



## **Level Best Women's Advancement Project**

### **Needs Assessment Report**

*Prepared by*



**for Status of Women Canada**

**November, 2015**

## Message from the Chair

In January 2014, the Canadian Association of Women in Construction (CAWIC) submitted a successful proposal to Status of Women Canada for funding of a 36 month project aimed at addressing the historical and pervasive inequity of women's participation in the Canadian construction industry. The main objective of the CAWIC Level Best Women's Advancement Project is to develop, in collaboration with industry stakeholders, an industry action plan to increase women's entry, retention and advancement into leadership roles within the industry.

The first phase of the Level Best Project required extensive and detailed documentary and direct industry research and analysis. This Needs Assessment Report illustrates the results of the research and analysis phase and will serve as the foundation for the next phase of the Project, which is to develop the action plan in collaboration with industry stakeholders.

The first phase of the Project was led by the Project's Operations Committee, and guided by the Project Advisory Committee. The Operations Committee consists of the following individuals, without whose dedication and diligence this Needs Assessment Report would not have been possible:

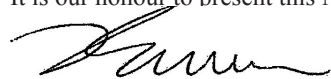
Tammy Evans, *Chair*  
Trudy Peterson, *Treasurer*  
Julie Lassonde, *Gender Research Consultant*  
Julia Hemphill, *Administrator*

The guidance of the Project Advisory Committee has been invaluable to raising awareness of and securing industry employer/workforce participation for the success of the Project. CAWIC would like to acknowledge the support and guidance of the members of the Advisory Committee who have each committed to continue working with the Level Best Project throughout its 36 month term:

A. Abraham, Ontario College of Trades  
B. Tuckey, Building Industry and Land Development Association (BILD)  
C. Thurston, Ontario General Contractors' Association (OGCA)  
G. Smyth, Skills Ontario  
J. Drader, Steel Toe Stilleto  
J. Mollenhauer, Toronto Construction Association (TCA)  
J. Peterson  
J. Vlahos, General Contractors Section - Toronto  
K. Walsh, Office to Advance Women Apprentices (OAWA)  
L. Amundsen, Canadian Building Trades Union (CBTU)  
L. Murphy, Ryan Murphy Construction Inc.  
M. Paradis  
M. Yorke, Carpenters Union Loc. 27  
R. Sparks, BuildForce Canada  
T. Clyde  
T. Weymouth, Unifor

CAWIC would also like to acknowledge and sincerely thank the YWCA Hamilton and the Women in Resource Development Corporation (WRDC) (Newfoundland) for their contributions to the Level Best Needs Assessment Report in the form of local research data and analysis from their respective projects on the Hamilton, Ontario area and the province of Newfoundland/Labrador.

It is our honour to present this Needs Assessment Report to Status of Women Canada.



Tammy A. Evans  
Chair, CAWIC Level Best Women's Advancement Project  
President, CAWIC

|  |           |
|--|-----------|
| <b>About CAWIC .....</b>   | <b>5</b>  |
| <b>Executive Summary .....</b>   | <b>6</b>  |
| <b>Introduction to Needs Assessment Report.....</b>                            | <b>14</b> |
| <b>Research Objectives and Primary Questions.....</b>                          | <b>14</b> |
| <b>Document Review .....</b>   | <b>15</b> |
| <b>Surveys.....</b>  | <b>15</b> |
| <b>Roundtable Discussions.....</b>   | <b>16</b> |
| <b>Analysis and Report .....</b>   | <b>16</b> |
| <b>Document Review.....</b>  | <b>16</b> |
| <b>Statistics Regarding Women Working in Construction .....</b>                | <b>17</b> |
| <b>Main Themes in Discussions Regarding Women in Construction .....</b>        | <b>19</b> |
| Training .....   | 19        |
| Support, Feedback and Confidence Building.....                                 | 21        |
| Flexibility .....  | 22        |
| Gender Stereotypes .....   | 22        |
| Welcoming Environment.....   | 23        |
| Harassment and Discrimination .....  | 23        |
| Pay Equity .....   | 24        |
| Impact of Construction Industry Work Structure .....                           | 27        |
| Impact of Personal Life on Work .....  | 27        |
| Relationship Between Hiring, Retention and Advancement.....                    | 29        |
| <b>Strategies for the Inclusion of Women in the Construction Industry.....</b> | <b>29</b> |
| Equity and Business Cases for Women’s Inclusion in the Industry .....          | 29        |
| Procurement Requirements & Affirmative Action Programs.....                    | 29        |
| Board Composition Analysis and Related Requirements .....                      | 30        |
| Targeting Women Indirectly.....  | 31        |
| Collecting Data & Measuring Impact .....                                       | 31        |
| Involving Women’s Organizations .....  | 32        |
| Marketing and Promotion .....  | 32        |
| Bursaries and Awards .....   | 33        |
| Employer Partnerships and Collaboration .....                                  | 33        |
| <b>Survey Findings.....</b>  | <b>34</b> |
| <b>Female Participant Survey .....</b>   | <b>34</b> |
| Living Arrangement .....   | 36        |
| Professional Life .....  | 39        |
| <b>Employer Partner Survey .....</b>   | <b>51</b> |
| Measures to Improve Women’s Success in the Industry .....                      | 55        |
| Challenges for Women and Employers in the Industry.....                        | 59        |
| <b>Roundtable Discussion Findings.....</b>                                     | <b>63</b> |
| <b>Entry Level.....</b>  | <b>63</b> |
| Female Participants .....  | 63        |
| Employer Partners .....  | 64        |

|  |                |
|--|----------------|
| <b>Retention.....</b>  | <b>65</b>      |
| Female Participants .....  | 66             |
| Employer Partners .....  | 67             |
| <b>Advancement.....</b>  | <b>68</b>      |
| Female Participants .....  | 68             |
| Employer Partners .....  | 69             |
| <b>Initiatives to Improve Women’s Experiences.....</b>                       | <b>71</b>      |
| Female Participants .....  | 71             |
| Employer Partners .....  | 72             |
| <b>Strategies to Encourage Buy-in within the Construction Industry .....</b> | <b>75</b>      |
| Female Participants .....  | 75             |
| Employer Partners .....  | 76             |
| <b>Possible Steps for Action Plan Development .....</b>                      | <b>78</b>      |
| <b>Female Participants.....</b>  | <b>78</b>      |
| <b>Employer Partners .....</b>   | <b>78</b>      |
| <b>Conclusion .....</b>  | <b>78</b>      |
| <b>Appendices.....</b>   | <b>81-86</b>   |
| <b>1- Participation and Confidentiality Agreements .....</b>                 | <b>81</b>      |
| Female Participants .....  | 81             |
| Employer Partners .....  | 83             |
| Advisory Committee .....   | 85             |
| <b>2- Surveys .....</b>  | <b>87-138</b>  |
| Female Participants .....  | 87             |
| Employer Partners .....  | 118            |
| <b>3- Roundtable Questionnaires .....</b>                                    | <b>139</b>     |
| Female Participants .....  | 139            |
| Flexibility .....  | 141            |
| <b>4- Reference Materials .....</b>  | <b>142-154</b> |

## About CAWIC

In 1982, a group of Toronto based professional women working in the construction industry first formed the Toronto Chapter 295 of the National Association of Women in Construction (NAWIC), a Texas based U.S. organization. In 2005, this very group determined that its quickly growing membership required a more direct focus on the Canadian construction industry so in 1982, with the blessing of NAWIC, the Canadian Association of Women in Construction (CAWIC) was incorporated as an independent not for profit, non-partisan association serving the needs of women in the Canadian construction industry. CAWIC retains its affiliate relationship with its sister US organization, as well as sister organizations in Australia and New Zealand. CAWIC's mandate is to facilitate the long term success of women in the Canadian construction industry through its four pillars of membership, mentorship, leadership and Employer Partnership. Under these pillars, CAWIC implements a variety of programs and support for women within the industry, including, but not limited to, the following:

- Bursary program
- Community outreach
- Educational seminars and workshops
- Industry research and information exchange
- Liaison with industry, educational institutions, trade and professional associations
- Mentorship programs
- Networking
- Collaborative industry awareness and outreach

CAWIC's membership base consists of individuals and employers either directly engaged in construction or serving the construction industry, including general and specialty contractors, architectural and engineering firms, building product manufacturers and distributors, marketing and advertising consultants, interior designers, trade unions and professional service providers.

CAWIC's membership also represents a diverse spectrum of skilled and professional occupations within the industry. Individual members include tradeswomen, licenced professionals, business owners and senior executives, estimators, technologists, project managers, planners, real estate agents, sales and marketing professionals, construction and trade program students, as well as human resources staff, accounting and other industry related functions. CAWIC more recently introduced an "Affiliate Member" category to its membership base to accommodate the growing interest of individuals and companies that provide goods and services to the construction industry.

CAWIC is governed by a volunteer Board of Directors, and is funded through membership fees, fundraising events and corporate sponsorships.

# EXECUTIVE SUMMARY

## Introduction

In the fall of 2013, CAWIC submitted a proposal to Status of Women Canada to undertake a 36 month research and action plan development project entitled Level Best Women's Advancement Project. The ultimate goal of Level Best is to build and implement an Action Plan to engage the industry stakeholders to implement targeted steps to address the challenges of women working or desiring to work in the Canadian construction industry.

This document summarizes the Level Best Needs Assessment Report, which represents the first stage of CAWIC's Level Best Project. The Needs Assessment Report is a comprehensive overview on the status of women working in the Canadian construction industry, which will inform the next phase, being development of the industry Action Plan .

## Methodology

Targeting three provinces -- Ontario, Alberta, and Newfoundland and Labrador -- the assessment examined the general needs and challenges of women and employers working in the construction industry through detailed document review. However, the core focus of Level Best is the experiences of and generous input from two targeted stakeholders: Female Participants (women who currently work, or intend to work, in the industry) and Employer Partners (construction industry employers) who participated in Level Best through surveys and roundtable discussions.

The detailed document review, as well as surveys and roundtable discussions, were based on the following research objectives and questions:

- What are the needs of women working (or intending to work) in construction?
- What challenges do women face in entering, as well as remaining and advancing within, the industry?
- What challenges do employers face in hiring, retaining and advancing women in the industry?
- What can be done to respond to these needs and challenges?

## Document Review

The Level Best team targeted a variety of resources that would provide insight into women's experiences in the construction industry such as media coverage, industry reports and other publications on the topics of (1) women in construction, (2) women in other male-dominated sectors, (3) the state of the construction industry and (4) women's issues more generally. While Canadian content was the focus, supplementary international literature was also taken into consideration, with an appreciation that generalizability to a Canadian context is limited.

The literature reviewed focused on issues regarding hiring and retention, and to a lesser extent on the advancement of women towards leadership roles within the industry. Largely absent from the literature were materials covering the complex interplay between women's professional and private lives, a topic that CAWIC has made efforts to address in their research.

### Primary Needs and Challenges

Women and employers' primary needs and challenges in the construction industry, which were discussed in the reviewed reference materials, involve the following issues:

- Training
  - Support, feedback and confidence building
  - Flexible working environment
  - Welcoming working environment
  - Gender stereotypes
  - Harassment and discrimination
  - Pay equity
  - Impact of construction industry work schedules, work locations, travel, project length
  - Impact of women's personal lives on their work
  - Relationships between hiring, retention and promotion
- Strategies Discussed in the Reference Materials:
- Developing an equity case (centres on including women for the sake of social justice) and business case (centres on including women because gender inclusion is ultimately lucrative) for women's participation in the industry
  - Implementing procurement policies and affirmative action programs
  - Analysis of board composition and grooming for management
  - Solutions that benefit all employees rather than focusing exclusively on women
  - Collecting relevant data and measuring the impact of specific policy implementation
  - Collaborating with women's organizations
  - Marketing and promotion of industry
  - Bursaries and awards exclusively available to women
  - Partnerships and collaboration within the industry

Ultimately, the literature review reveals the need for a more targeted systemic and collaborative approach to developing and implementing these strategies in the industry.

## Surveys

CAWIC conducted two surveys, which were distributed among two distinct samples: Female Participants and Employer Partners.

### **Female Participants**

In July 2015, of the sixty Female Participants that completed the survey: 55.00% indicated they lived in Ontario, 25.00% in Newfoundland and Labrador, and 16.67% in Alberta, while 3.33% of respondents were living in Saskatchewan and Nova Scotia (although these were not targeted provinces). The women ranged in age from 20-64 years. From an ethno-cultural perspective, this sample identified as White/Caucasian (81.36%), followed by Aboriginal (6.78%), Latin American (5.08%), Japanese (3.39%), Filipino (3.39%), South Asian (3.39%), Southeast Asian (1.69%) and Chinese (1.69%) (note: these categories were not mutually exclusive). Their annual income levels varied from less than \$20,000 to over \$100,000 (57.62% had an income of \$60,000+).

### **Unpaid Work Responsibilities**

Approximately one-third of respondents have children, and most perform the majority, if not all, of the childcare responsibilities. In terms of helpful support, many Female Participants expressed that affordable daycare services would be most useful, followed by access to on-site daycare.

### **Career: Plans, Sector and Title**

Regarding a career in construction, just over half of respondents report that construction is a first career. Respondents' number of years of experience in the construction industry ranged from 0 to 30+ years, with slightly more than half of the sample having 5+ years of experience. Areas of study or work were as follows:

- 51.85% skilled trades
- 12.96% management
- 9.26% engineering
- 9.26% architecture
- 5.56% human resources
- 3.70% labourer/helper
- 1.85% senior management
- 1.85% administrative support
- 3.70% other

Respondents work or intend to work in all sectors of the construction industry, including nonresidential (29.55%), residential (22.73%), heavy and civil engineering (22.73%), specialty trade contractors (11.36%) and 13.64% are not yet sure. Most respondents work full time (77.55%) while the rest work variable hours. Just over half travel 25 km or farther to work.



## **Experiences of Harassment or Discrimination**

The most common forms of harassment or discrimination reported by the Female Participants were as follows:

- Being the recipients of comments that suggest it is unusual for women to work in the industry
- Being treated differently from male colleagues
- Inappropriate comments and sexist jokes were reported

Other most commonly reported forms of discrimination experienced centred around issues of competency at work being questioned, on the basis of gender:

- Important work being assigned to a male colleague
- Being given work below competence level
- Colleagues making them feel less competent than male colleagues

Lastly, women reported they received unwanted comments regarding their appearance, while approximately 8% of women reported they did not experience any such forms of harassment or discrimination.

## **Career Future: Aspirations and Challenges**

The respondents were overwhelmingly optimistic about their future in construction, as 94.44% believed they have the potential to have a successful career in construction. The majority of Female Participants (over 90.00%) are seeking good salary/benefits, opportunities to develop their skills/professional development and the opportunity to work with respectful colleagues.

What the women consulted found most troubling is being treated differently as a woman in the industry, and having no opportunity for advancement. That said, almost one quarter of the sample (23.26%) expressed they were not worried about these and other factors listed in the survey. Related to these concerns, what is most challenging in their careers and studies, according to Female Participants, is being taken seriously as a woman with a strong technical ability, followed by challenges around advancing to a senior level.

At the same time the participants expressed that flexibility both in the workplace and at home would be a valuable form of support, and also reported that they themselves were flexible. This was particularly true when it came to their willingness to travel to a remote location (41.67%), move (40.91%) or to accepting a position that involved a lot of travelling (35.56%).

The issue of mentorship proved to be salient for Female Participants. Many rated mentorship as an important factor to their current levels of success. However almost half of respondents (44%) reported not having a mentor.

Finally, while 22.45% of the Female Participants were the sole woman at their workplace, 85.19% of respondents would recommend working in construction to other women. Again, this indicates that women are optimistic about their inclusion, and feel a sense of belonging in the construction industry.

The Employer Partners (n=18) conduct business across Canada in non-residential (63.64%), specialty

trades (18.18%), residential (9.09%), and heavy and civil engineering (9.09%) construction. All Employer Partners have experienced labour shortages, and 50.00% experienced such shortages often or very often. Employer Partners range in number of employees from micro-sized (0-9 employees) (5.56%), small-sized (10-99 employees) (22.22%), medium-sized (100-499 employees) (38.89%), to large-sized (500+ employees) (33.33%). As of November 2015, Level Best Employer Partners reported employing a total workforce of approximately 10,000 workers.

The survey designed for Employer Partners differs in some respects compared to that designed for Female Participants. CAWIC sought to measure Employee Partners' workforce, their perception of female employees' experiences, and the types of diversity-related initiatives they implement or might be willing to implement.

### **Employer Partners' Description of Workforce:**

The Level Best Employer Partners are quite supportive of gender inclusion in their shops and the industry in general. For example, close to 90% of Employer Partners would be prepared to pay for tools to increase hiring, retention and advancement of women at their organization, provided the cost was reasonable.

When it comes to employing diverse populations, most Employee Partners have visible minorities, immigrants and women on staff. Over 65% of partners employ 25% or fewer females, yet all employ women in administrative support positions, and the majority of the Employer Partners have women working in such positions as skilled trades and management. With regard to issues of retention and advancement, the duration of female employees work terms span between 1 and 5 years (40.00%), 6 and 10 years (46.67%) and more than 10 years (6.67%) (6.67% of partners did not know). Furthermore, Employer Partners reported that some (60%), about half (20%), many (13.33%) or all (6.67%) of their female employees have been promoted to higher positions.

In terms of measures to improve women's success in the industry, more than half of Employer Partners support an association of women in construction or other women's group, have female employees who belong to industry associations or have a mentorship program. Close to half of the sample collect employment data on female hires, retention and promotion. None of the employee partners have on-site childcare.

Regarding harassment and discrimination, an important disjuncture emerged between Employer Partners' perception of women's employment experience and Female Participants' reported experience: partners appeared to believe that harassment and discrimination was less frequent than what participants reported experiencing. However, most Employer Partners have a policy in place regarding workplace respect, unprofessional conduct, harassment and violence, with measures to ensure this policy is implemented.

Employer Partners' perceptions of women's career expectations were very consistent with those disclosed by the Female Participants. All Employer Partners stated that women were primarily looking for an opportunity to develop their skills/professional development and a welcoming and friendly environment. Further, like the Female Participants, Employer Partners underscored the importance of mentors, as 86.67% revealed to CAWIC that networking, associating with other like-minded women and access to mentors is key to career advancement.

Employer Partners stated that a lack of supply (not enough women to hire) accounts most for the small proportion of women working in construction. This variable also represents the Employer Partners' greatest challenge in recruiting, retaining or promoting women.

Finally, the lion's share of Employer Partners (71.43%) would support a mandatory reporting of statistical data on women they employ to a third party for statistical and government policy purposes, indicating a commitment to accountability, and supporting women and advancing their careers in construction.

## **Roundtable Discussions**

In addition to conducting surveys, CAWIC hosted roundtable discussions (conducted face to face or by teleconference): four with Female Participants and three with Employer Partners. CAWIC also conducted one individual telephone interview with a partner who was not available for roundtable discussions.

Discussions revolved around five main themes: entry level, retention, advancement, initiatives to improve women's experiences and strategies to encourage buy-in within the construction industry.

### **Entering the construction workforce**

Some Female Participants reported having had positive experiences at the entry level, such as participating in "women in skilled trades' programs" or benefiting from opportunities to learn provided by co-workers. However, others faced obstacles, such as employers who were reluctant to hire women, and co-workers who questioned their knowledge and experience. Participants mentioned having to prove themselves to a greater degree than their male colleagues. Hiring was reported to be the most difficult phase for Employer Partners, mostly due to the lack of qualified female candidates. Other factors included the public's negative perception of the construction industry, which reduced the pool of potential candidates, and employers' perception that female employees require flexible schedules and reduced travel. Some partners successfully hired women; for example, through community, coop, government or union programs, or increased numbers of female role models within their organization. Architecture was the only field where a partner reported there were more female than male candidates.

### **Retention**

Some participants mentioned that retention was successful in certain trades where managers and employers supported women. Many participants discussed issues related to working conditions, such as inadequate access to bathrooms or frequent travel. Other types of barriers to retention were also expressed, such as constant layoffs resulting in a lack of opportunities to learn from coworkers or gain experience.

Employer Partners tended to report more positive experiences with retention than with hiring. Consistent with the surveys was a consensus that access to mentorship was an important retention factor. Some also pointed out the need for more female mentors.

Both Female Participants and Employer Partners identified pregnancy and women taking a pause from paid work to take care of children as a significant obstacle to retention. Female Participants reported concerns about safety for pregnant women working with heavy machinery. Participants and partners also reported that the “boys club” workplace culture presented obstacles for retention.

### **Advancement**

Many Female Participants reported they lacked opportunities to gain the experience needed for career progression. Periods of layoff, as well as co-workers, supervisors and employers who were unwilling to offer them relevant work, were mentioned as obstacles to gaining the required experience. In addition, they reported that their employers consistently found reasons to prevent them from advancing, and that they failed to appreciate their experience. Experiences with advancement varied among Employer Partners. Some noted that when they identified a woman with potential, they made sure to engage in career planning with her. However, for many partners, the advancement of women into leadership roles persists as a significant issue. Mobility requirements and lack of access to childcare were identified as major challenges. Employer Partners also mentioned there was not a large enough pool of women within their organization to find candidates with the potential to move into leadership roles. Both Female Participants and Employer Partners believed that mentoring was an important component of women’s career advancement. Some participants had had positive mentorship opportunities and others experienced difficulties finding a mentor. Partners reported there was a lack of female role models in the industry, and that unlike men, women were rarely mentored informally.

### **Initiatives to Improve Women’s Experiences**

When it came to solutions, Female Participants expressed the importance of practical fixes such as childcare and personal protective equipment (PPE). They also mentioned that mentorship programs and education campaigns about gender were required in the industry. Employer Partners discussed the importance of working with colleges, universities, communitybased organizations and unions to train and recruit women. They also mentioned that regular discussions with employees to explore career advancement were important. Some partners insisted on the importance of putting harassment and discrimination policies into practice in order to clearly communicate that such conduct is unacceptable in the workplace. Like the Female Participants, partners believed in developing promotional and educational materials comparing “old” and “new” approaches to understanding gender dynamics in working relationships. Both groups also stated that access to childcare needed to be addressed within the industry and more broadly as a societal issue.

### **Strategies to Encourage Buy-in within the Construction Industry**

Female Participants spoke to the importance of creating buy-in, inside and outside the construction industry. Some participants expressed frustration with the way they were perceived by family and friends outside the industry. Education was again mentioned as a possible strategy. Other participants stated that government imperatives, such as the requirement that employers have diversity plans or keep track of equity groups to bid on projects, would produce positive results.

Both Female Participants and Employer Partners agreed that making the business case for increasing women's participation in the industry was an effective strategy. This could involve highlighting women's contributions to the industry, such as better equipment management resulting in fewer capital expenses, or demonstrating how addressing women's needs would result in access to more workers and less turnover.

## **Conclusion**

The Level Best needs assessment revealed the need to create a better working environment for women in the construction industry, starting with basic elements such as adequate bathrooms and suitable Personal Protective Equipment. More importantly, increased collegiality between male and female employees, union representatives and employers, additional opportunities for women to gain experience and to have this experience recognized by supervisors, as well as effective solutions regarding pregnancy leave, childcare and harassment and discrimination are all required.

As indicated above regarding issues of harassment and flexibility, Level Best Female Participants and Employer Partners share many views, but they also diverge in key ways. One notable common experience between both parties was that participants had been retained, and partners had retained female employees for longer than industry averages, which were observed throughout the course of the document review and needs assessment. This could be the result of a selection effect, where participants who have chosen to become involved with Level Best have a pre-existing vested interest in advancing the careers of women in construction. Level Best participants and partners have already acknowledged that hiring, retaining and advancing women is a positive step for the construction industry. The second phase of Level Best will endeavour to engage a wider range of stakeholders through the development of an action plan for the construction industry. Ultimately, while Canadian women in the industry are optimistic, gender inclusivity continues to be a work in progress. CAWIC is committed to continuing its work on gender inclusivity through the next phase of the Level Best Project.

## Introduction to Needs Assessment Report

In early July 2014, CAWIC submitted a successful proposal to Status of Women Canada to undertake a 36 month Level Best Women's Advancement Project (Level Best) from January 1, 2014 to December 31, 2016. The main goal of Level Best is to build an Action Plan to assist industry stakeholders in implementing specific, targeted and measurable solutions to increase women's entry, retention and progression into leadership roles within the industry.

To meet the Project's objectives, CAWIC recruited Female Participants and Employer Partners from across three target provinces - Ontario, Newfoundland/Labrador and Alberta, who each committed to participating in the Level Best Project for the duration of the Project term. These participants are comprised of those individuals and employers who are willing to take action to effect change within the industry. Their participation is ongoing and not limited to completing one survey or participating in a single roundtable. In this way, CAWIC has the opportunity to establish a meaningful collaborative dialogue with these participants over the lifespan of the Project.

The first phase of Level Best, the focus of the present report, required a detailed Needs Assessment based on substantive documentation review and direct research. It included a review of any existing research or documentation on women in construction and was also designed to facilitate open ended dialogue with Female Participants and Employer Partners, guided by an Advisory Committee, to identify specific needs, challenges and strategies with the end goal to promote more women into leadership roles in the industry. With the completion of this comprehensive Needs Assessment, CAWIC will identify general and specific trends, challenges, creative approaches and best practices in the industry and develop the strategy to build the Action Plan for eventual testing and implementation by industry stakeholders.

This Report presents the results from the Needs Assessment phase, commencing with a description of the research methodology and a summary of the documentation review, followed by survey and roundtable research results and analysis. Finally, potential steps for building the Action Plan for industry stakeholders are identified. Key documents used in the Needs Assessment are included in appendices to this Report.

### *Research Objectives and Primary Questions*

The primary objective of the needs assessment was to better understand the needs of women who work (or intend to work) in the construction industry, starting with a focus on three target provinces: Ontario, Alberta, and Newfoundland/Labrador. Further, the intention was to explore the challenges faced by employers in hiring, retaining and advancing women in the industry. The assessment examined the needs and challenges of women and employers in general, but also of the Female Participants and Employer Partners more specifically.

The following primary research questions guided the research:

- What are the needs of women working (or intending to work) in construction?
- What challenges do women face in entering, as well as remaining and advancing, within the industry?
- What challenges do employers face in hiring, retaining and advancing women in the industry?
- What can be done to respond to these needs and challenges?



A detailed document review as well as surveys and roundtable discussions were conducted based on these research objectives and questions.

### ***Document Review***

A targeted document review was conducted to identify existing relevant research, reports, statistics and other documents instrumental in providing a baseline understanding of women's needs and challenges in terms of their participation in the Canadian construction industry. Best practices and existing initiatives responding to these needs and challenges were also identified and analysed.

The review focused on the Canadian construction industry and was supplemented by some international resources, providing a foundational understanding and analysis of the needs and challenges of Female Participants and Employer Partners.

### ***Surveys***

Two initial surveys were developed to better understand the parameters of the project: (1) Female Participants and (2) Employer Partners. Surveys were circulated exclusively among these two groups and were not open to others who did not sign up to participate in the project.

Surveys sought the following information:

#### ***Female Participants***

- Demographics
- Household and childcare responsibilities
- Construction industry work
- Advancement and solutions
- Open-ended questions regarding the construction industry

#### ***Employer Partners***

- Data about the organization
- Workforce demographics
- Initiatives regarding women
- Work environment
- Women's needs
- Challenges for employers
- Perception of the construction industry

Survey questions were tailored specifically to each group. However, questions relevant to both groups, which were used to compare Female Participant and Employer Partner perceptions of the status of women in the construction industry, were also included. Surveys were used to gather statistics and identify general trends among Female Participants and Employer Partners, the details of which were then explored during roundtable discussions.

Female Participants and Employer Partners signed confidentiality agreements as a prerequisite to participate in Level Best, which also covered their participation in the needs assessment surveys and roundtables.

## ***Roundtable Discussions***

Roundtable discussions were conducted with Female Participants and Employer Partners. They provided an opportunity to discuss research questions in greater detail and were organized as follows:

### ***Female Participants***

- Four teleconference roundtable discussions
- Three to nine women participated in each roundtable discussion for a total of 21 participants

### ***Employer Partners***

- Three roundtable discussions (one in person and two by teleconference)
- Six to eight Employer Partner representatives participated in each roundtable (one representative per Employer Partner), and one Employer Partner who was not available for roundtable discussions was interviewed individually, for a total of 22 Employer Partners

The Employer Partner roundtables explored the employer perspective, providing valuable insight into senior career levels for women in the industry. Project Advisory Committee members were also invited to participate in Employer Partner roundtable discussions. Three Advisory Committee member union representatives participated in discussions and another member participated as an observer.

## ***Analysis and Report***

Following the data-gathering phase, the data was analysed to identify needs, challenges and potential solutions in response to the main research questions. A draft report was produced and submitted to the CAWIC Board for review, prior to final issuance. The final report includes potential steps for the action plan development phase of Level Best.

## **Document Review**

Literature associated with the status of women in construction is derived from a variety of sources including peer-reviewed publications, grey literature (such as industry reports and publications) and media communications, all of which are touched upon here to some degree. The documents analysed illuminate the following topics: (1) women in construction; (2) women in other male-dominated sectors<sup>1</sup> such as mining; (3) the construction industry in general; and (4) women's issues more broadly. A list of reviewed documents is also included in Appendix 4.

In February 2010, BuildForce Canada (formerly the Construction Sector Council) published an extensive report entitled "The State of Women in Construction in Canada," which provides an in-depth analysis of women's participation in the industry, their career choices, the barriers they face and best practices to support them. This report has proven to be a particularly valuable resource for this project. Recent needs assessments of women in non-traditional occupations, and in trades and technology including construction, conducted in Ontario, Newfoundland and Labrador, and Prince Edward Island also informed the research.<sup>2</sup>

<sup>1</sup>BuildForce's 2010 report on women in construction provides a definition of traditionally masculine occupations or non-traditional occupations: "Non-traditional occupations are defined as areas of employment where less than 45% of jobs are held by women" (Construction Sector Council [currently BuildForce], *The State of Women in Construction in Canada*, February 2010, p. 13); another report simply defines them as "occupations in which women have been historically under-represented" (Vojakovic, Dragana, *Women in Trades: Discussion Paper*, December 2008, p. 2).

<sup>2</sup>Hamilton YMCA, *Identifying Barriers, Strategies and International Successes in the Advancement of Women*



The literature reviewed here focuses on issues regarding hiring and retention, and to a lesser extent on the advancement of women in leadership roles within the industry. Moreover, largely absent in the existing materials are discussions centred on how women's lives outside of paid work impact their careers in the industry. Consequently, the analysed literature did not address the solutions associated with the tensions that arise from the interplay between women's personal and professional lives.

Research on Canadian women in the construction industry has been conducted at both the provincial and national levels. In addition to Canadian research, materials on this topic can be found from other countries including the United States, the United Kingdom and Australia. Such material was cautiously taken into consideration to provide relevant insight into the subject matter, as limitations may exist regarding the generalizability of such data and findings as it pertains to the Canadian context in particular.

Ultimately, the research on hiring and retention provides a general understanding of workers' and employers' needs and challenges in the Canadian construction industry, including recommendations that respond to these needs and challenges. While tools have been developed to improve women's roles in the industry, the degree to which such recommendations and tools have actually been implemented remains unclear. Moreover, a coordinated strategy to implement solutions to dismantle or navigate the obstacles women face is still lacking. Other issues continue to be unresolved such as addressing how to engage the industry effectively, and how progress might be accurately measured.

Next, statistics regarding women employed in the construction industry will be presented. Additionally, the main themes emerging from discussions on the subject and strategies identified to improve their status in the industry will be summarized.

### ***Statistics Regarding Women Working in Construction***

In 2014, 163,400 women out of 1,371,500 total workers were employed in the construction industry – women made up 12% of the workforce.<sup>3</sup> This presented an increase from 11% in 2010:

**Table 1: Construction Industry Labour Force,  
by Sex (Persons x 1,000)**

|                   | 2010   | 2011   | 2012   | 2013   | 2014   |
|-------------------|--------|--------|--------|--------|--------|
| <b>Both sexes</b> | 1241,9 | 1294,6 | 1322,8 | 1369,8 | 1371,5 |
| <b>Males</b>      | 1110,8 | 1152,7 | 1166,7 | 1209,2 | 1208,1 |
| <b>Females</b>    | 131,1  | 141,9  | 156,2  | 160,6  | 163,4  |

\* Source: Statistics Canada

in Skilled Trades, not dated; Women in Resource Development Corporation, WRDC Needs Assessment for Advancing Women in the Building Trades Sector, February 20, 2015; Women's Network PEI, Bricks & Mortar – Building a Community Response to Employment and Gender Gaps in Trades and Technology on PEI: A Needs Assessment, not dated.

<sup>3</sup>Statistics Canada, Table 282-0008, Labour force survey estimates (LFS) by North American Industry Classification System (NAICS), January 28, 2015 (all statistics and reproduced tables in this section of the report are from this Statistics Canada table, accessed July 28, 2015).

In terms of Level Best's target provinces, the largest increase in the proportion of women in the industry was found in Newfoundland and Labrador, increasing from 7% in 2010 to 11% in 2014. Alberta follows with an increase from 12% to 15%, and Ontario with an increase from 10% to 12%.

**Table 2: Construction Industry Labour Force,  
by Province and Sex (Persons x 1,000)**

| Geography                        | Sex        | 2010  | 2011  | 2012  | 2013  | 2014  |
|----------------------------------|------------|-------|-------|-------|-------|-------|
| <i>Newfoundland and Labrador</i> | Both sexes | 16,5  | 19,1  | 20,5  | 22,8  | 22,6  |
|                                  | Males      | 15,3  | 17,4  | 18,7  | 20,8  | 20,1  |
|                                  | Females    | 1,2   | 1,8   | 1,8   | 2     | 2,5   |
| <i>Ontario</i>                   | Both sexes | 441,6 | 454,6 | 458,4 | 459,1 | 467,3 |
|                                  | Males      | 396,3 | 405,3 | 406,6 | 408,5 | 412,1 |
|                                  | Females    | 45,3  | 49,3  | 51,8  | 50,6  | 55,3  |
| <i>Alberta</i>                   | Both sexes | 200,3 | 218   | 236   | 244   | 256,4 |
|                                  | Males      | 175,6 | 189,1 | 201,7 | 205,1 | 218,5 |
|                                  | Females    | 24,7  | 28,9  | 34,3  | 38,9  | 37,8  |

\* Source: Statistics Canada

In terms of age groups, the fastest-growing group is the oldest with women aged 54 and above, increasing from 11% representation in the construction industry in 2010 to 14% in 2014. Women aged 25–54 increased from 11% in 2010 to 12% in 2014, reflecting the overall increase in women's participation. Finally, the proportion of younger women in the industry, aged 15–24, stabilized from 2010 to 2014 at 7%:

**Table 2: Construction Industry Labour Force,  
by Sex and Age Group (Persons x 1,000)**

| Sex               | Age group         | 2010   | 2011   | 2012   | 2013   | 2014   |
|-------------------|-------------------|--------|--------|--------|--------|--------|
| <i>Both sexes</i> | 15 years and over | 1241,9 | 1294,6 | 1322,8 | 1369,8 | 1371,5 |
|                   | 15 to 24 years    | 173,2  | 171,5  | 172,7  | 176,4  | 174,6  |
|                   | 25 to 54 years    | 875,4  | 917,3  | 937,3  | 965,5  | 949,8  |
|                   | 55 years and over | 193,3  | 205,8  | 212,8  | 227,9  | 247,1  |
| <i>Males</i>      | 15 years and over | 1110,8 | 1152,7 | 1166,7 | 1209,2 | 1208,1 |
|                   | 15 to 24 years    | 160,2  | 156,8  | 158,2  | 160,8  | 161,3  |
|                   | 25 to 54 years    | 778,6  | 813,3  | 823,8  | 849,2  | 834,6  |
|                   | 55 years and over | 171,9  | 182,5  | 184,7  | 199,2  | 212,2  |
| <i>Females</i>    | 15 years and over | 131,1  | 141,9  | 156,2  | 160,6  | 163,4  |
|                   | 15 to 24 years    | 12,9   | 14,6   | 14,5   | 15,6   | 13,3   |
|                   | 25 to 54 years    | 96,9   | 104    | 113,6  | 116,3  | 115,2  |
|                   | 55 years and over | 21,4   | 23,3   | 28,1   | 28,7   | 34,9   |

\* Source: Statistics Canada

Similar to younger women, the proportion of younger men working in construction has remained steady from 2010 to 2014. However, the proportion of men in the two older groups has decreased from 2010 to 2014.

## *Main Themes in Discussions Regarding Women in Construction*

This subsection summarizes the main themes that emerged throughout the course of the document review.

### **Training**

A general understanding in the construction industry is that training is a key factor in the production of quality work and the renewal of the workforce, which includes hiring and retaining female employees.<sup>4</sup> The construction industry developed different types of standards and certifications such as red, blue and gold seals, which respectively focus on skilled trades, business competency and management skills.<sup>5</sup> It has been recognized that training should include both technical and non-technical or essential skills. The Canadian Apprenticeship Forum uses Employment and Social Development Canada's definition of essential skills, which includes "reading, writing, numeracy, thinking, document use, oral communication, working with others, computer use and continuous learning."<sup>6</sup> Health and safety is also an important training topic, specifically to the inclusion of women in the industry, as workplace harassment and violence are usually addressed.

Despite these training developments, it is unclear to what extent gender sensitivity and diversity training has been included. Non-technical/essential skills and health and safety training would be a particularly appropriate place to include gender-specific content.<sup>7</sup> As an example of gender sensitivity training materials, a federation of unions in Quebec developed materials on understanding how tensions between male and female employees impact health.<sup>8</sup> These materials were produced through the collaboration of the federation's status of women and health and safety divisions, which created buy-in from different sectors, including those that are male-dominated such as construction.

It is clear that technical training is a key factor in women's entrance into and retention within the construction industry. That said, non-technical and essential skills training for existing members are also important. Workshops and seminars on gender-related topics where men learn how to interact respectfully with female colleagues and how to adapt to the changing demographics of the construction industry are also important.

Training efforts in the reviewed documents also emphasize the importance of offering more apprenticeship positions in construction trades. These positions are important for both men and women, but more so for women as they are less likely to enter the industry through informal routes, such as recruitment by friends or family members who are already in the industry.<sup>9</sup> Studies have shown that women are underrepresented

---

<sup>4</sup> Construction Sector (Council BuildForce Canada), Measure up: the case for national training standards in construction, not dated, p. 3.

<sup>5</sup>For more information about red, blue and gold seal certifications, see Stevenson, Erin, The Seals of Approval, Openmind, spring 2004; Red Seal Program, Fact Sheet, not dated, online: [http://www.red-seal.ca/others/f.1ct\\_sh.2.2t\\_2012@-eng.jsp](http://www.red-seal.ca/others/f.1ct_sh.2.2t_2012@-eng.jsp); Government of Alberta, Achievement in Business Competencies (Blue Seal) Program, not dated, online: <http://tradesecrets.alberta.ca/experiencedworkers/business-competencies/>; Canadian Construction Association, About Gold Seal Certification, not dated, online: <http://goldsealcertification.com/about/>.

<sup>6</sup>Canadian Apprenticeship Forum, The Business Case for Essential Skills Training in the Skilled Trades, 2014, p. 6.

<sup>7</sup>Gender sensitivity training could be included in the essential skill of "working with others," for example, which already includes mentorship (Canadian Apprenticeship Forum, supra note 6, p. 7).

<sup>8</sup>Confédération des syndicats nationaux, Ciel, un hippopotame dans mon milieu de travail! – Guide de sensibilisation aux impacts sur la santé au travail des rapports hommes-femmes difficiles, May 2005.

<sup>9</sup>Vojakovic, Dragana, supra note 1, p. 10, 15, 18 and 37.

in apprenticeship programs and face more obstacles in hiring than men.<sup>10</sup> As part of efforts to increase women's access to apprenticeship programs, women-focused skilled trades training and pre-apprenticeship programs – such as the Women in Skilled Trades (WIST) program in general carpentry at Conestoga College in Waterloo, Ontario,<sup>11</sup> the Industry Training Authority's Women in Trades Training (WITT) in British Columbia<sup>12</sup> and the Employer Partnership between Irving Shipbuilding and Women Unlimited in Nova Scotia<sup>13</sup> – are examples of best practices. Once women have started an apprenticeship program, they also need support in finding jobs to complete their apprenticeship. Research suggests that although women manage to access apprenticeship training programs, they have more difficulty finding employment as apprentices than men.<sup>14</sup> Studies have also highlighted the importance of providing meaningful work to apprentices to increase retention,<sup>15</sup> which applies to both men and women.

The document review indicates that employers find the cost of offering training and apprenticeships challenging. However, studies similar to one conducted by the Canadian Apprenticeship Forum in 2014 have shown there is a significant return on investment in certain types of training, such as essential skills training, which perhaps needs to be better known amongst employers.<sup>16</sup> Moreover, a common perception is that the cost of training women is higher as they do not remain in the industry as long as men.<sup>17</sup> This speaks to the need for employers to have a broader understanding of retention factors applicable to women, including, but not limited to, the creation of a welcoming environment.

Certain employers have developed strategies to offer training to employees and to reduce the associated costs. For example, some have pooled resources through a training trust fund to develop a competent workforce or have encouraged retirees to teach current employees.<sup>18</sup> Analogous strategies have been developed for women, such as women-focused training trust funds and female retirees teaching younger women and acting as role models. In 2014, Caterpillar started offering training for future women leaders

---

<sup>10</sup>Higher Education Quality Council of Ontario, *Apprenticeship Training in Ontario: Literature Review and Options for Further Research*, prepared by Graeme Stewart, Queens Printer for Ontario, 2009, p. 8; Construction Sector Council, *supra* note 1, p. 29; Canadian Apprenticeship Forum, *Accessing and Completing Apprenticeship Training in Canada: Perceptions of Barriers, A Consultation Report*, January 2004, p. 2.

<sup>11</sup>Conestoga, *Women in Skilled Trades (WIST) Pre-Apprenticeship Carpenter General certificate program*, online: <http://www.conestogac.on.ca/fulltime/1123.jsp>; Colleges Ontario, *Creating a Highly Skilled Workforce for the New Economy*, Ontario's Colleges, fall 2013; Gilmore, Brenda, *Promising Strategies: Engaging & Retaining Women in Skilled Trades* (slide presentation), not dated; Switzer, Jane, *Reconstructing the Gender Gap*, *Toronto Star*, Feb. 20, 2014; White, Linda, *Value of mentoring 'about changing lives'*, *Toronto Sun*, November 25, 2013.

<sup>12</sup>Industry Training Authority, *Women in Trades, Overview*, online: <http://www.itabc.ca/women-trades/overview>.

<sup>13</sup>J.D. Irving, Limited, *Un partenariat d'Irving Shipbuilding avec Women Unlimited offer au Collège communautaire un financement et des opportunités d'emploi sur le chantier naval de Halifax*, *Le Lézard.com*, Halifax, Feb. 17, 2015.

<sup>14</sup>Construction Sector Council, *supra* note 1, p. 29.

<sup>15</sup>Dijkema, Brian and Ray Pennings (Cardus), *Building Meaning in the Skilled Trades: A Discussion Paper*, October 2014, p. 25.

<sup>16</sup>The Canadian Apprenticeship Forum (CAF)'s report entitled "The Business Case for Essential Skills Training in the Skilled Trades" demonstrates that "as a whole, for every dollar that's invested [in essential skills training], employers experience \$3.08 on their return" (Canadian Apprenticeship Forum, *supra* note 6, p. III).

<sup>17</sup>Vojakovic, Dragana, *supra* note 1, p. 16–17.

<sup>18</sup>See discussion of the Building Trades project in Dijkema, Brian and Ray Pennings (Cardus), *supra* note 15, p. 20, 24.

through a yearly North American conference called “Women in Leadership.”<sup>19</sup> Conference organizers have noticed that men began asking to participate.<sup>20</sup> Yet another example is the Canada-Ontario Job Grant, which provides funding to employers to train their workforce.<sup>21</sup>

Mentorship has also been identified as an important component of women’s success in construction,<sup>22</sup> as they can help women understand the culture of the industry and of a particular workplace. They can teach women about the informal and implicit aspects of their respective work contexts, and provide perspective on women’s experiences. Journeypersons, for example, play an important role because not only do they teach technical skills, but they also act as mentors for apprentices.<sup>23</sup> Both men and women can learn how to become good mentors for women through training provided by employers or other organizations. It is also important to note that mentorship is a form of training that can take place over the course of a woman’s entire career in the industry.

### **Support, Feedback and Confidence Building**

A glimpse into existing resources revealed that support, feedback and confidence building are important factors for women’s success in construction and other male-dominated fields.<sup>24</sup> Gender stereotypes persist and lead to the perception that women are not capable of performing particular types of labour such as construction work. These stereotypes will be discussed in greater detail below. Consequently, women working in male-dominated sectors are often concerned with their job performance.<sup>25</sup>

---

<sup>19</sup>Caterpillar, Women in Leadership, PowerPoint presentation, June 23, 2015.

<sup>20</sup>Telephone conversation with Leslie Paulson, General Manager, OEM Solutions, Defence & Federal Products, Caterpillar Inc., on May 27, 2015.

<sup>21</sup>Canada-Ontario Job Grant: Get a Grant to Train Your Workers (brochure), Queens Printer for Ontario, 2014.

<sup>22</sup>Some documents recommend creating mentorship programs to increase retention of women: Construction Sector Council, Women in Construction: Women’s Symposium Report, June 2010, p. 3, 12–13; Comité ad hoc pour la défense des droits des femmes dans les métiers et occupations de la construction, Les femmes dans l’industrie de la construction: Mémoire déposé au ministre du travail et de l’emploi et de la solidarité sociale, dated February 8, 2010, updated and filed with the Quebec parliamentary commission entitled « Pour que l’égalité de droit devienne une égalité de fait », January 25, 2011, p. 15. Other documents discuss the importance of mentorship in women’s careers, the impact of lack of mentorship on their careers or provide examples of mentorship programs: Lapointe, Kelly, Communication key to recruiting women, Journal of Commerce, March 4, 2013, p. 2; White, Linda, supra note 11; Walsh, Bridie, Women exit architecture: Where do they go (and does it matter)? Hames Sharley, September 3, 2014, p. 3; Women in Mining Canada, Ramp-Up: A Study on the Status of Women in Canada’s Mining and Exploration Sector, February 2010, p. 14; House of Commons, Women in the Workplace, London: The Stationery Office Limited, June 20, 2013, p. 61; Vojakovic, Dragana, supra note 1, p. 37–38; Construction Sector Council, supra note 1, p. 79 (discussing British Columbia STEP for Women mentoring pilot project); Canadian Association of Women in Construction, CAWIC Mentorship Program, online: <http://www.cawic.ca/page-494149>.

<sup>23</sup>Dijkema, Brian and Ray Pennings (Cardus), supra note 15, p. 23.

<sup>24</sup>Construction Sector Council, Women in Construction: Women’s Symposium Report, supra note 22, p. 13; Women in Mining Canada, supra note 22, p. 14; House of Commons, supra note 22, p. 61.

<sup>25</sup>BC Mining Labour Shortage Task Force, Women: An Unmined Resource – A Report on Female Participation within BC’s Mineral Exploration and Mining Industry, November 14, 2011, p. 35.



After all, they are acutely aware that they are being evaluated not only as a construction worker, but as a “woman” construction worker, and thus need to prove themselves more than their male colleagues.<sup>26</sup> In short, as the materials reviewed suggest, women need support and feedback on their work to build self-confidence, which employers can support by training supervisors in providing feedback as well as in acting as effective mentors. The document review revealed that some organizations have developed mentorship programs to support women, such as Build Together.<sup>27</sup>

### **Flexibility**

The availability of flexible working options is a key aspect of a woman-friendly workplace. Flexible working was defined in a UK-based study as including “compressed hours, staggered hours and term-time hours, where full-time work is arranged and organised around other commitments; job sharing, where two or more people work the equivalent of a full-time job; and part time [*sic*] work, where people work fewer hours per week.”<sup>28</sup>

Often for family reasons, women require flexibility in terms of their schedule and the number of hours they work. As a result, women may find themselves trading salary and job stability for flexibility, thus women need better-quality flexible employment opportunities.<sup>29</sup> Employers can learn about flexible working possibilities and introduce some of these options into their workplace. It is also interesting to note that entrepreneurship is a route some women take to have more flexibility. That said, female entrepreneurship should be supported as a choice for women, but not in lieu of good flexible employment options.<sup>30</sup>

### **Gender Stereotypes**

Gender stereotypes can be powerful forces that produce obstacles for women and girls. Such stereotypes have a particular impact on women working in construction or other sectors where women are underrepresented. However, these stereotypes do not only exist within non-traditional sectors; in fact, they are produced and reproduced at various levels in society, including within families as well as other social institutions such as education and the media. These stereotypes have an impact on how people see themselves and, ultimately, heavily factor into choices they make in both their personal and professional lives.<sup>31</sup> Although members of the construction industry alone cannot solve this issue, they can do their part to combat and challenge the stereotypes that plague the construction community in particular.

A pervasive notion exists that physical strength is a requirement in certain types of careers. These ideas often suggest that women are incapable of taking up roles such as construction workers. Interestingly, a report on women in construction, filed with a Quebec parliamentary commission on gender equality in 2011, explains that 20% of women are stronger than 50% of men.<sup>32</sup> This report also explains that many

traditionally feminine jobs require more physical strength than those that are traditionally masculine. For example, a seamstress can lift up to 3,500 kg of clothes per day with her arms and the equivalent of 29,000

---

<sup>26</sup>Construction Sector Council, *supra* note 1, p. 120.

<sup>27</sup>Canada’s Building Trades Unions (CBTU), Build Together: Women of the Building Trades, online: <http://www.buildtogether.ca/about/cbtu>.

<sup>28</sup>House of Commons, *supra* note 22, p. 37.

<sup>29</sup>House of Commons, *supra* note 22, p. 38, 43.

<sup>30</sup>RBC Financial Group, The Diversity Advantage: A Case for Canada’s 21<sup>st</sup> Century Economy, October 20, 2005, p. 15.

<sup>31</sup>Construction Sector Council, *supra* note 1, p. 4.

<sup>32</sup>Comité ad hoc pour la défense des droits des femmes dans les métiers et occupations de la construction, *supra* note 22, p. 5–6.

kg with her legs to operate a sewing machine. Finally, the authors point out that nursing aides get injured more often than women welders or mechanics. Such facts can be used to counter gender stereotypes. Gender stereotypes can have an impact on both employers and female employees. Research has shown that pro-male biases and masculine stereotypes can have an impact on human resources departments, thus resulting in a lack of gender diversity at the workplace.<sup>33</sup> On the other hand, women may turn down a well-paying and stable job due to gender stereotypes. According to Toronto Star reporter Carol Goar, these beliefs are so powerful they can make it difficult for women to see certain careers as real options.<sup>34</sup>

### **Welcoming Environment**

Many studies demonstrate that women do not always find construction industry workplaces welcoming. Further, employers are largely unaware of this problem.<sup>35</sup> It is difficult to define what constitutes a welcoming environment for women, though elements are mostly subjectively experienced and are based on verbal and non-verbal communication. However, indicators can help us to understand whether an environment is welcoming for women, including the degree to which workers at all levels within their respective work hierarchy communicate respectfully with their female colleagues. This prevents women from feeling isolated or subjected to disrespectful conduct.<sup>36</sup> A Quebec-based study explains that women leave the industry more often than men (10% and 2%, respectively) due to poor relationships with colleagues, employers or unions.<sup>37</sup> The document review suggests that improving working relationships in an effort to create a welcoming workplace environment would likely improve retention of women in construction.

### **Harassment and Discrimination**

A welcoming environment is one free from harassment and discrimination. However, these themes systematically surface in research about women's workplace experiences, including those in industries where males are overrepresented such as construction. There is a legal framework in Canada to deal with harassment and discrimination. Practical tools have also been developed to help employers prevent this problem, including the Construction Owners Association of Alberta's Workplace Respect Toolkit.<sup>38</sup> Despite this, women do not always know how to navigate this framework, and often hesitate to file complaints for fear of repercussions on their careers.<sup>39</sup> One of the key findings of a Hamilton-based needs assessment report is that sexual, emotional and verbal harassment against women is prevalent in the skilled trades.<sup>40</sup> The problem of gender-based harassment and discrimination needs to be addressed to provide women with a safe working environment.

---

<sup>33</sup>Catalyst, *Women in Male-Dominated Industries and Occupations in U.S. and Canada*, March 13, 2013, p. 1.

<sup>34</sup>Goar, Carol, *Industry Coaxes Canadian Women to Don Hard Hats*: Goar, Toronto Star, September 8, 2014.

<sup>35</sup>Construction Sector Council, *supra* note 1, p. 6; *Women in Mining Canada*, *supra* note 22, p. 4.

<sup>36</sup>For examples of factors that impact respect in the workplace, see Construction Owners Association of Alberta, *Workplace Respect Toolkit: A Best Practice of the Construction Owners Association of Alberta*, May 2011.

<sup>37</sup>Comité ad hoc pour la défense des droits des femmes dans les métiers et occupations de la construction, *supra* note 22, p. 11.

<sup>38</sup>Construction Owners Association of Alberta, *supra* note 36.

<sup>39</sup>Comité ad hoc pour la défense des droits des femmes dans les métiers et occupations de la construction, *supra* note 22, p. 16.

<sup>40</sup>Hamilton YMCA, *supra* note 2, p. 3.

## **Pay Equity**

The achievement of pay equity is an essential step towards gender equality. Canadian women continue to face wage disparities in relation to their male counterparts, and the construction industry is not an exception to the national trend. Measuring pay equity requires the consideration of many factors, including hourly rate and the number of hours worked. Fundamentally, achieving pay equity also depends on initial access to employment. Women's lack of access to male-dominated sectors, such as construction, is thus a sizeable obstacle. Women simply have access to fewer jobs than men. In addition, industries where women are overrepresented typically pay less than those consisting mostly of men. For example, a Saskatchewan-based study shows that, in 2006, the average income for female journeypersons, who worked mainly in female-dominated trades such as hairdressing, cooking, etc., was \$29,371, while male journeypersons, who worked mainly in male-dominated trades such as plumbing or welding, had an average income of \$52,305.<sup>41</sup> Women's lack of access to well-paying employment contributes to inequity, therefore, overall, increasing women's participation in the construction industry could improve pay equity.

### ***Pay Equity in the Construction Industry***

With regards to comparing women and men's remuneration within the construction industry, studies show a significant gender pay gap. The lack of consistent and reliable data regarding women's participation in the construction industry partly explains the difficulty in obtaining accurate figures regarding salary. We will return to this issue later in the report. During 2006 in Saskatchewan, "... women in construction

were making approximately \$4/hr less than men, which translates into around \$8000 less in annual salary for women."<sup>42</sup> In 2009, in the same province, women were making \$3.45/hr less than men.<sup>43</sup> Similarly, a 2013 report remarks that in Alberta men's average hourly wage in construction was \$30.68 and women's \$25.67, a \$5/hr difference.<sup>44</sup> Although hourly rate is only one factor to consider in measuring pay equity, it already reveals a significant gender imbalance within the construction industry.

On the other hand, the literature included that "[b]etween 2003 and 2013, the Construction industry had the highest employment growth rate for Alberta women at 101.7%."<sup>45</sup> In Saskatchewan, between 2001 and 2011, the largest increase in women's employment, in terms of percentage, was in utilities and construction.<sup>46</sup> This means more women are considering working in the construction industry in these provinces.

---

<sup>41</sup>Insightrix Research Inc., Saskatchewan advanced education and employment: Graduate outcomes of 2004–2005 class, Saskatoon, Saskatchewan: Author, February 2007, p. 39.

<sup>42</sup>Jennifer Scullen, Women in Male Dominated Trades, It's Still a Man's World, prepared for the Saskatchewan Apprenticeship and Trades Certification Commission, January 4, 2008, p. 15, citing Saskatchewan Trends Monitor statistics from December 2006.

<sup>43</sup>Saskatchewan Ministry of Social Services, Status of Women Office, and Labour Market Information and Analysis Saskatchewan Ministry of Advanced Education, Employment, and Immigration, Women in the Saskatchewan Labour Market: A Comparison of Wage Rates, report prepared by Sask Trends Monitor, December 2010, appendix page A16.

<sup>44</sup>Government of Alberta, Alberta Labour Force Profiles: Women 2013, March 2014, p. 17.

<sup>45</sup>Ibid, p. 1.

<sup>46</sup>Saskatchewan Ministry of Social Services, Status of Women Office, Women in the Saskatchewan Labour Market: A Comparison of Wage Rates, report prepared by Sask Trends Monitor, April 2012, p. 32.



As a result, these developments will ease the persistent problem of “occupational segregation,” which describes the pattern of women and men working in different sectors.<sup>47</sup> Moreover, an essay discusses that recently, post-recession jobs were created mostly in traditionally masculine sectors, which is not ideal for women in general.<sup>48</sup>

### ***Pay Equity in Canada***

The gendered wage gap disparity is not unique to the construction industry: on the whole, Canadian women make less than their male counterparts. Statistics Canada’s most recent monthly figures indicated that, for June 2015, average weekly wages for men were \$1,041.32 and for women, \$798.51 (men’s average hourly wages were \$26.77 and women’s, \$23.28).<sup>49</sup> In fact, compared with other Organisation for Economic Co-operation and Development (OECD) countries, Canada’s rating regarding the gender pay gap is just below average.<sup>50</sup> Further, the wage gap between Canadian men and women is 18.97%, making it the seventh-largest disparity among OECD countries.<sup>51</sup> The impact of the gender pay gap is profound: “Taken over the course of a lifetime, Ontario’s gender pay gap means women would have to work the

equivalent of 14 years longer after age 65 to make what men earn on average by age 65.”<sup>52</sup> Studies have also shown that the pay gap is higher for racialized and Aboriginal women, as well as for women with disabilities.<sup>53</sup> Interestingly, another study suggests that newcomers and Aboriginal women are more likely to work in the trades than other groups of women.<sup>54</sup>

### ***Occupational Segregation and Violence***

Occupational segregation and economic power imbalances between men and women can also perpetuate other social problems. Some of the literature discusses the link between British Columbia extraction industries and domestic violence, and how Encana Corporation supported anti-violence training for men in the forestry and mining sectors:

Tracy Porteous, executive director of the Ending Violence Association of B.C. (EVA BC), pointed to recent Canadian and international research showing that factors such as a largely transient and male work force, increases in drug and other substance use and income disparity between sexes associated with such industries contribute to an increase in violence against women.... It’s important to be said that the vast majority of men who work in resource extraction don’t commit violence.... “It’s those people that we want to tap into, so they can speak to the people who are struggling.”<sup>55</sup>

<sup>47</sup>For a discussion of occupational segregation in Ontario, see Cornish, Mary, *A Growing Concern: Ontario’s Gender Wage Gap* (advance copy) April 2014, p. 8. Note that the low percentage of women in construction in Canada confirms that, despite the improvements noted above, occupational segregation clearly persists across the country.

<sup>48</sup>McInturff, Kate, *Ontario’s Gender Gap: Women and Jobs Post- Recession*, March 26, 2014, p. 5.

<sup>49</sup>Statistics Canada, *Labour Force Information*, Catalogue no. 71-001-X, Table 7: Average usual hours and wages of employees by selected characteristics, Canada, unadjusted for seasonality, July 10, 2015.

<sup>50</sup>RBC Financial Group, *supra* note 30, p. 12.

<sup>51</sup>Quan, Kristene, *Closing the gender gap: How we can prepare our daughters for the negotiation backlash*, *The Globe and Mail*, July 23, 2015.

<sup>52</sup>Cornish, Mary, *supra* note 47, p. 6.

<sup>53</sup>*Ibid*, p. 6.

<sup>54</sup>Vojakovic, Dragana, *supra* note 1, p. 7.

<sup>55</sup>Woo, Andrea, *Study shows link between B.C. extraction industries, domestic abuse*, *The Globe and Mail*, July 24, 2014.

Women's disparate economic power, which is another consequence of occupational segregation, is also a factor preventing women from escaping domestic violence situations.<sup>56</sup> These are additional reasons to continue encouraging women to access work in all sectors, including construction, and to reduce the pay gap between women and men.

## **Impact of Construction Industry Work Structure**

### ***Project-Based Work***

Other factors related to the structure of construction work have an impact on women's participation. Construction work is often project-based, and the timing and number of projects a company will have may be limited, which can produce workforce challenges.<sup>57</sup> If a project ends and an apprentice did not manage to complete the hours required, she can have difficulty finding another project that will allow her to meet this requirement.<sup>58</sup> This instability also has consequences for employers. They may have to forfeit hard workers if they do not have enough work to justify keeping them on an ongoing basis. They may also have difficulty establishing a welcoming work culture for women, and in investing in training if there is a lot of worker turnover.

### ***Mobility***

Workforce mobility is another reality in the construction industry. Studies show that constantly moving to work at different locations in the construction industry has a negative impact on men's quality of life.<sup>59</sup> Moreover, studies have identified the requirement of being mobile as an obstacle for women and other marginalized groups such as Aboriginal persons and those living with disabilities within male-dominated sectors.<sup>60</sup>

As remarked in the previous section, red seal certification is an example of training that has been developed in the industry. This certification is designed to provide workers with greater mobility across Canada. However, most workers, including women, who "work mobile" do so out of necessity and experience lower quality of life than those who work locally.<sup>61</sup> Certification may provide them with access to a larger job market and they may be willing to move to take on a permanent job elsewhere. However, having to frequently relocate does not necessarily help them.

Project-based work and mobility are generalized problems affecting a significant number of workers – and not strictly women – within the industry, which should help raise awareness and offer applicable solutions. This will benefit women without putting them in the spotlight. We will discuss this strategy further in another section of the report.

---

<sup>56</sup>Cornish, Mary, *supra* note 47, p. 23.

<sup>57</sup>BuildForce Canada Executive Director Rosemary Sparks cited in Dijkema, Brian and Ray Pennings (Cardus), *supra* note 15, p. 13.

<sup>58</sup>Dijkema, Brian and Ray Pennings (Cardus), *supra* note 15, p. 19.

<sup>59</sup>Construction Sector Council (BuildForce Canada), *Working Local: A Study of Labour Mobility in Canada's Industrial Construction Sector*, 2007; Construction Sector Council (BuildForce Canada), *Working Mobile: A Study of Labour Mobility in Canada's Industrial Construction Sector*, spring 2005.

<sup>60</sup>BC Mining Labour Shortage Task Force, *supra* note 25; Mining Industry Human Resources Council, *Take Action for Diversity – Research Report*, not dated but likely 2011, p. 15, 22.

<sup>61</sup>Construction Sector Council (BuildForce Canada), *Working Mobile*, *supra* note 59, p. 14.

## **Impact of Personal Life on Work**

It is well known that women face obstacles not only in the workplace but also at home. Gender norms are at play in the personal and professional spheres, as well as in the relationship between these spheres. For example, some may think women that have a spouse and children are less likely to work than single mothers or childless women, but this is not necessarily the case:

The employment rate for women in Ontario with young children is not significantly different from those of women without children. Two-thirds of women in Ontario with children under the age of six have paid work. In households where there is a working male parent, the mothers of young children are actually more likely to work and to work full-time. In families with young children, where both parents work, 78% of mothers work full-time. This fact runs counter to the idea that where there is a male breadwinner there is less need for women's full-time employment. With two incomes, these families are most likely to be able to afford childcare and are choosing for both parents to be in the workforce.... Single mothers of young children, who arguably have the most evident need for paid employment, were the least likely to have it.<sup>62</sup>

Research often focuses either on the workplace or the home. While research on women in construction often discusses how workplaces can accommodate them, rarely addressed are the challenges women face in the private sphere, such as those confronted by single mothers. Women would benefit from discussing strategies they can apply in their personal lives, in addition to workplace-focused strategies as both factors are integral to better work-life balance.

## **Relationship Between Hiring, Retention and Advancement**

Hiring and retaining women is still a challenge within the construction industry. Being hired and retained is, of course, a prerequisite to advancing in the industry, which might account for the occurrence of more studies focused on hiring and retention than on women's advancement, specifically in the construction industry.

Hiring, retention and advancement are interrelated. Some industry experts believe "the real indicator of improved hiring is the retention of women, not just more hires."<sup>63</sup> Women also need to remain in the industry for five to ten years before they reach positions of leadership, such as moving from tradesperson to foreperson; however, women often leave before then.<sup>64</sup> They also need to be offered opportunities to advance in their careers, which their work environments do not always provide. More needs to be done before women can successfully move through the three key steps of hiring, retention and career advancement.

Formal studies have also demonstrated the business case for the inclusion of women in some areas of the industry, such as the trades.<sup>65</sup> For example, one study indicated that women pay greater attention to detail, which "ensures that equipment runs more efficiently, causing fewer delays and maximizing productivity," and that as consumers, women are influencing up to 80% of buying decisions.<sup>66</sup> Another study indicated that "women can bring a different approach to solving an issue," which increases business competitiveness.<sup>67</sup>

<sup>62</sup>McInturff, Kate, *supra* note 48, p. 14.

<sup>63</sup>Construction Sector Council, *supra* note 1, p. 6.

<sup>64</sup>*Ibid*, p. 93.

<sup>65</sup>Canadian Apprenticeship Forum, on behalf of the Forum of Federal-Provincial-Territorial Ministers responsible for the Status of Women, *The Competitive Advantage: A Business Case for Hiring Women in the Skilled Trades and Technical Professions*, not dated.

<sup>66</sup>*Ibid*, p. 1.

<sup>67</sup>Women's Network PEI, *supra* note 2, p. 4.

As part of making the business case for including women, studies on diversity can also be used to show that it brings a greater set of skills to the table.<sup>68</sup> Other measures can also be used such as the impact on the GDP, as well as loss of wages, productivity and output:

Research has found that increasing the proportion of women who are paid for their work to men's levels could raise the gross domestic product (GDP) by 5% in the United States, 9% in Brazil and Japan, 11% in Italy, 12% in the United Arab Emirates, and 27% in India.<sup>69</sup>

The cost of failure to fully realize the potential of immigrants and women in the workplace is significant. It reflects untapped economic opportunities that quickly tally up to billions in lost wages, productivity and output.<sup>70</sup>

In Canada, the argument most commonly used to make the business case for including women in construction is the labour shortage, especially in the trades.<sup>71</sup> Moreover, a recent BuildForce report indicates that more than 129,000 skilled workers will be needed in residential construction within the next decade.<sup>72</sup>

From an equity perspective, a study on diversity in the Canadian mining industry shows that many factors, such as working closer to home, flexibility, a friendly environment, role models and sensitivity training, are good for various equity-seeking groups, such as Aboriginal peoples, mature workers, new Canadians, persons with physical disabilities and youth.<sup>73</sup> Similarly, these factors are also good for women.

Whether the approach is equity or business oriented, it is becoming increasingly clear: what is good for women is good for everyone. Both equity and business arguments have been and can continue to be used to encourage women to participate in and motivate employers to welcome them into the construction industry.

The document review revealed the importance of working at all three levels hiring, retention and advancement with an understanding that they are interrelated. While currently, a great number of females are working in entry-level positions in construction, the few who have attained leadership roles have an important role to play in transforming the industry and mentoring the next generation.<sup>74</sup> Men should also be involved in supporting their female colleagues. These strategies will be explored further in the next section.

---

<sup>68</sup>Brooks, Chad, Gender Equality in the Workplace can Boost Profits, The Huffington Post on July 10, 2014, online: [http://www.huffingtonpost.com/2014/10/07/gender-diversity-business-study\\_n\\_5945312.html](http://www.huffingtonpost.com/2014/10/07/gender-diversity-business-study_n_5945312.html).

<sup>69</sup>Gillis, Deborah, Countries Prosper When Women Succeed, Catalyzing Blog, Catalyst, March 5, 2014.

<sup>70</sup>RBC Financial Group, supra note 30.

<sup>71</sup>There are disagreements about the extent of the labour shortage in Canada but data supports arguments for labour shortages in the trades (see Dijkema, Brian and Ray Pennings (Cardus), supra note 15, p. 6).

<sup>72</sup>BuildForce Canada, New Residential Report Shows Need for More Than 129,000 Skilled Workers, April 27, 2015.

<sup>73</sup>Mining Industry Human Resources Council, supra note 60.

<sup>74</sup>A study of diversity in the mining sectors discusses the importance of role models and lack thereof, see Mining Industry Human Resources Council, supra note 60, p. 32.

## *Strategies for the Inclusion of Women in the Construction Industry*

### **Equity and Business Cases for Women's Inclusion in the Industry**

There is some debate over enacting a strategy to motivate the various players in the industry to hire, retain and advance women. That said, two main approaches have been developed. First, is the “equity case,” which entails convincing the industry that including women is the “right thing to do,” for the sake for equality, fairness and other social justice reasons.<sup>75</sup> The second approach is the “business case.”

This entails bringing to the fore that including women is an important factor in achieving business success.<sup>76</sup> It appears that both approaches are important because they draw attention to different aspects of the problem. However, it also appears that the “business case” is more effective in terms of convincing employers of the need for gender inclusivity than the “equity case.”<sup>77</sup>

Presenting the “business case” for inclusion of women in the industry may not be difficult, as construction industry stakeholders often make this implicit. For example, while explaining what it takes to be a top contractor in Canada, a representative of a large contractor company does not explicitly remark women, but explains that one of the success factors is to respect employee personal time and health in order to support them in improving work-life balance.<sup>78</sup> As remarked previously, this is also a critical factor to successfully hiring, retaining and advancing women in the industry. Making this connection explicit to employers would then be a key step in making it known that hiring women is integral to the overall success of their business.

### **Procurement Requirements & Affirmative Action Programs**

The document review demonstrated various ways to create incentives for integrating women into the construction workforce. One such way is to require that companies have women as part of their team in order to be able to bid on public infrastructure projects. Another is to require that bidders have apprentices on board, which would benefit everyone, but would have a significant impact on women in particular, as this is one of the main routes through which women enter the industry. The government can take the lead in promoting equity and diversity through such measures.

A US-based study has shown that procurement requirements regarding gender equality increase the number of women working in the industry. However, without buy-in from the industry and a robust legal

---

<sup>75</sup>For a discussion of the importance of the involvement of women in decision-making in senior management and at board level of powerful businesses, as a matter of equality and social justice, see House of Commons, *supra* note 22, p. 60.

<sup>76</sup>BuildForce emphasized the importance of making the business case for diversity and women's participation in the industry, in its 2010 research (Construction Sector Council, *supra* note 1, p. 7; Construction Sector Council, *Women in Construction Engagement Strategy*, June 2010, p. 4); see also the importance of making the business case, which was identified as a best practice to engage employers by the Women's Network PEI's Trade HERizons exposure program in Roach Lewis, Sara, *Building Canada's Innovation Economy: Best Practices for Supporting Women in Non-Traditional Sectors* (slide presentation), not dated, slide 6; see also The Conference Board of Canada, *The Business Case for Women on Boards*, not dated.

<sup>77</sup>For a discussion about the equity case not being sufficient and that only the business case can convince employers, see Vojakovic, Dragana, *supra* note 1, December 2008.

<sup>78</sup>Barnes, Jim, *Top Contractors: What's Their Secret*, on-sitemag.com, June 2014.



framework to support such requirements, they can be difficult to implement.<sup>79</sup>

Affirmative action programs are another way to encourage the industry to include women; for example, an affirmative action program put in place in Canada was established by the Commission de la construction du Québec in 1996, following adoption of legislation requiring that the Commission develop measures

to favour women's access to construction industry work.<sup>80</sup> The program sought to have 2000 women in construction in Québec by the year 2000, which would have represented 2% of the industry. However, the objective was not reached. By 2010, women only represented 1.24% of the workforce.<sup>81</sup> That said, the existence of the program led to the creation of an ad hoc committee in 2008 to follow up on the situation of women in construction in Québec, which continued to raise awareness about the issue.

Another study was published in 2013 and recommended the inclusion of a requirement to hire women as part of bidding processes for public contracts.<sup>82</sup> Québec recently revamped and renewed its affirmative action program for another ten years, from 2015–2024.<sup>83</sup>

Mandatory or voluntary incentives to include women in the construction industry, such as procurement requirements or affirmative action programs, are another strategy to increase hiring, retention and advancement in the industry. The research discussed above demonstrates that setting goals □ even if they cannot easily be reached – ensures ongoing efforts are made to monitor the situation of women in construction.

### **Board Composition Analysis and Related Requirements**

Recently, discussions have been held regarding the number of women sitting on corporate boards. Securities regulatory authorities in some Canadian provinces and territories, including Ontario as well as Newfoundland and Labrador, recently adopted regulations that require non-venture TSX-listed issuers to disclose their policies and other details regarding the representation of women on their boards.<sup>84</sup>

Studies have also been conducted to demonstrate the positive impact of having more women on boards. Catalyst conducted studies indicating a “clear and positive correlation between women board directors

<sup>79</sup>Blanchflower, David and Jon Wainwright, *An analysis of the impact of affirmative action programs on self-employment in the construction industry*, Cambridge, MA: National Bureau of Economic Research, November 2005, p. 24.

<sup>80</sup>The Commission de la construction du Québec was required by legislation adopted at the time and is still in force today to “develop measures to favour the access of women to and their maintenance and greater representation on the labour market in the construction industry” (An Act Respecting Labour Relations, Vocational Training and Workforce Management in the Construction Industry, CQLR c R-20, s. 126.0.1); see also Comité ad hoc pour la défense des droits des femmes dans les métiers et occupations de la construction, *supra* note 22, p. 3.

<sup>81</sup>Commission de la construction du Québec, *Les femmes dans la construction*, June 2011, p. 3.

<sup>82</sup>Conseil du statut de la femme, *Avis, Une mixité en chantier: Les femmes dans les métiers de la construction*, Government of Québec, March 2013, p. 85.

<sup>83</sup>Commission de la construction du Québec, *Agir pour une mixité réelle en chantier: une responsabilité partagée, Programme d'accès à l'égalité des femmes dans l'industrie de la construction 2015-2024*, not dated, online: [http://www.ccq.org/~media/PDF/DossierFemmes/PAEF\\_2015\\_2024.ashx](http://www.ccq.org/~media/PDF/DossierFemmes/PAEF_2015_2024.ashx).

<sup>84</sup>Canadian Securities Administrators, *Multilateral CSA Notice of Amendments to National Instrument 58-101 Disclosure of Corporate Governance Practices*, October 15, 2014.

and enhanced corporate financial performance, particularly when a company sustains its commitment to gender diversity over time.”<sup>85</sup> In a 2012 study, the Credit Suisse Research Institute also put forward that better representation of women on boards does not necessarily increase share price but “brings less volatility and more balance through the cycle.”<sup>86</sup> Therefore, increasing the number of women on boards of construction companies is another strategy that can improve the situation of women in the industry, which can be used to make the business case for women’s advancement in the industry.

Catalyst conducts regular reviews of women on boards in Canada and elsewhere. Construction remains among the industries where the fewest women serve on boards.<sup>87</sup> This is not surprising given that women are struggling to advance to leadership positions in the industry, including corporate director positions. Leaders willing to increase the number of women in construction can benefit from the general trend of increasing the presence of women on boards to create interest in recruiting them on boards of construction companies. Moreover, they can also hold TSX-listed construction companies accountable to the recent requirement of disclosing the representation of women on their boards.

### **Targeting Women Indirectly**

As we have seen in the section on making the business case for the inclusion of women in the industry, many positive factors for women are also positive for members of other socially marginalized groups, and for everyone in general. Therefore, some believe it is better to present solutions, such as implementing respect in the workplace, as solutions for all, as opposed to framing them as women-focused solutions. This strategy avoids a potential backlash against females. It also allows all construction industry stakeholders to take responsibility for factors that have an impact on women. This is one of the main issues emphasized in BuildForce’s 2010 report.<sup>88</sup> However, taking such an approach does not mean that initiatives to improve the construction workplace should be presented as gender neutral. Gender issues should be explicitly discussed as part of these initiatives, but should not be the singular focus. For example, if training on respect in the workplace includes concrete examples of sexual harassment, those that take the training will learn specifically about this and other related issues.<sup>89</sup> If training does not include any specific examples related to gender, these issues may be overlooked altogether.

### **Collecting Data & Measuring Impact**

Many studies highlighted the importance of collecting accurate data regarding women’s situation in construction, in order to measure progress in the industry. These studies demonstrated that data collection is often inadequate and inconsistent.<sup>90</sup> Therefore, it is difficult to have a clear picture of women’s participation in the industry.

---

<sup>85</sup>House of Commons, *supra* note 22, p. 59.

<sup>86</sup>The Credit Suisse Research Institute, *Gender Diversity and Corporate Performance*, 2012, introduction, cited in House of Commons, *supra* note 22, p. 60.

<sup>87</sup>Catalyst, *1 in 9 Corporate Directors Are Women in Latest Count*, 2005, p. 1.

<sup>88</sup>Construction Sector Council, *supra* note 1, p. 7.

<sup>89</sup>The Construction Owners Association of Alberta’s *Workplace Respect Toolkit* discusses the situation of women and the problem of sexual harassment specifically, in the context of a broader discussion about workplace respect (see Construction Owners Association of Alberta, *supra* note 36).

<sup>90</sup>Construction Sector Council, *supra* note 1, p. 92; House of Commons, *supra* note 22, p. 36 and following, 53, 66; Mayer, Heather and Kate Braid, *A Winning Ticket: Women in Trades in British Columbia and Yukon*, April 2007, p. 12 and following; Vojakovic, Dragana, *supra* note 1, p. 49.

Some methods of measurement have been developed in different countries, such as equal pay audits and equality impact assessments<sup>91</sup> or key success indicators for women's programs.<sup>92</sup> However, without reliable data, these methods are difficult to implement. The Law Society of Upper Canada's Justicia project materials provide models for data collection that the construction industry could examine and adapt to its own reality.<sup>93</sup>

### **Involving Women's Organizations**

Studies have shown that community-based or non-profit organizations serving specific equity-seeking populations, such as women, are effective at developing strategies for these populations. These organizations have a solid understanding of issues faced by these populations and are effective at supporting women.<sup>94</sup> Therefore, organizations supporting women in construction should be involved in developing and implementing strategies to increase hiring, retaining and advancing women in construction.<sup>95</sup> However, research demonstrated that women's organizations often do not have stable ongoing funding, which limits their capacity to have a long-term impact.<sup>96</sup>

### **Marketing and Promotion**

In order to make an initiative known and generate interest, it needs to be marketed and promoted, which is the case of including women in the construction industry. Efforts have been made to provide information about opportunities for women in construction and to tell the stories of women working in the industry.<sup>97</sup> For example, BuildForce Canada created the website Careers in Construction, which includes a section focusing on opportunities for women.<sup>98</sup> These efforts need to continue on an ongoing basis. Women need to have better information about the industry, including facts about compensation.<sup>99</sup> A positive image of the industry as a welcoming place for women needs to be projected, and this image must be based on empirical examples.

---

<sup>91</sup>House of Commons, *ibid*, p. 53, 67, 68.

<sup>92</sup>Key indicators of women programs' success developed in Australia include the number of women who complete programs and employment outcomes, for example (see Vojakovic, Dragana, *supra* note 1, p. 25).

<sup>93</sup>The Law Society of Upper Canada, The Justicia Project, online: [http://www.lsuc.on.ca/justicia\\_project/](http://www.lsuc.on.ca/justicia_project/).

<sup>94</sup>Vojakovic, Dragana, *supra* note 1, p. 27.

<sup>95</sup>For a list of associations and organizations supporting Canadian women in construction, see Construction Sector Council, *supra* note 1, p. 183.

<sup>96</sup>Vojakovic, Dragana, *supra* note 1, p. 27; Construction Sector Council, *supra* note 1, p. 68.

<sup>97</sup>For an example of a promotional brochure specifically targeting women, see Construction Sector Council, *They're Smart They're Savvy They're Strong*, not dated (likely 2005). For examples of media articles promoting women in construction, see the following: Ontario Construction Report, *Women in Construction: Sharing Your Success*, February 2013; The Associated Press, *Building Ranks of Women in Construction*, Finance & Commerce, September 3, 2014, online: [http://finance-commerce.com/2014/09/building-ranks-of-women-in-construction/?utm\\_content=buffer4e5a&utm\\_medium=social&utm\\_source=twitter.com&utm\\_campaign=buffer](http://finance-commerce.com/2014/09/building-ranks-of-women-in-construction/?utm_content=buffer4e5a&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer); Switzer, Jane, *supra* note 11; White, Linda, *supra* note 11. Note that Hays Recruiting Experts Worldwide produced excellent recruitment videos, which unfortunately only involve male leaders in the construction industry (#Whatcouldyoube Hear From Canadian Business Leaders, Advice From Canada's Top Business Executives, DNA of a VP of Construction, not dated, online: <http://www.hays.ca/dnaVIDEOS/index.htm>). These videos could however serve a model to develop videos involving female leaders.

<sup>98</sup>BuildForce Canada, *Careers in Construction*, online: <http://www.careersinconstruction.ca/en/why-construction/opportunities-women>.

<sup>99</sup>Construction Sector Council, *supra* note 1, p. 3.



Discussions have also centred on transforming the image of the skilled trades more specifically, and promoting the trades as a viable career option.<sup>100</sup> Some of the arguments used to transform the image of the trades, such as the idea that they provide meaningful work and increase self-reliance,<sup>101</sup> might attract women seeking to increase their self-esteem and economic autonomy. However, gender stereotypes associated with the trades need to be taken into consideration in order to effectively reach out to women. Leaders for the inclusion of women in construction should ensure that gender is taken into account in these discussions. Given the current interest in promoting careers in the trades, there is an opportunity to continue producing marketing targeting women as potential trade workers.

Research indicates that women face similar challenges in various non-traditional occupations. Therefore, marketing and promotion initiatives for the inclusion of women in the construction industry could be coordinated with similar initiatives in other traditionally masculine sectors, in an effort to fight gender stereotypes more broadly.

### **Bursaries and Awards**

Awarding bursaries or grants to women or companies that hire, retain and advance women in construction is a strategy that helps support inclusion efforts. Examples of such accolades include the CAWIC bursaries,<sup>102</sup> different Quebec construction industry awards<sup>103</sup> and Catalyst awards, one of which went to an engineering and construction company in 2009.<sup>104</sup> These bursaries and awards have an impact at different levels for women and the industry, including women's self-confidence, financial support, challenging gender stereotypes and promoting women's participation in the industry.

### **Employer Partnerships and Collaboration**

Many studies have shown that Employer Partnerships and collaborations between construction industry stakeholders can have a positive impact on integrating women into the construction workforce. In the training section of the report, we have discussed the example of collaborations between employers and unions to pool funds for training. We have also seen collaborations between the status of women and health and safety divisions of a federation of unions to combine knowledge and create gender-sensitivity materials. Employer Partnerships and collaboration can be developed in other areas important to promote hiring, retention and advancement of women in construction.

Moreover, BuildForce's 2010 report called for an "adequately funded national strategy" regarding women's participation in the construction industry.<sup>105</sup> BuildForce also produced an engagement strategy for the industry.<sup>106</sup> However, it is unclear whether this design was implemented. There seems to be a need for a longer-term game plan involving Employer Partnerships and collaboration, with an implementation plan and measures to monitor progress.

---

<sup>100</sup>See in particular Cardus' The Building Meaning Project (Cardus, The Building Meaning Project, (project description on website) not dated, online: <http://www.cardus.ca/research/workandeconomics/buildingmeaning/>).

<sup>101</sup>Crawford, Matthew, *Shop class as soulcraft: an inquiry into the value of work*, New York: Penguin Press, 2009.

<sup>102</sup>CAWIC Bursaries, online: <http://www.cawic.ca/page-494148#.Vjt0mWQvckg>.

<sup>103</sup>Comité ad hoc pour la défense des droits des femmes dans les métiers et occupations de la construction, *supra* note 22, p. 6-7.

<sup>104</sup>Catalyst, Baxter, CH2M HILL, Gibbons, and KPMG Initiatives Honored With the 2009 Catalyst Award, media announcement, 2009.

<sup>105</sup>Construction Sector Council, *supra* note 1, p. 70.

<sup>106</sup>Construction Sector Council, *Women in Construction Engagement Strategy*, *supra* note 67.

# Survey Findings

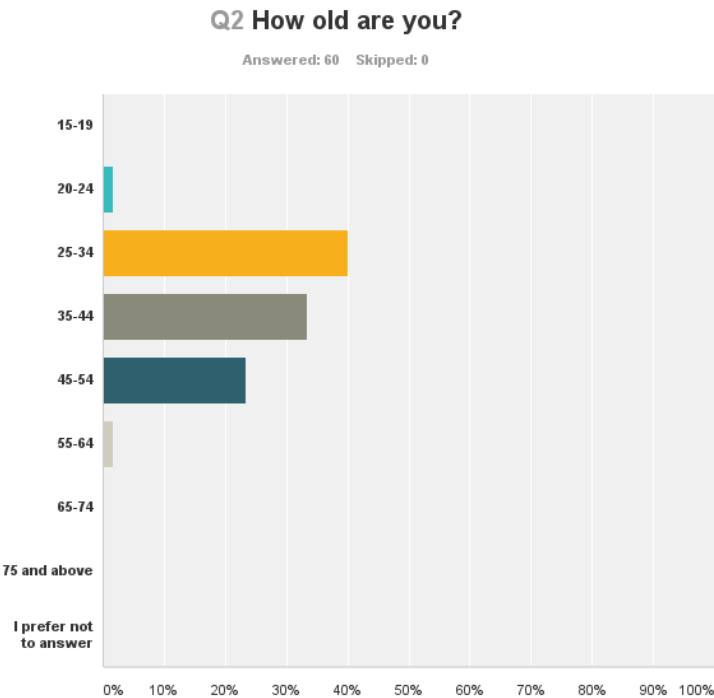
This section of the report will outline the survey findings. As remarked in the methodology section of this report, CAWIC has conducted two online surveys: one with Female Participants and one with Employer Partners. Results from the online survey with Female Participants will be presented first, after which we will examine Employer Partner survey results.

## Female Participant Survey

The survey was conducted from March 11 to July 27, 2015. The sample consisted of 60 respondents (n=60), indicating that all Level Best Female Participants completed the survey. At the time of survey completion, 55.00% indicated living in Ontario, 25.00% in Newfoundland and Labrador and 16.67% in Alberta; 3.33% of respondents were from Saskatchewan and Nova Scotia (although these were not targeted provinces).

The characteristics of the sample were as follows:

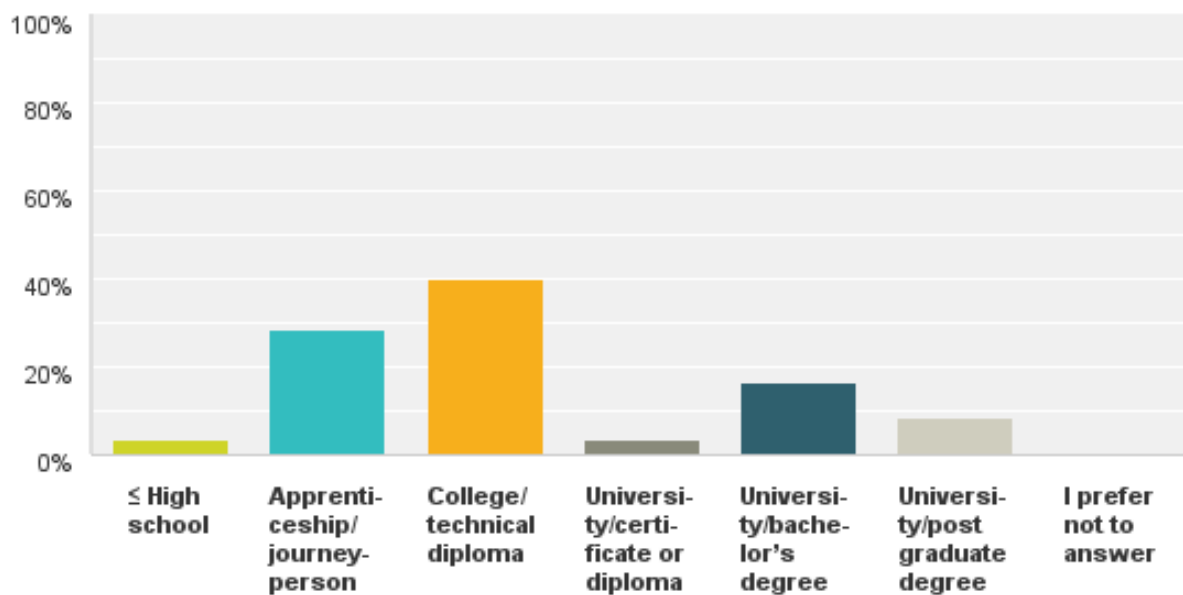
- The age range of the respondents was 20–64 years



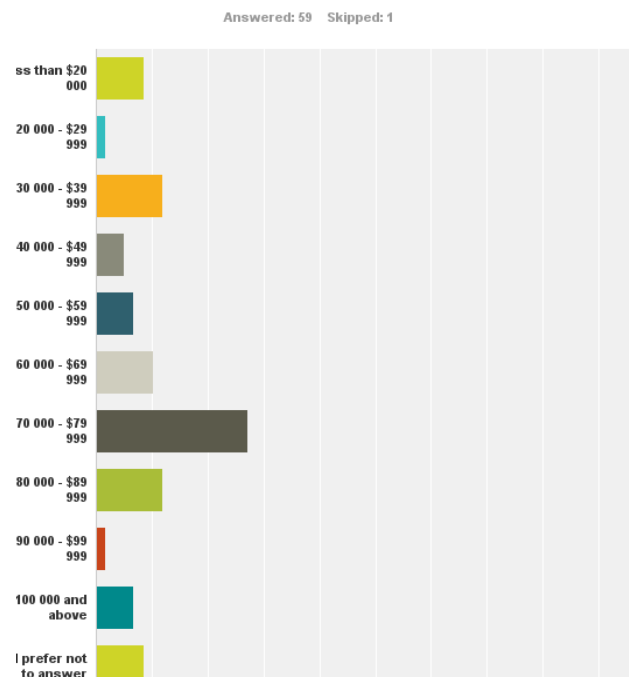
- The respondents identified as White/Caucasian (81.36%), Aboriginal (6.78%), Latin American (5.08%), Japanese (3.39%), Filipino (3.39%), South Asian (3.39%), Southeast Asian (1.69%) and Chinese (1.69%) (note that participants could check more than one answer, which means the total exceeds 100%)
- The citizenship status of the participants was as follows: Canadian citizen – born in Canada (83.05%), Canadian citizen – born outside Canada (11.86%), permanent resident (3.39%) and *Indian Act* or treaty-related status (1.69%)
- The entire sample (100%) reported feeling most comfortable speaking English as an official language
- No respondent reported living with a disability (one preferred not to answer)
- 13.79% identified as a member of the LGBTQIA community
- Levels of education ranged from high school or less, to university graduate degree

## Q8 What is your highest level of education?

Answered: 60 Skipped: 0



- Income levels varied from less than \$20,000 to over \$100,000
- 57.62% had an income of \$60,000 or more



While not representative of all women in construction, Female Participants' demographics reveal that the majority of women who volunteered to participate in Level Best were between the ages of 25 and 44, White, able-bodied, heterosexual, English-speaking, Canadian-born women with relatively high levels of education and an income of \$60,000 or more.

The survey explored participants' personal, study and work experiences. As the document review demonstrated, women pursuing careers in construction encounter obstacles at home as well as within their professional lives that might play a role in their advancement. As such, it is imperative to examine both spheres in order to better understand their needs and challenges.

### **Living Arrangement**

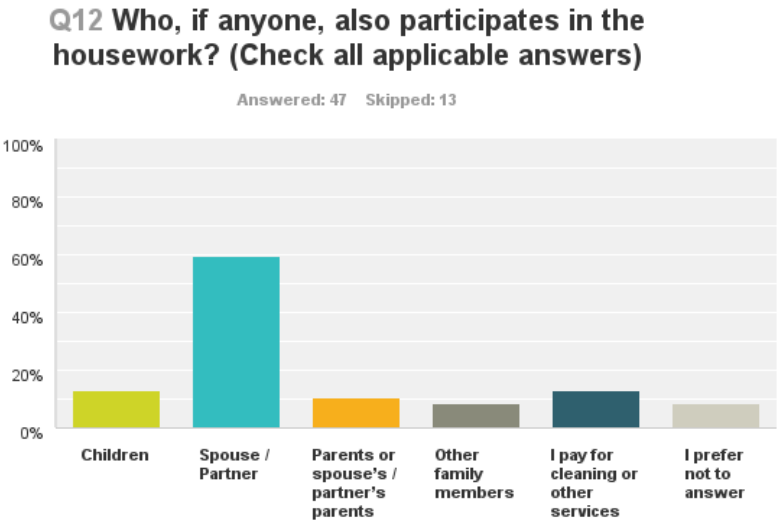
In terms of their living and family situations, participants reported the following:

| Living Arrangement                         | Percentage |
|--|------------|
| Spouse/Employer Partner                    | 41.38%     |
| Alone                                      | 20.69%     |
| Children                                   | 12.07%     |
| Extended family members (without children) | 10.34%     |
| Roommates                                  | 10.34%     |
| Spouse/Employer Partner and their children | 5.17%      |
| Preferred not to answer                    | 1.72%      |

Overall, 35.09% reported having children. Of those with children, 35.00% live with their children, 30.00% with their spouse/Employer Partner, 15.00% with their spouse/Employer Partner and their children, 10.00% with extended family members, 5.00% with roommates and 5.00% preferred not to answer. Although we did not gather data regarding single mothers who provide for their children on their single income, we can deduce that there may be single mothers amongst women who live with their children only and possibly other groups. More than half of participants with children had two children (52.63%), more than a third had one (36.84%) and the rest had three (10.53%).

Female Participants were asked whether they spent considerable time caring for people other than their children. Few (14.04%) participants indicated that they did. Regarding housework, 46.55% of respondents indicated they performed most of the housework (20.69% reported performing all of it). Women living with extended family members reported doing the least amount of housework. Women with children performed slightly more housework than women without children (70.00% of women with children reported doing most or all of it, as opposed to 64.87% for women without children). However, 27.03% of women without children reported doing all of the housework compared to 5.00% of women with children. The survey revealed this may be because a significant number of women without children live alone (32.43%). In addition, women with caregiving responsibilities for people other than their children perform more housework than women who do not (75.00% versus 65.31% perform most or all of it).

Participants were asked to identify who else also participated in the housework. They reported the following (note that participants were permitted to check more than one answer, which means that the total exceeds 100%):



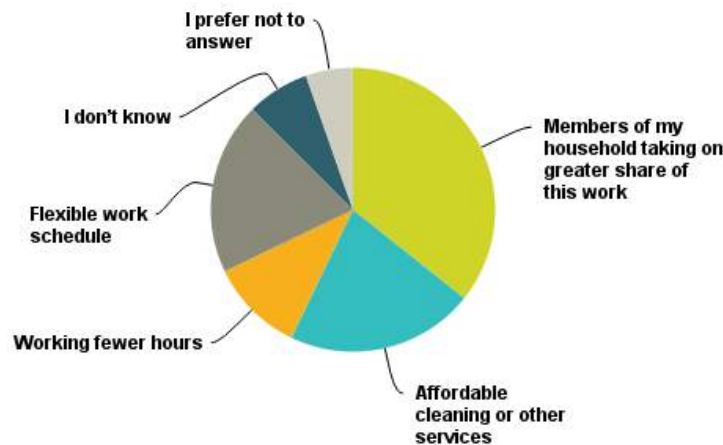
A higher number of women with children reported paying for cleaning or other services than women without children (21.05% versus 7.41%). No participant with an income of less than \$60,000 reported paying for cleaning or other services. Few (18.18%) participants with an income of \$60,000 or more did so. Half of women with an income of \$100,000 and above remarked doing so.

We asked Female Participants what would be most helpful to help them manage household work and they reported the following (note that participants could check more than one answer, which means that the

total exceeds 100%):

**Q13 What would be most helpful to help you manage household work? (Check only one answer)**

Answered: 56 Skipped: 4



We concluded that for most participants, solutions to excessive household work are situated within their private as opposed to their professional lives.

Regarding childcare work, participants with children reported doing most of this work (52.63%), all of it (21.05%) or about half (26.32%). People who took on a share of this work were as follows, from highest to lowest scores (note that participants could check more than one answer, which means that the total exceeds 100%):

- Spouses/Employer Partners (57.89%)
- Parents of spouses/Employer Partners or daycare (31.58%)
- Daycare (31.58%)
- A paid person doing the work at this person's home (21.05%)
- Other family members (15.79%)
- Older children (10.53%)
- A paid person doing the work at the respondent's home (5.26%)

Many respondents shared the work with more than one of these parties. Affordable daycare services (33.33%) and on-site or conveniently located daycare (27.78%) were considered the most helpful solutions to manage childcare work.

Among those who had caregiving responsibilities for people other than their children, participants reported doing either close to half or most of this caregiving work (both at 37.50%) or very little of this work (25.00%). None of the respondents remarked doing all of this caregiving work. Close to half (42.86%) of respondents indicated sharing this work with other family members. This group also remarked sharing

this work with either parents or spouses/Employer Partner's parents, a care facility/institution or a paid person conducting the work at the respondent's home (all at 14.29%). They suggested the following would be most helpful to support their caregiving activities (although 25.00% indicated they did not know what would be most helpful):

- A flexible work schedule (50.00%)
- Members of their household taking a greater share of this work (12.50%)
- Support that suits their schedule (care service provider or other member of their household available when they worked) (12.50%)

While a large majority of women with children took maternity and/or parental leave (73.68%), more than a quarter of them (26.32%) did not. Among reasons cited for not taking such leave were that women were not working outside the home at that point (10.00%), that they became parents during their studies (10.00%) and that they were afraid that taking such leave would have a negative impact on their career (10.00%). None of the respondents indicated that such leave was unavailable or that their spouse/Employer Partner took a leave instead of them. In addition, we note that 70.00% of respondents did not account for their lack of maternity and/or parental leave.

### **Professional Life**

*Security and self-empowerment led me to this career option. A construction company offered an Earn While You Learn (EWYL) program that made me feel safe enough to switch careers without the burden of not being able to support myself while trying something new with no experience. It has helped me find my passion for life and my job.*  
- A Female Participant

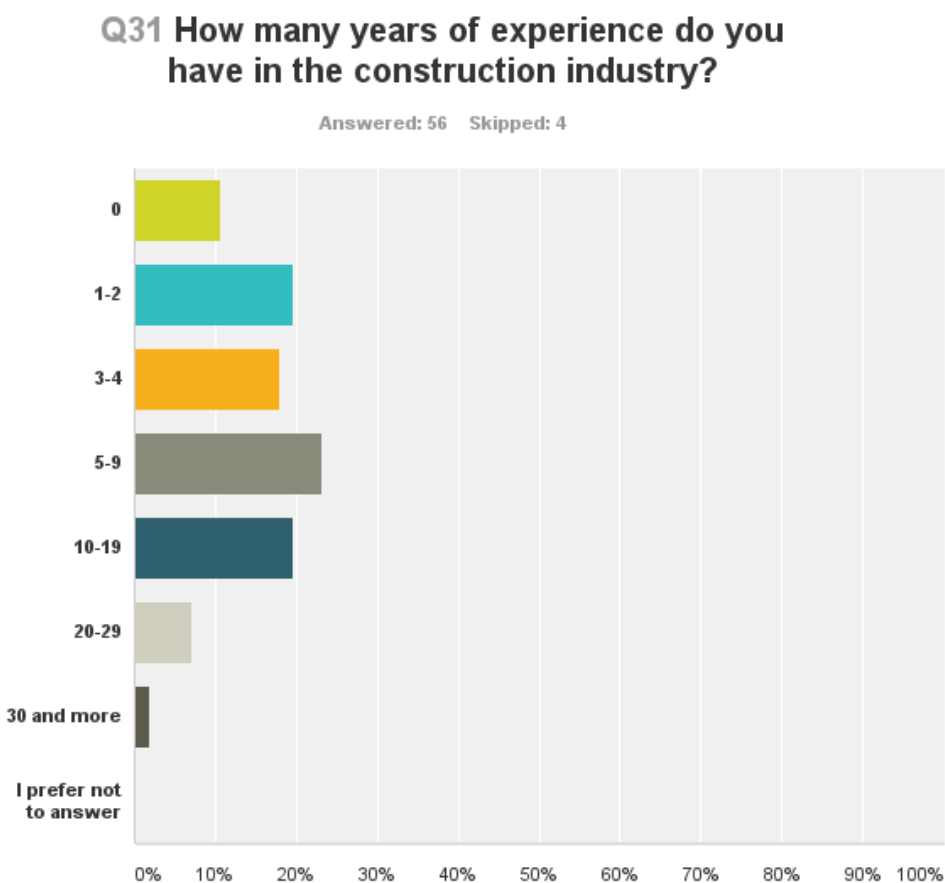
Regarding Female Participants' careers in construction, the survey revealed that for 51.79% of respondents, construction is a second career, and for 46.43% it is a first career (1.79% preferred not to answer). Among the reasons why women chose a career in construction were the following, from most to least common (these results are based on an open-ended question and thus percentages are not provided):

- Like working outdoors, with their hands, with equipment, seeing a project develop from beginning to completion
- Looking for better-paying work
- Family members worked in the industry
- Looking for more interesting work
- Coop or school program
- Other

Enjoying the work, having well-paying employment and knowing about the industry through a family member were the most common reasons why women chose construction.

Respondents' number of years of experience in the construction industry ranged from zero to 30 years and

more:



Some of the respondents did not have any experience in the industry (10.71%) and were currently studying, undertaking an apprenticeship or job searching. It is important to note that 51.78% of respondents had five years of experience or more. As the document review indicated, women in construction tend to leave after five to ten years.<sup>107</sup> Therefore, Level Best participants have higher retention rates than average.

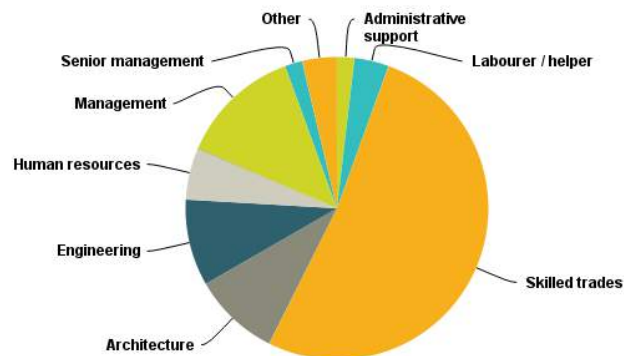
Female participants’ areas of study or work within the construction industry were as follows:

<sup>107</sup> See document review section discussing the relationship between hiring, retention and advancement.



**Q27 What is your main area of study / apprenticeship / work? (Check only one answer)**

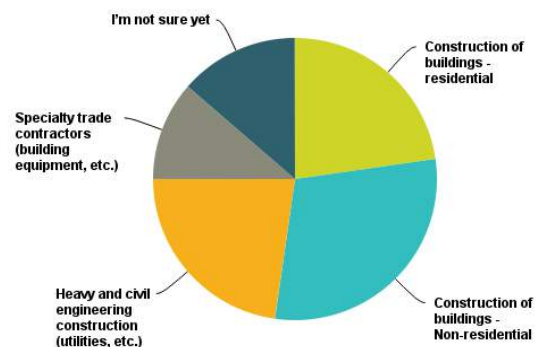
Answered: 54 Skipped: 6



Survey respondents work or intend to work across all sectors of the construction industry, including non-residential (29.55%), residential (22.73%), heavy and civil engineering (22.73%), specialty trade contractors (11.36%), and some are not sure yet (13.64%).

**Q28 In what sector of the construction industry do you study / intend to work / work?**

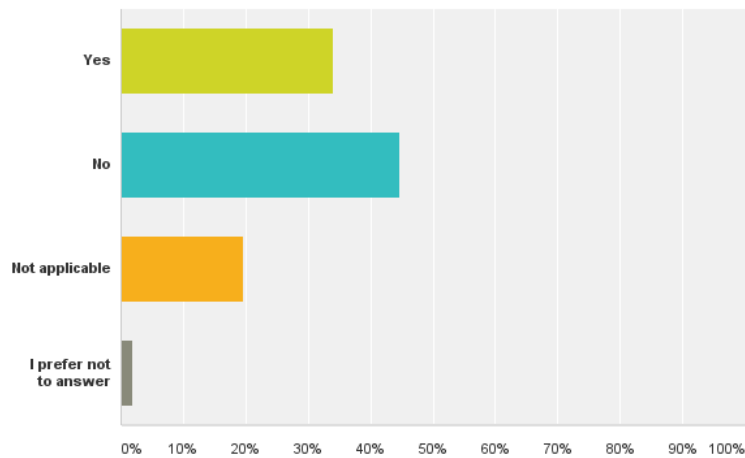
Answered: 44 Skipped: 16



Among those for whom an apprenticeship applies to their area of work, 43.18% had completed an apprenticeship and 56.82% had not.

### Q29 Did you complete an apprenticeship?

Answered: 56 Skipped: 4

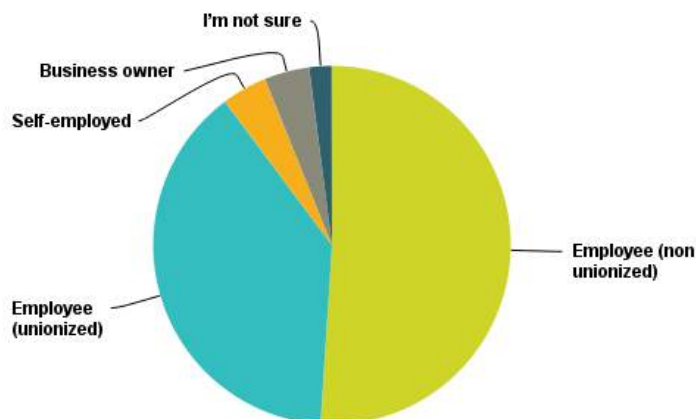


We asked respondents whether they had red, blue or gold seal certification, where applicable. Of those for whom such certification applied to their areas of work, 70.27% did not have such certification, 24.32% had red seal certification, 2.70% blue seal certification and 2.70% gold seal certification. Notably, 7.27% of the sample was unfamiliar with these certifications altogether.

Among women currently working in the construction industry, 89.80% were employees (51.02% non-union and 38.78% union), 4.08% were self-employed and 4.08% were business owners with incorporated businesses (2.04% indicated they were not sure about their work status).

### Q32 What best describes your work situation?

Answered: 49 Skipped: 11



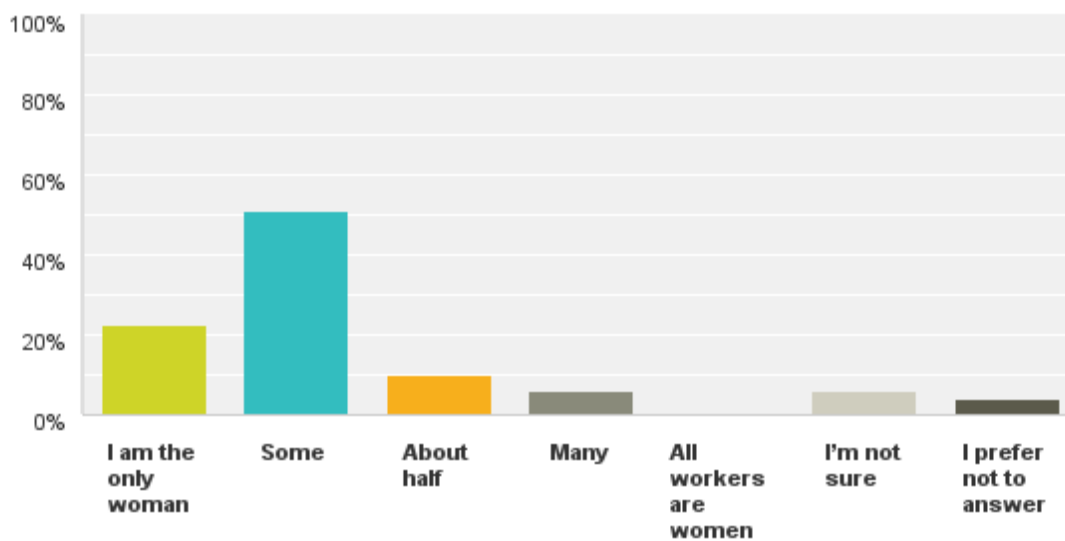
They either worked full-time (77.55%) or their schedule varied from part- to full-time work (22.45%). None of the respondents indicated working part-time exclusively.

Other interesting features of their work experience were as follows:

- 55.10% of respondents worked at a distance of 25 km or more from their place of residence
- 22.45% were the only female at their workplace
- 51.02% indicated there were some women at their workplace (less than 16.32% of respondents reported that half or more of the workforce was female; more than 10.02% were either not sure or preferred not to answer)

### Q36 How many women are employed at your workplace?

Answered: 49 Skipped: 11

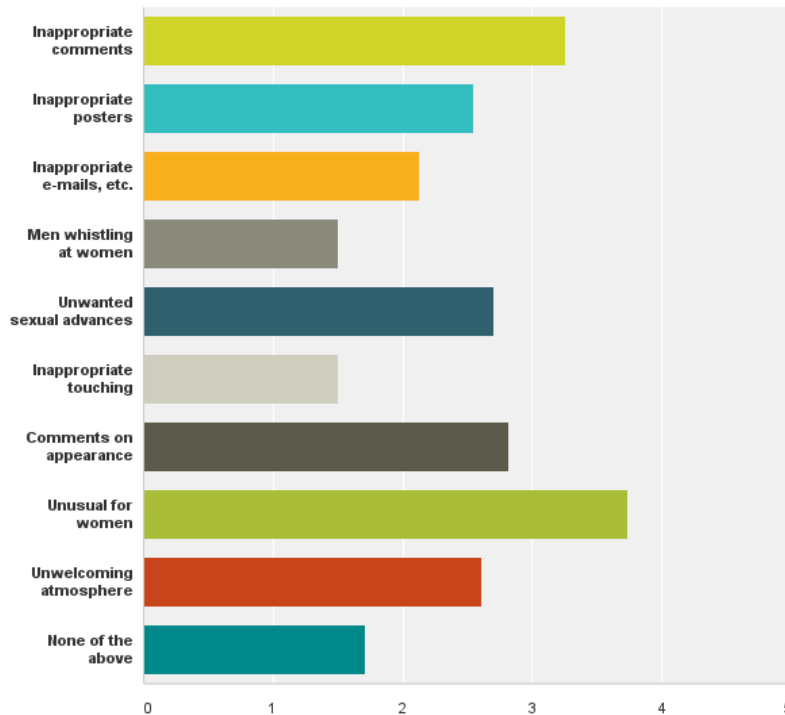


On the topic of harassment, respondents reported most frequently having observed or experienced the following (from most to least frequent):

- Comments that suggested it is unusual for women to work in the industry
- Inappropriate comments, sexist jokes
- Comments on their physical appearance
- Unwanted sexual advances
- General unwelcoming and unfriendly atmosphere
- Inappropriate posters
- Inappropriate e-mails, social media postings
- Men whistling at women
- Inappropriate touching

**Q37 How often did you observe or experience the following situations at work?  
(Situate on a scale of 1 to 5 – from “never” to “very often”)**

Answered: 47 Skipped: 13



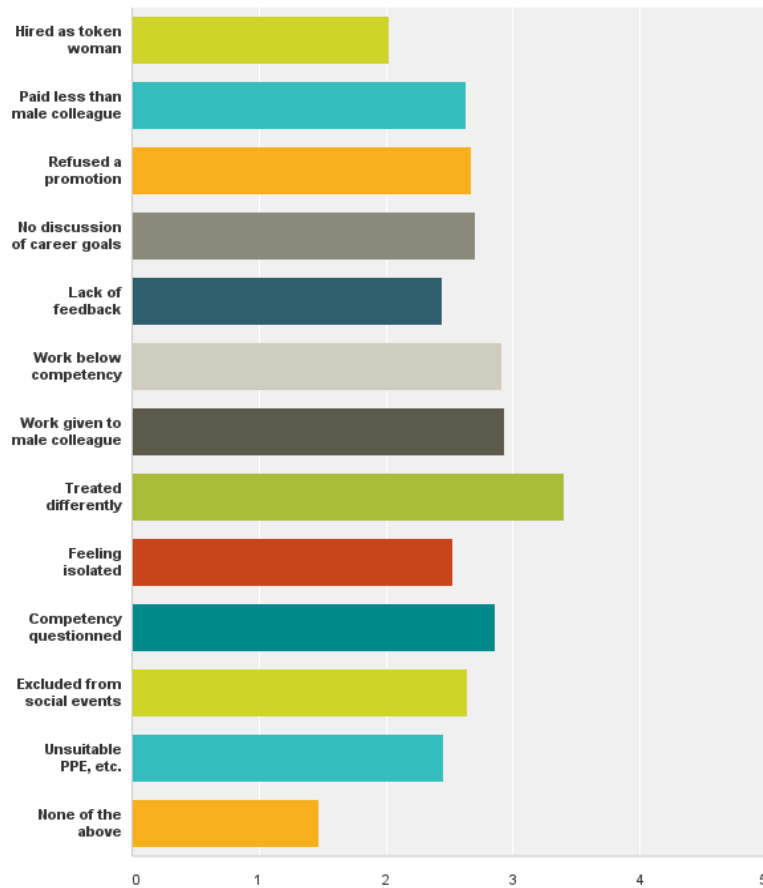
On the topic of discrimination, respondents reported most frequently having experienced the following (from most to least frequent):

- Being treated differently from male colleagues
- Important work given to a male colleague instead of a female
- Being given work below competence level
- Colleagues making them feel they are not as competent as their male colleagues
- Difficulty discussing career goals with supervisor
- Being refused a promotion while a male colleague was promoted
- Not being invited to social events to which male colleagues were invited
- Being paid less than a male colleague
- Feeling isolated/colleagues not talking to them
- Unsuitable work clothes/bathrooms/change rooms/other spaces for them as women
- Lack of feedback on their work
- Feeling they were hired not based on their skills but because they were women

Approximately 8% of female participants reported they never experienced or observed harassing or discriminatory behaviour.

**Q38 How often did you experience the following challenges at work? (Situate on a scale of 1 to 5 – from “never” to “very often”)**

Answered: 48 Skipped: 12



Female Participants were asked to identify what they were looking for in a job. Their top three priorities (shared by over 90% of respondents) were as follows:

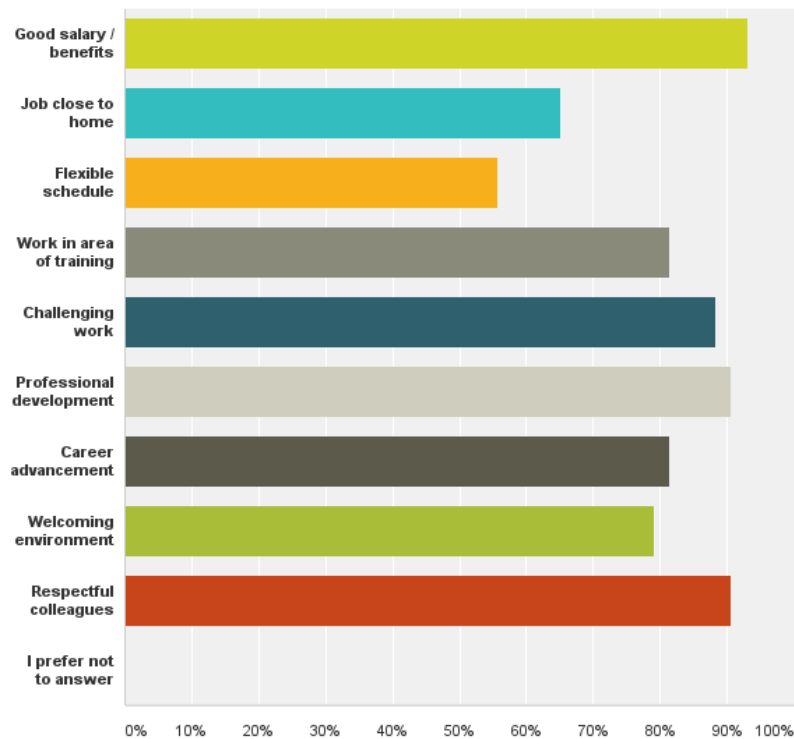
- Good salary/benefits
- Opportunities to develop skills/professional development
- Respectful colleagues

Other important job features were noted as follows, from most to least important:

- Being given challenging work
- Working in their respective area of training/specialization
- Opportunities for career advancement
- Welcoming and friendly environment
- Job close to home
- Flexible schedule

**Q40 What are you looking for in a job?  
(Check all applicable answers)**

Answered: 43 Skipped: 17



The responses from Female Participants with caregiving responsibilities for their own children and with other caregiving responsibilities were not significantly different from the rest of the sample.

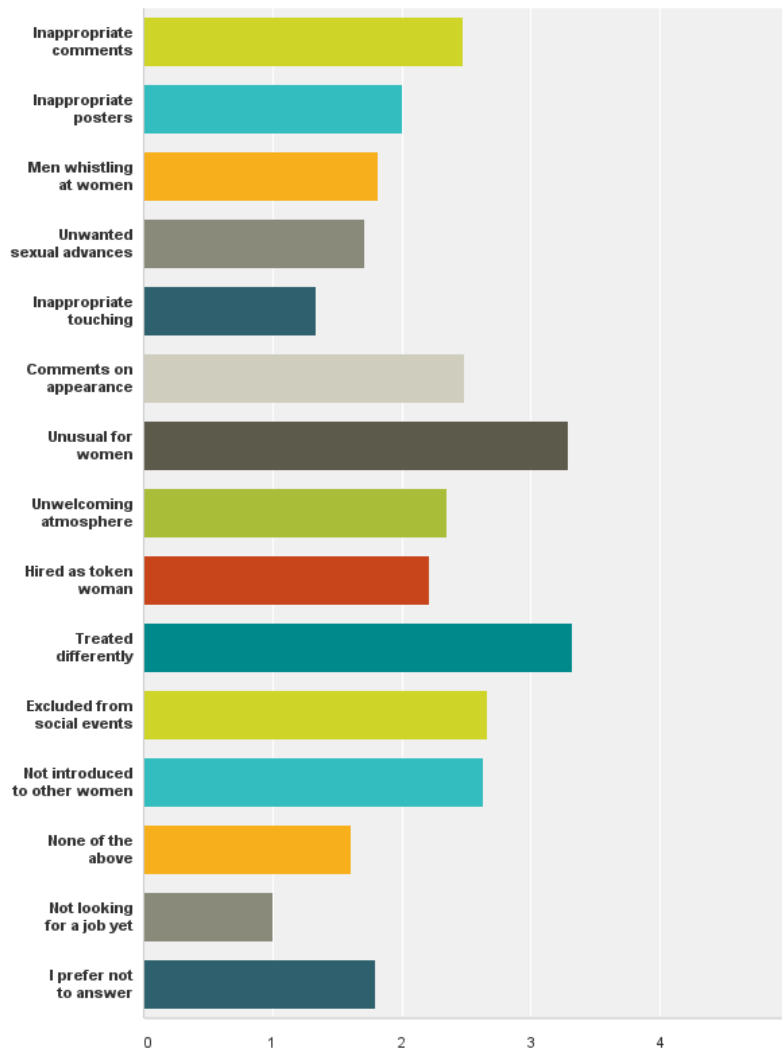
We also asked them how often they experienced harassing, discriminating or other types of behaviours when looking for a job. Their experiences were noted as follows (from most to least frequent):

- Being treated differently from male candidates
- Comments suggesting it is unusual for women to work in the industry
- Not being invited to social events to which male candidates were invited
- Not being introduced to any other women during the recruitment process
- Comments on their physical appearance
- Inappropriate comments, sexist jokes
- General unwelcoming and unfriendly atmosphere
- Feeling they may be hired not because of their skills but because they were women
- Inappropriate posters
- Men whistling at women
- Unwanted sexual advances
- Inappropriate touching



**Q41 How often have you experienced the following as you were looking for a job?  
(Situate on a scale of 1 to 5 – from “never” to “very often”)**

Answered: 40 Skipped: 20



## LGBTQIA-Related Issues

*I was told I dress like a dyke because I wear coveralls.<sup>108</sup>*  
- A self-identified heterosexual Female Participant

*It seems that the majority of them assume that I have to be gay (half true!) in order to be in this industry...but even that doesn't stop the advances of male colleagues.*  
- A self-identified LGBTQIA Female Participant

<sup>108</sup>Note that responses from participants including terminology used open-ended responses or quotes has not been modified.

Some of the Female Participants, either currently working in the construction industry or looking for work, reporting having encountered what they described as homophobic remarks. Both self-identified LGBTQIA and heterosexual women offered in open ended dialogue that women in the industry are presumed to be gay and are targeted by what they described as homophobic or misogynistic remarks or behaviour. As 13.79% of our survey respondents self-identified as a member of the LGBTQIA community, this would indicate that some attention should be paid to awareness and inclusivity training in respect of gender identity and sexual orientation to promote a more respectful industry workplace for women.

## Challenges

*I have mixed feelings with not being accepted, treated differently, about sexual harassment, and having no possible advancement because I am a younger female who would consider having a family in the next 5 years.*

*- A Female Participant*

Some Female Participants expressed concern about being treated differently as a woman in the construction industry whereas others noted they were not worried about being exposed to harassment or discriminatory behaviour. The three biggest challenges women reported they encountered in their studies or career in the industry are as follows:

- A failure to have their abilities taken seriously
- Obstacles to career advancement to senior levels
- Negative interactions with men

In terms of employment-related travelling and workplace location, most women reported they were open to considering a variety of scenarios:

|   | All respondents |        | Women with children |        | Women with other care giving responsibilities |        |
|---|-----------------|--------|---------------------|--------|---|--------|
| <b>Move to a different location to take a good/better job</b> | Yes             | 40.91% | Yes                 | 42.86% | Yes   | 37.50% |
|   | No              | 6.82%  | No                  | 0%     | No  | 0%     |
|   | Maybe           | 52.27% | Maybe               | 57.14% | Maybe   | 62.50% |
| <b>Take a job that involved a lot of travelling</b>           | Yes             | 35.56% | Yes                 | 28.57% | Yes   | 75.00% |
|   | No              | 17.78% | No                  | 21.43% | No  | 0%     |
|   | Maybe           | 46.67% | Maybe               | 50.00% | Maybe   | 25.00% |
| <b>Work in a remote location</b>                              | Yes             | 41.67% | Yes                 | 41.18% | Yes   | 75.00% |
|   | No              | 27.08% | No                  | 35.29% | No  | 0%     |
|   | Maybe           | 31.25% | Maybe               | 23.48% | Maybe   | 25.00% |

Notably, the responses indicated that women with children are only slightly less willing to take a position involving a lot of travelling or work in a remote location. Most Female Participants, regardless of their caregiving responsibilities, reported they are open to relocating, travelling or working in a remote location.

## Advancement

*I believe I have developed the skills necessary to go anywhere and do anything I set my mind to, however, the company I work for is only interested in hiring people with a degree, preferably in engineering to occupy upper management positions. In their opinion field experience is not as valuable.*  
- A Female Participant

Regarding advancement, 68.00% of survey respondents indicated they had a plan regarding next steps to advance in their careers (8.00% did not, 22.00% were not sure and 2.00% did not respond). Respondents remarked they would be interested in developing the following skills (from most to least important):

- Management skills
- Technical skills
- Social/networking skills
- Reading/writing skills

When it comes to mentorship, 54.00% of respondents indicated they had a mentor and 44.00% did not (2.00% preferred not to answer).

*I have had a great support system from friends, family, fellow students at school, colleagues at school where I worked, and also throughout my current employers and mentor. All have been the most supportive during different times in my life.*  
- A Female Participant

Respondents were asked which members of their personal communities were most and least supportive of their choice of career in construction. Results were as follows:

| Most Supportive              |        | Least Supportive             |        |
|------------------------------|--------|------------------------------|--------|
| Family                       | 47.92% | Supervisor/senior colleagues | 20.51% |
| Friends                      | 10.42% | Colleagues at work           | 17.95% |
| Mentor                       | 10.42% | Family                       | 15.38% |
| Colleagues at work           | 8.33%  | No one was supportive        | 12.82% |
| No one was supportive        | 8.33%  | Friends                      | 5.13%  |
| Former teacher/professor     | 6.25%  | Clients/customers            | 5.13%  |
| Women's group/association    | 6.25%  | Former teacher/professor     | 0%     |
| Supervisor/senior colleagues | 2.08%  | Mentor                       | 0%     |
| Clients/customers            | 0%     | Women's group/association    | 0%     |

Some respondents reported securing support resources whereas others did not, and some noted they had never experienced a feeling of lack of support for their career choice. However, in general, the responses indicate an absence of support, at least to some degree, from colleagues and particularly senior colleagues or decision makers in the workplace.

Factors that were the most helpful to respondents in reaching their current level of career success were rated as follows (from most to least helpful):

- Skills/professional development
- Support from family, friends and colleagues
- Networking
- Flexibility at home or at the workplace
- Mentorship
- Financial help

The respondents do not appear to lack self-confidence, as 94% indicated they felt they had the potential to have a successful career in construction.

### ***Perception of the Construction Industry***

*It took approximately 10 years for me to gain the respect of my co-workers, other contractors and builders.*

*- A Female Participant*

*I wish that there was respect for women in the industry but there is very little.*

*- A Female Participant*

All participants reported that at some point in their career path, they experienced a lack of respect - at their school, apprenticeship location or workplace. More than half (61.82%) of respondents reported feeling respected most of the time (frequently – 27.27%; very often – 34.55%). According to respondents, the most compelling aspects of a career in construction are as follows (from most to least attractive):

- Doing work they enjoy
- Having a career that matches their skills/aptitudes
- Salary/benefits
- Career advancement possibilities
- Working conditions (location, schedule, etc.)
- Respect for women in the industry

Less than half of respondents felt that employers wanted more women in the construction workforce (38.62%), and almost a third were not sure if this was the case (32.08%). Despite this, 85.19% of respondents would recommend working in construction to other women.

Respondents offered a variety of suggestions on action employers, employees, government and women in the industry could take to improve hiring, retention and advancement of women in construction, including the following:

- Better support groups and mentorship systems
- Affirmative action
- Government requirement to hire a minimum number of women in management and supervisory positions
- Hiring qualified women for the right jobs
- A comprehensive sexual harassment policy
- Having women record sexual harassment incidents
- Making women who work in the industry visible, to encourage other women to join
- More financial support for single mothers who want to change careers
- Providing training to management/employers regarding leadership, and supporting women in the trades and in the industry in general
- Showing employers the benefits of hiring women: empathy for others, attention to detail, willingness to work hard, striving to achieve more skills and to be better at their jobs
- Conducting research to find the best schools for the job you want to do, which includes time devoted to hands-on experience and instructors who have no problems teaching women
- Having male allies who actively support women in the workplace
- Improve washroom conditions
- Create working conditions that allow pregnant women to work safely

### ***Employer Partner Survey***

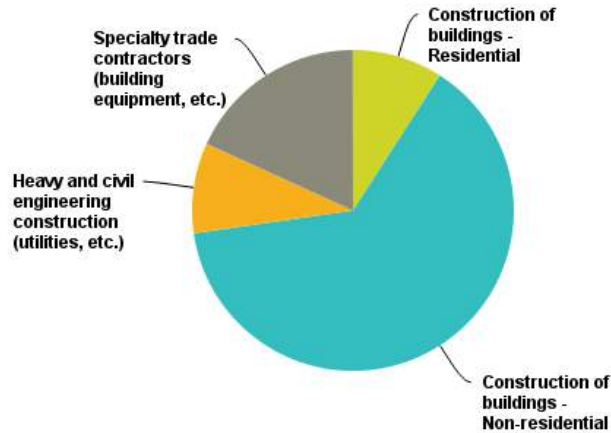
The Employer Partner survey was open from March 13 to July 27, 2015. Overall, 18 Employer Partners out of 25 completed the online survey (n=25), a 72% response rate. Their principal place of business/operations was Ontario (50%), Newfoundland and Labrador (33.33%), and Alberta (16.67%). However, more than half (56%) conducted business in multiple provinces. As a whole, this group of Employer Partners conducted business in every province and territory in Canada.

In terms of construction industry sectors, 63.64% of Employer Partners focused on non-residential construction of buildings (commercial, industrial, infrastructure, etc.), 18.18% of them were specialty trade contractors (foundation, structure and building exterior, building equipment, building finishing, etc.), 9.09% were involved in the construction of buildings (residential) and 9.09% in heavy and civil engineering construction (utilities, land subdivision, highways, streets and bridges, etc.). The rest were in the following areas:

- Mining
- Heavy civil and commercial institutional construction
- Water/waste water/environmental
- Power
- Automotive
- Construction materials
- Architectural consulting
- Residential renovations

### Q3 In what sector of the construction industry is your organization primarily involved?

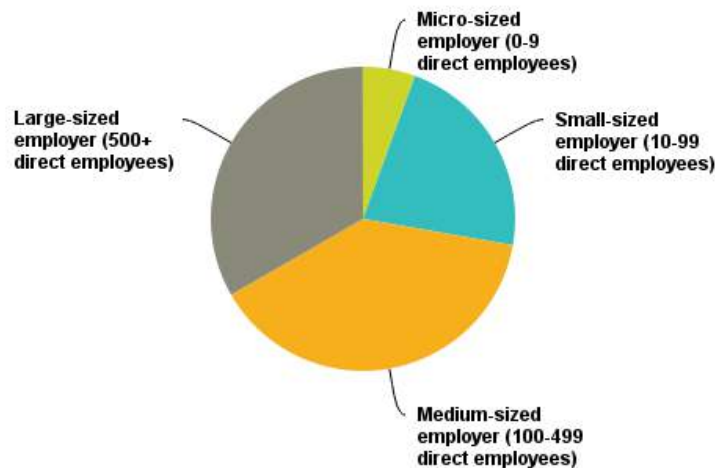
Answered: 11 Skipped: 7



Most Employer Partners (86.67%) had been in business for more than ten years. All Employer Partners had experienced labour shortages and 50.00% of them experienced such shortages often or very often. Employer Partners ranged in shop size as follows:

### Q5 What best describes your organization's profile?

Answered: 18 Skipped: 0



Some Employer Partners have a unionized workforce (40.00%) but the majority do not (60.00%). As noted in the previous section, Level Best also has higher numbers of non-unionized Female Participants than unionized participants. Overall, more than 75% of their employees worked full time. There did not seem to be a notable difference between the number of female and male employees working full time, as opposed to part time.



Employer Partners further indicated they had employees who belonged to the following categories (note that respondents could check more than one answer):

- Mature workers (over 50 years old) (86.67% of Employer Partners had employees belonging to this group)
- Younger workers (between 17 and 24 years old) (86.67%)
- Immigrant workers (73.33%)
- Workers who are Visible Minorities (66.67%)
- Workers living with a disability (46.67%)
- Aboriginal or Indigenous workers (46.67%)

In terms of number of female employees, 66.67% of employers had  $\leq 25\%$  female employees:

- 13.33% of employers (either micro [0–9 employees] or small-sized [10–99 employees]) had 51–75% female employees
- 13.33% of employers (all medium-sized [100–499 employees]) had 26–50% female employees
- 46.67% of employers (either small-, medium- or large-sized [ $\geq 500$  employees]) had 11–25% female employees
- 20.00% of employers (either small- or medium-sized) had less than 10%
- 6.67% did not know

Following completion of the main survey, CAWIC asked Employer Partners to provide additional information regarding their personnel. Fourteen (14) out of twenty-five (25) Employer Partners answered this additional survey. Responses were as follows:

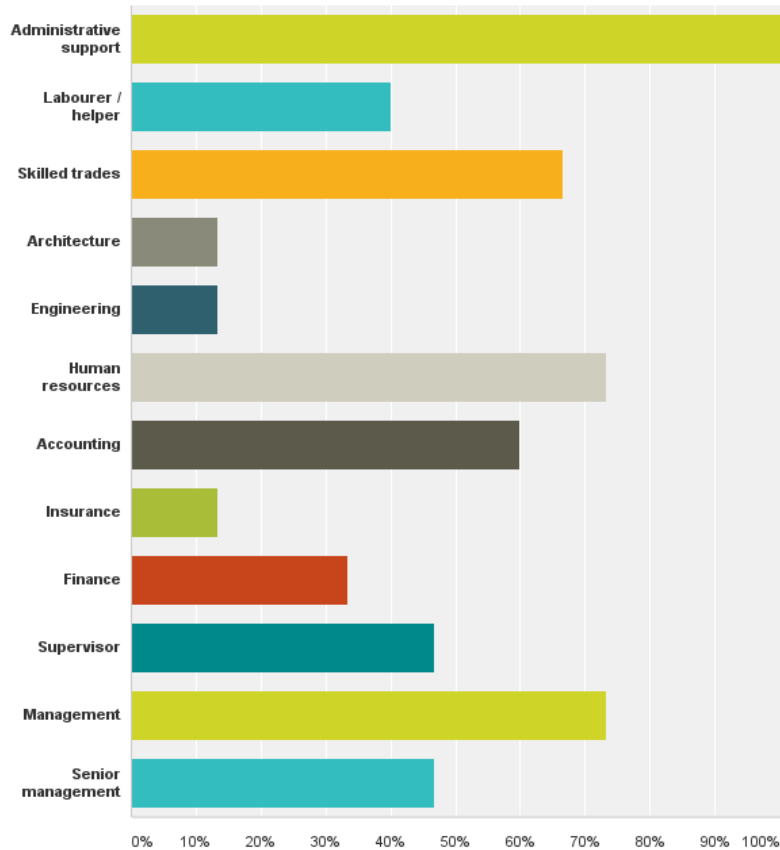
- All respondents had full-time employees, 28.54% of which were female
- 57.14% had part-time employees, 68.50% of which were female
- 14.29% had hourly workers, 1.07% of which were female

Returning to the main survey, Employer Partners employed women in the following areas:

- Administrative support (100% of Employer Partners employed women in this area)
- Management (73.33%)
- Human resources (73.33%)
- Skilled trades (66.67%)
- Accounting (60.00%)
- Supervisor (46.67%)
- Senior management (46.67%)
- Labourer/helper (40.00%)
- Finance (33.33%)
- Engineering (13.33%)
- Architecture (13.33%)
- Insurance (13.33%)

**Q12 In what areas of activity do you currently employ women, if any? (Check all applicable categories)**

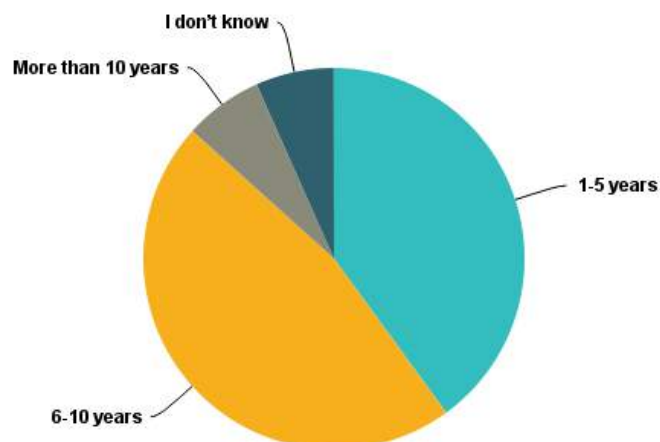
Answered: 15 Skipped: 3



Female employees' work term spanned between one and more than ten years.

**Q14 On average, for how long have your female employees worked for you?**

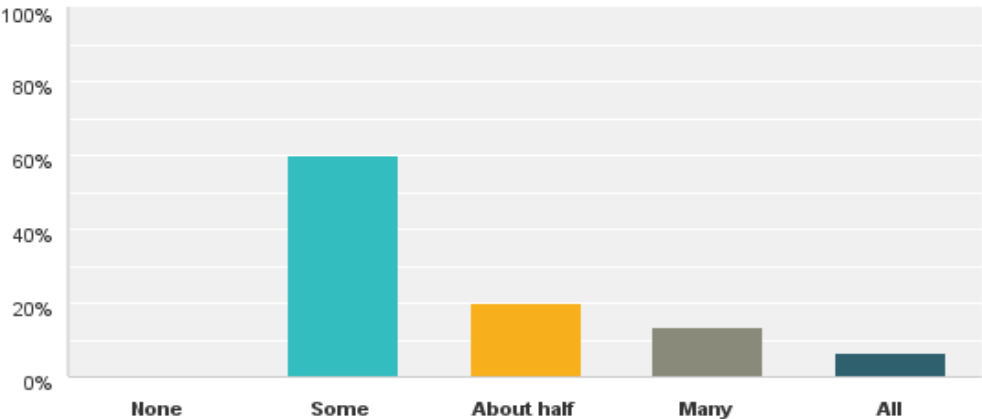
Answered: 15 Skipped: 3



As the document review demonstrated, most women leave the industry within five to ten years of their first employment.<sup>109</sup> We concluded that Employer Partners involved in Level Best had higher retention rates than average in the construction industry. Likewise, as indicated above, the Level Best Female Participants also had higher retention rates than average.<sup>110</sup> Over half of the Employer Partners (60.00%) reported that some of their female employees have been promoted to higher positions, while 20.00% reported that about half of their female employees had been promoted. Further, around 13.33% reported that many had been promoted and less than 6.67% indicated that all of their female employees advanced in their careers.

**Q15 How many of your female employees have been promoted to higher positions since their respective commencement date of work at your organization?**

Answered: 15 Skipped: 3



**Measures to Improve Women’s Success in the Industry**

In terms of measures to improve women’s success in the industry, Employer Partners reported the following:

- 60.00% remarked their organization supported (by membership, attendance or financial donation/support) an association of women in construction
- 66.67% expressed that some or all of their female employees belonged to industry associations
- 46.67% collected employment data on female hires, retention and promotion
- Most reported having health and safety measures:
  - For workers working alone (93.33%)
  - Proper lighting of work areas (93.33%)
  - Risk assessment tools (covering harassment and violence) (86.67%)
  - Ergonomic equipment (80.00%)
- 80.00% offered flexible schedules
- 46.67% offered limited or reduced travel

<sup>109</sup>See document review section discussing the relationship between hiring, retention and advancement.

<sup>110</sup>Ibid.

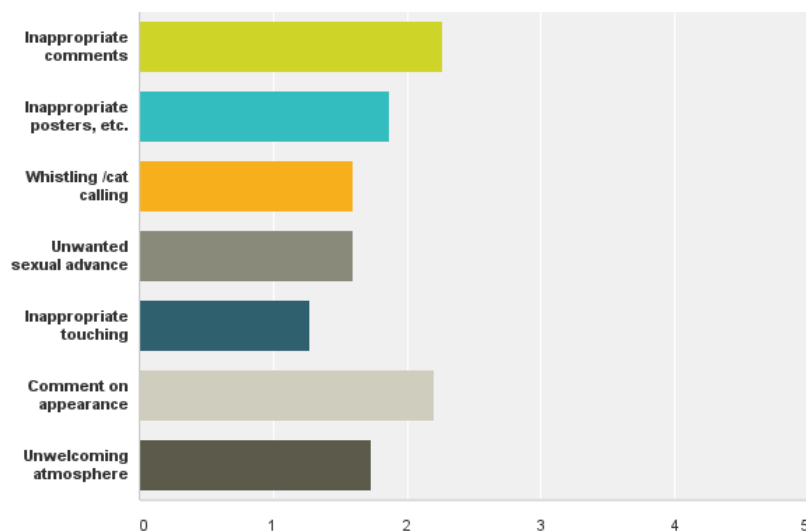
- Many Employer Partners had implemented skills training/professional development measures:
  - Feedback on performance (86.67%)
  - Career advice, support (80.00%)
- Sensitivity training about gender and/or workplace diversity (73.33%)
  - Mentorship program (53.33%)
  - Project trade certificate (60.00%)
  - Profiling employee successes, milestones, but not specifically for female employees (53.33%)
- None had on-site childcare

Regarding harassment, Employer Partners reported they thought women experienced the following at their or other workplaces (from most to least common experiences for women):

- Inappropriate sexist comments/jokes
- Comments on physical appearance
- Inappropriate poster/drawing/tagging/e-mail/social media posting
- General unwelcoming, unfriendly or exclusionary atmosphere
- Whistling/cat calling
- Unwanted sexual advances
- Inappropriate touching

**Q20 Do you feel that women experience the following situations in your workplace or other workplaces? (Situate on a scale of 1 to 5 – from “never” to “very often”)**

Answered: 15 Skipped: 3



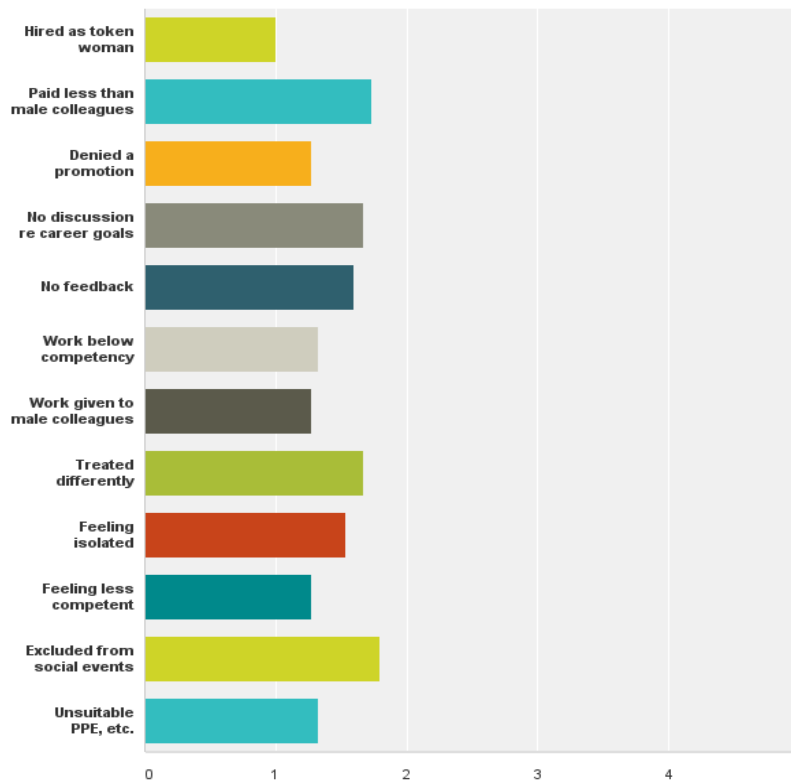
Employer Partners’ responses are similar to those of the Female Participants. However, Employer Partners reported thinking, on average, that harassing behaviour was less frequent compared to what Female Participants reported having experienced.

Regarding discrimination, Employer Partners report having heard women voice concerns regarding the following (from most to least frequently):

- Not being invited to events where male colleagues gather
- Being paid less than a male colleague
- Being treated differently from male colleagues
- Having difficulty discussing career goals with supervisor
- Experiencing no or inadequate feedback on work product/service
- Feeling isolated/not part of the “team”
- Being given work below competence level
- Unsuitable work clothes/bathrooms/change rooms/other spaces for women
- Being passed over for important work that was given to male colleagues
- Being denied a promotion while a male colleague with the same qualifications was promoted
- Feeling less competent than male colleague
- Feeling that they were hired based on being women, rather than based on skills

**Q21 How often have you heard women voice the following concerns in the workplace? (Situate on a scale of 1 to 5 – from “never” to “very often”)**

Answered: 15 Skipped: 3



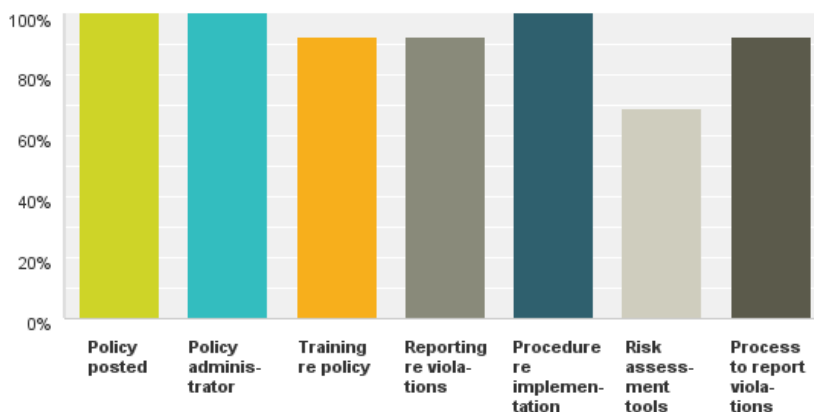
It was noted that “being treated differently from male colleagues” was also in the top three most frequent discriminatory behaviours experienced by Female Participants.

Most (93.33%) but not all Employer Partners reported having a policy in place regarding workplace respect, unprofessional conduct, harassment and violence. Of this group, most reporting having measures to ensure this policy is implemented:

- Policy made available to supervisors and employees or posted on the work site (100%)
- Policy administrator/contact person (100%)
- Procedure for violations of the policy (100%)
- Training on policy implementation (92.31%)
- Reporting on policy implementation to upper management (92.31%)
- Process to report and deal with violations of the policy (92.31%)
- Risk assessment tools regarding potential violations of this policy (69.23%)

**Q23 Which of the following measures have been implemented ? (Check all applicable answers)**

Answered: 13 Skipped: 5



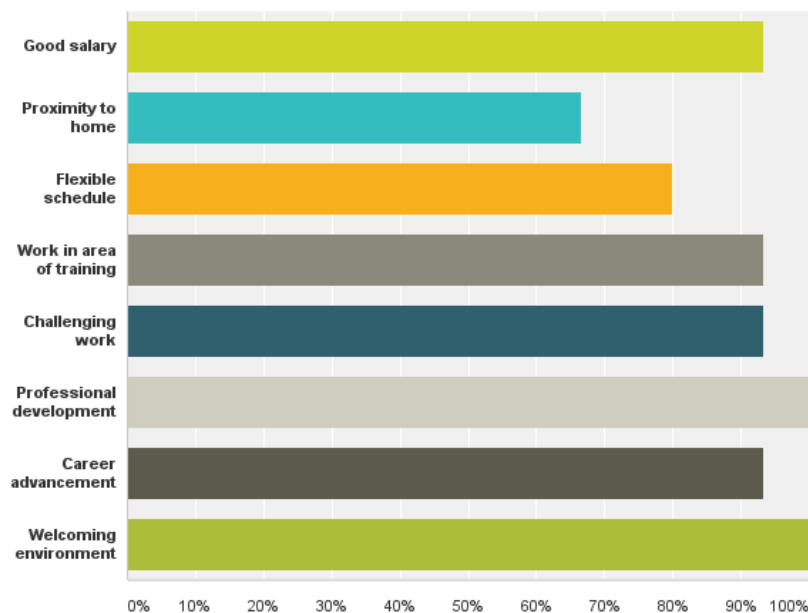
Employer Partners' perception of women's career expectations were reported as follows (from most to least important):

- Opportunity to develop their skills/professional development
- Welcoming and friendly environment
- Good salary/benefits
- Working in area of training/specialization
- Challenging work
- Opportunities for career advancement
- Flexible schedule
- Proximity to home



**Q24 Which of the following do you believe women value in a job? (Check all applicable answers)**

Answered: 15 Skipped: 3



Their perception was relatively similar to expectations expressed by Female Participants. Opportunities to develop skills/professional development was also noted among Female Participants' top three most valuable features of a job.

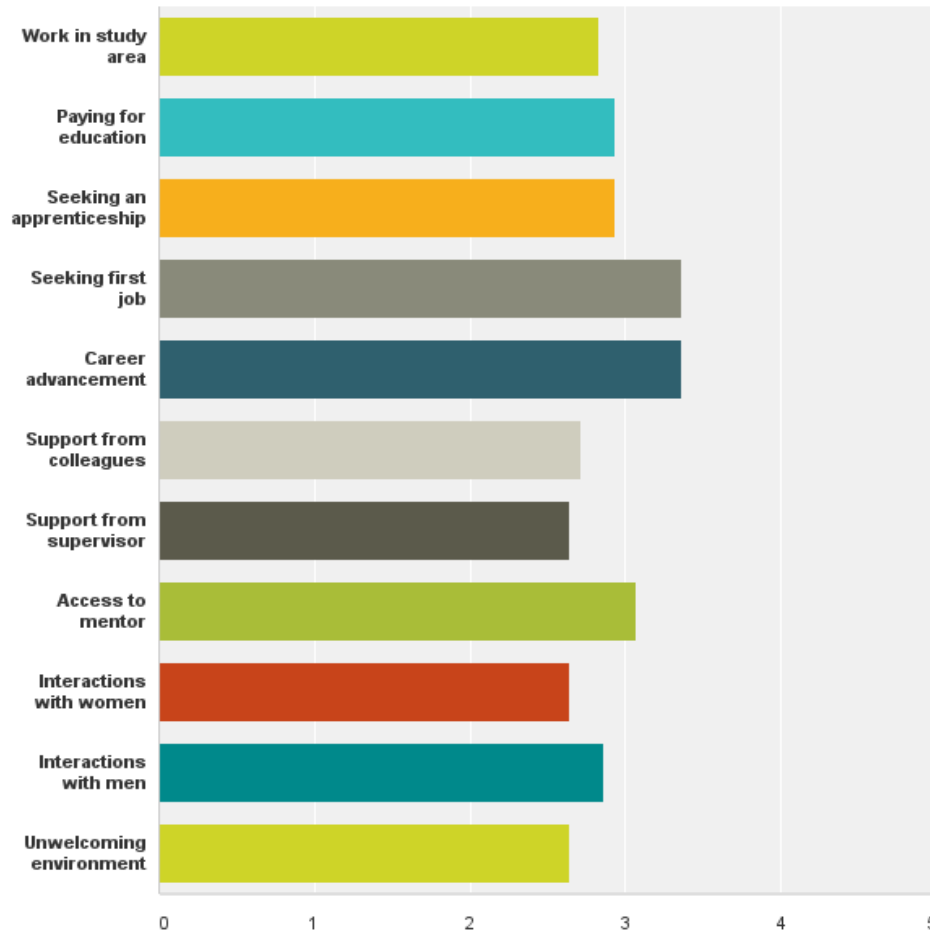
### **Challenges for Women and Employers in the Industry**

Employer Partners perceived the following to be the most common challenge for women (from most common to least):

- Seeking their first job in the construction industry
- Progressing to a higher level in their careers
- Access to a mentor
- Seeking an apprenticeship
- Paying for their education/training
- Negative interactions with men in the workplace
- Work being adapted to their chosen study program
- Receiving support from colleagues
- Receiving support from supervisor/management
- Unwelcoming and unfriendly workplace culture/environment
- Negative interactions with other women in workplace

**Q25 How often do you think women working in the construction industry face the following challenges? Situate on a scale of 1 to 5 – from 1 “never” to 5 “very often”**

Answered: 14 Skipped: 4



Progressing to a higher level in their careers was also noted in Female Participants' top three challenges. Employer Partners, more than Female Participants, reported they thought that women had difficulty accessing a mentor. On the other hand, Female Participants reported that facing an unwelcoming and unfriendly workplace culture/environment was a challenge to a greater extent than Employer Partners.

*We conducted a study a few years ago and the biggest challenges we found were attracting women to our sector of the industry. We are a heavy builder and women don't seem interested in this field. We have a schools initiative where women from our organization go out to schools and talk about their career experience with us. The other issue is support after hire. We have a Women's network which involves mentoring for all new female hires and work life balance programs to support all employees including women.*

*- An Employer Partner*

Employer Partners stated that the most important factor contributing to the low number of women working in construction was the perception of the construction industry as an unfriendly environment for women. Other factors, from most to least important, were as follows:

- Difficult working conditions (location, travel, schedule, etc.)
- Education system or an informal network to inform women about opportunities for training and careers in construction
- Lack of supply (not enough women to hire)

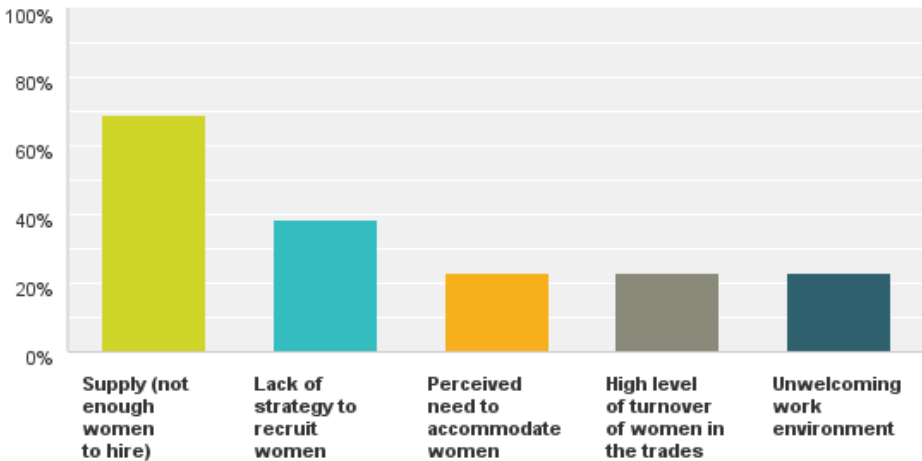
*We have a strategy in place to hire more but have difficulty finding women who want to enter the industry.”*  
- An Employer Partner

The lack of supply is the most important challenge reported by Employer Partners in recruiting, retaining or promoting women. Other factors were as follows (from most to least important):

- Lack of strategy to recruit women
- High level of female turnover in the trades
- Unwelcoming and unfriendly work environment (lack of acceptance of women from male colleagues)
- Perceived need to accommodate women (restricted travel, flexibility, access to child care, etc.)
- Pregnancy

**Q27 What have been your main challenges in hiring, retaining and/or advancing women? (Check all applicable answers)**

Answered: 13 Skipped: 5



The larger the employer’s workplace was, the greater the impact the scarce supply of potential female workers had. Larger-sized employers also indicated (more than smaller ones) that a lack of strategy to recruit women was an issue. Further, one micro-sized Employer Partner reported not having any trouble hiring women.

Employer Partners indicated that the two most helpful factors for women to advance in their career in construction were as follows:

- Networking – Associating with other like-minded women
- Skills/professional development – Access to mentors

These factors were also among the top three most helpful factors reported by Female Participants.

*We have a policy to ensure inclusion of women in our workplace. We have adopted for each open position that one of the finalist candidate[s] has to be a woman.*  
- An Employer Partner

*We believe in an equal opportunity work force and a diverse workplace. The women already working in our company have been very positive additions to our workforce.*  
- An Employer Partner

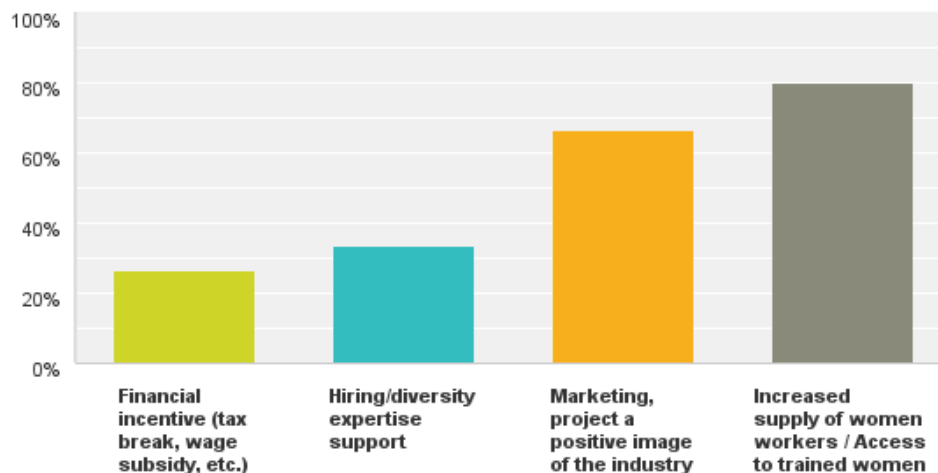
Two-thirds of Employer Partners (66.67%) did not have an active policy to hire women, while one-third of them did (33.33%).

According to Employer Partners, the following steps would be helpful to hire/retain/advance more women in construction (from most to least helpful):

- Increased supply of women workers/Access to trained women
- Marketing, project a positive image of the industry
- Hiring/diversity expertise support
- Financial incentive (tax break, wage subsidy, etc.)

### Q31 What would help you to hire/retain/advance more women in your workplace?

Answered: 15 Skipped: 3



Regarding clients' interest in retaining the services of organizations that hire more women, 73.33% of Employer Partners indicated that clients were open to such measures. In addition, most Employer Partners (86.67%) would be prepared to pay for tools to increase hiring, retention and advancement of women at their organization, if the cost was reasonable. Finally, 71.43% of them would support a mandatory obligation to report the number of women and their employment details to a third party for statistical and government policy purposes.

## Roundtable Discussion Findings

CAWIC conducted a total of seven roundtable discussions: four with Female Participants and three with Employer Partners. CAWIC also conducted one individual interview with an Employer Partner.

All roundtable discussions with Female Participants were conducted by teleconference, which was a measure towards preserving respondent anonymity. One Employer Partner roundtable discussion was conducted face-to-face in Ontario. The two other Employer Partner roundtable discussions were conducted by teleconference, with Employer Partners from Ontario, Alberta, Newfoundland/Labrador, and Nova Scotia. The individual interview was conducted by telephone.

Discussions revolved around five main themes: entry level, retention, advancement, initiatives to improve women's experiences and strategies to encourage buy-in within the construction industry. This section will present roundtable findings regarding these themes, starting with Female Participant views, followed by Employer Partner input.

### *Entry Level*

Roundtable discussions started with the theme of women's experiences at entry level within the construction industry and employers' experiences at hiring stages.

### Female Participants

*I entered the industry as a student through a coop position. I never thought I would work in construction. It sounded exciting, cool, fast pace. I liked playing a part in building things. I had a lot of opportunities to take initiatives and to get involved.*  
- A Female Participant

*The guys said that they had trouble at first with getting people to think that they knew what they were doing. But once they saw what they were doing, it was fine. They would not be talked over and dismissed as easily as women are.*  
- A Female Participant

Some Female Participants reported having had positive experiences at entry level. A participant from Newfoundland and Labrador remarked that the Office for the Advancement of Women Apprentices (OAWA) had helped her find a job. Participants from Alberta acknowledged different factors that they deemed helpful: a good coop position, a regular hiring process that went well and being fortunate to work with people who gave the participant an opportunity. A participant from Ontario remarked having

had a good supervisor was advantageous. She also “surprised” her male co-workers by “working harder than them.” Another participant from Ontario indicated that participating in a “women in skilled trades’ program” was beneficial in finding employment.

Many Female Participants expressed that it had been, or continues to be, difficult to find employment. Some remarked that employers were unwilling or reluctant to employ women. One participant shared that, at the beginning of her career, she lacked confidence because she had limited knowledge of the industry. Other participants, who reported having knowledge of the industry when they started, remarked that employers and co-workers would assume they did not have any experience or knowledge about the industry. A participant explained that relocating to a different province to find employment had been difficult. Another respondent remarked that it was hard to find someone to take her on as an apprentice.

Participants reported that it took them longer to prove oneself, and for co-workers to accept them than it did for men, while acknowledging this was challenging for both men and women starting in the construction industry. Respondents remarked being easily dismissed by male co-workers and constantly having to start proving themselves all over again with new teams and new projects. One participant remarked that her union tried to “break” her by giving her the “toughest jobs.”

Another subject discussed the problem of lack of access to bathrooms and being told that she used the bathroom too often. Some participants reported having experienced harassment. One participant remarked that her male co-workers would “be nice with her at first,” but they would then “cross the line” and start making inappropriate comments and touching her inappropriately. This participant remarked that her employer intervened, investigated the situation and eventually fired her co-worker. However, this situation resulted in her being transferred to office work and being unable to finish the work on site. Another participant reported that a co-worker had “flipped his penis” in front of her, on the work site.

### **Employer Partners**

*Training was the asset that helped us.  
- An Employer Partner*

*When we make presentations in schools, young women glaze over.  
- An Employer Partner*

Some Employer Partners reported a certain level of success in hiring women. Helpful factors included the following:

- Collaborating with a community, coop or government program providing hands-on experience to women
- Working with a union that helped recruit women
- Increasing the number of female role models within the organization
- Providing training to potential female workers in a remote area



Some Employer Partners remarked they had successfully hired female technicians, project managers, engineers and architects. In the field of architecture, an Employer Partner reported there were more female than male candidates.

Despite these positive experiences, Employer Partners overwhelmingly reported that the main obstacle in hiring women was the lack of qualified women applying for the positions they advertised. One Employer Partner remarked having difficulty “finding the right women for the right roles” in the industrial sector, reporting that some women were not willing to do certain types of work. This Employer Partner expressed the need for female employees who were able and willing to do the same work as male employees. Another Employer Partner remarked that some women consider construction as a career, but do not have a real passion for the industry. According to this Employer Partner, women who have this passion are more likely to succeed. Some Employer Partners reported they were lacking a policy to hire women.

Many employers reported having difficulty attracting women to the construction industry, even when making efforts to go to schools to talk about the industry. Employers agreed that there was a generalized need to raise the profile of the industry to attract both male and female employees.

Some Employer Partners remarked they had a limited number of female employees outside traditional administrative roles. One Employer Partner pointed out that the work of women in administrative roles needed better acknowledgement. According to this Employer Partner, these women often face the same obstacles related to working in a male-dominated industry as women working in the field. Some Employer Partners also reported they had limited numbers of female employees working in the trades.

One Employer Partner remarked that women were unwilling to be mobile or required flex time, which were needs they were unable to accommodate. Another Employer Partner remarked it was difficult to recruit women to work in a remote location.

One union representative expressed that women experienced barriers along the lines of ethnicity in certain trades. According to this representative, members of “ethnic” groups that culturally did not accept women in non-traditional roles formed the majority of workers in these trades, which made it difficult for female workers to be respected as colleagues. Some Employer Partners discussed the problem of nepotism, which often entails men providing work opportunities to male family members and friends. One Employer Partner remarked that nepotism was especially difficult for racialized women. A union representative remarked that newcomers do not necessarily want their children to work in construction as they have a negative view of the industry based on their perception of the construction industry in their country of origin.

## ***Retention***

After discussing needs and challenges around hiring women, roundtable discussions explored Female Participant and Employer Partner experiences related to the retention of women in the construction industry.

## **Female Participants**

*The reason why my trade has been successful is that managers are 100% behind women.*  
- A Female Participant

*It didn't really get to me at first but, after 6 years, it did. It's a pretty hostile environment, high conflict. I can handle yelling and screaming but it wears down your personality after a while.*  
- A Female Participant

Female Participants tended to report fewer positive experiences regarding retention than entry into the construction industry. Nevertheless, some participants remarked that retention was successful in certain trades where managers and employers supported women. A participant, who remarked working at an office as opposed to on site, identified the professional development support she received from her supervisor as a key factor for her retention. Other participants explained that training offered by their union or by a community-based organization during layoff periods helped them remain within the industry. One participant remarked that, although she had to travel a lot during the first five years of her career, her situation became more stable at a later stage. In her case, travelling less allowed her to remain within the industry.

In terms of challenges, women who had positive experiences entering the industry reported encountering difficulties at the retention level. Many participants discussed issues related to working conditions, such as access to bathrooms. In addition, working away from home (especially for apprentices who have to relocate to find work), having to travel frequently (often due to layoffs) and the impossibility of taking holidays were remarked as obstacles to retention. They also expressed that constantly being laid off resulted in a lack of opportunities to learn from co-workers and to gain experience, which was a barrier to continuing their careers in the industry.

Female Participants identified multiple challenges around pregnancy. Some remarked they were concerned about safety conditions during pregnancy for women working with heavy machinery. They believed women needed protection prior to taking maternity and parental leave. One participant recommended timing pregnancy in a slow time as a solution. Access to childcare was also remarked as a particular obstacle, especially for single mothers.

One participant expressed that, after many years, her employer still does not acknowledge presence at her workplace. She explained that she needed to continually educate her co-workers about her skills and her knowledge to gain their respect. Others reported that the “old buddies club” or workplace culture presented significant challenges. One participant remarked that non-unionized employees had no recourse when facing obstacles such as lack of support or harassment at the workplace.

## **Employer Partners**

*Once hired, retaining women has never been an issue.  
- An Employer Partner*

*When women are at a point that they can make money, they have children.  
- An Employer Partner*

*It took me a long time to realize that men/women mentoring doesn't work.  
- An Employer Partner*

In contrast to Female Participants, Employer Partners tended to report more positive experiences with retention than with hiring, hiring being their primary challenge. They provided examples of successful retention of female technicians and project managers. An employer explained that when women left their workplace it tended to be for positive reasons, such as going back to school. A union representative remarked that union women's committees were helpful in increasing retention rates. All agreed that access to mentorship was an important retention factor, while some pointed out the need for more women mentors. They believed men could mentor women but that such mentoring sometimes failed to address "life-related" issues.

Despite these positive experiences, retention remained an issue for many Employer Partners. The main obstacle identified by employers was pregnancy and women taking a pause from work to take care of children. Such interruptions were defined as obstacles when they were undertaken during layoff time or through maternity or parental leave. Some Employer Partners reported that women were afraid to disclose pregnancy on construction job sites because they did not want their employers to find out. They remarked that some women do not disclose that they ultimately leave the workplace because of pregnancy. Some employers explained that women who come back from maternity leave want limited travel and hours of work, which they cannot offer. Some Employer Partners suggested that women could be assigned to projects as opposed to long-term positions in order to allow them to take breaks for family reasons. As the document review demonstrated when discussing the option of entrepreneurship for women, less stable working arrangement can be successful if they are truly choices for the women involved. If not, women find themselves in precarious working conditions, which does not necessarily help them.<sup>111</sup>

One Employer Partner reported that his organization was currently accommodating women returning from maternity leave. His organization had offered a few female employees the option to work from home, work from a different city or reduced work hours (three to four days per week). The organization was monitoring these case studies and plans to eventually evaluate their degree of success. The main criterion for evaluating success was whether these female employees would still build good relationships with clients. According to this Employer Partner, if the female employees were able to do so, the organization would continue providing such accommodation.

Stress was also noted as a reason why both men and women leave some sectors of the construction industry. One employer said that in his field, the building process was increasingly complex and large projects were completed much faster, which increased the stress level and contributed to worker burnout. While some Employer Partners reported that both men and women were looking for more work/life balance today

---

<sup>111</sup>See section of the document review on flexibility, on p. 22 of this report.

(compared to previous generations), one Employer Partner reported that more women than men had raised this concern at his organization. This Employer Partner believed that men perhaps still felt the pressure to absorb the stress and conform to a breadwinner role.

Some Employer Partners reported that pay equity was an obstacle for the retention of women within the construction industry. Others stated that the “boys club” culture impacted both men and women negatively within a company. Some Employer Partners explained that a portion of their female employees had left because of gender issues and others for business reasons unrelated to gender. One Employer Partner expressed the view that there were not enough women in superintendent roles. This Employer Partner believed that the pool of qualified women was not large enough to increase the number of female superintendents, as this role required robust experience. Finally, one employer pointed out that the issues women faced were the same as those encountered by men and women of other minority groups, such as Aboriginal workers.

## ***Advancement***

Advancement of women into leadership positions within the construction industry was the next discussion topic for both Female Participant and Employer Partner roundtables.

### **Female Participants**

*When in a meeting someone is talking over me, my manager helps redirect the conversation, ensuring that others respect me. You don't need a huge program, even small gestures can have an impact on you.*  
- A Female Participant

*Sometimes, even with the same qualifications, you get passed up for opportunities. This happens on a daily basis. Some people seem to question you more and challenge you more.*  
- A Female Participant

Female Participants reported that mentorship was key for women to advance into leadership positions within the construction industry. Some had obtained mentorship opportunities through community-based organizations or professional associations. Others had had positive experiences with informal mentorship at their workplace. Regarding formal mentorship programs at the workplace, a participant remarked that her workplace required her to find a mentor both within and outside her organization.

Another participant reported that the yearly journey person training offered by a union to both men and women helped with women's advancement because the program covered leadership skills as well as diversity issues. She believed it was important for men to learn that women are “just as capable as men.” One participant expressed that her peers' positive opinions of her work and their willingness to give her the same opportunities as anyone else had helped her advance in her career. Moreover, she explained that, even when she failed, these peers supported her by teaching her new skills and helping her correct her mistakes. Another participant remarked that managers who led by example helped women advance in their careers. Some participants stated that support outside work, either through a support group or family, was key to their success.

Many Female Participants reported they lacked opportunities to gain the experience needed to progress in their careers. Periods of layoff, as well as co-workers, supervisors and employers who were unwilling to offer them relevant work, were remarked as obstacles to gaining required experience. Some said that these opportunities were important to gain both the experience and the self-confidence required to advance in their careers. One participant reported that a training opportunity was offered to her male co-workers and not to her. She explained that her employer justified his decision by telling her they only needed a limited number of workers trained. Another participant remarked she had no advancement possibilities unless she went back to school after working for 22 years. According to her, the human resources department valued education over experience.

As much as some Female Participants had great mentorship experiences, many found it difficult to find mentors. A participant pointed out that mentorship programs at large international companies are not always tailored to the Canadian reality. Therefore, lack of mentorship remained an obstacle.

Many participants reported that their employers always found reasons to prevent them from advancing and that they failed to recognize their experience. One participant remarked that, as she was having difficulty advancing, she started introducing herself to women on her work site and networking with them as a solution. Another participant raised the question as to whether women sometimes lacked the confidence to advance, as women often ask themselves, “Can I do it?” A participant reported having had a difficult experience at her workplace where her co-workers constantly reminded her she was weaker and thus she could not do the job. She remarked the berating escalated such that she made a formal complaint, which ultimately had a negative impact on her self-confidence.

Finally, a participant reported that her employer set up an equity committee because the government required one for a particular project. She was invited to sit on this committee. As a member of the committee, she raised a concern about how some female employees were doing the same work as project managers but were denied the appropriate title. She reported that no actions were taken to address concern. Therefore, she concluded that, despite the existence of this committee, nothing changed in practice about gender equality.

### **Employer Partners**

*We talk with all employees, men and women, twice a year: Are they happy in the area they are? Where do they want to be? Not everybody knows that that person tearing out drywall is very capable of doing other things before the question is asked.*

*- An Employer Partner*

*We had invested in a female employee and the particular opportunity that she may have liked just was not available at that time.*

*- An Employer Partner*

*A lot of men have families but we don't hear much about children in the workplace. We joke that people have invisible children. This is different from other organizations where people with children are very visible in many ways.*

*- An Employer Partner*

Experiences with advancement varied amongst Employer Partners. Some remarked that when they identified a woman with potential, they made sure to do some career planning with her. Others remarked they had the same formal professional development process for male and female staff but that they had a special mentoring program for women. A union representative reported that her union provided leadership training for female members, which helped them advance within the industry. A Employer Partner explained that his organization was large and active at the national and international stage, and that there were an abundance of conduits to allow people to advance, including women. He provided an example of a female worker who relocated to advance in her career.

For many Employer Partners, the advancement of women into leadership roles persists as a significant issue. They identified mobility requirements and lack of access to childcare as major challenges to advancement. They also remarked there were not enough female employees within their organization to find women who had the potential to move into leadership roles. One Employer Partner remarked the need to develop a program to identify future leaders.

A Employer Partner provided the example of a woman who had moved from the trades to a foreman position but then was laid off because she did not have the same experience as other foremen. This Employer Partner explained that this led the female employee towards lodging a gender discrimination complaint. This disappointed the employer because the organization had invested in her potential and was hoping she would move to a leadership role. This disappointment remained even if the complaint was settled ultimately in favour of the employer.

Another important factor identified by employers, for both retention and advancement, was the lack of female role models. Some Employer Partners had difficulty finding examples of women in leadership roles around them. When they found examples, they often did not know the stories of these women, including how they achieved their current career levels and what needs and challenges they may have confronted. A few Employer Partners were able to provide examples of women who could become role models for others. One Employer Partner provided the example of the first female Employer Partner at his organization who had a child and came back to work within a month. He reported that she worked from home for the first six months, then worked reduced hours, and made Employer Partner after this period of time. Another positive example was provided of a promising female employee who had the potential to move to a leadership position. The only obstacle she ever encountered was being able to find a mentor who represented her ideal: being married, having kids and being a leader. These examples emphasize the need for a greater number of female role models within the industry.

Some Employer Partners remarked that unlike men, women were rarely mentored informally. Therefore, women did not have the same opportunities to gain confidence and to increase their understanding of the industry in order to move to supervisor roles. Some believed that the “old school mentality” resulted in male employees not giving enough opportunities to female employees to build their skills and relegating them to administrative roles. As we have seen in the previous section, this is consistent with the Female Participants’ experiences.



One Employer Partner reported that his organization did not have a specific professional development program. Another Employer Partner remarked there was not a lot of success regarding advancement within the unionized workforce. A Employer Partner also explained there was stigma associated with women in leadership roles and that a diversity of leadership styles should be valued by the industry, and not just “the angry boss” style.

### ***Initiatives to Improve Women’s Experiences in the Industry***

After addressing the topics of women’s entry, retention and advancement within the construction industry, roundtable discussions progressed to exploring current initiatives and other solutions to improve women’s experiences within the industry.

#### **Female Participants**

*I can be a first-year apprentice in Newfoundland but if I move out West, they won’t recognize my hours and my education. This is something that needs to change. I know that it’s being worked on for my trade but I don’t know about other trades.*

*- A Female Participant*

*No matter how you word it (women-focused or diversity-focused), there is going to be pushback: Why are women so special? Gender has to be named otherwise it will not come up necessarily.*

*- A Female Participant*

On potential solutions, Female Participants discussed the importance of practical things such as childcare and personal protective equipment (PPE). Some remarked that the government should support childcare. Others felt that employers needed to provide the flexibility to employees to pick up children at daycare.<sup>112</sup> Participants also spoke to the importance of providing PPE that fits women and is thus safe for them. Some thought there was a need for more companies that provide PPE to have equipment that is made specifically for female bodies.

Some participants suggested that apprenticeships should be recognized across Canada to facilitate women’s access to employment. Others suggested that training and professional development was key for women’s success.

Female Participants emphasized the importance of mentorship programs, which needed to be developed in companies of all sizes. Some remarked that employers needed to reach out to women to help them find mentors, which entails being proactive as many women are uncomfortable approaching potential mentors. One participant suggested that employers be more involved with female employees: to get to know them, and check in with them on a monthly or weekly basis. Others expressed that mentorship between women should be valued. One participant reported she had developed a positive relationship with a female mentor

---

<sup>112</sup>Roundtable discussion findings regarding the need for childcare services were in line with document review findings. For example, a Newfoundland and Labrador-based needs assessment report indicated that tradeswomen who work rotational shifts face serious childcare issues (see Women in Resource Development Corporation, supra note 2, p. 2). This report recommended that the building trades sector develop childcare initiatives, including financial support, leave time, childcare facilities and fly-in care (ibid, p. 12).



to which her co-workers reacted negatively, saying, “You are just with her because she is a girl, you are going to become like her, she’s a bitch.” Some participants explained that employers and unions needed to better support women.

One participant indicated that women sometimes did not want to admit that their experiences were different than their male colleagues. She remarked hearing phrases like, “Why should it matter that I am a woman?” She believed it was important for women to acknowledge gender-related issues and that perhaps, in order to do so, they needed support from a person in a position of authority who could provide that frame or perspective.

Female Participants strongly believed that education campaigns about gender were required in every part of the construction industry. Some thought that education was especially important for managers or people in positions of leadership, while others stated there should be education, concerning gender, and all forms of diversity. For example, a participant remarked that religious differences were deserving of discussion, considering that important religious holidays often fall outside of statutory holidays.

Some Female Participants also suggested that media promotion should be done around women in construction. This would include television commercials representing employers who offer proper PPE for women, which is a sign of respect and inclusion.

One participant remarked that there should be government guidelines around gender issues within the industry, and that implementation of these guidelines should be monitored.

### **Employer Partners**

*All policies in the world don't mean anything if you don't react to them seriously when there is an incident on site...the outcome of a complaint process is not going to be pretty for you as employer...it's hard to swallow but if you want your policy to be effective, you have to do this properly.*  
- An Employer Partner

*Sometimes you don't know if what is happening is because you are a woman or because you are an apprentice. You need a mentor to tell you 'this is something that happens to all apprentices.' This is a rite of passage for an apprentice.*  
- An Employer Partner

Employer Partners provided examples of successful initiatives they had put in place, such as working with community colleges or universities to offer supervisor training to female and male employees. Another example was that of having a woman in a leadership role at their organization. This led people to begin to acknowledge that women were suitable candidates for such roles.

One Employer Partner discussed the organization's gender and diversity plan. This plan involved the following:

- Working with community-based organizations
- Being provided with lists of women available for employment in addition to their internal list
- Analysing areas where there were gender gaps (in particular trades, for example)
- Participating in broad initiatives in their community (around childcare issues, for example)
- Having gender as a consideration for equally qualified individuals in hiring, and making this criterion known to contractors
- Providing a gender and equity toolbox to supervisors
- Developing best practices

Similar to Female Participants, many Employer Partners discussed the importance of childcare support. Some suggested that the government should pay close attention to this issue. One Employer Partner reported providing a reimbursement to employees upon proof of payment for childcare. Another Employer Partner remarked distributing a newsletter with information on available childcare services in the community, without endorsing any particular service provider.

A Employer Partner remarked it was important to understand that women's roles fluctuated over time: for example, caregiving for a newborn versus an older more independent child in school, generally requiring less caregiving time.

One Employer Partner remarked that the organization had discussions with employees twice a year to see if they were happy and if they wanted to advance. These discussions were intended as opportunities for the employer to respond to employees' needs and provide specific supports where necessary. Another Employer Partner remarked that employers should provide flexibility for both men and women who want or need to be more involved in childcare.

Many Employer Partners suggested that unions and employers should work together as Employer Partners and not as adversaries to support women in construction. Some remarked that unions, like industry employers, were heavily male-dominated. Employers in Ontario had a more positive view of employer-union relationships than employers from Newfoundland and Labrador. Employers from Alberta did not raise this issue.

Some Employer Partners remarked that employers should be expected to ensure only the bare minimum policies and suitable PPE were in place. Others acknowledged it was important to pay attention to small details such as separate toilet facilities. One employer asserted it was important to actually follow through with employer promises, and actually provided a dedicated washroom cart for women. Another employer discussed showers and how having women shower at a different time than men □ if it was not possible to have separate facilities – was a successful measure at that organization.

Employer Partners agreed it was important to put policies into practice. Some Employer Partners remarked that employees and new hires needed to be better trained on employer policies. Other Employer Partners stressed the importance of holding both employees and supervisors accountable for harassing behaviour. A Employer Partner provided an example of an incident involving a foreman harassing a female employee.

The employer reacted to the incident and eventually removed the foreman. According to this Employer Partner, taking action proved to be effective deterrence for the other hundred tradesmen who witnessed the event on site, which ultimately increased their awareness of the existence of the policy and the consequences for harassing behaviour, and compliance. One Employer Partner offered in their experience, that giving verbal warnings was a good way to get through to individuals, one on one, and that shaming was an effective strategy. Another employer suggested that superintendents should be fined for letting harassment situations occur, in the same way that they are fined when their workers do not wear helmets, categorizing both as safety issues. One Employer Partner explained that that organization actively intervened when clients were disrespectful toward female employees, including their administrative staff.

Another Employer Partner remarked having given employees training to develop their assertiveness. This allowed employees to learn how to deal with harassment and provide tools to feel empowered to address the situation appropriately. Some Employer Partners strongly asserted they had a zero-tolerance policy regarding harassment.

Employer Partners said they believed in education. Some believed that education about the trades should begin as early as junior high school. They thought it would be positive to have plumbers, pipefitters or other tradespeople talk about their experiences to youth, to raise awareness on career options in the industry and to demonstrate that this is a viable career choice for women. Some believed it was also important to enlighten parents and school counsellors. A union representative reported that one of the union's strategies was to raise awareness about gender issues amongst younger male workers at their workplace.

Other Employer Partners suggested developing promotional and education materials showing the “old way” and the “new way” to approach and understand gender dynamics in working relationships. Other examples of what educational materials could cover were as follows:

- Demystifying the trades and women's participation
- Showcasing successes
- Challenging stereotypes
- Exploring the impact of gendered language

Some Employer Partners remarked that the language of education campaigns should be tailored to the audience: different for workers than for employers, associations and government.

One Employer Partner suggested that incentives should be developed for employers to hire people with limited participation in the industry, giving women the opportunity to have their first experience. Employer Partners again highlighted the importance of mentorship within the construction industry. They also discussed the importance of succession planning: leaders are needed to replace those who want to retire.

Some Employer Partners were hopeful that the situation would gradually improve for women in the industry, especially in areas such as engineering or architecture where progress had already begun. Others believed it was important to sustain what has been achieved so far.

## ***Strategies to Encourage Buy-in within the Construction Industry***

As Level Best's second phase involves building an action plan for hiring, retention and advancement of women in the construction industry, it was important that roundtable discussions address stakeholder buy-in.

### **Female Participants**

*The idea that women need to get buy-in and men don't is the problem. We have to start changing the perception of women in the industry. It's going to take time.*  
– A Female Participant

Female Participants remarked that making the business case for hiring, retention and advancement of women within the industry would promote buy-in, by sourcing and distributing information demonstrating the economic value for increasing women on site, the increase in productivity and corresponding increased revenues for employers.

Participants also stressed the importance of education. A participant remarked that managers needed to be educated that women can be as productive, loyal and hardworking. Another participant suggested there should also be education and awareness for obstacles women face. Some remarked that education should take place in schools. Others suggested a committee of women of different trades speaking to employers and other organizations.

Female Participants from Newfoundland/Labrador remarked they would like to see offices similar to the OAWA across Canada. They felt this model had proved successful in their province and that this kind of support for women should be offered across Canada, which would help create buy-in within the industry.

Some participants stated that government requirements, such as requiring that employers have diversity plans or keep track of equity groups to bid on projects, would also produce positive results. One participant suggested that employers should keep statistics about the percentage of women managers at their organization. Another remarked that employers should ensure corporate diversity initiatives did not stop at office level and were also applied on site. A participant believed that offering financial incentives to employers for hiring women was an option to consider. Some participants were sceptical about affirmative action programs as they believed such programs would produce more resistance from small contractors who were reluctant to change.

Some participants expressed frustration with the way they were perceived by family and friends outside the construction industry. They believed it was important to create buy-in outside the industry as well. One participant from Ontario reported that some friends she grew up with were not comfortable talking to her anymore because she worked with tools. Another participant from Ontario explained that some — and not all — of her family members made negative remarks about her working in the industry, until they discovered how much money she made. These testimonies highlight the need for projecting a positive image of the construction industry.

## **Employer Partners**

*I started to see women not being given a fair share of work by a superintendent and it caused trouble for me, as a manager. Seeing bias amongst superintendents also motivated me, as a man, to do something about the high level of sexism.*

*– An Employer Partner*

*We're taking steps and we need to continue to push the agenda and listen to what female workers are telling us.*

*– An Employer Partner*

*I tried to set up a women's network and women said they didn't want this so it's a quiet network. That was their choice.*

*– An Employer Partner*

An Employer Partner raised a fundamental question regarding buy-in: are we assuming the construction industry wants to increase women's participation? This question reminded us that strategies to create buy-in need to consider the degree of resistance to change.

Some Employer Partners believed in highlighting women's positive contributions within the workplace to promote buy-in. For example, an Employer Partner remarked that more women buggy operators were hired because they managed the equipment better than men. Another Employer Partner reinforced this statement by explaining that, on some work sites, there were as many female operators as there were male, to the point that they no longer call this area of work "non-traditional."

Another Employer Partner remarked he would sometimes hear a superintendent say, "I wish I had ten more of those," referring to the women on site. This Employer Partner remarked it was important to seize these opportunities to push this kind of comment to the next level: to ask the superintendent why that was, to make him an ambassador or a champion for women, to confirm his behaviour in order to transform the internal culture. Along the same lines, an Employer Partner remarked it was also a good strategy to make gender issues relevant to employees' lives. It was suggested, for example, that reminding these employees that women just like their sisters, mothers or daughters were looking for opportunities in the industry.

Other examples highlighting women's contributions to the workplace included that women often brought a calm demeanour to the workplace. For example, homeowners seemed to trust women more and felt that women would be more receptive to their views. Some Employer Partners believed in emphasizing that women bring a different set of skills and a different perspective to the workplace that is worth recognizing and promoting for business success.

Some Employer Partners remarked that promotion was key and suggested stronger widespread discourse on the positive experiences of women in the industry, rather than a focus on the negative aspects to encourage a positive, infectious effect.

A Employer Partner remarked it was important to educate executive teams in order to create buy-in within the industry. Another remarked it was important to increase women's education levels and let them prove themselves to increase buy-in.

An Employer Partner remarked that employers, the government and other construction industry stakeholders should continue working with community-based organizations promoting women in the industry. According to him, such organizations helped to consider hiring women and to better understand women's issues. A Employer Partner remarked that employers sometimes did not see such organizations as part of the industry, but that this was a mistake and they were an integral part of it. Another Employer Partner remarked it would be good to have more forums to discuss gender issues in the construction industry, such as CAWIC's roundtable discussions. Such forums increased networking, awareness and buy-in by industry stakeholders.

A Employer Partner pointed out that labour shortages had helped in the past in Newfoundland and Labrador, and had opened the door to women in the industry.

Regarding government incentives, some employers were on the fence. They were ready to consider such incentives as a short-term strategy. These employers reported hearing that women do not want to be treated differently or be placed in the spotlight. They were concerned about how these incentives would be perceived on the work site. One employer suggested focusing on promoting opportunities to work in the industry rather than on achieving hiring targets. Some employers believe these strategies worked better in the public rather than the private sector and in some provinces more than others, and did not always effect change in practice.

Other employers believed that incentives were still important, especially for people not yet supportive of increasing the number of women within the industry. One Employer Partner thought that improvements over the past 20 years had happened because of such incentives, which levelled the playing field for women. Other Employer Partners supported the idea that the government add diversity requirements to public contracts.

A Employer Partner remarked that a legislative approach to childcare was needed.

Regarding clients, employers did not seem to think that clients were the main stakeholders pushing back. A Employer Partner believed that bigger clients were more on board regarding gender equality than smaller ones.

Finally, making the business case for increasing women's participation in the industry appeared to always be a good strategy, according to Employer Partners. A Employer Partner provided the example of how addressing women's needs would result in access to more workers, less turnover and that hiring locally was cheaper than having to recruit internationally.



## Possible Steps for Action Plan Development

Based on the needs assessment, CAWIC concluded that the following possible steps would assist the Action Plan development with Employer Partners and Female Participants in the next phase of the Level Best Project.

### *Female Participants*

- Explore whether Female Participants received gender sensitivity and diversity training in the past, whether it was offered at their training facility or workplace, whether it covered a range of topics including discrimination on the basis of race and sexual orientation, and obtain their feedback on existing training materials on this topic.
- Provide opportunities for Female Participants to discuss strategies they can apply in their personal lives to achieve work/life balance.
- Develop materials that women can share with the members of their households regarding work/life balance.
- Brainstorm strategies to better support single mothers.
- Encourage Female Participants to find mentors.
- Develop specific, measurable, attainable, realistic and timely (SMART) initiatives for the Action Plan.

### *Employer Partners*

- Explore whether Employer Partners have access to gender sensitivity and diversity training materials, whether it covered a range of topics including discrimination on the basis of race or sexual orientation, whether they have offered such training to management and employees in the past and whether they would be willing to offer same in the future.
- Develop strategies to continue marketing efforts to provide information to women about the construction industry and to create a positive image of the industry as a welcoming place for women.
- Brainstorm strategies to support single mothers.
- Discuss how strategies for women's inclusion can be tailored to specific work environments, whether small or large shop, unionized or not.
- Develop a template for Employer Partners to collect data regarding women's participation in their organization.
- Develop a collaborative outreach plan to raise awareness on gender issues in the industry.
- Produce a guide that helps women and men navigate appropriate action/response and reporting procedures around workplace harassment or discrimination.
- Create a forum for open communication between employers and employees.
- Encourage regular Employer Partner for networking and sharing of experiences, best practices on hiring, retention and advancement of women in the industry.
- Develop SMART goals for inclusion in the Action Plan.



## Conclusion

The Level Best Needs Assessment was based on extensive documentation review, as well as Female Participant and Employer Partner research. The Needs Assessment explored the following broad research questions:

- What are the needs of women working (or intending to work) in construction?
- What challenges do women face in entering the industry, as well as remaining and advancing within the industry?
- What challenges do employers face in hiring, retaining and advancing women in the industry?
- What can be done to respond to these needs and challenges?

The research revealed that women working, or intending to work, in construction were looking for career opportunities that allowed them to develop their skills in order to undertake the work they enjoyed and to have the same career advancement opportunities as their male counterparts. Many women had positive experiences in the construction industry, especially at entry level. However, construction industry work environments often lacked basic elements, such as adequate bathroom facilities and Personal Protective Equipment (PPE) that fit. Women's co-workers and supervisors often failed to respect them and to treat them fairly in terms of a welcoming and inclusive environment, and failed to provide opportunities to gain relevant experience or increase training for advancement. Although some women did not report experiencing harassment or discrimination, others reported these issues were pervasive in the industry, and one negative experience was enough to have a lasting impact on a female's self-confidence and perception of the industry. Participants were aware of the importance of mentorship as a support tool for retention and advancement yet still had difficulty finding mentors, particularly female mentors.

Employers interested in hiring women opined there were not enough qualified women in the resource pool to employ. Although for some employers, retention and advancement of women was less of a challenge than hiring, most employers faced significant issues at those levels as well. Employers appeared to be increasingly aware of the importance of providing safe environments for women, including bathroom and shower facilities, well fitting PPE and effective intervention in the event of harassment. Transforming workplace culture into a more respectful environment for women, and convincing employees and supervisors to accept female employees as equal colleagues, remained a significant challenge. Employers were also not always able to provide what their female employees requested, which included such elements as reduced travelling, reduced hours and/or flexible schedules.

Both Level Best Female Participants and Employer Partners identified pregnancy, leaves from work and access to daycare as key challenges for women in the construction industry. They indicated there was a need to provide safe working conditions for pregnant employees, for providing employees with opportunities to take leaves from work and to return without compromising their career progression, and for access to daycare and to schedules compatible with family life. Success stories of mothers who have become leaders in the construction industry exist but remain rare.

Level Best Female Participants and Employer Partners perspectives differed at certain levels. For example, Employer Partners appeared to believe that harassment and discrimination were less frequent than what participants reported experiencing. Another example is that most participants, regardless of caregiving

responsibilities, also appeared to be open to relocating, travelling or working in remote locations, more than Employer Partners appeared to acknowledge. These findings underline that each Female Participant and Employer Partner's experience is subjective and does not necessarily reflect consistent overall trends in the industry. Both also emphasized that greater awareness and acknowledgement of women's positive and negative experiences is required for the industry to change.

In terms of solutions to increase hiring, retention and advancement of women in the industry, both women and employers discussed the importance of educating construction industry stakeholders and raising public awareness about the viable career options for women in construction through educational and promotional campaigns. Networking, mentoring and supporting employees, employers and other organizations that take positive steps to produce a welcoming work environment for women also appeared to be important. Women and employers were divided regarding whether incentives should be required to hire more women. However, all agreed that making the business case for increasing women's participation in the industry was a powerful tool to bring about change.

In short, CAWIC has found that the needs and challenges of Level Best Female Participants and Employer Partners were similar to the general needs and challenges identified through the documentation review. However, Female Participants had been in the industry and Employer Partners employed female employees for longer than the average reported through the documentation review. This may be a contributing factor that facilitated their interest and participation in the Level Best Project. These participants and Employer Partners have already agreed that hiring, retaining and advancing women is a positive step for the construction industry. As active industry stakeholders and leaders, they have the ability to initiate, promote and lead initiatives to encourage buy-in from other industry stakeholders. The challenge remains to engage more females, employers and members of the public in the discourse to showcase careers in construction as a viable and respectful option for women, and to transform the construction industry landscape into a more welcoming environment for women. This is what the second phase of the Level Best Project will work toward, through development of the collaborative Action Plan for the Canadian construction industry.

## APPENDICES

### 1 - Participation and Confidentiality Agreements

#### CAWIC LEVEL BEST WOMEN'S ADVANCEMENT PROJECTS PARTICIPATION AND CONFIDENTIALITY AGREEMENT FEMALE PARTICIPANT

I, \_\_\_\_\_, having read the Terms of Reference for the Female Participants attached hereto, and in exchange for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, hereby agree as follows:

1. without cost to CAWIC, to participate in the CAWIC Level Best Women's Advancement Project (the "Project") as an active Female Participant in accordance with the Terms of Reference attached hereto, for the duration of the Project;
2. to maintain strict confidentiality, except where disclosure is expressly permitted by written consent in advance, with respect to any personal, proprietary, project, research or competitive information of CAWIC, other Female Participants, Employer Partners, Advisory Committee members and/or Project Participants received or disclosed to me through or because of my participation in the Project (collectively, "Confidential Information");
3. not to use any Confidential Information, in whole or in part, for my own personal or corporate benefit or advantage or for the benefit or advantage of others, but to use same only for such purposes and activities as are set out in the attached Terms of Reference;
4. to only share Confidential Information to our officers, directors, legal or financial advisors (collectively "Representatives") to the extent necessary for the purpose of confirming our continued participation and support of the Project and/or to evaluate any potential conflict of interest.
5. to ensure that any Confidential Information received by or shared with our Representatives, is not disclosed, either directly or indirectly, to any other person or entity by us or our Representatives, without CAWIC's express prior written consent.
6. upon CAWIC's request, to immediately return all Confidential Information provided to us and any notes or copies made thereof.
7. to not use any Confidential Information in any manner which is detrimental or competitive to or compromises the Project or CAWIC, the Project Participants, Project Consultant and/or other Advisory Committee members;

8. to indemnify and save harmless CAWIC from any claims, losses, damages and liability whatsoever arising (including legal fees on a substantial indemnity basis) out of a breach by us or any of our Representatives of any of the terms of this Participation and Confidential Agreement.

This Agreement will continue in effect for a period of 36 months from the later of January 1, 2014 and the date of signing to the expiry of the Project, or until such time as this Agreement is terminated on notice in writing by CAWIC. This Agreement may only be amended on the express written advance consent of CAWIC.

Dated at \_\_\_\_\_, this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
Name:

Canadian Association of Women in Construction  
per:

\_\_\_\_\_  
Tammy Evans  
Director, CAWIC

**CAWIC LEVEL BEST WOMEN'S ADVANCEMENT PROJECT  
PARTICIPATION AND CONFIDENTIALITY AGREEMENT  
EMPLOYER PARTNERS**

I, \_\_\_\_\_, authorized representative of \_\_\_\_\_, having read the Terms of Reference for the Employer Partners attached hereto, and in exchange for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, hereby agree as follows:

1. without cost to CAWIC, to participate in the CAWIC Level Best Women's Advancement Project (the "Project") as an active Employer Partner in accordance with the Terms of Reference attached hereto, for the duration of the Project;
2. to maintain strict confidentiality, except where disclosure is expressly permitted by written consent in advance, with respect to any personal, proprietary, project, research or competitive information of CAWIC, other Employer Partners, Advisory Committee members, Project Participants and/or Project Partners received or disclosed to me through or because of my participation in the Project (collectively, "Confidential Information");
3. not to use any Confidential Information, in whole or in part, for my own personal or corporate benefit or advantage or for the benefit or advantage of others, but to use same only for such purposes and activities as are set out in the attached Terms of Reference;
4. to only share Confidential Information to our officers, directors, legal or financial advisors (collectively "Representatives") to the extent necessary for the purpose of confirming our continued participation and support of the Project and/or to evaluate any potential conflict of interest;
5. to ensure that any Confidential Information received by or shared with our Representatives, is not disclosed, either directly or indirectly, to any other person or entity by us or our Representatives, without CAWIC's express prior written consent;
6. upon CAWIC's request, to immediately return all Confidential Information provided to us and any notes or copies made thereof;
7. to not use any Confidential Information in any manner which is detrimental or competitive to or compromises the Project or CAWIC, the Project Participants, Project Partners, Project Consultant and/or other Advisory Committee members;
8. to indemnify and save harmless CAWIC from any claims, losses, damages and liability whatsoever arising (including legal fees on a substantial indemnity basis) out of a breach by us or any of our Representatives of any of the terms of this Participation and Confidential Agreement.

This Agreement will continue in effect for a period of 36 months from the later of January 1, 2014 and the date of signing to the expiry of the Project, or until such time as this Agreement is terminated on

notice in writing by CAWIC. This Agreement may only be amended on the express written advance consent of CAWIC.

Dated at \_\_\_\_\_, this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
per: (Organization)

\_\_\_\_\_  
Name:

Title:

I have authority to bind the corporation.

Canadian Association of Women in Construction  
per:

\_\_\_\_\_  
Tammy Evans  
Director, CAWIC

**CAWIC LEVEL BEST WOMEN'S ADVANCEMENT PROJECT  
PARTICIPATION AND CONFIDENTIALITY AGREEMENT  
PROJECT ADVISORY COMMITTEE**

I, \_\_\_\_\_, authorized representative of \_\_\_\_\_, having read the Terms of Reference for the Project Advisory Committee members attached hereto, and in exchange for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, hereby agree as follows:

1. without cost to CAWIC, to participate in the CAWIC Women's Advancement Project (the "Project") as an active member of the Project Advisory Committee in accordance with the Terms of Reference attached hereto, for the duration of the Project;
2. to maintain strict confidentiality, except where disclosure is expressly permitted by written consent in advance, with respect to any personal, proprietary, project, research or competitive information of CAWIC, other Advisory Committee members, Project Participants and Project Partners received or disclosed to me through or because of my participation in the Project (collectively, "Confidential Information");
3. not to use any Confidential Information, in whole or in part, for my own personal or corporate benefit or for the benefit of others, but to use same only for such purposes and activities as are set out in the attached Terms of Reference;
4. to only share Confidential Information to our officers, directors, legal or financial advisors (collectively "Representatives") but only to the extent necessary for the purpose of confirming our continued participation and/or to evaluate any potential conflict of interest.
5. to ensure that any Confidential Information shared with our Representatives is not disclosed to any other person or entity without CAWIC's express prior written consent.
6. upon CAWIC's request, to immediately return all Confidential Information provided to us and any notes or copies made thereof.
7. to not use any Confidential Information in any manner which is detrimental or competitive to or compromises the Project or CAWIC, the Project Participants, Project Partners, Project Consultant and/or other Advisory Committee members;
8. to indemnify and save harmless CAWIC from any claims, losses, damages and liability whatsoever arising (including legal fees on a substantial indemnity basis) out of a breach by us or any of our Representatives of any of the terms of this Participation and Confidential Agreement.

This Agreement will continue in effect for a period of 36 months from the later of January 1, 2014 and the date of signing to the expiry of the Project, or until such time as this Agreement is terminated on



notice in writing by CAWIC. This Agreement may only be amended on the express written advance consent of CAWIC.

Dated at \_\_\_\_\_, this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
per: (Organization)

\_\_\_\_\_  
Name:

Title:

I have authority to bind the corporation.

Canadian Association of Women in Construction  
per:

\_\_\_\_\_  
Tammy Evans  
Director, CAWIC

## 2 - Surveys

### Female Participants



#### CAWIC's Level Best - Needs Assessment - Female Participant Survey

##### Survey Instructions

##### Survey Instructions

- Plan 1 hour to respond to this survey.
- Only one survey response will be accepted.
- Participation in the survey is entirely voluntary. If you do not wish to answer a particular question, please skip this question.
- Participation in this survey is confidential. Collected data will not be associated with any particular Female Participant.
- Contact CAWIC if you have any questions before completing this survey ([levelbest@cawic.ca](mailto:levelbest@cawic.ca) / 416-759-1991).



## CAWIC's Level Best - Needs Assessment - Female Participant Survey

### Demographics

#### 1. Where do you currently live?

- ☐ Alberta
- ☐ Newfoundland/Labrador
- ☐ Ontario
- ☐ I prefer not to answer

Other Canadian province (please specify)

#### 2. How old are you?

- ☐ 15-19
- ☐ 20-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65-74
- ☐ 75 and above
- ☐ I prefer not to answer

**3. Which of Canada's official languages are you most comfortable speaking?**

- ☐ English
- ☐ French
- ☐ I am comfortable in both English and French
- ☐ I prefer not to answer

**4. Which of the following ethnicity / visible minority categories best describe your identity? Check all applicable categories.**

- ☐ Chinese
- ☐ South Asian (e.g. East Indian, Pakistani, Sri Lankan, etc.)
- ☐ Black
- ☐ Filipino
- ☐ Latin American
- ☐ Southeast Asian (e.g. Vietnamese, Cambodian, Malaysian, Laotian, etc.)
- ☐ Arab
- ☐ West Asian (e.g. Iranian, Afghan, etc.)
- ☐ Korean
- ☐ Japanese
- ☐ White / Caucasian
- ☐ Aboriginal / Indigenous (First Nations / Métis / Inuit)
- ☐ I prefer not to answer

Other ethnicity / visible minority, (please specify)

**5. What is your citizenship/immigration status in Canada? (Check all applicable categories)**

- ☐ Student with permit
- ☐ Worker with permit
- ☐ Refugee claimant
- ☐ Refugee (status obtained)
- ☐ Permanent resident
- ☐ Canadian citizen (born outside of Canada)
- ☐ Indian Act or treaty related status
- ☐ Canadian citizen (born in Canada)
- ☐ I'm not sure
- ☐ I prefer not to answer

Other (please specify)

**6. Do you consider yourself a member of the LGBTQIA community (lesbian, gay, bisexual, transgendered, transsexual, two-spirit, queer, questioning, intersex, asexual)?**

- ☐ Yes
- ☐ No
- ☐ I prefer not to answer

**7. Do you live with a disability?**

- ☐ Yes
- ☐ No
- ☐ I prefer not to answer

**8. What is your highest level of education?**

- ☐ High school or less
- ☐ Apprenticeship / journeyperson
- ☐ College / technical diploma or certificate
- ☐ University / certificate or diploma
- ☐ University / bachelor's degree
- ☐ University / master's degree, doctorate or other post-graduate degree
- ☐ I prefer not to answer

**9. What is your current annual income (before tax)?**

- ☐ Less than \$20 000
- ☐ \$20 000 - \$29 999
- ☐ \$30 000 - \$39 999
- ☐ \$40 000 - \$49 999
- ☐ \$50 000 - \$59 999
- ☐ \$60 000 - \$69 999
- ☐ \$70 000 - \$79 999
- ☐ \$80 000 - \$89 999
- ☐ \$90 000 - \$99 999
- ☐ \$100 000 and above
- ☐ I prefer not to answer



## CAWIC's Level Best - Needs Assessment - Female Participant Survey

### Household & Childcare Work

**10. Which of the following best describes your living situation/household? (Check all applicable answers)**

- ☐ I live alone
- ☐ I live with my children
- ☐ I live with my spouse / partner
- ☐ I live with extended family members
- ☐ I live with roommates
- ☐ I prefer not to answer

**11. How much of the housework do you typically perform?**

- ☐ None
- ☐ Some of it
- ☐ About half of it
- ☐ Most of it
- ☐ All of it
- ☐ I prefer not to answer



**12. Who, if anyone, also participates in the housework? (Check all applicable answers)**

- ☐ Children
- ☐ Spouse / Partner
- ☐ Parents or spouse's / partner's parents
- ☐ Other family members
- ☐ I pay for cleaning or other services
- ☐ I prefer not to answer

**13. What would be most helpful to help you manage household work? (Check only one answer)**

- ☐ Members of my household taking on greater share of this work
- ☐ Affordable cleaning or other services
- ☐ Working fewer hours
- ☐ Flexible work schedule
- ☐ I don't know
- ☐ I prefer not to answer

Other (please specify)

**14. Do you spend a significant amount of time caring for people other than your children (if you have any children)?**

- ☐ Yes
- ☐ No
- ☐ I prefer not to answer



## CAWIC's Level Best - Needs Assessment - Female Participant Survey

### Care Giving Work - Excluding Children

**15. How much of the care giving work do you typically perform for these people?**

- ☐ None
- ☐ Very little
- ☐ About half
- ☐ Most of it
- ☐ All of it
- ☐ I prefer not to answer

**16. Who, if anyone, also participates in the care giving work? (Check all applicable answers)**

- ☐ Older children
- ☐ Spouse / Partner
- ☐ Parents or spouse's / partner's parents
- ☐ Other family members
- ☐ Care facility / institution
- ☐ I pay someone to perform care giving work at my home
- ☐ I prefer not to answer

**17. What would be most helpful to help you manage care giving work? (Check only one answer)**

- ☐ Members of my household taking on greater share of this work
- ☐ Affordable care services
- ☐ Support that suits my schedule (care service provider or other member of my household available when I work)
- ☐ Care facility close to my workplace
- ☐ Flexible work schedule
- ☐ I don't know
- ☐ I prefer not to answer

Other (please specify)



Supporting the Advancement  
of Women in Construction

## CAWIC's Level Best - Needs Assessment - Female Participant Survey

[Back to Questions for All](#)

### 18. Do you have any children?

- ☐ Yes
- ☐ No
- ☐ I prefer not to answer

## CAWIC's Level Best - Needs Assessment - Female Participant Survey

### Child Care Work

#### 19. How many children do you have?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ More than 3
- ☐ I prefer not to answer

#### 20. Did you ever take maternity / parental leave?

- ☐ Yes
- ☐ No
- ☐ I prefer not to answer

#### 21. If you did not take maternity / parental leave, why was that? (Check all applicable answers)

- ☐ It wasn't available
- ☐ I had my children during my studies
- ☐ My spouse / partner took leave instead of me
- ☐ I was afraid that it would have negative impact on my career
- ☐ None of the above
- ☐ I prefer not to answer

Other (please specify)

**22. How much of the childcare work do you typically perform?**

- ☐ None
- ☐ Very little
- ☐ About half
- ☐ Most of it
- ☐ All of it
- ☐ I prefer not to answer

**23. Who, if anyone, also participates in the childcare work? (Check all applicable answers)**

- ☐ Older children
- ☐ Spouse / Partner
- ☐ Parents or spouse's / partner's parents
- ☐ Other family members
- ☐ Day care
- ☐ I pay someone to take care of my children at my home
- ☐ I pay someone to take care of my children at their home
- ☐ I prefer not to answer

**24. What would be most helpful to help you manage childcare work? (Check only one answer)**

- ☐ Member of my household taking on greater share of this work
- ☐ Affordable day care services
- ☐ Support that suits my schedule (day care or other member of my household available when I work)
- ☐ On-site day care (available at my workplace or close to it)
- ☐ I don't know
- ☐ I prefer not to answer

Other (please specify)



## CAWIC's Level Best - Needs Assessment - Female Participant Survey

### Construction Industry Work

**25. Is construction your first career?**

- ☐ Yes
- ☐ No (second career or more)
- ☐ I prefer not to answer

**26. Why did you choose a career in the construction industry and how did you hear about this career option?**



**27. What is your main area of study / apprenticeship / work? (Check only one answer)**

- ☐ Administrative support
- ☐ Labourer / helper
- ☐ Skilled trades
- ☐ Architecture
- ☐ Engineering
- ☐ Human resources
- ☐ Accounting
- ☐ Finance
- ☐ Insurance
- ☐ Contractor / supervisor
- ☐ Management (includes project managers, estimators, inspectors, etc.)
- ☐ Senior management
- ☐ Other
- ☐ I prefer not to answer

Other (please specify)

**28. In what sector of the construction industry do you study / intend to work / work?**

- ☐ Construction of buildings - residential
- ☐ Construction of buildings - Non-residential (commercial, retail, etc.)
- ☐ Heavy and civil engineering construction (utilities, land subdivision, highways, streets and bridges, etc.)
- ☐ Specialty trade contractors (foundation, structure and building exterior; building equipment; building finishing, etc.)
- ☐ I'm not sure yet
- ☐ I prefer not to answer

Other (please specify)

**29. Did you complete an apprenticeship?**

- ☐ Yes
- ☐ No
- ☐ Not applicable to my area of work
- ☐ I prefer not to answer

**30. Did you obtain Red, Blue or Gold Seal certification?**

- ☐ Yes - Red Seal
- ☐ Yes - Blue Seal
- ☐ Yes - Gold Seal
- ☐ No
- ☐ Not applicable to my area of work
- ☐ I'm not sure what that is
- ☐ I prefer not to answer

**31. How many years of experience do you have in the construction industry?**

- ☐ 0 (I'm currently studying, doing an apprenticeship, looking for my first job)
- ☐ 1-2
- ☐ 3-4
- ☐ 5-9
- ☐ 10-19
- ☐ 20-29
- ☐ 30 and more
- ☐ I prefer not to answer

## CAWIC's Level Best - Needs Assessment - Female Participant Survey

### Women Currently Working in the Industry

#### 32. What best describes your work situation?

- ☐ Employee (non unionized)
- ☐ Employee (unionized)
- ☐ Self-employed (consultant, independent contractor)
- ☐ Business owner (with incorporated business)
- ☐ I'm not sure
- ☐ I prefer not to answer

#### 33. Do you work full-time or part-time?

- ☐ Full-time
- ☐ Part-time
- ☐ It varies
- ☐ I prefer not to answer

#### 34. Where do you currently work?

- ☐ Alberta
- ☐ Newfoundland / Labrador
- ☐ Ontario
- ☐ I prefer not to answer

Other Canadian province (please specify)

**35. How far is your work from home?**

- ☐ Less than 5 km
- ☐ 5-14 km
- ☐ 15-24 km
- ☐ 25 km and over
- ☐ I'm not sure
- ☐ I prefer not to answer

**36. How many women are employed at your workplace?**

- ☐ I am the only woman at my workplace
- ☐ Some
- ☐ About half
- ☐ Many
- ☐ All workers are women
- ☐ I'm not sure
- ☐ I prefer not to answer

**37. How often did you observe or experience the following situations at work? (Situate on a scale of 1 to 5 – from “never” to “very often”)**

|  | Never                 | 2                     | 3                     | 4                     | Very Often            |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Inappropriate comments, sexist jokes                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Inappropriate posters  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Inappropriate e-mails, social media postings                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Men whistling at women   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Unwanted sexual advances   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Inappropriate touching   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Comments on your physical appearance                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Comments as to the fact that it is unusual that women work in the industry | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| General unwelcoming and unfriendly atmosphere                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I did not observe or experience any of the above                           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**38. How often did you experience the following challenges at work? (Situate on a scale of 1 to 5 – from “never” to “very often”)**

|   | Never                 | 2                     | 3                     | 4                     | Very Often            |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Feeling that I was hired not based on my skills but because I was a woman | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Being paid less than a male colleague                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Being refused a promotion while a male colleague was promoted             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

|   | Never                 | 2                     | 3                     | 4                     | Very Often            |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Difficulty discussing my career goals with my supervisor                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Lack of feedback on my work   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Being given work below my competence level  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Important work given to a male colleague instead of me                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Being treated differently from male colleagues                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Feeling isolated / colleagues not talking to me                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Colleagues making me feel that I am not as competent as my male colleagues          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Not being invited to social events at which male colleagues were invited            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Unsuitable work clothes / bathrooms / change rooms / other spaces for me as a woman | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I did not experience any of the above   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



Supporting the Advancement  
of Women in Construction

## CAWIC's Level Best - Needs Assessment - Female Participant Survey

Women NOT Currently Employed (if not applicable, please move to question 43)

### 39. What is your current situation? (Check only one answer)

- ☐ Studying
- ☐ Doing an apprenticeship
- ☐ Looking for work in the construction industry
- ☐ Working in a different sector until I find a job in the construction industry
- ☐ Taking time off to raise my children
- ☐ I prefer not to answer

Other (please specify)



**40. What are you looking for in a job? (Check all applicable answers)**

- ☐ Good salary / benefits
- ☐ Job close to home
- ☐ Flexible schedule
- ☐ Working in my area of training / specialization
- ☐ Being given challenging work
- ☐ Opportunities to develop my skills / professional development
- ☐ Opportunities for career advancement
- ☐ Welcoming and friendly environment
- ☐ Respectful colleagues
- ☐ I prefer not to answer

Other (please specify)

**41. How often have you experienced the following as you were looking for a job? (Situate on a scale of 1 to 5 – from “never” to “very often”)**

|  | Never                 | 2                     | 3                     | 4                     | Very Often            |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Inappropriate comments, sexist jokes                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Inappropriate posters  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Men whistling at women   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Unwanted sexual advances   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Inappropriate touching   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Comments on my physical appearance   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Comments as to the fact that it is unusual that women work in the industry | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| General unwelcoming and unfriendly atmosphere                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

|   | Never                 | 2                     | 3                     | 4                     | Very Often            |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Feeling that I may be hired not because of my skills but because I am a woman | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Being treated differently from male candidates                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Not being invited to social events where male candidates were invited         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Not being introduced to any other women during the recruitment process        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I did not experience any of the above   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I have not started looking for a job yet                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I prefer not to answer  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please specify)

**42. What worries you most about working in construction? (Check only one answer)**

- ☐ Not being able to do the work
- ☐ Difficult working conditions (location, schedule, salary, etc.)
- ☐ Not being accepted because I am a woman
- ☐ Being treated differently as a woman
- ☐ Unwelcoming and unfriendly atmosphere
- ☐ No possibilities for advancement
- ☐ I'm not worried about these things
- ☐ I prefer not to answer

Other (please specify)

## CAWIC's Level Best - Needs Assessment - Female Participant Survey

### Challenges in the Construction Industry (back to questions for all)

#### 43. What has been most difficult for you so far during your studies / career in construction?

- ☐ Being admitted in my chosen study program
- ☐ Paying for my studies
- ☐ Finding an apprenticeship
- ☐ Going through the recruitment process
- ☐ Finding my first job in the construction industry
- ☐ Being given more challenging tasks in my work
- ☐ Advancing to a senior level in my career
- ☐ Being taken seriously as a woman with strong abilities in the industry
- ☐ Receiving support from colleagues at my level
- ☐ Receiving support from supervisor / senior management
- ☐ Finding a mentor
- ☐ Negative interactions with women
- ☐ Negative interactions with men
- ☐ Unwelcoming and unfriendly environment for women
- ☐ I did not experience any of the above
- ☐ I prefer not to answer

Other (please specify)

**44. Would you be prepared to move to a different location to take a good / better job?**

- ☐ Yes
- ☐ No
- ☐ Maybe
- ☐ I prefer not to answer

**45. Would you be prepared to take a job that involved a lot of travelling?**

- ☐ Yes
- ☐ No
- ☐ Maybe
- ☐ I prefer not to answer

**46. Would you be prepared to work in a remote location?**

- ☐ Yes
- ☐ No
- ☐ Maybe
- ☐ I prefer not to answer

## CAWIC's Level Best - Needs Assessment - Female Participant Survey

### Advancement & Solutions

**47. Do you have a plan regarding next steps to advance in your career?**

- ☐ Yes
- ☐ No
- ☐ I'm not sure
- ☐ I prefer not to answer

**48. What skills would you like to develop to advance in your career? (Check all applicable answers)**

- ☐ Reading / writing skills
- ☐ Social / networking skills
- ☐ Technical skills
- ☐ Management skills
- ☐ None of the above
- ☐ I don't know
- ☐ I prefer not to answer

Other (please specify)

**49. Do you have a mentor (someone who can give you tips & advice on your career)?**

- ☐ Yes
- ☐ No
- ☐ I'm not sure what a mentor is

**50. Who is MOST supportive of your career in construction? (Check only one answer)**

- ☐ Family
- ☐ Friends
- ☐ Colleagues at work
- ☐ Supervisor / senior colleagues
- ☐ Clients / customers
- ☐ Former teacher / professor
- ☐ Mentor (someone who can give you tips & advice on your career)
- ☐ Women's group / association
- ☐ No one was supportive of my career in construction
- ☐ I prefer not to answer

Other (please specify)

**51. Who is LEAST supportive of your career in construction? (Check only one answer)**

- ☐ Family
- ☐ Friends
- ☐ Colleagues at work
- ☐ Supervisor / senior colleagues
- ☐ Clients / customers
- ☐ Former teacher / professor
- ☐ Mentor (someone who can give you tips & advice on your career)
- ☐ Women's group / association
- ☐ No one was supportive of my career in construction
- ☐ I prefer not to answer

Other (please specify)

**52. How helpful were the following supports in reaching your current level of career success? Situate on a scale of 1 to 5 - from 1 “most helpful” to 5 “least helpful” or select “I did not have access to this”.**

|  | Most helpful          | 2                     | 3                     | 4                     | Least helpful         | I did not have access to this |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|
| Financial help                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         |
| Support from family, friends or colleagues | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         |
| Networking                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         |
| Skills / professional development          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         |
| Mentorship                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         |
| Flexibility at home or at the workplace    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         |
| I prefer not to answer                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         |





Supporting the Advancement  
of Women in Construction

## CAWIC's Level Best - Needs Assessment - Female Participant Survey

### General Feeling about the Construction Industry

**53. To what degree do you feel respected at your school / apprenticeship / workplace in construction?**

- ☐ Never
- ☐ Rarely
- ☐ Occasionally
- ☐ Frequently
- ☐ Very often
- ☐ I prefer not to answer

**54. What do you find MOST attractive about working in construction? [Rank from 1 (MOST attractive) to 7 (LEAST attractive)]**

|  | Most attractive       | 2                     | 3                     | 4                     | 5                     | 6                     | Least attractive      |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Salary / benefits                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Working conditions (location, schedule, etc.)      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Doing work that I enjoy                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Having a career that matches my skills / aptitudes | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Career advancement possibilities                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Respect for women in the industry                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please specify)

**55. Do you feel that you have the potential to have a successful career in construction?**

- ☐ Yes
- ☐ No
- ☐ I'm not sure
- ☐ I prefer not to answer

**56. Do you feel that employers want more women in the construction workforce?**

- ☐ Yes
- ☐ No
- ☐ I'm not sure
- ☐ I prefer not to answer

**57. Would you recommend working in construction to other women?**

- ☐ Yes
- ☐ No
- ☐ I'm not sure
- ☐ I prefer not to answer

**58. Do you have any other comments about what can be done to hire, retain and advance women in the construction industry or about your experience in the industry?**



## CAWIC's Level Best - Needs Assessment - Female Participant Survey

Thank you!

Thank you for taking the time to participate in this important initiative. CAWIC looks forward to sharing the results of our research with you. Should you have any questions or want further information on CAWIC and its initiatives, please visit our website at [www.cawic.ca](http://www.cawic.ca) or email us at [levelbest@kawic.ca](mailto:levelbest@kawic.ca).

## Survey - Employer Partners



### CAWIC's Level Best - Needs Assessment - Employer Partners

#### Survey Instructions

##### Survey Instructions

- Plan 30 minutes to 1 hour to respond to this survey.
- Only one survey response will be accepted.
- Participation in the survey is entirely voluntary. If you do not wish to answer a particular question, please skip this question.
- Participation in this survey is confidential. You will not be asked to provide your name or the name of the organization you represent. Collected data will not be associated with any particular Employer Partner.
- Contact CAWIC if you have any questions before completing this survey ([levelbest@cawic.ca](mailto:levelbest@cawic.ca) / 416-759-1991).



## CAWIC's Level Best - Needs Assessment - Employer Partners

### General

#### 1. Where is your organization's principal place of business/operations?

- ☐ Alberta
- ☐ British Columbia
- ☐ Manitoba
- ☐ New Brunswick
- ☐ Newfoundland/Labrador
- ☐ Northwest Territories
- ☐ Nova Scotia
- ☐ Nunavut
- ☐ Ontario
- ☐ Prince Edward Island
- ☐ Quebec
- ☐ Saskatchewan
- ☐ Yukon

Other (please specify)

**2. Where do you conduct business? (Check all applicable locations)**

- ☐ Alberta
- ☐ British Columbia
- ☐ Manitoba
- ☐ New Brunswick
- ☐ Newfoundland and Labrador
- ☐ Northwest Territories
- ☐ Nova Scotia
- ☐ Nunavut
- ☐ Ontario
- ☐ Prince Edward Island
- ☐ Quebec
- ☐ Saskatchewan
- ☐ Yukon

Other (please specify)

**3. In what sector of the construction industry is your organization primarily involved?**

- ☐ Construction of buildings - Residential
- ☐ Construction of buildings - Non-residential (commercial, retail, etc.)
- ☐ Heavy and civil engineering construction (utilities, land subdivision, highways, streets and bridges, etc.)
- ☐ Specialty trade contractors (foundation, structure and building exterior; building equipment; building finishing, etc.)

Other (please specify)

**4. How often has your organization faced skilled labour shortages within the past ten years?**

**Situate on a scale of 1 to 5 – from “never” to “very often”**

| Never                 | Occasionally          | Sometimes             | Often                 | Very Often            | N/A                   |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |





Supporting the Advancement  
of Women in Construction

## CAWIC's Level Best - Needs Assessment - Employer Partners

### Workforce

#### 5. What best describes your organization's profile?

- ☐ No direct employees, rarely retaining subcontractor services
- ☐ No direct employees, regularly retaining subcontractor services
- ☐ Micro-sized employer (0-9 direct employees)
- ☐ Small-sized employer (10-99 direct employees)
- ☐ Medium-sized employer (100-499 direct employees)
- ☐ Large-sized employer (500+ direct employees)



Supporting the Advancement  
of Women in Construction

## CAWIC's Level Best - Needs Assessment - Employer Partners

### 6. Is your workforce unionized?

- ☐ Yes
- ☐ No
- ☐ I don't know

Some (please specify)

### 7. Approximately how many of your employees work full time (at least 35 paid hours per work week)?

- ☐ Less than 10%
- ☐ 11-25%
- ☐ 26-50%
- ☐ 51-75%
- ☐ More than 75%
- ☐ 100%
- ☐ I don't know

---

**8. How many female employees do you have?**

- ☐ Less than 10%
- ☐ 11-25%
- ☐ 26-50%
- ☐ 51-75%
- ☐ More than 75%
- ☐ 100%
- ☐ I don't know

**9. How long have you been in business?**

- ☐ Less than 1 year
- ☐ 2-5 years
- ☐ 6-10 years
- ☐ More than 10 years

**10. To your knowledge, are there members of your workforce that belong to the following groups?  
(Check all applicable categories that you are aware of)**

- ☐ Persons living with disability
- ☐ Visible minorities
- ☐ Immigrants
- ☐ Aboriginal or Indigenous persons
- ☐ Younger workers (between 17 and 24 years old)
- ☐ Mature workers (over 50 years old)

**11. In what areas of activity do your current employees work? (Check all applicable categories)**

- ☐ Administrative support
- ☐ Labourer / helper
- ☐ Skilled trades
- ☐ Architecture
- ☐ Engineering
- ☐ Human resources
- ☐ Accounting
- ☐ Insurance
- ☐ Finance
- ☐ Supervisor
- ☐ Management (includes project managers, estimators, inspectors, etc.)
- ☐ Senior management

Other (please specify)

**12. In what areas of activity do you currently employ women, if any? (Check all applicable categories)**

- ☐ Administrative support
- ☐ Labourer / helper
- ☐ Skilled trades
- ☐ Architecture
- ☐ Engineering
- ☐ Human resources
- ☐ Accounting
- ☐ Insurance
- ☐ Finance
- ☐ Supervisor
- ☐ Management (includes project managers, estimators, inspectors, etc.)
- ☐ Senior management

Other (please specify)

---

**13. How many of your female employees work full time?**

- ☐ None
- ☐ Some
- ☐ About half
- ☐ Many
- ☐ All

**14. On average, for how long have your female employees worked for you?**

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ More than 10 years
- ☐ I don't know

**15. How many of your female employees have been promoted to higher positions since their respective commencement date of work at your organization?**

- ☐ None
- ☐ Some
- ☐ About half
- ☐ Many
- ☐ All



## CAWIC's Level Best - Needs Assessment - Employer Partners

### Initiatives Regarding Women

**16. Does your organization support (by membership, attendance or financial donation/support) an association of women in construction or other women's group?**

- ☐ Yes
- ☐ No
- ☐ We do not monitor

**17. Do your female employees belong to industry associations?**

- ☐ Yes, all do
- ☐ Yes, some do
- ☐ No
- ☐ I don't know

**18. Do you collect demographic data or data about how many women work at your organization, how long they stay, and whether they are promoted to higher positions?**

- ☐ Yes
- ☐ No

**19. Which of the following measures are available/mandatory/recommended at your workplace?  
(Check all applicable answers)**

- ☐ Health and Safety - Risk assessment tools (covering harassment and violence)
- ☐ Health and Safety - Safety measures for workers working alone
- ☐ Health and Safety - Proper lighting of work areas
- ☐ Health and Safety - Ergonomic equipment (if required)
- ☐ Working conditions - Flexible schedules
- ☐ Working conditions - Limited or reduced travel
- ☐ Working conditions - On site child care
- ☐ Skills training / professional development - Project trade certificate
- ☐ Skills training / professional development - Sensitivity training about gender and/or workplace diversity
- ☐ Skills training / professional development - Feedback on performance
- ☐ Skills training / professional development - Profiling employee successes, milestones
- ☐ Skills training / professional development - Mentorship program
- ☐ Skills training / professional development - Career advice, support

Other (please specify)





Supporting the Advancement  
of Women in Construction

## CAWIC's Level Best - Needs Assessment - Employer Partners

### Work Environment

**20. Do you feel that women experience the following situations in your workplace or other workplaces? (Situate on a scale of 1 to 5 – from “never” to “very often”)**

|  | Never                 | 2                     | 3                     | 4                     | Very Often            |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Inappropriate sexist comment/joke                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Inappropriate poster/drawing/tagging/e-mail/social media posting   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Whistling /cat calling   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Unwanted sexual advance  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Inappropriate touching   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Comment on physical appearance                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| General unwelcoming, unfriendly or reluctant to include atmosphere | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**21. How often have you heard women voice the following concerns in the workplace? (Situate on a scale of 1 to 5 – from “never” to “very often”)**

|  | Never                 | 2                     | 3                     | 4                     | Very Often            |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Feeling that they were hired based on being women, rather than based on skills | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Being paid less than male colleagues   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

|   | Never                 | 2                     | 3                     | 4                     | Very Often            |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Being denied a promotion while a male colleague with same qualifications was promoted | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Having difficulty discussing career goals with supervisor                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Experiencing no or inadequate feedback on work product/service                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Being given work below competence level   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Being passed over for important work which was given to male colleagues               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Being treated differently from male colleague   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Feeling isolated / not part of the "team"   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Feeling less competent than male colleague  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Not being invited to events where male colleague gather                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Unsuitable work clothes / bathrooms / change rooms / other spaces for women           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**22. Do you have a policy in your workplace regarding workplace respect, unprofessional conduct, harassment or violence?**

- ☐ Yes
- ☐ No



Supporting the Advancement  
of Women in Construction

## CAWIC's Level Best - Needs Assessment - Employer Partners

### 23. Which of the following measures have been implemented ? (Check all applicable answers)

- ☐ Policy made available to supervisors and employees or posted on the work site
- ☐ Policy administrator/contact person
- ☐ Training on policy implementation
- ☐ Reporting on policy implementation to upper management
- ☐ Reporting to public
- ☐ Procedure for violations of the policy
- ☐ Risk assessment tools regarding possible violations of the policy
- ☐ Process to report and deal with violations of the policy



## CAWIC's Level Best - Needs Assessment - Employer Partners

### Women's Needs

#### 24. Which of the following do you believe women value in a job? (Check all applicable answers)

- ☐ Good salary / benefits
- ☐ Proximity to home
- ☐ Flexible schedule
- ☐ Working in area of training / specialization
- ☐ Challenging work
- ☐ Opportunity to develop their skills / professional development
- ☐ Opportunities for career advancement
- ☐ Welcoming and friendly environment

Other (please specify)

**25. How often do you think women working in the construction industry face the following challenges? Situate on a scale of 1 to 5 – from 1 “never” to 5 “very often”**

|  | Never                 | 2                     | 3                     | 4                     | Very Often            |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Being adapted to their chosen study program              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Paying for their education/training                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Seeking an apprenticeship                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Seeking their first job in the construction industry     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Progressing to a higher level in their career            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Receiving support from colleagues                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Receiving support from supervisor / management           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Access to a mentor                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Negative interactions with other women in workplace      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Negative interactions with men in workplace              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Unwelcoming and unfriendly workplace culture/environment | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please specify)

## CAWIC's Level Best - Needs Assessment - Employer Partners

### Challenges for Employers

#### 26. Why do you think there are still few women working in construction?

Situate on a scale of 1 to 5 – from 1 “most important reason” to 5 “least important reason”

|   | Most important<br>reason |                       |                       |                       |                       | Least important<br>reason |
|---|--------------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Supply (not enough women to hire)   | <input type="radio"/>    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     |
| Perception of the construction industry as an unfriendly environment for women                                  | <input type="radio"/>    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     |
| Education system or societal failure to inform females about opportunities for training/careers in construction | <input type="radio"/>    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     |
| Difficult working conditions (location, travel, schedule, etc.)   | <input type="radio"/>    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>     |
| Other (please specify)  | <input type="text"/>     |                       |                       |                       |                       |                           |

**27. What have been your main challenges in hiring, retaining and/or advancing women? (Check all applicable answers)**

- ☐ Supply (not enough women to hire)
- ☐ Lack of strategy to recruit women
- ☐ Perceived need to accommodate women (restricted travel, flexibility, access to child care, etc.)
- ☐ Limited capacity to offer training for career progression
- ☐ High level of turnover of women in the trades
- ☐ Unwelcoming and unfriendly work environment (lack of acceptance of women from male colleagues)

Other (please specify)



## CAWIC's Level Best - Needs Assessment - Employer Partners

### Solutions

#### 28. What do you think helps women most to advance in their career in construction? (Check all applicable answers)

- ☐ Financial assistance - During their studies / apprenticeship
- ☐ Financial assistance - To buy tools / equipment
- ☐ Financial assistance - To seek additional training/specialization
- ☐ Personal career support - from educational Institute
- ☐ Personal career support - from career counsellor
- ☐ Personal career support - from family / friends
- ☐ Personal career support - from child care support
- ☐ Networking - Associating with other like-minded women
- ☐ Skills / professional development - Completing apprenticeship
- ☐ Skills / professional development - Essential skills (reading, writing, oral communication, working with others, etc.)
- ☐ Skills / professional development - Specialization
- ☐ Skills / professional development - Access to mentors
- ☐ Work Schedule Flexibility

Other (please specify)

#### 29. Do you have an active policy to hire women?

- ☐ Yes
- ☐ No





## CAWIC's Level Best - Needs Assessment - Employer Partners

**30. If you do, can you describe this policy and why you adopted it?**

**31. What would help you to hire/retain/advance more women in your workplace?**

- ☐ Financial incentive (tax break, wage subsidy, etc.)
- ☐ Hiring/diversity expertise support
- ☐ Marketing, project a positive image of the industry
- ☐ Increased supply of women workers / Access to trained women



Supporting the Advancement  
of Women in Construction

## CAWIC's Level Best - Needs Assessment - Employer Partners

### Perception of the construction industry

**32. To what degree do you feel that women are welcome/respected in the construction industry?**

Never

Always

☐☐☐☐☐

**33. Do you feel that your clients are interested in retaining the services of organizations that hire more women?**

☐

Yes

☐

No

☐

I don't know

**34. If there was a cost to increasing the number of women in your organization and implementing policies for hiring, retention and advancement of women in your organization, would you be willing to pay for the tools to do so, if the cost was reasonable?**

☐

Yes

☐

No

**35. Would you support a mandatory obligation to report the number of women and their employment details to a third party for statistical and government policy purposes?**

☐

Yes

☐

No



Supporting the Advancement  
of Women in Construction

## **CAWIC's Level Best - Needs Assessment - Employer Partners**

Thank you!

Thank you for taking the time to participate in this important initiative. CAWIC looks forward to sharing the results of our research with you. Should you have any questions or want further information on CAWIC and its initiatives, please visit our website at [www.cawic.ca](http://www.cawic.ca) or email us at [levelbest@cawic.ca](mailto:levelbest@cawic.ca).

### **3 - Roundtable Questionnaires**

#### **Female Participants**

#### **CAWIC Level Best Women's Advancement Project Teleconference Roundtable Discussions – Female Participants Instructions & Questionnaire**

#### **Format**

- By telephone conference call
- Duration: approximately 2 hours
- Number of participants per roundtable: maximum 15 participants per session
- Number of roundtables: 2 for Ontario, 1 for Alberta and 1 for Newfoundland/Labrador

#### **Instructions**

Participation in roundtable discussions is voluntary and confidential. Comments shared during the discussions will be aggregated and will not be associated with any particular Female Participant in any CAWIC reporting or publications. Discussion notes will be kept strictly confidential and destroyed once the Project is completed. Female Participants are reminded that they are bound by a strict confidentiality agreement with CAWIC and that any information shared during discussions must not be disclosed to anyone outside of the discussion forum.

Female Participants are reminded of the objectives of the needs assessment and primary research areas:

- What are the needs of women working (or intending to work) in construction?
- What challenges do women face in entering, remaining and advancing in the industry?
- What challenges do employers face in hiring, retaining and promoting women into leadership roles within the industry?
- What has been/can be done to respond to these identified/perceived needs and challenges?

Each of the following topics will be explored during the roundtable discussions. Participants will be invited to provide specific examples as each topic is discussed.

## Roundtable Discussion Questions

### **1. How is (or was) your experience first entering the construction industry?**

- Needs / challenges
- Studies / apprenticeship
- Recruitment process
- Entry position in industry
- First 5 years in the industry

### **2. Are there barriers/obstacles/challenges to continuing your career in the industry?**

- Involving your studies or apprenticeship
- Involving your current employment (e.g. compensation, benefits, schedule, location, transportation, culture, opportunity for advancement, training, etc.)
- Involving your personal life (e.g. relationship, home and/or caregiver responsibilities, etc.)

### **3. What would be helpful to advance your career in construction?**

- From your employer or direct supervisor (e.g. diversity/awareness training, career counselling)
- From your peers
- Outside of the workplace

### **4. What specific short, medium and long term initiatives would you recommend construction industry stakeholders consider to increase the number of women entering, remaining and advancing in the industry?**

- For the employee directly
- For the employer
- For the union (if applicable)
- For clients purchasing construction services
- For local, provincial or federal government

### **5. What strategies would encourage buy-in within the construction industry to hire, retain and promote women into leadership roles?**

- Demonstrating how increasing the number of female employees can benefit a corporation's bottom line and position in the marketplace
- Demonstrating how employers' active engagement, such as participating in Level Best, is critical to business success
- Promoting hiring, retaining and promoting women into leadership roles as a solution to labour shortages
- Encouraging the development of client procurement policies requiring more women on service teams

# **Employer Partners**

## **Employer Partners Roundtable 2015 Participant Instructions**

### **Format**

- In person
- Duration: approximately 2 hours
- Number of participants: maximum 5-10 participants
- Date: July 22, 2015, 7:30am-10am

### **Instructions**

Participation in this Roundtable is voluntary and confidential. The facilitator will lead the discussion and take notes. Discussions will be recorded only for accuracy and will not be shared outside of the Level Best Operations Committee. All comments shared during roundtable discussions will be reported anonymously and/or in the aggregate, without reference to the individual or employer contributor. Recordings and notes will be kept confidential and destroyed once the Project has been completed. Employer Partners are reminded that the confidentiality agreement signed is active and paramount and that discussion, contribution and information must not be shared with or disclosed to individuals outside of the Roundtable discussions.

Roundtable participants will be reminded of the objectives of the needs assessment and primary research areas:

- What are the needs of women working (or intending to work) in construction?
- What challenges do women face in entering the industry, remaining in it and advancing in it?
- What challenges do employers face in hiring, retaining and advancing women?
- What has been/can be done to respond to these needs and challenges?

Discussions will commence with comments from the Chair and instructions for focused discussion. Each of the following broad questions will be explored. Participants will be invited to provide concrete examples as each question is presented.

## Roundtable Discussion Questions

### **1. What is your organization's experience in hiring and retaining women?**

- Recruitment strategies / level of success in hiring women
- Retention strategies / level of success in retaining women (e.g. orientation to work environment, HR policies, inclusiveness/awareness training, culture development, teamwork)
- Challenges (e.g. journey person: apprenticeship ratio limitations, cost/risk of investment in training)
- Owner/client perception of teams that include women

### **2. What is your organization's experience, if any, in advancing women into leadership roles?**

- Professional development
- Opportunities to specialize
- Feedback and support
- Cost/risk of investment in different initiatives

### **3. What actions do you believe are appropriate to address the needs of women in the construction sector? If you have taken any such actions at your organization, please provide examples.**

- Working conditions and environment
- Policies and/or complaints mechanisms
- Cost of accommodating employees

### **4. What short-, medium- and long-term solutions should construction industry stakeholders consider to increase women's participation?**

- Employees
- Employers
- Unions
- Owners / clients
- Government

### **5. What strategies would encourage buy-in within the construction industry to hire, retain and advance women?**

- Equity case (creating options for women, gender equality, justice)
- Business case (evaluating organization's performance in relation to demographics)
- Labour shortage
- Involving clients in the process

# CAWIC Level Best Women's Advancement Project

## 4 - Reference Materials

### Construction

#### *General*

##### Construction Training Standards

Canadian Construction Association, About Gold Seal Certification, not dated, online: <http://goldsealcertification.com/about/>.

Construction Sector Council (BuildForce Canada), Measure up: the case for national training standards in construction, not dated.

Government of Alberta, Achievement in Business Competencies (Blue Seal) Program, not dated, online: <http://tradesecrets.alberta.ca/experiencedworkers/business-competencies/>.

Red Seal Program, Fact Sheet, not dated, online: [http://www.red-seal.ca/others/f.1ct\\_sh.2.2t\\_2012@-eng.jsp](http://www.red-seal.ca/others/f.1ct_sh.2.2t_2012@-eng.jsp).

Stevenson, Erin, The Seals of Approval, Openmind, spring 2004.

The Northern Alberta Institute of Technology (NAIT), Blue Seal, not dated, online: <http://www.nait.ca/90159.htm>.

##### Industry Forecast

BuildForce Canada, Construction and Maintenance Looking Forward: Alberta – 2015–2024, PowerPoint presentation, 2015.

BuildForce Canada, Construction and Maintenance Looking Forward: Newfoundland and Labrador – 2014–2023 Key Highlights.

BuildForce Canada, Construction and Maintenance Looking Forward: Newfoundland and Labrador – 2015–2024, PowerPoint presentation, 2015.

BuildForce Canada, Construction and Maintenance Looking Forward: Ontario – 2014–2023 Key Highlights.

BuildForce Canada, Construction and Maintenance Looking Forward: Ontario – 2015–2024, PowerPoint



presentation, 2015.

BuildForce Canada, Labour Market Assessments for the Residential Construction Industry 2015–2024, March 2015.

BuildForce Canada, New Residential Report Shows Need for More Than 129,000 Skilled Workers, April 27, 2015.

Construction Sector Council (BuildForce Canada), Construction and Maintenance Looking Forward: Alberta – 2014–2021 Key Highlights.

Construction Sector Council (BuildForce Canada), Construction Looking Forward: 2012–2020 Key Highlights – Ontario, February 2012.

Construction Sector Council (BuildForce Canada), Construction Looking Forward: An Assessment of Construction Labour Markets from 2012 to 2020 – Ontario, March 2012.

### Industry Leaders

Reed Construction Data, Leaders in Construction – Eastern Canada, 2013.

Reed Construction Data, Leaders in Construction – Western Canada, 2013.

Reed Construction Data, National Leaders, 2010.

### Labour Market Data

Ministry of Training, Colleges and Universities, Labour Market Information, online: <http://www.tcu.gov.on.ca/eng/labourmarket/>.

### Other

Barnes, Jim, Top Contractors: What's Their Secret, on-sitemag.com, June 2014.

Canada-Ontario Job Grant: Get a Grant to Train Your Workers (brochure), Queens Printer for Ontario, 2014.

Canada-Ontario Job Grant: Get a Grant to Train Your Workers (postcard), Queens Printer for Ontario, 2014.

Canadian Consulting Engineer, Top 50 Canadian construction companies ranked by project value, December 14, 2007.

Construction Exchange (CONEX), online: <http://www.ocskonex.com/>, Ontario (not dated).

Construction Sector Council (BuildForce Canada), Working Local: A Study of Labour Mobility in Canada's Industrial Construction Sector, 2007.

Construction Sector Council (BuildForce Canada), Working Mobile: A Study of Labour Mobility in Canada's Industrial Construction Sector, spring 2005.

Devon Group, Building with Purpose: Public Infrastructure Procurement and Competitive Advantage, October 2013.

Hays Recruiting Experts Worldwide, #Whatcouldyoube Hear From Canadian Business Leaders, Advice From Canada's Top Business Executives, DNA of a VP of Construction, not dated, online: <http://www.hays.ca/dnaVIDEOS/index.htm>.

Hays Recruiting Experts Worldwide, DNA of a Leader Webinar Series, DNA of a Construction Leader Webinar, not dated, online: <http://www.hays.ca/dnaWEBINARS/index.htm>.

Ontario Construction Secretariat, Ontario Budget 2012 – Infrastructure Investment to Remain Healthy Despite an Environment of Fiscal Austerity, March 28, 2012.

Ontario Construction Secretariat, 2014 Survey of Ontario's ICI Construction Industry, March 2014.

### ***Skilled Trades***

Auto Service World, Manitoba Meetings Yield Apprenticeship Resource, September 18, 2014.

BuildForce Canada, The Government of Canada Takes Action to Address Canada's Need for Skilled Labour, May 7, 2008.

Canadian Apprenticeship Forum, The Business Case for Essential Skills Training in the Skilled Trades, 2014.

Cardus, The Building Meaning Project, brochure, not dated.

Cardus, The Building Meaning Project, (project description on website) not dated, online: <http://www.cardus.ca/research/workandeconomics/buildingmeaning/>.

Colleges Ontario, Creating a Highly Skilled Workforce for the New Economy, Ontario's Colleges, fall 2013.

Crawford, Matthew, Shop class as soulcraft: an inquiry into the value of work, New York: Penguin Press, 2009.

Daily Commercial News, Investments in skills training is money well spent: CAF, September 30, 2014.

Dawson Strategic, Modernizing Ontario's Skilled Trades Apprenticeship and Training System: Building

New Opportunities Through Governance and Regulatory Reform, March 2015.

Dijkema, Brian and Ray Pennings (Cardus), Building Meaning in the Skilled Trades: A Discussion Paper, October 2014.

Higher Education Quality Council of Ontario, Apprenticeship in Ontario: An Exploratory Analysis, prepared by Erica Refling and Nicholas Dion, Queens Printer for Ontario, 2015.

Higher Education Quality Council of Ontario, Apprenticeship in International Perspective: Points of Contrast with Ontario, prepared by Nicholas Dion, Queens Printer for Ontario, 2015.

Higher Education Quality Council of Ontario, Apprenticeship Training in Ontario: Literature Review and Options for Further Research, prepared by Graeme Stewart, Queens Printer for Ontario, 2009.

Higher Education Quality Council of Ontario, Evaluating Essential Skills for Ontario's Tradespeople (ESOT) Project, Bea Clark and Marti Jurmain, College Sector Committee for Adult Upgrading, Queens Printer for Ontario, 2014.

Higher Education Quality Council of Ontario, Hands On: Exploring Apprenticeship and the Skilled Trades, Program and Speakers, InterContinental Toronto Centre, November 5–6, 2014.

Higher Education Quality Council of Ontario, Understanding the Determinants of Academic Success in Apprenticeship Programs at Mohawk College, prepared by Martin Dooley and Abigail Payne with the assistance of Karen Armstrong, Public Economics Data Analysis Laboratory, McMaster University, Queens Printer for Ontario, 2009.

Ipsos, Most (91%) Working Canadians Feel Skills Shortage Will Continue to be an Important Issue in 2014, February 25, 2014, online: <http://www.ipsos-na.com/news-polls/pressrelease.aspx?id=6351>.

Lapointe, Kelly, Canada must overcome economic paradox: Kenney, Daily Commercial News, June 16, 2014.

Ontario Chamber of Commerce, OCC Skilled Workforce Policies: 2011–2012.

Ontario Chamber of Commerce, Taking Action on Skilled Trades: Establishing the Business Case for Investing in Apprenticeship, September 2005.

Ontario College of Trades, Construction Trade Occupations (list not dated).

## Women in Construction

### *General*

An Act Respecting Labour Relations, Vocational Training and Workforce Management in the Construction Industry, CQLR c R-20.

Blanchflower, David and Jon Wainwright, An analysis of the impact of affirmative action programs on self-employment in the construction industry, Cambridge, MA: National Bureau of Economic Research, November 2005.

BuildForce Canada, Careers in Construction, online: <http://www.careersinconstruction.ca/en/why-construction/opportunities-women>.

Caterpillar, Women in Leadership, PowerPoint presentation, June 23, 2015.

CAWIC Bursaries, online: <http://www.cawic.ca/page-494148#.Vjt0mWQvckg>.

CAWIC Mentorship Program, online: <http://www.cawic.ca/page-494149>.

Comité ad hoc pour la défense des droits des femmes dans les métiers et occupations de la construction, Les femmes dans l'industrie de la construction: Mémoire déposé au ministre du travail et de l'emploi et de la solidarité sociale, dated February 8, 2010, updated and filed with the Quebec parliamentary commission entitled « Pour que l'égalité de droit devienne une égalité de fait », January 25, 2011.

Commission de la construction du Québec, Agir pour une mixité réelle en chantier : une responsabilité partagée, Programme d'accès à l'égalité des femmes dans l'industrie de la construction 2015-2024, not dated, online: [http://www.ccq.org/~media/PDF/DossierFemmes/PAEF\\_2015\\_2024.ashx](http://www.ccq.org/~media/PDF/DossierFemmes/PAEF_2015_2024.ashx).

Commission de la construction du Québec, Les femmes dans la construction, June 2011.

Construction Owners Association of Alberta, Workplace Respect Toolkit: A Best Practice of the Construction Owners Association of Alberta, May 2011.

Construction Sector Council, The State of Women in Construction in Canada, February 2010.

Construction Sector Council, They're Smart They're Savvy They're Strong, not dated (likely 2005).

Construction Sector Council, Women in Construction: Engagement Strategy, June 2010.

Construction Sector Council, Women in Construction: Women's Symposium Report, June 2010.

ConstruForce Canada, Le dynamisme de l'industrie de la construction vient en grande partie des femmes, CNW Telbec une société PR Newswire, March 5, 2015.

CSN-Construction, Programme d'accès à l'égalité pour les femmes dans la construction – Un accueil favorable de la CSN-Construction, CNW Telbec, March 23, 2015.

Desroches, André, Un chantier de construction... pour femmes seulement, La Voix Pop, September 18, 2014.

FTQ-Construction, Journée internationale de la femme – La FTQ-Construction souhaite attirer plus de femmes dans la construction, CVW Telbec une société PR Newswire, March 8, 2015.

Gladel, Cécile, Une Rosemontoise nommée au Conseil du statut de la femme, ruemasson.com, June 14, 2015.

Higgitt, Dave, More Women Join Construction Industry, Building 4 Education, March 11, 2015.

Higher Education Quality Council of Ontario, Exploring the Alignment Between Postsecondary Education Programs and Labour Market Outcomes in Ontario, prepared by David Walters and Kristyn Frank, Queens Printer for Ontario, 2010.

J.D. Irving, Limited, Un partenariat d'Irving Shipbuilding avec Women Unlimited offer au Collège communautaire un financement et des opportunités d'emploi sur le chantier naval de Halifax, Le Léopard.com, Halifax, Feb. 17, 2015.

Lapointe, Kelly, CAWIC chapter expansion a 2013 goal, Daily Commercial News, Feb. 5, 2013.

Lapointe, Kelly, Communication key to recruiting women, Journal of Commerce, March 4, 2013.

Les affaires, Construction: des moyens pour attirer et garder les femmes, La Presse Canadienne, March 23, 2015.

Les Elles de la construction, Le 8 mars 2015: Les Elles de la construction lève son casque aux femmes, CNW Telbec une société PR Newswire, March 4, 2015.

M.C., Au Québec la construction veut se féminiser, constructioncayola.com, March 25, 2015, online: <http://www.constructioncayola.com/batiment/article/2015/03/25/98339/au-quebec-construction-veut-feminiser.php>.

McGraw Hill Construction, Groundbreaking Women in Construction (NYC, June 12, 2014).

McInturff, Kate, The Best and Worst Place to be a Woman in Canada: An Index of Gender Equality in Canada's Twenty Largest Metropolitan Areas, Canadian Centre for Policy Alternatives, April 2014.

Ontario Construction Report, Women in Construction: Sharing Your Success, February 2013.

Plamondon, Cynthia, L'OFE veut doubler le nombre de femmes en construction, La Revue, December 3, 2014.

Redaction TC Media, Construction: les femmes représentent 1,38% de la main-d'oeuvre, La Voix Pop, September, 18, 2014.

Rubin, Debra, Women Share Strategies on Leadership in Construction, Engineering News-Record, May 20, 2013.

Saskatchewan Ministry of Social Services, Status of Women Office, Women in the Saskatchewan Labour Market: A Comparison of Wage Rates, report prepared by Sask Trends Monitor, April 2012.

Saskatchewan Ministry of Social Services, Status of Women Office, and Labour Market Information and Analysis Saskatchewan Ministry of Advanced Education, Employment, and Immigration, Women in the Saskatchewan Labour Market: A Comparison of Wage Rates, report prepared by Sask Trends Monitor, December 2010.

The Associated Press, Building Ranks of Women in Construction, Finance & Commerce, September 3, 2014.

Walsh, Bridie, Women exit architecture: Where do they go (and does it matter)? Hames Sharley, September 3, 2014.

### ***International***

Chemie, Pado, Rencontre avec Lydie Bikah, la Camerounaise qui défie les engines lourds, journalducameroun.com, March 16, 2015, online: <http://www.journalducameroun.com/article.php?aid=19632>.

Devex Editor, How Gender Equality can Boost Economic Growth, Devex, October 21, 2013, online: <https://www.devex.com/news/how-gender-equality-can-boost-economic-growth-82130>.

House of Commons, Women in the Workplace, London: The Stationery Office Limited, June 20, 2013.

J.T., La femme a toute sa place dans le bâtiment, constructioncayola.com, March 6, 2015, online: <http://www.constructioncayola.com/batiment/article/2015/03/06/97911/la-femme-toute-place-dans-batiment.php>.

Laprovince.be, Journée portes ouvertes de l'IFAPME à Mons: "Une femme de la construction sait qu'elle sera critiquée," June 24, 2015.

Ouest France, Bâtiment. Chef d'entreprise, elle décroche le trophée de la femme du BTP, ouestfrance-entreprises.fr, Feb. 25, 2015.

Servettaz, Elena, Qui sont les 5 femmes russes les plus riches? Le Figaro.fr, September 4, 2014.

Tuchman, Janice, Debra K. Rubin and Theresa Chong, Self-Advocacy is Key Strategy for Women in Construction, Engineering News-Record, June 17, 2014.

## ***Statistics***

Catalyst, Women in Canadian Construction, July 16, 2012.

Catalyst, Women's Share of Tertiary Students in the Science, Mathematics, Computing, Engineer, Manufacturing or Construction Fields in Europe, 2010.

McMullen, Kathryn, Jason Gilmore and Christel Le Petit, Statistics Canada, Women in Non-Traditional Occupations and Fields of Study, April 29, 2010.

Statistics Canada, Registered Apprenticeship Information System: Detailed Tables from CANSIM, online: <http://www5.statcan.gc.ca/COR-COR/COR-COR/objList?lang=eng&srcObjType=SDDS&srcObjId=3154&tgtObjType=ARRAY>.

Statistics Canada, Table 282-0008: Labour Force Survey Estimates, by North American Industry Classification System (NAICS), sex and age group, data covering 1976 to 2014, online: <http://www5.statcan.gc.ca/cansim/a26?lang=eng&id=2820008#customizeTab>.

## ***Women in Skilled Trades***

Canadian Apprenticeship Forum, Accessing and Completing Apprenticeship Training in Canada: Perceptions of Barriers, A Consultation Report, January 2004.

Canadian Apprenticeship Forum, on behalf of the Forum of Federal-Provincial-Territorial Ministers responsible for the Status of Women, The Competitive Advantage: A Business Case for Hiring Women in the Skilled Trades and Technical Professions, not dated.

Canadian Apprenticeship Forum, Women in Trades – Pinehouse, Blog posted on June 11, 2014.

Canada's Building Trades Unions (CBTU), Build Together: Women of the Building Trades, online: <http://www.buildtogether.ca/about/cbtu>.

Conestoga, Women in Skilled Trades (WIST) Pre-Apprenticeship Carpenter General certificate program, online: <http://www.conestogac.on.ca/fulltime/1123.jsp>.

Conseil du statut de la femme, Avis, Une mixité en chantier: Les femmes dans les métiers de la construction, Government of Québec, March 2013.

Electricity Human Resources Canada, Career Pathways, (not dated), online: <http://electricityhr.ca/btg2/>.

Gilmore, Brenda, Promising Strategies: Engaging & Retaining Women in Skilled Trades (slide presentation), not dated.

Goar, Carol, Industry Coaxes Canadian Women to Don Hard Hats: Goar, Toronto Star, September 8, 2014.



Hamilton YMCA, Identifying Barriers, Strategies and International Successes in the Advancement of Women in Skilled Trades, not dated.

Higher Education Quality Council of Ontario, The Apprenticeship Retention Program: Evaluation and Implications for Ontario, prepared by Ron Hansen and Catharine Dishke Hondzel, Western University, Queens Printer for Ontario, 2015.

Industry Training Authority, Women in Trades, Overview, online: <http://www.itabc.ca/women-trades/overview>.

Insightrix Research Inc., Saskatchewan advanced education and employment: Graduate outcomes of 2004–2005 class, Saskatoon, Saskatchewan: Author, February 2007.

Lapointe, Kelly, Greeley honoured for support of women in trades, Daily Commercial News and construction record, July 17, 2014.

Lewis, Jules, Strategies to Improve the Participation of Female Students in College Level Non-traditional Trades Training, Capstone Project, paper submitted for course EDU776, Central Michigan University, March 2014.

Mayer, Heather and Kate Braid, A Winning Ticket: Women in Trades in British Columbia and Yukon, April 2007.

Ontario Construction Secretariat, Completion Counts: Raising Apprenticeship Completion Rates in Ontario's Construction Industry, May 2013.

Protopapas, Grace, Skills Canada Ontario Hosts Women's Networking Dinner in Kenora, Kenora Daily Miner and News, October 28, 2013.

Roach Lewis, Sara, Building Canada's Innovation Economy: Best Practices for Supporting Women in Non-Traditional Sectors (slide presentation), (not dated).

Société Radio-Canada, Un programme de formation en construction pour des femmes Cries, February 9, 2015.

Switzer, Jane, Reconstructing the Gender Gap, Toronto Star, Feb. 20, 2014.

Vojakovic, Dragana, Women in Trades: Discussion Paper, December 2008.

White, Linda, Value of mentoring 'about changing lives,' Toronto Sun, November 25, 2013.

Women in Resource Development Corporation, WRDC Needs Assessment for Advancing Women in the Building Trades Sector, February 20, 2015.

Women's Network PEI, Bricks & Mortar – Building a Community Response to Employment and Gender Gaps in Trades and Technology on PEI: A Needs Assessment (not dated).

Yukon Women in Trades & Technology, Annual Report 2013–2014.



## Women/Diversity – Other Materials

### *Diversity and Equality*

Brooks, Chad, Gender Equality in the Workplace can Boost Profits, The Huffington Post on July 10, 2014, online: [http://www.huffingtonpost.com/2014/10/07/gender-diversity-business-study\\_n\\_5945312.html](http://www.huffingtonpost.com/2014/10/07/gender-diversity-business-study_n_5945312.html).

Caprino, Kathy, The Next Women's Movement is Integrating Men: 6 Critical Steps, Forbes, September 11, 2014.

Card, David and A. Abigail Payne, Understanding the Gender Gap in Postsecondary Education Participation: The Importance of High School Choices and Outcomes, Higher Education Quality Council of Ontario, 2015.

Gillis, Deborah, Countries Prosper When Women Succeed, Catalyzing Blog, Catalyst, March 5, 2014.

Higher Education Quality Council of Ontario, Postsecondary Education and the Labour Market in Ontario, prepared by Torben Drewes, Trent University, September 2010.

Leonty, Erin, Diversity and Inclusion: A Journey, Not a Destination Catalyzing Blog, Catalyst, July 31, 2013.

Quan, Kristene, Closing the gender gap: How we can prepare our daughters for the negotiation backlash, The Globe and Mail, July 23, 2015.

The Law Society of Upper Canada, The Justicia Project, online: [http://www.lsuc.on.ca/justicia\\_project/](http://www.lsuc.on.ca/justicia_project/).

### *Pay Equity*

Connolly, Marie (UQAM), The Gender Wage Gap among Postsecondary Graduates in Canada: Presentation to the Standing Committee on the Status of Women (FEWO), Ottawa, April 30, 2015.

Cornish, Mary, A Growing Concern: Ontario's Gender Wage Gap (advance copy) April 2014.

McInturff, Kate, Ontario's Gender Gap: Women and Jobs Post- Recession, March 26, 2014.

RBC Financial Group, The Diversity Advantage: A Case for Canada's 21<sup>st</sup> Century Economy, October 20, 2005.

Statistics Canada, Labour Force Information, Catalogue no. 71-001-X, Table 7: Average usual hours and wages of employees by selected characteristics, Canada, unadjusted for seasonality, July 10, 2015.

## ***Violence and Extraction Industries***

Woo, Andrea, Study shows link between B.C. extraction industries, domestic abuse, The Globe and Mail, July 24, 2014.

## ***Women in the Labour Force***

Catalyst, Baxter, CH2M HILL, Gibbons, and KPMG Initiatives Honored With the 2009 Catalyst Award, media announcement, 2009.

Catalyst, Women in the Labor Force in Mexico, June 10, 2014.

Catalyst, Latest Count of Top Women in Canadian Business Shows Little Progress Since Last Catalyst Census, media announcement, 2004.

Catalyst, Catalyst Canada: Latest Count of Women in Canada's Largest Businesses Shows Marginal Progress, 2006.

International Finance Corporation (World Bank Group), Investing in Women's Employment: Good for Business, Good for Development, 2013.

International Monetary Fund, Women, Work, and the Economy: Macroeconomic Gains From Gender Equity, September 2013.

The World Bank Group, IFC Launches She Works Employer Partnership to Advance Women's Employment in the Private Sector, September 22, 2014.

## ***Women in Male-Dominated Fields***

Catalyst, Women in Male-Dominated Industries and Occupations in U.S. and Canada, March 13, 2013.

Scullen, Jennifer, Women in Male Dominated Trades, It's Still a Man's World, prepared for the Saskatchewan Apprenticeship and Trades Certification Commission, January 4, 2008.

Status of Women Canada, Fact Sheet: Women in Non-Traditional Occupations, September 30, 2013.

## ***Women in Mining***

BC Mining Labour Shortage Task Force, Women: An Unmined Resource – A Report on Female Participation within BC's Mineral Exploration and Mining Industry, November 14, 2011.

BC Mining Labour Shortage Task Force, Women: An Unmined Resource – A Report on Female Participation within BC's Mineral Exploration and Mining Industry – Executive Summary Report, November 14, 2011.

Czysemski, Karina & Frank Tester, The Impact of Resource Extraction on Inuit Women and Families in Qamani'tuaq, Nunavut Territory (slide presentation), not dated.

Ednie, Heather, Building the next generation of mining (slide presentation), March 25, 2014.

Lamontagne, Kelly, PPT on Temiskaming Native Women's Support Group, Matachewan Aboriginal Access to Mining Jobs Training Strategy and Aboriginal Women in Mining (slide presentation), not dated.

Mining Industry Human Resources Council, Take Action for Diversity – Research Report, not dated but likely 2011.

SHIFT: Changing the face of Canada's mining industry, project description and deliverables not dated.

Women in Mining Canada, Ramp-Up: A Study on the Status of Women in Canada's Mining and Exploration Sector, February 2010.

### ***Women in Science, Technology, Engineering and Maths***

Adams, Rebecca, 40 Percent of Female Engineers Are Leaving the Field. This Might Be Why, The Huffington Post, August 12, 2014.

Catalyst, Women in High Tech, Globally, March 8, 2013.

CH2M HILL, Constructing Pathways for Women Through Inclusion, January 22, 2009.

CH2M HILL, CH2M HILL Pledges to Encourage More Women into Engineering Careers, Press Release, May 7, 2014.

CH2M HILL, Sponsoring Women into Critical Roles, August 2011.

Heathrow Airport, Heathrow calls for more female engineers in support of Tomorrow's Engineers week, press release, November 4, 2013.

Lang, Ilene H., C This, Catalyzing Blog, Catalyst, March 23, 2011.

Moscatello, Caitlin, The Surprising Reason More Women May Want to Consider STEM Jobs, Makers, April 2015.

Society for Canadian Women in Science and Technology, SCWIST to present to the Standing Committee on the Status of Women in Ottawa on Nov 18, 2014, November 18, 2014.

Society of Women Engineers, Be That Engineer: Inspiration and Insight From Accomplished Women Engineers, 2014.

## ***Women on Boards and Other Positions of Leadership***

Canadian Securities Administrators, Multilateral CSA Notice of Amendments to National Instrument 58-101 Disclosure of Corporate Governance Practices, October 15, 2014.

Catalyst, 1 in 9 Corporate Directors Are Women in Latest Count, 2005.

EY, Talent at the Table: Women in Power and Utilities Index 2015, 2015.

Kozlowska, Hanna and Xana Antunes, Companies run by women perform better, Quartz, March 17, 2015, online: <http://qz.com/361602/companies-run-by-women-perform-better/>.

Ontario Securities Commission, Canadian Securities Regulators Finalize Rule Amendments Regarding Disclosure of Women on Boards and in Senior Management, October 15, 2014.

The Conference Board of Canada, The Business Case for Women on Boards, not dated.

Theglasshammer.com, Overdue Change? How Women Impact on Boardroom Dynamics and Why Boards Need it, not dated, online: [http://theglasshammer.com/2015/04/16/overdue-change-how-women-impact-on-boardroom-dynamics-and-why-boards-need-it/?utm\\_source=twitterfeed&utm\\_medium=twitter](http://theglasshammer.com/2015/04/16/overdue-change-how-women-impact-on-boardroom-dynamics-and-why-boards-need-it/?utm_source=twitterfeed&utm_medium=twitter).

## ***Other***

Confédération des syndicats nationaux, Ciel, un hippopotame dans mon milieu de travail! – Guide de sensibilisation aux impacts sur la santé au travail des rapports hommes-femmes difficiles, May 2005.

Government of Alberta, Alberta Labour Force Profiles: Women 2013, March 2014.

Government of Alberta, Women's Organizations of Alberta, Sixth Edition, November 2009.

Ubelacker, Sheryl, One in seven Canadian couples seek help to conceive, survey finds, The Globe and Mail, October 18, 2012, online: <http://www.theglobeandmail.com/life/health-and-fitness/health/one-in-seven-canadian-couples-seek-help-to-conceive-survey-finds/article4621767/>.

Women Legal 2015 – West Coast, Conference in San Francisco on Feb. 12, 2015.



Supporting the Advancement  
of Women in Construction



Unit 1, 365 Brunel Road  
Mississauga, ON, L4Z 1Z5  
416.759.1991 | [www.cawic.ca](http://www.cawic.ca)  
[levelbest@cawic.ca](mailto:levelbest@cawic.ca)