

Strategic Equality Plan (SEP)

A blue circular graphic containing the text '2018 - 21' in white.

2018 - 21

Who CITB are

CITB is the Industry Training Board for the construction sector in England, Scotland and Wales. It's our job to work with the sector to encourage training, which helps build a safe, professional and fully qualified workforce.



CITB work with construction companies to help them improve skills, increase their competitive edge and respond to the many challenges employers face – from the low carbon agenda, through to reducing costs on-site, and recruiting the best and brightest talent for their sector.

CITB believe that developing the skills of workers in the construction sector is crucial to the health of the UK economy – that is why CITB are committed to promoting the importance of equality and diversity, working to deliver skills for economic growth locally and nationally.

Foreword

The construction industry has opportunities for all.

No matter what your gender, race, cultural background or physical ability is there are a huge variety of roles on offer.



One of CITB's aims is to ensure these roles – we've estimated **158,000** will be created in the UK from 2018 - 2022 - are filled by a diverse and highly-skilled workforce.

CITB wants construction to fully reflect UK society. This is why CITB has produced this plan, in partnership with the construction sector.

The first equality plan, developed in 2011, challenged the construction sector to embrace diversity in order to improve business performance. Evidence shows that organisations which treat employees with respect and are diverse are more profitable and safer places to work in.

The Supply Chain Sustainability School, which began in 2012 and has been part-funded by CITB - **£2.5 million** from our Structured Fund -, has seen the construction sector strive to promote a culture of Fairness, Inclusion and Respect in the workplace.

CITB has also worked with the Gangmasters and Labour Abuse Authority to protect workers from exploitation and abuse. These collaborations are significant steps. However, more work is needed to ensure the construction sector reflects UK society.

Women comprise around 14% of construction sector professionals but only **1%** of construction trades; and others say that they don't feel comfortable being open on their sexual orientation or mental health concerns.

Figures also show that only **2** per cent of those in construction come from black, Asian or minority ethnic (BAME) backgrounds. I know first-hand the rewards and variety a construction career offers and I'm delighted that more women are considering construction careers.

Misconceptions about gender-specific roles are gradually diminishing with more women choosing construction careers and, in so doing, becoming positive role models.

Encouragingly, figures show the number of BAME trainees is rising. A survey by the Training and Built Environment recorded the highest percentage (**7%**) of BAME trainees since 2007/08.

I am determined to lead by example, to see issues like the construction gender pay gap addressed and to encourage fairness for everyone, which is why I'm pleased to present our Strategic Equality Plan 2018 – 21.

This plan outlines CITB's objectives for equality over the next three years.

It shows how CITB will put the needs of people with protected characteristics at the heart of our products and services. It outlines how we will identify and reduce the causes of inequality in employment, skills and pay. It commits to reducing the incidence of harassment and abuse.

Lastly, it shows how CITB will strive to be an exemplar in equality, diversity and inclusion. CITB's commitment to make construction open for all was reinforced by the recent launch of our biggest funding commission, Pathways into Construction. This is a **£5m** commitment to help under-represented groups into training and jobs.

Our work on equality, diversity, and inclusion will expand further in 2019 with the launch of a new Go Construct campaign. This will attract a wider pool of talent. CITB will also launch a review of our Careers Strategy.

CITB wants everyone to have an equal opportunity to thrive in the construction sector.

I hope you find the plan useful and that you will work with CITB to help make construction open for all.



Sarah Beale
Chief Executive

One of **CITB's** aims is to ensure these roles – we've estimated **158,000** will be created in the UK from 2018 - 2022 - are filled by a **diverse** and **highly-skilled workforce**.

Our Ambition

During 2017's consensus process, and the Government's ITB Review, clear demands to reform and streamline CITB were made. In November 2017, CITB outlined its **Vision 2020: The Future CITB**, detailing its three year plan that will see CITB adopt a simpler, more streamlined way of working.

CITB is committed to sustainability, and is in the process of aligning its strategy with the United Nations Sustainable Development Goals that addresses inequalities, health and wellbeing, amongst other globally important issues.

CITB wants every individual to have an equal opportunity to make the most of their lives and talents.

CITB has reviewed its position and updated its strategic equality objectives. This Plan covers the financial years April 2018 to March 2021 to align with CITB's current business plan.



Evidence base

Despite political and economic uncertainties, the latest report from the Construction Skills Network shows construction output is expected to grow by **1.3%** over the next five years, with **158,000** jobs to be created.

Infrastructure and housing are expected to be the biggest growth-drivers and there is now a national focus on the skills and employment challenges facing the construction sector and the country.

CITB is committed to helping construction employers deliver the pipeline of work faster, better and more efficiently by helping attract and retain new recruits using its Go Construct web portal showcasing all of the great career

opportunities available in the sector; and improving its funding to employers, through a reformed Grants Scheme that invests in the most needed skills, and makes it easier for companies of all sizes to access funding.

Women make up around **14%** of construction industry professionals, but only **1%** of construction trades, although these numbers should increase with more women choosing construction jobs.

Misconceptions about gender specific roles are gradually diminishing with a growing number of women choosing a career in construction, who can then also act as positive role models.

BUILD YOUR FUTURE

CITB launched the Build Your Future campaign in 2017 in partnership with the Department for Works and Pensions (DWP) and Job Centre Plus (JCP). The campaign helped **1,200 unemployed people find jobs** in the sector, with **12,800 JCP staff developing sector knowledge**. CITB will look to renew its Memorandum of Understanding between the organisations and will continue to help other jobseekers into work in the construction sector.



CITB as an Industry Leader

CITB developed its first equality plan in 2011, and played a leading role in challenging the construction sector to embrace equality and diversity in pursuit of improved business performance and to comply with current and emerging legislation.

The construction sector accepted this challenge and still continues to actively promote fairness, inclusion and respect individually and through its Supply Chain Sustainability School, part funded by CITB's Growth Fund.

Through the School, clients and large contractors are working together to develop a culture of Fairness, Inclusion and Respect (FIR) within their workplaces. This includes promoting equality and diversity and combating discrimination. They are increasingly expecting their supply chain partners to work with them to achieve this.

A FIR Toolkit comprising of e-learning, toolbox talks and a resource library is freely available to any company that wishes to

use it; as is a free membership to representing their company by becoming a FIR Ambassador. There are currently **214** ambassadors representing **118** companies. Links to the toolkit, downloadable guides and links to support organisations are available through the CITB website.

Construction is one of the sectors identified as high risk for modern slavery practices, as it requires a fully flexible and often temporary labour workforce to meet constantly fluctuating demand. CITB is working closely with the Gangmasters and Labour Abuse Authority (GLAA), and in partnership with some of the biggest names in the construction sector to raise awareness and help to prevent and protect workers from exploitation or abuse; and take necessary steps to ensure that exploitation and abuse of workers is recognised and addressed with appropriate safeguards put in place to ensure that exploitative practice is not repeated.



CITB as a Learning provider

CITB aims to identify and address any gaps across learner under-representation and/or under-achievement and these are captured in the SEP Action Plan.

Data has been gathered over a three year period on conversion rates from applicants to actual on programme starts. Further analysis is needed to establish whether any planned additional activity or changes to practice influenced the more positive conversion rates. These learnings will shape future activity.

Data from the sector indicates that for every female apprentice working within construction, there are **56** men; in plumbing, there are **74** men to every woman (Young Women's Trust).

Equality and Diversity Impact Measures (EDIMs) are actions that are taken to help achieve equality of opportunity for all learners. They are essential in demonstrating a commitment to addressing the needs of under-represented and under-achieving groups at local and national levels. CITB will design EDIMs to provide an effective mechanism for managers to monitor and assess progress, against the actions we take to address those aspects of equality and diversity we seek to improve.

LIVING THE DREAM 2018

Todd Scanlon, 29, employed by Coles Scaffolding Contractors Ltd, is **'living the dream'** after he is taken on as an apprentice.

Todd, who has Down's Syndrome, works 2 days a week on a permanent contract. Todd is working with CITB to gain his Level 2 NVQ scaffolding qualification.



CITB as an Employer

Part of Future CITB will see the business move to a single Head Office at Peterborough during 2019. A single Head Office will make working together easier; improve communication, boost creativity and make 'One CITB' a reality with all teams working together side-by-side.

The new Head Office will be a single open-plan floor that will improve facilities for those with disabilities; and being located in Peterborough opens recruitment to a wider diverse population.

CITB supports and equips employees to promote equality and diversity and to respect the rights and contributions of others.

No colleague at CITB or candidate for employment is expected to tolerate discrimination, harassment or bullying in the workplace or during the recruitment and selection process. Complaints are taken seriously and dealt with through the organisation's disciplinary procedure, and could lead to disciplinary action being taken against a perpetrator up to and including termination of their employment.

All staff as part of their induction and probation process completes a mandatory e-learning training module on Fairness, Inclusion and Respect.

In August 2017, CITB set up a Modern Slavery Working Group. The group's remit will be extended to address all aspects of equality and diversity and become the Fairness, Inclusion and Respect (FIR) Working Group. The FIR Group will meet quarterly and have responsibility for developing and delivering the annual Action Plans.

The FIR Working Group will seek support externally from experts in equality and diversity to ensure continuous improvement; and to ensure that it is current and up to date in its knowledge and delivery of the subject matter. At time of writing, CITB are members of Stonewall and the Business Disability Forum.

CITB requires individuals and organisations who work with us to accept responsibility to address equality and diversity within their work with us. In order to ensure this happens, CITB include standard clauses into its contracts. If suppliers fail to comply with our equality and diversity requirements, action will be taken which may include termination of the contract.



Legal and other requirements

CITB has a legal obligation to comply with the Equalities Act 2010. Under the Act CITB is required to meet the requirements of the Public Sector Equality Duty (PSED).

These are: -

1. Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act: by removing or minimising disadvantages suffered by people due to their protected characteristics.
2. Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not.
3. Foster good relations between those with a relevant protected characteristic and those who do not.

The Protected Characteristics are:

- a. Age
- b. Disability
- c. Gender reassignment
- d. Marriage and civil partnerships
- e. Pregnancy and maternity
- f. Race
- g. Religion and belief
- h. Sex
- i. Sexual orientation



In addition, CITB will also consider socio-economic background for our work as a learning provider and provider of products and services. Although socio-economic background is not a legally recognised protected characteristic, CITB will consider how people's experiences have affected the opportunities they have had in life. CITB will work to try to help those who have had limited opportunities in their life so far and who wish to work in the construction sector.

CITB is an obligated business under the Modern Slavery Act 2015 and produces an annual statement on how it is helping to combat modern slavery and human trafficking.

CITB also publish an annual Gender Pay Gap report, and the actions to address a gap will be included within future SEP Action Plans.

In Wales, CITB will meet the requirements of the Welsh Language Act and provide services explained in the CITB Welsh Language Scheme.

CITB is inspected by Ofsted (England), SDS (Scotland) and Estyn (Wales). The inspections ensure that CITB's strategies,

policies and protocols enable young people to develop in a safe and equal environment. Staff are trained in Safeguarding and Prevent (radicalisation and extremism), and how to identify and support those at risk.

It is not a legal requirement for businesses to record how many job applications it receives from different groups of people, or the characteristics of the people working within it. However, CITB does ask candidates to return an equal opportunities monitoring form.

This form is not compulsory and therefore the information held is merely an indication. Managers conducting interviews do not see the content of any equal opportunities monitoring forms and neither are they told whether or not such a form has been returned by the candidate. If a candidate chooses to complete and return an equal opportunities form, the data is copied across to a central spreadsheet held by HR and accessible by HR staff only.

This information is monitored at CITB's Performance Hub and shows **85%** of job applicants complete a declaration.



Leadership and Management

The Executive Team is responsible for:

- Ensuring CITB Governance arrangements are robust and well-managed to ensure that the organisation meets its obligations under the Equality Act and other relevant legislation.

The Leadership Team are responsible for:

- Putting the equality and diversity strategies, policies and protocols into practice.
- Ensuring the Equality Impact Assessments (EIAs) are carried out effectively.

Line Managers are responsible for:

- Ensuring staff understand the Equality and Diversity policy and work in a manner that reflects the equality and diversity culture.
- To ensure employees who are involved in employment related issues / decisions are adequately trained.
- Taking management action to address any forms of discrimination.

Fairness, Inclusion and Respect Working Group responsibilities include:

- Review and update the SEP and Action Plan
- Deliver the action plan
- Identify and escalate any non-compliance across the organisation
- Review the data in order to assess learner and staff trends and feed into next action plan

All Colleagues are responsible for:

- Promoting Fairness, Inclusion and Respect and challenge any discriminatory behaviour
- Take up learning and training opportunities and complete all mandatory training.



Monitoring and Reporting

Progress against the Action Plan and any feedback from the Fairness, Inclusion and Respect (FIR) Working Group, will be reported to the Corporate Responsibility Leadership Group (CRLG) quarterly. The CRLG will present an annual Corporate Responsibility Report to the Executive annually that will include our work on equality and diversity.

Action Plan

The five equality objectives will continue to help CITB meet the Public Sector Equality Duty and ensure it is making progress in advancing equality and inclusion for all protected groups. The Equality Objectives also inform its stakeholders of the areas it is prioritising.

Objectives

1. Put the needs, rights and contributions of people with protected characteristics at the centre of the **design and delivery of all our products and services**.
2. Ensure the adequate provision of high quality, accessible **advice and information** to enable everyone (including people with protected characteristics) to understand and exercise their rights and make informed choices.
3. Identify and reduce the causes of **employment, skills and pay inequalities** related to gender, ethnicity, age and disability including closing the attainment gaps in education and reducing the number of people not in education, employment or training (NEET).
4. **Reduce the incidence of all forms of harassment and abuse**, including (but not limited to) bullying, child abuse and modern slavery.
5. CITB will aim to **be an exemplar** in the Equality, Diversity and Inclusion agenda within five years (by 2023).



Objectives 2018- 2021	Action Plan for 2018-19	Lead Person	By When
Put the needs, rights and contributions of people with protected characteristics at the centre of the design and delivery of all our products and services.	Review the SEP and set objectives for the next 3 years aligning with CITB's business plan and publish.	Corporate Responsibility Manager	January 2019
	Widen the scope of the existing Modern Slavery Working Group to cover FIR, and agree new Terms of Reference for the new FIR Working Group taking into consideration the future CITB structure.	Corporate Responsibility Manager	December 2018
	Develop the annual action plan for 2019-20.	Fairness, Inclusion and Respect (FIR) Group	March 2019
	Provide accurate and authoritative Labour Market Intelligence (LMI) for the construction sector by protected characteristics where availability and access to data permits. Support the assemblage of LMI through primary research where identifiable gaps exist in the secondary data and it is practical with regard cost, coverage and methods of collection.	Research Manager	LMI published annually in November
	Review activity and fill any need gaps in the industry via the Ambassadors programme by adding elements to the toolkit (i.e. content, e-learning modules).	Product Category Managers	As part of the Business Planning Cycle
	Update the guidance on EIAs and ensure appropriate staff are trained in carrying out internal EIAs.	Human Resources Business Performance (HRBP) Team	March 2019
	Add the requirement to complete an EIA as part of the Corporate Strategy and Operational Policy approval protocols.	Head of Audit, Risk and Compliance	November 2018
	Launch £5m careers commission 'Pathways into construction' fund to attract bids to help support those 'hard to reach' to join the industry.	Head of Economic Analysis and Research	October 2018
	Work with WorldSkills on the SkillBuild project to ensure inclusivity and meet their Equality and Diversity KPI's.	Product Category Managers	March 2019
	Review our Careers Strategy to ensure that those interested in the sector can navigate their way through learning about the industry, developing an understanding of the progression routes and securing purposeful work experience opportunities.	Head of Careers Strategy	December 2018
Ensure the adequate provision of high quality, accessible advice, and information to enable everyone (including people with protected characteristics) to understand and exercise their rights and make informed choices.	Review and agree project proposals that support FIR and allocate direct funding for project delivery in 2019/20, with focus on mental health and hard to reach candidates.	Strategic Planning Manager	February 2019
	Maintain and continue to develop the Go Construct website, encouraging candidates from all backgrounds to join the industry.	Products Manager	Ongoing
	All HR Policies to be monitored against good practice professional benchmarks in line with equality legislation regarding protected characteristics and amended / re-written where necessary.	People Director	Ongoing
	Deliver a programme of internal communications to staff promoting equality and diversity and signpost to support groups and services.	Corporate Responsibility Manager / Internal Communication Manager / Health and Wellbeing Officer	March 2019
	Train 32 Mental Health First Aiders (MHFAs) Internally; and provide £500K funding to train 156 construction workers as mental health first aid instructors by September 2019, improving the mental health and wellbeing of the British construction sector.	Health and Wellbeing Officer	Internally by March 2019 / Externally by Sept 2019

Objectives 2018- 2021	Action Plan for 2018-19	Lead Person	By When
Identify and reduce the causes of employment, skills and pay inequalities related to gender, ethnicity, age and disability including closing the attainment gaps in education and reducing the number of people not in education, employment or training (NEET).	Produce Gender Pay Gap report and identify actions to be taken to reduce the gap.	Reporting and Reward Analyst	July 2018
	Understand and take steps where appropriate to address under-representation in learner recruitment (Equality and Diversity Impact measures (EDIMs), comparing recruitment statistics with regional and national benchmarks annually.	Performance Manager	March 2019
	Review current EDIM's strategy to: 1) identify any barriers, and develop means to remove them in promotion / publicity material and activities; 2) review policy for schools liaison and recruitment activity to address any under-representation.	Performance Manager / Quality Manager	March 2019
	Set targets for recruitment based on the EDIM's analysis.	Head of Apprenticeships	December annually
	Identify root causes for achievement gaps across learner groups and take intervention to address the gap and compare success rates with national benchmarks.	Performance Manager	March 2019
	Make effective use of learner surveys and forums to measure enjoyment and to inform improvement.	Performance Manager	March 2019
Reduce the incidence of all forms of harassment and abuse, including (but not limited to) bullying, child abuse and modern slavery.	Produce CITB's annual Modern Slavery Statement that includes the actions taken to highlight and reduce the risk of slavery or human trafficking.	Corporate Responsibility Manager	September 2018
	Ensure any future Enabling Partner understands CITB's legal and moral obligations and include appropriate social clauses in the contract.	Senior Solicitor	November 2018
	Safeguarding – migrate three reporting systems into one database (MyConcern).	Quality Manager	December 2018
	Join the Gangmasters and Labour Abuse Agency (GLAA) Construction Protocol and attend meetings working with Industry Partners to identify signs and investigate, notify and work with enforcement agencies.	Fraud Manager	June 2018
CITB will aim to be an exemplar in the Equality, Diversity and Inclusion agenda by 2023.	Produce a paper of the different diversity and equality accreditations and make a proposal to the CRLG.	Corporate Responsibility Manager	March 2019
	Continue developing approach and quality of quantitative data including on internal recruitment, training and development requests granted/denied, disciplinary and grievance action taken.	People Director	Annual - Ongoing
	Review E-learning module and update if needed to align with any new legislation and CITB corporate view.	Training and Development Manager	December 2018
	Recognition of CITB 'increasing opportunities to develop the skills of everyone in the workplace including action on equality and diversity' using Employer Surveys.	Internal Communications Manager	October 2018
	Consider becoming a Living Wage Foundation Member 1) Review our current minimum salary following the Governments October budget and check it meets or exceeds the Real Living Wage, 2) draft clauses to go in the Enabling Partners contract to ensure we can influence our supply chain in the future.	Corporate Responsibility Manager / Senior Solicitor	February 2019

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