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01 BACKGROUND

This report contains the results and analysis from the work undertaken by GenAnalytics to better understand the barriers to greater diversity and inclusion within the Scottish Construction sector and from the practical research work, undertaken with construction companies, to identify potential ways that these can be overcome. This project has been funded in its entirety by the Workplace Equality Fund, part of the Voluntary Action Fund.

Construction has been identified by the Scottish Government as one of the priority sectors to reduce inequalities, barriers to employment and discrimination. It is a key sector in terms of economic growth and employment. Across the UK approximately 2.7m people are employed in the sector across a range of trade, craft and administrative/professional roles.

Across the UK, around 11% of the construction workforce is female with only 2% of female workers employed in craft trade roles.

There is little information available within the sector with regard to a range of employment characteristics including race, disability and age.

Whilst progress has been made within larger construction firms to promote the diversity and inclusion agenda it is often more challenging to continue to promote the benefits of diversity to the construction supply chain - particularly to small and medium sized businesses where historical attitudes to the sector’s workforce can remain. There is also the challenge of funding for many small to medium sized businesses to focus on diversity and inclusion and a lack of knowledge about where to begin.

This project has sought to address those supply chain challenges.
Four project objectives were identified. These were to:

a) Raise awareness levels amongst SME companies in construction of the business value of having a diverse workforce

b) Support the construction supply chain to recruit, train and employ more female, ethnic minority and disabled in their workforce

c) Reduce entry barriers to the construction industry for key groups

d) Address skills gaps in the Scottish construction sector
GenAnalytics had undertaken work with City Building in early 2018 to benchmark their diversity and inclusion performance against wider industry averages. Through this work we identified that City Building performed above industry averages in terms of female employment, ethnic minority employment and disability employment. City Building places significant emphasis on the importance of diverse recruitment across their entire business and continually strives to make the organisation an inclusive working environment and to challenge industry norms.

As a result of our work with City Building we identified an opportunity to work with their supply chain to seek to understand some of the challenges faced by these businesses (particularly by small to medium sized enterprises) on diversifying their staff. We are grateful to City Building for supporting this project and providing us with access to their supply chain. Specific activities undertaken during this project included:

- Initial Desk Research
- Scoping Workshop
- Supply Chain Research and Survey
- Supply Chain Workshop
- Final Workshop
04 SECTOR INSIGHTS

Building on the desk-based research and evidence gathering undertaken within the construction sector in Scotland, a bespoke survey was developed to measure and benchmark the views of the City Building SME supply chain towards diversity.

4.1 RESEARCH SURVEY

An online research survey was undertaken across the City Building SME supply chain, 83% of whom are defined as micro, small or medium sized businesses.

The importance of supplier diversity and the engagement of SMEs is critical to City Building’s strategy and operations. It is also clearly articulated in their vision and values as an organisation. It is supported by detailed evidence which demonstrates that supply chain diversity brings clear benefits in terms of the types of works undertaken for their clients within various local communities.

City Building require all their contractors to demonstrate commitment to promoting good workforce practices, be a business where people feel valued rewarded and engaged and where appropriate, create employment and training opportunities. And importantly demonstrate a commitment to support City Building’s unique social ethos championing socially inclusive practices.

4.2 RESEARCH SAMPLE AND METHODOLOGY

This comprised 140 companies supplying a range of craft and trade services from IT support, painting and decorating to building supplies. Numbers of staff employed in this companies ranged from less than 10 to over 500 employees. All were located within Scotland, with some regional offices of national organisations.

The survey was undertaken on-line and distributed with a personalised email supported and endorsed by City Building. 90 responses were received giving a response rate of 64%.
4.1.3 SURVEY OBJECTIVES

The objectives of the survey were to:

- Identify the importance of diversity and inclusion within the organisation
- Determine if dedicated staff were employed to coordinate diversity and inclusion within the SME base
- Establish the level of support and resource available to support greater diversity and inclusion within the SME construction sector
- Identify key blockers or constraints and opportunities for support within SME businesses

The short survey was designed in discussion with City Building, utilising their experience and knowledge of their SME supply chain and comprised a number of short, specific questions focused on key issues and findings to inform the development of the workshop sessions and to identify key case studies to illustrate the SME Toolkit.

4.1.4 SURVEY RESULTS

90 companies completed the survey, giving an overall response rate of 64%.

The majority of the companies participating in the survey were micro/small businesses with 54% employing less than 50 people.

Male employees dominate the workforces of the businesses in the supply chain. This is in line with national construction employment trends.
The majority of companies, 72%, considered diversity of their workforce either as important or very important to their business. With an overall average score of 4 (important) being given by respondents.

Yet despite the perceived importance of diversity and inclusion within the majority of businesses surveyed, only 40% or 35 companies had a dedicated person with responsibility for diversity and inclusion within their organisation.

**WHAT YOU TOLD US ABOUT DIVERSITY IN YOUR COMPANY**

Do you have a dedicated member of staff with responsibility for diversity and inclusion?

In line with the requirement of all City Building supply chain companies to have a demonstrated commitment to equal opportunities, training and social inclusion in order to meet the requirements of their procurement framework, the majority of companies in the survey had a number of diversity and inclusion policies.
97% had an Equal Opportunities policy in place, 40% a Flexible Working policy, 60% a Parental Leave policy and 30% a Shared Parental Leave policy. Only 1% of respondents had no specified policies in place.

Additional policies in place mentioned by a number of companies included Anti-Slavery policies, Time off for Dependents and Diversity and Fair Working Practice policies.

With regard to the diversity mix within the workplaces of participating companies 26% were aware that they employed staff with declared disabilities, though most respondents were reluctant to share how many within their specific organisation. 63% of respondents were not aware if they employed staff with a disability and a small number of companies did not currently or plan to record this information, 9%.

### WHAT YOU TOLD US ABOUT DIVERSITY IN YOUR COMPANY

**Are you aware of any employees who have a disability?**

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>0.00%</td>
</tr>
<tr>
<td>No</td>
<td>70.00%</td>
</tr>
<tr>
<td>We don't track this info</td>
<td>20.00%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>0.00%</td>
</tr>
<tr>
<td>If yes, can you give us an indication of how many?</td>
<td>0.00%</td>
</tr>
</tbody>
</table>
Similarly, and in line with national construction levels, the majority of companies did not employ staff from an ethnic background, 47% of respondents indicated they had no staff from a diverse ethnic background. However, 38% did indicate diversity within their workforce, with comments added to indicate that many were from eastern and southern Europe.
When questioned on the likelihood of developing levels of diversity within their workforce over the next 12 months, only 18% of respondents thought this would be the case. Whilst 25% said this was unlikely, a further 53% could not confirm at this stage. Supporting comments would suggest that this was due in part to a high degree of uncertainty within the sector which was confirmed through workshop discussions. Of those businesses who indicated they would be likely to increase workforce diversity, 60% felt that they had sufficient skills and knowledge to do this without external support. These tended to be the larger SME companies with existing internal structures and programmes to support diversity and inclusion activity.

The survey enabled GenAnalytics to establish baseline information and also to gain some insights into the views of employers on the diversity and inclusion within their organisation.
4.2 WORKSHOPS

In addition to the online market research survey, three workshops were also held with the supply chain companies. As previously outlined, each workshop had a specific focus and objective.

- The first workshop took place on Monday 18 July.
- The second workshop took place on 18 September with 40 companies in attendance. The format of the session was to present the findings of the initial survey and to start a conversation about the opportunities and challenges in achieving a diverse workforce.
- Workshop Three took place 26 November and involved 6 companies for a more detailed wash up and analysis of the project.

WORKSHOP ONE

An initial scoping workshop was held with key managers within City Building responsible for supply chain management and stakeholder engagement. During this session a number of key business issues, opportunities and challenges were identified that formed the core focus of the research survey to the supply chain companies. It was also agreed that these issues would be explored and discussed with SME businesses in more detail at Workshop Two.

WORKSHOP TWO

Building on the issues identified within the research survey the key objectives of Workshop Two were to:

1. Raise awareness levels amongst SME companies in construction of the business value of having a diverse workforce
2. Understand the barriers to diverse recruitment
3. Explore in detail the data from the research survey

The format of the session involved a combination of presentations and discussion including:

- An overview of the issues of diversity and inclusion within the construction sector
- The business case for greater diversity
- Best Practice Overview from City Building
- Round table Discussions on Challenges and Issues

In addition, the following three questions were set for participants to encourage discussion, debate and for solutions to be identified and considered. These were:

1. Do you think Diversity and Inclusion is important in the Construction sector?
2. Do you actively consider Diversity and Inclusion within your workplace when recruiting?
3. Identify a “big idea” that would transform diversity and inclusion in the sector

From this workshop we identified a number of key issues related to staff recruitment, perceived challenges within the education, college and schools’ sector and wider sector skills shortages and used this information to inform the development of the SME Toolkit. There was consensus across the group about the importance of diversity and
inclusion to the sector however a recognition that there are a number of challenges that need to be overcome to tackle the challenges of diverse recruitment. Some of the specific issues raised by the companies we engaged with at the workshop included:

- Constraint of funding apprentices with a limited focus on 16-18 year old employees. A number of employers stated that apprenticeships (particularly for males) was perceived as a last resort for pupils at this age rather than a positive career destination and choice.
- There was widespread acknowledgement that the sector needs to improve its image – it’s not attractive enough to potential employees regardless of gender, race or disability.
- Companies suggested that there could be scope to consider, and receive funding, for older apprentices / career changes / female returners.
- There was considerable discussion about the talent pipeline with companies stating that they can only employ those who want to come into the industry.
- There is a cost to the business of apprenticeship recruitment and in challenging times recruitment and training are not a priority so this can have a knock on effect on diverse recruitment.
- Good relationships with local colleges are important but the feed through of candidates is only as diverse as the individuals on the training course. Many of the companies we spoke to have been actively working with colleges and local schools to try and present a positive image of the sector and the career opportunities available.
- There is a lack of understanding about the sector in schools and the different types of roles that arise in the sector.
- Although the current focus on STEM as a career choice is positive this doesn't necessarily mean construction is included within this.
- There was a recognition that there needs to be other routes for apprenticeships beyond traditional trade ones.

When we asked companies for their “Big Idea” many of the answers focussed on a more positive image of the sector and better relationships with schools and colleges. There was also a significant focus on flexibility on apprenticeship funding.

All of the companies that participated welcomed the opportunity to discuss the challenges of diversity and inclusion in a “safe” environment. Many of the concerns raised by individual businesses were shared across the group along with the positive messages on the importance of diversity. At the conclusion of the workshop all the companies agreed that the research and learning session had been beneficial and it equipped them with knowledge to make better decisions about diverse recruitment and to consider this further when looking at their employee mix.

**WORKSHOP THREE**

A third workshop was held on 26 November 2018 to specifically follow up on the actions and issues identified from the survey and the previous workshop sessions. Focus was also given to testing the content of the Toolkit with businesses and to prioritising the actions and recommendations that would follow from the conclusion of this programme.
4.3  CASE STUDY

Building on the survey and workshop findings a small number of case study companies were identified that would help provide additional background and detail to support the development of the diversity and inclusion Toolkit.

A short summary of one of the companies selected for a case study is given below.

**CASE STUDY – SPRUCE CARPETS**

Spruce Carpets is a Scottish social enterprise with charitable status, based in the Govan area of, Glasgow. Established in 2005, Spruce Carpets’ main charitable aims are:

- relieving poverty by providing low cost floor coverings to low income families and individuals;
- providing work experience and skills development to long-term unemployed individuals far removed from the labour market;
- via sustainable principles, promoting re-use and diversion from landfill.

Spruce Carpets has 18 permanent employees and hosts 4 work placements under the Scottish Government’s Community Jobs Scotland Programme. An average of 70 volunteers per year benefit from real work experience in warehousing and carpet fitting.

Spruce Carpets started working with RSBi, the manufacturing division within City Building Glasgow in July 2016. The service Spruce offers includes measure, supply and fit of carpet and vinyl for up to 30 homes on a weekly basis across Glasgow through the Scottish Welfare Fund. As a result of the income generated from this partnership, Spruce Carpets are further able to support their core charitable aims, as well as create new sustainable jobs for formerly unemployed citizens. Examples of real success stories are:
RONNIE LATHAM - TRAINEE CARPET FITTER

Ronnie started as a volunteer with Spruce after 8 years of unemployment. During his time as a volunteer, Ronnie showed a keen interest and aptitude in fitting. The increased volume of work enabled us to send Ronnie on an intensive residential training course, followed by working with experienced fitters to develop his skills. Ronnie said:

“When I started working as a volunteer with Spruce Carpets I received training in warehousing, forklift driving and fitting. I especially enjoyed fitting and loved the fact that we were helping people. I have managed to improve the lives of both myself and my family.”

ROBERT SIMPSON – ASSISTANT WAREHOUSE SUPERVISOR

Robert started as a volunteer with Spruce after more than a 12 month period of unemployment. During his time as a volunteer Robert showed his appetite for learning. Due to volume of work the Warehouse Manager needed an assistant and Robert applied for the job. Part of the role of the Warehouse Manager and Assistant is to develop new volunteers which Robert has excelled at. Robert said:

“Working as a volunteer with Spruce I experienced a sense of belonging. I was delighted when I was offered a full time job. I enjoy coaching new volunteers and really appreciate the opportunities I have been given. Being promoted to Assistant Warehouse Supervisor made me feel really proud. The job with Spruce Carpets has transformed the lives of both myself and my family. I would love to develop more volunteers and give them the same opportunities as I had.”

RUTH STEVENS – PROJECT COORDINATOR

Ruth was a former placement from Shaw Trust due to health issues. She left Spruce and moved to full time employment but was then made redundant. Due to the volume of work from RSBi increasing at this time, we were in a position to offer Ruth a full time job as Project Coordinator. Ruth said:

“Being offered the job with Spruce Carpets has been a turning point in my life.”
The combination of our approach, supported by practical insights and guidance from City Building, has enabled us to identify a number of specific issues within the SME construction sector related to diversity. In addition, we have identified a range of actions and recommendations that could be implemented and which we believe would improve diversity within the construction sector in Scotland.

Our work has identified:

**OPPORTUNITIES**

- Businesses working together can support each other’s efforts to tackle skills gaps in the sector. Examples of companies working together with specific schools and colleges in an area was cited as a best in class example.

- The requirement within City Building’s Procurement Framework for suppliers to have a demonstrated commitment to equality practices has ensured that their supply chain companies have in place a range of diversity and inclusion policies. This practice could be easily replicated across public sector organisations and encouraged for larger private sector companies procuring goods and services.

- Baseline measures across the sector can be used to identify current diversity levels and practice and provide a benchmark to measure progress and the effectiveness of policy measures or business actions.

- A range of practical measures that can be put in place by companies to attract more female candidates, people with disabilities and people from diverse backgrounds have been incorporated into the Toolkit e.g. recruitment advertising, workforce analytics, communications etc.

- Procurement could be used more effectively to encourage companies to demonstrate practical examples of diversity and inclusion initiatives. Companies that we engaged with cited the example of health and safety now embedded into all construction projects and mainstreamed into day-day business activities compared with ten to fifteen years ago. By utilising procurement more effectively a similar outcome could be achieved to mainstream diversity and inclusion.

- The importance of communication and engagement with SME construction companies is essential in terms of making them aware of the support programmes, initiatives and resources available to them to support greater diversity in their business.
CHALLENGES

• Although the majority of employers that we engaged with during this project recognised that diversity was important only a small minority equated diversity with improved business performance. This is not unique to the construction sector however we believe that more work needs to be done to demonstrate the link between greater diversity and profitability.

• Diversity is still perceived as a nice to do by employers and is not given a high enough priority to warrant additional spending by companies. Companies were honest in this assessment and stressed that the pressures of winning business and falling profit margins made it harder to devote time to focus on diversity and inclusion strategies at this point in time.

• There is a disconnect between national priorities on diversity and inclusion and the reality faced day-day by businesses we spoke to. They believed that there can be unfair criticism at times on the sector not doing enough to recruit diverse employees when the reality is that the talent pool to recruit from is not diverse enough.

• There is not one simple solution that can be adopted by companies to change the diversity mix of their employees. The majority of companies we spoke to indicated that they believed it would take time to improve their diversity position.
In addition to the Toolkit developed to support companies in the construction sector, GenAnalytics have identified a number of specific recommendations that could be implemented within the public sector that would support many SME’s in the construction sector in Scotland to achieve greater levels of diversity and inclusion within their business.

Specifically, these are:

i. The need for this programme to be continued and for SME supply chain companies within other public organisations to be involved in the roll out and sharing of this approach. “You cannot be what you cannot see” is important for SME companies to see how greater diversity delivers better business returns.

ii. Best practice “expert” training sessions should be developed and made available to SME’s to support better and fairer recruitment processes.

iii. Schools, Colleges and Universities should look at standard, uniform engagement and approaches to employers to avoid duplication of effort and inconsistency of opportunity for many young people.

iv. Public sector procurement contracts should ensure compliance with best practice diversity and inclusion policies.

v. Recognition should be given to those companies who fully comply or go beyond compliance in terms of diversity and inclusion best practice when bidding for public contracts.

vi. Larger organisations should be encouraged to transfer and share their knowledge and expertise with smaller companies in their supply chain to help raise levels of diversity and inclusion within the construction sector, such as that being given by City Building.
07 LASTING LEGACY

This six month project has enabled GenAnalytics to share the message about the importance of diversity and inclusion to 140 companies within the City Building supply chain and to showcase what can be achieved despite historical challenges in the sector.

We believe that this work has stimulated meaningful and honest discussions about the barriers to progressing diversity and inclusion with City Building’s supply chain. The project has also helped the companies within the supply chain to gain a better understanding of the importance of diversity and practical steps that can be taken to achieve a more inclusive workforce.

City Building has indicated that, as a result of this project, they will continue to work with their supply chain on raising awareness of the importance of diversity and inclusion and will share best practice and additional practical examples of how to recruit more employees from diverse backgrounds to any companies who need additional support.

It should be noted that progress will take time however there could be merit in engaging with the supply chain in twelve month’s time to ascertain any progress made and if existing barriers have been overcome.

All participating companies within the City Building supply chain have received a copy of this report and the toolkit.
Steps to becoming an inclusive employer

**COMMITMENT**

At the very outset a commitment to diversity and inclusion must come from the top of the organisation to drive change.

**LEADERSHIP**

Identify an individual within your organisation who can lead on diversity and inclusion initiatives.

**ACTION**

At each stage in the process there may be a number of actions needed and you can use the traffic signal of red, amber and green to indicate the level of priority for each action identified e.g.

- **RED** Immediate priority require immediate action
- **AMBER** Medium priority requiring action over a medium term
- **GREEN** Longer term priority requiring action over a greater period of time
STAGE ONE
Start with what you already know

STAGE TWO
Fill in the gaps

STAGE THREE
Analyse the data

STAGE FOUR
Develop a Diversity and Inclusion Strategy
STAGE ONE
1.1 How many male / female employees
1.2 Do you have employees with a disability?
1.3 Do you have any ethnic minority employees?
    If you do not know this information then move to Stage Two
1.4 What does the data show you – are there trends?

STAGE TWO
2.1 Undertake an anonymous staff survey asking employees to share their ethnic origin, sex and if they have a disability
2.2 What does this data tell you?

RESULTS
Results from Stage One and Two: baseline data information from which to set targets and measure progress

STAGE THREE
3.1 Ask employees their views on diversity and inclusion in an anonymous survey
3.2 Analyse the survey results – does it highlight unknown issues or confirm current thinking on diversity and inclusion
3.3 Set up focus groups to delve into issues raised
3.4 Do you track who is leaving the company – are there trends here?

RESULTS
Individual employees feel engaged and valued and they understand that diversity and inclusion is important to the company

STAGE FOUR
4.1 Create a safe space for employees to ask and answer questions
4.2 Consider training in unconscious bias
4.3 Undertake a review of recruitment practices – where and how are roles advertised
4.4 Make a commitment to progressing the diversity agenda and articulate this to all staff

Flow Chart Model
Summary

The strategy should be simple, clear and easy for staff to understand.

An example is below:

| INCLUSIVE CULTURE: | Our company recognises that everyone contributes and benefits from an inclusive working environment |
| | Our company will challenge behaviour that includes discrimination, bullying and harassment |
| | Our company will promote diversity and inclusion internally and to our external partners |

| RECRUITMENT: | Our company will aim to recruit from talent reflecting the diversity of our population |
| | Our company will select candidates from the widest possible pool of talent |
APPENDIX 2 PRESENTATION
BUILDING GREATER DIVERSITY AND INCLUSIONS IN THE CONSTRUCTION SECTOR

ACTION WORKSHOP

18 September 2018

GENANALYTICS LTD

MAIN PURPOSE OF OUR PROJECT

1. Raise awareness levels amongst SME companies of the benefits of a diverse workforce

2. Support the construction supply chain to recruit, train and employ more workers who are:
   - female
   - BAME
   - disabled

3. Reduce entry barriers to the construction industry for key groups:
   - female
   - BAME
   - disabled

4. Address skills gaps in the construction sector
ACTION WORKSHOP OBJECTIVES

WHY DOES DIVERSITY AND INCLUSION MATTER?

WHAT DO WE KNOW ABOUT DIVERSITY AND INCLUSION IN THE SCOTTISH CONSTRUCTION SECTOR?

WHAT MORE CAN EMPLOYERS DO?

BEST PRACTICE CASE STUDIES AND LEARNING

THE BUSINESS CASE FOR GREATER DIVERSITY AND INCLUSION

- Success in attracting the best talent
- Improves business performance
- Strengthens client and/or shareholder orientation
- Increases employee satisfaction
- Improves decision making
- Enhances the company’s image
DIVERSITY IN THE UK AND SCOTTISH CONSTRUCTION SECTOR

- Women comprise 11% of the construction workforce in the UK
- In the craft trades, women represent 2% of workers
- Expected numbers of women in the sector will grow to 26% by 2020
- 6% of the UK construction workforce is from an ethnic minority background
- 2% of MA’s are from ethnic minority background
- 8% of UK construction workers self-identified as disabled
- 9% of MA starts in 2016/17 self-identified as disabled
- 16,000 employed in Scottish construction are aged 60+, 15,000 aged 55-59
- The annual recruitment requirement into the construction sector is 2,130
  (CITB Scotland)

WHAT YOU TOLD US ABOUT DIVERSITY IN YOUR COMPANY

- 37% of respondents employ between 11 – 50 people
- 29% employ between 51 – 150
- Average breakdown of male and female employees
WHAT YOU TOLD US ABOUT DIVERSITY IN YOUR COMPANY

Do you have a dedicated member of staff with responsibility for diversity and inclusion?

Responses

WHAT YOU TOLD US ABOUT DIVERSITY IN YOUR COMPANY

Are you aware of any employees who have a disability?

Responses
WHAT YOU TOLD US ABOUT DIVERSITY IN YOUR COMPANY

Do you currently have any employees from a diverse ethnic background?

Responses

Do you have plans to develop the diversity mix of your workforce over the next 12 months?

Responses
DO YOU HAVE PLANS TO DEVELOP THE DIVERSITY MIX OF YOUR WORKFORCE OVER THE NEXT 12 MONTHS?

- Yes
- No
- Don't know
- Prefer not to say

0.00% 10.00% 20.00% 30.00% 40.00% 50.00% 60.00%

The nature of our business is mainly men

Never considered it before

Appears to be a lot of time involved to think about this

The opportunity has not presented itself
The key objectives of this analysis were:

- To provide a range of relevant measures on workforce diversity within City Building.
- To provide comparative diversity measures within the Construction Sector and across Scotland to enable City Building to benchmark its diversity performance.
- Better understand the wider challenges of diversity within the Construction sector in Scotland.
- Support City Building to identify measures that could be incorporated into wider management reporting frameworks.
WHAT WE DID……

City Building Workforce Diversity Insights Analysis
City Building & RSBi Employees

- 1,927 City Building Employees including apprentices
- 261 RSBi Employees
- External benchmarking at a Glasgow, Scotland and UK level where data was available

CITY BUILDING WORKFORCE ANALYSIS – KEY FINDINGS

- 90% of workforce is male
- Average age of male employees is 38
- Average age of female employees is 36
- 24% of the workforce is aged less than 25
- 30% of the workforce is over 50 years' old
- 98% of the workforce is classified as White Scottish
- 1% of the workforce work part-time
- 2% of the workforce has a disability
- 56% of the workforce have worked with City Building for over 10 years
- The average salary of City Building employees is £27,805
CITY BUILDING WORKFORCE ANALYSIS - GENDER

White Scottish
Average Age of 36
15 Years Service
Earns £26,721
1% work part-time

White Scottish
Average Age of 38
17 Years Service
Earns £27,930
No part-time workers

• Senior Management has a 50/50 female / male split
• 50% of females are employed in clerical / administrative roles compared to only 2% of males
• 21% of females are employed in technical / trade roles compared to 66% of males

City Building Workforce Diversity Insights Analysis

CITY BUILDING WORKFORCE ANALYSIS - ETHNICITY

• Workforce is predominately White Scottish – reflecting historic nature of the sector’s demographics
• 2% of employees are from an ethnic minority
• 24% of ethnic minority employees are female / 76% are male
• Average age of employees from an ethnic minority is 32 and they have 6 years of length of service
• Their average salary is £22,988
• White Scottish employees have an average length of service of 17 years and an average salary of £27,891

City Building Workforce Diversity Insights Analysis
CITY BUILDING WORKFORCE ANALYSIS – APPRENTICES

- 13% of the total workforce
- Average age of an apprentice is 19 and they have an average of 2 years length of service
- Average salary is £12,115
- 91% of apprentices are male
- 4% of apprentices are from an ethnic minority
- 99% of apprentices are from the G Postal area with 38% of all apprentices living in the most deprived data zones in Scotland

RSBi WORKFORCE ANALYSIS

- Average salary is £22,758, average age is 44 and average length of service is 14 years
- 87% of workforce are males
- 2% of workforce are from ethnic minorities
- 51% of employees have a disability
- 42% of employees are RSBi Work Choice
CONSTRUCTION SECTOR WORKFORCE COMPARISONS

- 11% female workforce in construction across the UK – compared to 10% in City Building
- 2% of craft trade roles across the industry are held by women – compared to 32% in City Building
- Sector projects 26% of workforce to be female by 2020
- 6% of workforce in construction across the UK is from an ethnic minority – this figure is heavily influenced by London

CITY BUILDING COMPARISONS WITH GLASGOW, SCOTLAND AND UK

- 42% of women in Scotland work part-time compared to 11% of men. 1% of City Building’s workforce is part-time – all female
- Ethnic minorities account for 12% of the Glasgow population compared to 4% of Scotland’s. 2% of City Building’s workforce is from an ethnic minority
- Average salary for a Scottish worker is £22,918. City Building’s average salary is £27,805
- Average salary for construction in Scotland is £32,390. With City Building total earnings package taken into consideration then the average salary for employees increases to £33,366
- 85% of all employees in Glasgow earn the Living Wage
- 24% of all City Building employees live in 10% of the most deprived areas in Scotland with just under half living in the top 3 most deprived areas

City Building Workforce Diversity Insights Analysis
CITY BUILDING APPRENTICE COMPARISONS

- Approximately 2% of apprentices in Scotland are from an ethnic minority. 4% of apprentices in City Building are from an ethnic minority.
- 9% of Modern Apprentices starts in 2016/17 had a disability. 11% of City Building’s apprentices have a disability.
- 2% of Modern Apprentice starts in the entire construction and related sector in Scotland in 2016/17 were female. 9% of all City Building apprentices are female.
- 38% of all City Building apprentices live within the most deprived areas in Scotland.

CITY BUILDING WORKFORCE ANALYSIS CONCLUSIONS

- City Building’s workforce is relatively aligned with the construction sector and Glasgow/Scotland diversity measures.
- Relatively long service across employee base.
- High concentration of workers and apprentices from some of the most socially deprived areas of Scotland.
- 11% female workforce in construction across the UK – compared to 10% in City Building.
- 2% of craft trade roles across the industry are held by women – compared to 32% in City Building.
- Senior Management team has 50/50 gender split.
- Overall workforce ethnicity diversity below UK average – 2% vs 6%, reflecting historic sector performance.
- However, 4% of City Building apprentices are from an ethnic minority vs 2% of Scottish apprentices from ethnic minorities.
- 11% of City Building apprentices identified themselves as disabled compared to 9% in Scotland and 8% in Glasgow.
Group Discussion

Thank You