

August 2013: SCIRT forms its SCIRT Women in Construction (SWIC) group, which collects stories and images of women in construction to share widely, to increase the visibility of women in construction.

September 2013: The Ministry launches the research report *Building back better: Utilising women's labour in the Canterbury recovery* at the Canterbury suffrage celebration.

October 2013: CERA publishes 'Women in the recovery' on the front page of *Recovery Update*.



November 2013: CPIT introduces its first 'Top female trades student award'.

CECC, the Ministry for Women and Immigration New Zealand host an event on sources of labour in the Canterbury rebuild, targeted at medium-sized trades and construction employers.

CPIT announces fees-free trades training for its female trades students in 2014.

March 2014: Hays hosts the inaugural 'Hays Women in Construction Awards' in Christchurch.

July 2014: CPIT runs girls taster courses 'Girls rock trades' in trades (plumbing, electrical, construction).

CPIT also employs a pastoral care worker for women in trades, particularly for students who are mothers.

November 2014: City Care, McConnell Dowell and SCIRT sign a Statement of Support for the United Nations Women's Empowerment Principles, demonstrating a commitment to equality for women in the workforce.

November 2014: The Ministry for Women and SCIRT launch *Growing your trades workforce: How to attract women to your jobs* for trades employers, and a new line of women-fitted personal protective work clothing.

CPIT announces that its fees-free trades training for women will continue in 2015.

December 2014: SCIRT sets a target of 13 percent for the number of women in operational roles by 2016.

March 2015: Belinda de Zwart (SCIRT) presents to the APEC side event at the United Nations Conference on Disaster Risk Management in Japan on women's contribution to post-disaster rebuild efforts.

May 2015: Hays National Association of Women in Construction Excellence Awards 2015 – now a national event run jointly by Hays Recruiting and NAWIC.



Results

2014: The number of women in operational roles at SCIRT increased from 20 to 30 between 2013 and 2014.

September 2014: The Household Labour Force Survey September 2014 results show that compared to the previous year:

- both the number and proportion of women working in construction in Canterbury increased
 - for the first time the proportion of women in construction in Canterbury exceeds the proportion of women in construction nationally.
-

December 2014: CPIT had 414 female enrolments in trades training in 2014, compared to 50 in 2011.

The Household Labour Force Survey results for December 2014, show the number and proportion of women working in construction in Canterbury has increased (compared to December 2013).

June 2015: The Household Labour Force Survey results continue to show the same pattern of increase.

Results so far

Christchurch Polytechnic Institute of Technology (CPIT) enrolments: growing the pipeline of trades-trained women

In November 2013 CPIT announced fees-free trades training for women for courses beginning in 2014. CPIT has continued fees-free trades training for women in 2015. Women are training in a variety of trades, including electrical, foundation trades, civil, plasterboard, plumbing, automotive, painting and decorating, carpentry and engineering. There has been an 800 percent increase in the number of women enrolling in trades training since 2011.

Table 1: Female enrolments in trades training at CPIT 2011–2014

2011	2012	2013	2014
50	108	120	414

CPIT trades training programmes range from 14 weeks to four years. Women were most likely to enrol in courses like painting and decorating, carpentry, furniture and joinery, plasterboard, and foundation trades. Thirty-one of the 42 CPIT trades programmes had women enrolled in 2014.

Figure 3: Number of women working in construction in Canterbury and nationally, 2009-2015



Source: Statistics New Zealand, Household Labour Force Survey, June 2015.

The number of women working in construction in Canterbury is increasing

By September 2014 the proportion of women working in construction in Canterbury exceeded the proportion of women working in construction nationally. This appears to be an emerging trend.⁴

In the year to June 2015, there were 2,400 more women employed in the construction industry in Canterbury than at the same time the previous year. Women made up 17.8 percent (8,600) of construction workers in Canterbury in June 2015.⁵

Nationally, there was an increase of 7,500 women employed in construction in the year to June 2015 than at the same time the previous year. Women made up 14.2 percent (31,400) of construction workers nationally in June 2015.

The increase in the numbers of women working in construction in Canterbury is an emerging trend.

4 Source: Household Labour Force Survey, June 2015, Statistics New Zealand.

5 Source: Household Labour Force Survey, Statistics New Zealand.

What has worked to get more women in trades jobs in Canterbury?

This section discusses the actions that have contributed to increasing the number of women in trades in Canterbury. Actions have been grouped under five headings.

- 1 Communicating the business case and the opportunity
- 2 Collaboration: collective agreement on the vision and the actions everyone takes
- 3 Visibility – creating a ‘new normal’
- 4 Treasure what you measure
- 5 Leading from where you are

These actions were developed from a workshop held in Christchurch in March 2015. This was led by the Ministry for Women and the participants were members of the Canterbury Women in Construction Working Group and other stakeholders.



1 Communicating the business case and the opportunity

Following the earthquakes there was a scramble for labour in Canterbury as the repair of horizontal infrastructure began to get underway. This created a sense of urgency, competition and concern about how best to address labour shortages.

Government, local government, industry and industry organisations (like the CECC) focused on how to get the best from Canterbury’s workforce, both for the duration of the rebuild and for the longer term.⁶ Participants commented about a ‘burning platform’ for change and the need to think differently about workforce planning and recruitment.

It was important to provide a clear, persuasive argument quickly, and one which also pointed to practical ways to address workforce shortages. The Ministry for Women’s August 2013 *Building back better* research provided the business case for increasing the numbers of women working in the rebuild. The research identified women’s potential as an untapped labour force in the rebuild. The research also identified what it would take to attract women to rebuild jobs. At the March workshop, participants commented that there is an understanding and acceptance that there is an untapped labour pool in New Zealand.

There was a lot of discussion among participants about the role of crisis in creating the opportunity to think and act differently. This was seen as a risk for other regions, where there might not be the same sense of urgency, or the “let’s get this sorted together” attitude evident in Canterbury. Participants commented that there is a “risk of loss of momentum without a crisis, and a risk of return to the ‘same old same old’”.⁷

6 Government and industry leaders joined forces to produce the *Canterbury Construction Sector Workforce Plan* in June 2013. The report recommended committing to training and qualifying locals first. It identified women as one of several groups among the current population of Canterbury not currently in the labour market and who could be considered as sources of labour. www.constructionstrategygroup.org.nz/downloads/Construction_Sector_Plan_-_FINAL.pdf

7 Source: Ministry for Women led workshop with Canterbury stakeholders, March 2015.

2 Collaboration: collective agreement on the vision and the actions everyone takes



The SCIRT Women in Construction Group

In August 2013 the Ministry convened an informal Working Group to increase the numbers of women working in construction in Canterbury. Participating organisations included BCITO; CERA; City Care; Connexis; CPIT; Hawkins; NAWIC; Research First; the SCIRT and Te Rūnanga o Ngāi Tahu.

Based on the research findings, the Working Group agreed to increase the visibility of women in the rebuild. Each organisation contributed to visibility in different ways, based on their particular areas of expertise and influence. For example, the CECC is an organisation that is committed to Canterbury's business success. In November 2013 it worked with the Ministry for Women and Immigration New Zealand to host a member event on workforce planning.

The Working Group has met quarterly to share information on activities and agree actions over the coming months. Contact was much more frequent when members worked together on specific events and products. Comments from participants about what worked include:

- Working Group) "conversations were valuable – the group met on a regular basis: sharing information, working to common goals"
- the Working Group was "people just getting on with it"
- "even though Wellington based (Ministry for Women) it did feel like a local presence re vision and cause"
- "momentum from varied initiatives at the same time" added up.

Workshop participants acknowledged that more could be achieved with greater participation from groups like business leaders, recruiters, and schools.

3 Visibility – creating a 'new normal'

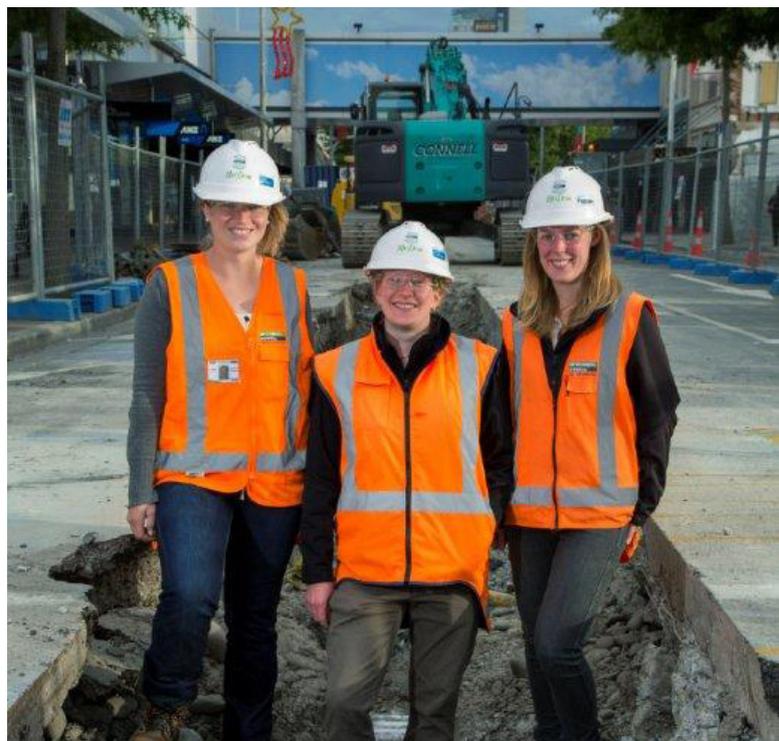
One of the key findings of *Building back better* concerned perceptions women held about rebuild jobs.

The research found that women weren't opposed to working in rebuild jobs, but didn't know much about them. Some women felt advertising was directed only at men, and others weren't sure they could meet the physical requirements of some of the rebuild jobs. These findings drove a key tactic agreed by the Working Group in 2013 to increase women's visibility in the rebuild.

At early Working Group meetings members talked about how perceptions needed to change: perceptions and attitudes about whether women could work in rebuild jobs. The phrase, "you can't be what you can't see" encapsulated thinking about visibility.

Attitude and behaviour change takes time. The Working Group agreed it was important to maintain visibility over an extended period of time to get the results it wanted.

In 2014 the Working Group focussed on coordinating visibility actions, including coordinating interaction with the media, building a library of images and stories of women in construction, and identifying opportunities for events to increase women's visibility in the rebuild. It trialed a Facebook page for Working Group members to better share stories and information.



The Working Group was able to get women seen and talked about at events and in the media. Examples include: the Canterbury Chamber of Commerce's 'Sources of labour in the rebuild' event in November 2013; CPIT's inaugural 'Top female trades student' first awarded in November 2013; the Hays 'Women in Construction Awards' event in March 2014; Hays NAWIC Excellence Awards in 2015; and SCIRT's image and profile library, the first of its kind.

There have also been changes in the way recruiters advertise jobs to make it explicit that women are welcome to apply for construction jobs (for example, by including phrases like "women are welcome to apply").

Women also became more visible working on road reconstruction, for example, as Site Traffic Management Supervisors.

Comments from participants about women's visibility included the following:

- "case studies worked – showcased women's value in the rebuild" and "promoted positive stories to other employers where companies have had women working in their company"
- "better marketing of roles, marketing, imaging"
- "significantly increased the library of images of women in construction, and intentionally use them in operational communications material"
- "challenged employers' mind-sets".

The numbers of women in trades are still low. However, because women in trades in Canterbury are more visible, there is now a sense that women working in trades in Canterbury is the 'new normal'. We believe this is one of the reasons more women are training and working in construction in Canterbury.

4 *Treasure what you measure*

Business-level measures

Feedback from participants emphasised the importance of keeping track of the numbers of women in trades jobs. Participants noted that measurement:

- increases visibility (both inside organisations and publicly)
- increases understanding about the business case and opportunity
- creates change through accountability, and competition.

For example, SCIRT set an overall goal of 13 percent for women in its operational roles by 2016. Between 2013 and 2014 the number of women in trades at SCIRT overall increased by 50 percent (from 20 to 30).

CPIT collects data on the numbers of female enrolments in its trades courses. This measure is used by CPIT to check its own progress against internal enrolments goals, and provides vital information about the pipeline of women training and entering trades jobs.

Participants' comments about the importance of measuring baselines and progress included:

- "(we) challenged the SCIRT business to set targets for increasing women in operational roles by December 2016"
- "gathered metrics on women across SCIRT and report to Board level"
- "need for targets – that people 'treasure what you measure', backed up by case studies of success"
- "what drives the numbers – strategic HR and SWEAT!".

National statistics on labour force participation

The Ministry monitors and reports on Household Labour Force Survey results. In 2011 Statistics New Zealand also began publishing a series on Canterbury's workforce participation rates.

The Canterbury series has been useful in quantifying the impact of the women in trades work and has increased visibility and understanding about women's underutilisation as well as illustrating the high-level results of actions.

5 *Leading from where you are*

The work in Canterbury has been a partnership that has relied on people and organisations taking ownership. Leadership has come from different places: from those at the top of organisations and people working 'on the ground', from different parts of the construction industry, and from the tertiary education sector in Canterbury.

Early on, Canterbury partners identified what they could do to increase the number of women working in the rebuild. SCIRT was an early adopter and staff there have talked about the ripple effects they are seeing in partner organisations. For example, City Care has borrowed SCIRT's metrics to measure the numbers of operational women. Fulton Hogan has set up a Fulton Hogan Women's Working Group and McConnell Dowell recently sent emerging female leader engineers to a women in engineering leadership conference.

Participants noted:

- that human resources staff 'got' the argument for attracting more women to 'in demand' roles
- many larger construction businesses have diversity policies and are already looking at ways to influence their own organisations to increase the numbers of women in 'in demand' jobs
- the CECC was an early partner it understood the business case about the need to think differently about Canterbury's future workforce
- CPIT was also an early adopter as it was already considering how to increase enrolments by women in trades training when the Ministry published its research.

In Canterbury, the Ministry has taken the role of 'enabler' and 'connector'. It has chaired regular meetings of the Working Group and been involved in most activities. Given the long-term nature of the work, participants have expressed concern about continuing the momentum in the future. Working on solutions to complex problems takes time and commitment.

Participants have argued that one organisation needs to be accountable for keeping attention focussed on the issue. For Canterbury in the future this role might be more suited to an industry body or local government.

The figure below provides examples of the type of local leadership roles.

Roger McRae

Roger McRae is McConnell Dowell's Managing Director and SWIC champion on SCIRT's board. Roger signed a Statement of Support for the United Nations Women's Empowerment Principles in November 2014, demonstrating McConnell Dowell's commitment to equality for women in the workforce. Roger and SCIRT have challenged Canterbury trades and all employers in construction, to improve the gender balance, to eliminate existing barriers to women in the workforce, and to maximise the opportunities, particularly in Christchurch, for more women to be involved in the rebuild.

Onno Mulder

Onno is CEO of City Care and Chairman of SCIRT. He is an active champion in Canterbury, and was quick to sign up City Care to the UN Women's Empowerment Principles. Under Onno's tenure as CEO, City Care has proactively hired women into traditional male roles through internal development programmes as well as external recruitment. He believes this approach makes good business sense, but more than that, the whole community benefits from fostering gender equality and diversity in today's workplaces.

Belinda de Zwart

Belinda de Zwart is the SCIRT HR and Peak Performance Manager. She has been an active champion and member of the Working Group. She established the SCIRT Women in Construction group.

Belinda was invited to present a paper on women's role in the Christchurch rebuild at an APEC side event of the Third UN Conference on Disaster Risk Management in Japan in March 2015.

Japan's Ministry of Foreign Affairs noted that that Belinda's presentation on "Women in construction" was unique because it challenged thinking about the nature of women's work and their contribution to post-disaster recovery.

What has worked to get more women in trades jobs in Canterbury?

Kimberly Jupp

Leaders weren't only those in executive or managerial roles. For example, Kimberly Jupp, a site engineer working for McConnell Dowell, is part of the SCIRT Women in Construction group (SWIC). She led a conversation with SWIC about what would make a practical difference to women on work sites. SWIC talked about the experiences they had with safety work gear. The smallest men's safety vest equates to a size 14 for women. The group recounted some horror stories about gear that did not fit and created workplace hazards.

Kimberly worked with NZSafety to develop a line of new women's fitted Personal Protective Equipment for use on road sites. The gear includes compliant trousers, vest and shirt. Kimberly has said: 'The gear needs to fit, and be safe. And women-fitted gear helps women fit in on the worksite'.

Chloe Sabbadin

Chloe Sabbadin is Senior Recruitment Consultant at Hays – Recruitment Experts Worldwide (Hays). She specialises in Construction Management, Temporary and Contract positions. In 2013 she started talking to her all-female colleagues working in construction recruitment at Hays. She had heard about the 'Building back better' research and was thinking about how Hays could recruit more women into the construction sector. As she said 'it just made sense'. She got approval from Hays to put together an event to celebrate women in construction: the first of its kind. It's an event Hays is planning to run elsewhere in the world.

The Canterbury 'Hays Women in Construction Awards' held in March 2014, were attended by approximately 160 employers, training organisations, and others. The national Hays NAWIC Excellence Awards were held in May 2015, and were attended by approximately 200 people. These events have celebrated women in construction, and increased their visibility in the industry.



Roger



Onno



Belinda



Kimberly



Chloe

Where to next in Canterbury?

In Canterbury, the earthquakes have prompted 'thinking differently, doing differently'.

The challenge is now to make that thinking and doing the 'new normal'. That means a Canterbury workforce that sees the number of women working in construction continue to grow.



What would it take to get more women into jobs in demand at your place?

These are the lessons we have learnt. We want you to use them to increase the supply of women entering training and jobs in demand, like trades, and to increase demand for women in those jobs.

Getting it done is an opportunity to share what we have learnt with you – employers, industry groups, training organisations, schools – so you can use this to influence change at your place.

You can use the worksheet on the following page to help you work through what it would take to get more women into jobs in demand and with good pay and prospects.

The challenge to you is to make the best use of women's talents.

Develop and communicate the business case and the opportunity

In Canterbury this meant understanding how the shortage of skilled labour and women's untapped labour could work together.

What does this mean for you?

- Work out the 'so what' in your business eg skill shortages? Health and safety?



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Collaboration

In Canterbury this meant finding the willing and influential by inviting them to discuss the proposed research, and then forming a working group of 'willing doers'.

What does this mean for you?

- Identify your allies,
- Identify the changes you need to make, for example, are there enough women training in your industry/region?



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Visibility – creating a new normal

In Canterbury we acted on the research finding that women did not 'see' construction jobs by increasing women's visibility. For example, we ran events and built a 'library' of profiles and photos of women working in the Canterbury rebuild.

What does this mean for you?

- Change the way you advertise your jobs.
- Work with schools to talk about your industry's workforce needs and why you want women.



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Treasure what you measure

In Canterbury this meant setting business measures and targets, and looking for changes in the national level data.

What does this mean for you?

- Compare yourself to national measures.
- Set targets for female enrolments in trades and STEM courses.



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Leading from where you are

In Canterbury this meant leaders emerging at all levels and in different business settings.

What does this mean for you?

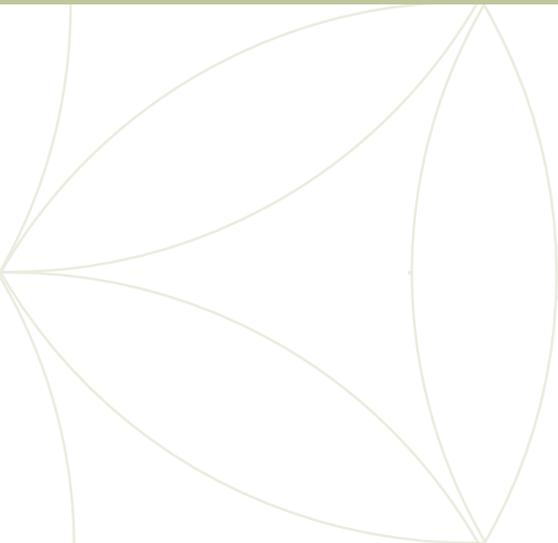
- Use recognised and influential leaders to increase visibility.
- Drive changes through organisations and industries.
- Make space for people to 'step up'.



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Glossary

CECC	Canterbury Employers' Chamber of Commerce
CPIT	Christchurch Polytechnic Institute of Technology
HLFS	Household Labour Force Survey
NAWIC	National Association of Women in Construction
SCIRT	Stronger Christchurch Infrastructure Rebuild Team
STEM	Science Technology Engineering Maths
SWIC	SCIRT Women in Construction group



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Published by:

ministry for **Women**
minitanga mō ngā
Wāhine 

Print 978-0-478-430011-0
Digital 978-0-478-43012-7

New Zealand Government

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