

THE NATIONAL ASSOCIATION OF WOMEN IN CONSTRUCTION'S

WIC WEEK®

**A Facilitator's Guide to celebrating the contributions
made by women in the commercial construction field**



This guide accompanies the video produced by Culture Coach International

Women in Construction Week

Women in Construction week is celebrated annually the first week of March. Organized nationally by the National Association of Women in Construction whose purpose is stated as championing the legacy, amplifying the present, and building the future of women in construction. For more information visit: NAWIC.org

The “people” speaking in the video are avatars of real people. If you would like to customize this video to include people from your company, please contact Culture Coach. This can be completed in a couple of days.

Video Avatar: Frank Hayes



President, BOND Building

Frank Hayes is President of BOND Building with more than 30 years of experience in the construction industry. He began his career in the field in a hands-on labor role before advancing into project management and executive leadership. His leadership approach is grounded in firsthand experience and a belief in building strong, inclusive teams. At BOND, Frank leads the firm's strategic vision and operations and is a committed advocate for expanding opportunities and leadership pathways for women in the construction workforce.

Video Avatar: Lisa Frisbie

Vice President of Member Services, Associated General Contractors of Massachusetts

As AGC MA Vice President of Member Services, Lisa directs and oversees membership activities for the association including the development of programs, initiatives, and communications policies designed to retain and increase membership. Lisa was instrumental in forming a local

Building Women in Construction (BWIC) group within AGC-MA. To learn more visit:
<https://www.agcmass.org/bwic-committee/>



Culture Coach International

This guide was created as a public service by Culture Coach International, a company that provides instructional design and training services to help companies create innovative, practical, and effective training programs and tools. For this project, CCI combined their deep expertise in micro-learning programs with 27 years of instructional design skills and cutting edge technology to create a powerful custom video.



CCI can create custom videos for your company too. Imagine having an avatar of your director of safety providing video toolbox talks! Videos can be used for:

- Toolbox talks on safety or stand-down topics
- Incorporating communication and jobsite briefings into platforms such as Hammertech or SiteForm
- Team building and team effectiveness education on topics such as active listening, providing feedback, developing trust and fostering psychological safety

If you want to bring your training programs, toolbox talks or job site communications to the next level, contact: Kari Heistad, CEO of Culture Coach International: CultureCoach.biz/construction Kari@CultureCoach.biz

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Using the Women in Construction Video

The video can be used in a variety of ways including:

- A stand-alone video shared with employees, contractors and vendors as a way to promote Women in Construction Week.
- Presenting the video and leading a discussion at a small group meeting at a job site or office as part of a stand down.
- Sharing the video via a platform such as Hammertech or ProCore or an internal LMS.
- Using the video as part of a program including company employees sharing their experiences and perspectives.

Preparing for Using the Video

- **Stand Alone:** If using the video as a stand alone, this guide provides a sample email/text script to use to introduce the video and to follow-up. If using a project management platform, these intro/outro scripts can be embedded into the platform.
- **Stand Down:** If using the video as part of a stand-down, there are sample discussion questions and guidelines to help you as a facilitator. Take time to review these materials as part of your preparation.
- **Workshop:** If using the video as part of a discussion group or workshop, there are sample questions that can be used to spark discussions.
- **Invite Employee Participation:** Invite women within your company to be part of any activities or outreach that you are planning. Invite them to share how their experiences reflect (or not) what is shared in the video.



*“Although the construction industry continues to face a shortage of skilled labor, the portion of women in construction is growing. **In 2024, women represented 11.2%** of the construction workforce, the highest share in two decades.... surpassing pre-recession numbers.” National Association of Home Builders, 2025 report*

<https://www.nahb.org/blog/2025/09/women-represent-highest-share-of-construction-industry-personnel-in-20-years>

Using the Video As A Stand Alone Asset Via Email Or In A Platform

If you are going to be requesting people view the video on their own, either by a text link on their phone, or through having it on a platform like HammerTech or SiteForm, it will be most effective with context before and after the video is watched. The scripts below can be used to explain what the people will be watching before and then following up after the video.

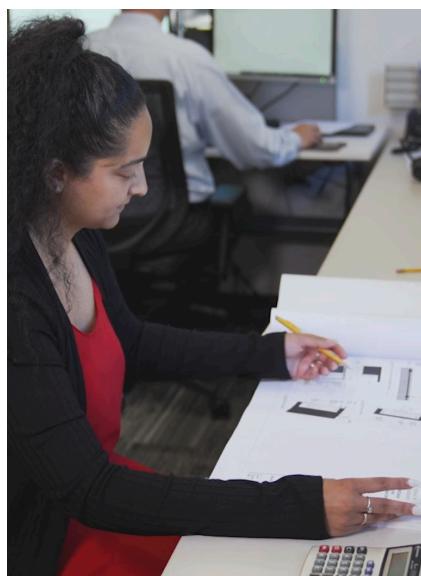
Intro Script

Women play a critical role in our company and our industry. We are celebrating those contributions with a short video that highlights the important role that women play in our industry. The video also details ways that we can make our workplaces and job sites more welcoming for women. Please take the time to review the video and also to think about what role you can play in creating a workplace culture where women feel welcomed, respected and valued.

Follow Up Text After the Video

The video highlighted different ways that all of us can create a workplace culture that is respectful of everyone. Here are some of the action steps that we can all take to make the workplace better for women and for all of us.

- Don't interrupt women when they are speaking.
- Listen to, and take time to consider, ideas when they are presented.
- Speak up when you hear jokes, harassment or inappropriate comments.
- Report graffiti if you see it.
- Be respectful and acknowledge expertise.



*“Although this may be an increase from previous years, women’s representation in on-site and skilled trade roles remains low with only 4% of field construction and maintenance occupations held by women (BLS, 2022). Despite growing awareness of the need for greater representation by women, **systemic barriers** continue to hinder women’s full participation and career advancement in the industry. These barriers, deeply ingrained in workplace culture and organizational structures, present significant challenges not only for attracting new women into the industry but also for women seeking to advance to leadership and management roles.”*

National Center for Construction and Education Research, 2025
https://www.nccer.org/media/2025/04/NCCER_Women-in-Construction_Report-Final-04232025.pdf

Using the Video In A Stand Down Or Group Setting

Preparation Ahead of Time:

- Review the sample scripts to use either as is, or as inspiration for your own remarks
- Let everyone know the time and place
- Check your technology

On the Day

- Pull up the video on a flat screen
- Remind people to put their phones aside for 15 -20 minutes for this important topic
- Remind people that this is a serious topic and one that does not include joking around and that showing respect when others are speaking is important.

Opening Script:

Thank you all for coming today to our discussion on Women in Construction Week. We are using this time to celebrate and acknowledge the important role that women play in our company and industry. We will be watching a short video and then have a discussion after.

During our conversation I would like to ask that we are respectful of any questions people may have or anything that they would like to share.

Insert personal story

Post Video Script

That was a powerful video and it provided us with some great insights and also some helpful tips on how we can make our worksites even better.

Discussion Questions

If time allows, here are some discussion questions you can use:

- The video states that 'professional environments don't happen by accident.' What does a professional environment look like in your daily work—on the jobsite or in the office? What are some specific examples you've seen?
- Does anyone have any experiences that they would like to share with the group?
- The video discusses mentorship and sponsorship. Have you experienced either as a mentor or mentee? What made it effective—or what would have made it more helpful?

- After watching this video, what's one thing you could do differently—in how you interact with coworkers, how you support new team members, or how you contribute to the work environment—that would make a positive difference?"
- Why do you think people stay with this company long-term? What would make someone leave—especially someone talented who we would want to keep?
- Think about how people in your crew or department get assigned to challenging projects or development opportunities. Is the process clear and consistent? What could make it more transparent?"
- The video emphasizes that respect and professionalism are 'non-negotiable' and that supervisors should be held accountable for how their teams operate. What does accountability look like in practice? How do we currently address behavior that doesn't meet our standards?
- The video mentions several foundational standards—clean restroom facilities, properly fitted PPE, safe jobsites, and mothers' rooms. How well do you think our organization meets these standards? Where do we excel, and where might we have gaps? What can we all do to create a professional environment?
- The video ends by asking, 'Are you ready?' What would need to happen for you to answer 'yes' confidently? What are the most important next steps for our organization?

Closing Script

Thank you all for your time and attention today. Let's keep in mind the action steps that we can all take to make the workplace better for women and for all of us.

- Don't interrupt women when they are speaking.
- Listen to, and take time to consider, ideas when they are presented.
- Speak up when you hear jokes, harassment or inappropriate comments.
- Report graffiti if you see it.
- Be respectful and acknowledge expertise.

This is an important topic which is having a huge impact on our industry. We want to create a welcoming environment for everyone who works with us and we all play a critical role in creating a positive workplace. Thank you for your time today.

Facilitator Tips

When facilitating conversations it helps to put others at ease and to create a sense of what's known as psychological safety within the group. Psychological safety is when people feel comfortable being themselves and expressing their thoughts openly. To help to create this, here are some tips to help you with the facilitation.

Respect Others: Remind people to be respectful of other experiences and ideas. Everyone has their own lived experiences that may, or may not, be the same as other people's. Two people who have the same experience can still view it differently.

Don't Interrupt: Let people finish speaking, even if they pause. People may reveal things that are hard to share and it is important to give people the space they need. If someone interrupts, ask them to wait until the person finishes and encourage the person to finish what they were saying.

Pause: Don't be afraid to ask for a pause to reflect for a moment if needed. Sometimes the group needs a few moments of reflection if someone says something serious.

Watch Assumptions: Be careful that people don't jump to conclusions about what people mean, ask question to clarify if it is unclear.

Encourage The Use of "I" Statements: Watch if people make broad general statements such as "All _____ feel this way." For any community or group, there are many different perspectives to take into account. Encourage people to speak from their own personal perspective by saying "I feel..."

Use Open-Ended Questions: Instead of yes/no questions, use open-ended questions to gain insight and to deepen a discussion:

- "Can you tell me more about how you came to that conclusion?"
- "Can you share what that meant to you?"
- "Are you willing to share any more details so that we understand better?"
- "Are there any resources that you or others need?"

Don't Push: Let others share at their own comfort level. Don't push people to share with you or others if they don't want to.

Shift Your Language: Use "Yes, and..." instead of "Yes, but..." This allows conversations to build using a both/and mindset.

Use Active and Empathetic Listening Techniques: Showing people that they are being actively listened to promotes better understanding and engagement in conversations.

Active listening: You give the speaker your undivided attention. You pick up on key themes and messages and can repeat those back. The people speaking feel understood and valued.

Example: "Key points that I hear you making are: _____, did I miss anything?"

Empathetic listening: In addition to active listening, you are also paying attention to the emotions that are being conveyed. People feel that you understand what something means to them.

Example: "I can hear the frustration in your voice."



Women in Construction Statistics

11.2%

Women in the construction workforce in 2024

National Association of Home Builders (NAHB), 2024;
U.S. Bureau of Labor Statistics

26.5%

Women report experiencing high levels of harassment on the job due to their gender

Institute for Women's Policy Research (IWPR), 2021
(survey of nearly 2,600 tradeswomen)

47%

Women in construction who have been the target of derogatory comments or jokes at work

National Center for Construction Education & Research (NCCER) survey, 2023

“Harassment is pervasive on many jobsites and poses a significant barrier to the recruitment and retention of women and workers of color in the industry...”

EEOC Report cited on Construction Dive, 2023
<https://www.constructiondive.com/news/eoc-report-berates-construction-for-discrimination/651904/>

Other Resources and Statistics

- 48% of women report a lack of female role models**

Women in Construction: The State of the Industry in 2024

https://www.bigrentz.com/blog/women-construction?srsltid=AfmBOorDvYYy08k8TrLeR9XYptXdWjP_FIKJ2ZVD7FMWpuRnBVN-rp5j

- Only 19% of women and non-binary workers say they are provided with PPE that fits them**

Construction Personal Protective Equipment for All Genders and Sizes 2021

<https://www.cpwr.com/research/research-to-practice-r2p/r2p-library/resources-for-stakeholders-and-researchers/construction-personal-protective-equipment-for-the-female-workforce/>

- In Her Own Words, 2023 Report**

<https://www.nccer.org/media/2023/03/in-her-own-words-white-paper.pdf>

- Construction Industry Must Attract 349,000 Workers in 2026 Despite Macroeconomic Headwinds**

Associated Builders and Contractors

<https://www.abc.org/News-Media/News-Releases/abc-construction-industry-must-attract-349000-workers-in-2026-despite-macroeconomic-headwinds>

- 3 Reasons Why Contractors Should Hire More Women**

Construction Business Owners

<https://www.constructionbusinessowner.com/resources/3-reasons-contractors-should-hire-more-women>

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- Amplify the contributions and achievements of women in construction and construction-related fields
- Educate the public and industry peers about the opportunities available to women in the industry
- Inspire the next generation of builders, engineers, and tradespeople

For additional resources on Women in Construction please visit:
National Association of Women in Construction