

# Equality, Diversity, and Inclusion

## Annual Report 2022-23

As a Non-Departmental Public Body (NDPB), the CITB is required to publish an annual report on how it is meeting the Public Sector Equality Duty obligations governed by the Equality Act 2010. The Duty ensures organisations eliminate discrimination, advance the equality of opportunity, and foster good relations between people who share a protected characteristic and those who do not.

In 2022-23, we revisited our purpose, recognising the importance of inclusivity, defining it as: **‘Support the construction industry to have a skilled, competent and inclusive workforce for now and in the future’.**

We set out our Equality Objectives in our [‘Equality and Diversity Overview 2021-25’](#) document, focusing on four key objectives that underpin our employment practices and ways of working, namely:

### 1. Our Equality 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.
4. **Reduce the incidence of all forms of harassment and abuse**, including (but not limited to) bullying and modern slavery.

### 2. Our People

Our People Strategy recognises that our success depends upon having outstanding people, with the right skills, experience, behaviours, and values, working together to achieve great things.

The Strategy’s vision covers three pillars and, during 2022-23, we focused on the following key areas:

- **Culture and Environment** – *building a connected workplace.*
  - Colleague Involvement and Engagement
  - Wellbeing and FIR agenda
  - Blended working
- **People Development** – *unlocking performance potential.*
  - Corporate Training Plan
  - Leadership Development
  - Mandatory Training

- **Performance delivery** – *every role delivers success.*
  - Purpose and Vision
  - Performance conversations

Our People Strategy is subject to continuous review and improvement.

### 3. Culture and Environment

We conducted our annual Colleague Survey using a new employee experience platform, 'Culture App', with the results shared with colleagues highlighting that:

- ✓ We have built a better connection between what we do and how it contributes to the purpose of CITB, with colleagues telling us they know how their work contributes to our overall goals and they know what they need to do to be successful in their roles.
- ✓ We have built a flexible culture where we feel comfortable that we can arrange time out from work when we need to.
- ✓ We have made a strong commitment to the wellbeing of our colleagues, with most colleagues feeling that their managers genuinely care about their wellbeing.

Building on the results of this Survey, our area of focus for 2023-24 are to:

- ✓ Develop an improved approach to the pay and reward processes, so that the approach is transparent, fair and supports colleague's opportunities for growth and development.
- ✓ Build confidence in our collective leadership, by continuing to invest in this area and developing clear standards and expectations for our leaders and supporting them in achieving these.
- ✓ Develop and embed guiding principles and behaviours to help deliver our purpose as one team.
- ✓ Take action to make sure our systems and processes are responsive and agile and are not a barrier to delivery.

Colleagues came together for an All Colleague Event for two-days at our National Construction College (NCC) in Bircham, Norfolk, the first time in several years. This included an awards ceremony for colleagues that had demonstrated exceptional performance, including in the area of EDI.

A new colleague benefits provider went live in November 2023, called VIVUP, offering colleagues 24/7 access to support and counselling, as well as personal, emotional, and financial wellbeing tools to provide general and targeted support during the Cost-of-Living crisis. This included a 12-month partnership with the Employee Benefits Collective (EBC) to provide financial wellbeing support, ranging from advice on pensions and mortgages. The platform also provides savings on major High Street stores and online retailers.

The Communications Team continues to raise awareness and engagement of key diversity, wellbeing and inclusion calendar dates using a variety of media externally and internally.

Guest speakers are invited in to talk to colleagues through interactive sessions on key subjects and following a very successful Menopause session in 2021-22, a colleague group was set up and developed a Menopause Viva Engage (intranet) site with 'drop-in' sessions.

A comprehensive review of several HR policies was undertaken to give guidance on a range of employment issues and to effectively implement the People Strategy, ensuring they align with current legislation and inclusive language.

#### **4. People Development**

A mandatory training programme is in place to help colleagues develop their skills, knowledge, and behaviours. All colleagues are required to complete modules on: Dignity at Work, Disability and Discrimination, Equality in the Workplace and Unconscious Bias. People managers receive training on making reasonable adjustments and how to establish an 'adjustment passport' for a colleague. The passport details the adjustments made to support the individual with a health condition and/or disability whilst in work. People managers are also supported by the NR Team, specifically with regard to occupational health and access to work advice.

Colleagues are encouraged to identify and discuss their development needs with their people manager's using a Training Needs Analysis (TNA) toolkit and to consider the opportunities offered through the corporate training directory.

Additionally, a 'Conversation in Leadership 2.0' programme was developed for new and aspiring people managers, and this was rolled out from April 2022 to help deliver a more consistent approach to embed the desired culture and behaviours across our Leadership Team.

New programmes are also being developed for implementation in 2023-24, including 'My Conscious Leadership' for existing people managers; an NLP Coaching diploma for Leadership Team members; and further work on succession planning.

A new full day 'Colleague Induction' event commenced for all new starters in 2022-23 with the aim of increasing a sense of belonging, helping to reduce anxiety, and allowing them to get to know their colleagues and the organisation better. Additionally, new people managers receive an induction on the systems and processes in place to help them support their team members. We are keen to increase our offer of internal apprenticeships and are looking at ways to encourage the introduction of more roles across the organisation in 2023-24.

#### **5. Performance Development**

To ensure that our colleagues have a clear understanding of what the CITB is here to achieve and how they can make their contribution, we revisited our purpose to ensure it was clear and simple. Our purpose is to: '*Support the construction industry to have a skilled, competent and inclusive workforce, now and in the future*', recognising the importance of inclusivity to the CITB and the construction industry.

During the review of our purpose, colleagues stated the best thing about the CITB is 'Our Team' philosophy.

The Personal Performance Plan (PPP) process was also reviewed in 2022-23, and a 'My Conversation' process was developed and implemented to support and enable more meaningful conversations between colleagues and their people managers to help them meet their performance potential. The timings of these conversations were also amended to bring the performance management cycle forward to align with the financial year.

## 6. Pay Gaps

Pay gaps remain one of the key indicators of inequality in the workplace. As the CITB has over 250 employees, we produce an annual Gender Pay Gap report that is available on our website – [www.citb.co.uk](http://www.citb.co.uk).

For the reporting period, our gender pay gap was 6.3% (mean) and 7.7% (median), an improvement compared to 7.06% (mean) and 7.54% (median) the previous year (2021-22). The full detailed report for 2022-23 can be found on our website.

To further reduce pay gaps, we will continue to support the career development of colleagues by investing in positive action programmes and providing career support.

## 7. Diversity Data

The following section summarises our workforce diversity profile as at 31 March 2023, using data extracted from our HR management system, and includes monitoring information which is now automatically uploaded from our new recruitment and on-boarding process and systems.

Figures in Table 1 (workforce diversity data) are shown as percentages of the total workforce, and it should be noted they are based on self-declarations by colleagues. The lowest number of declarations or prefer not to say/unanswered, that exceed 50%, are on disability, religion or belief, and sexual orientation.

Internal communications will continue to encourage colleagues to complete their declaration information, highlighting the importance of the data and its ability to influence the development of policies, processes, and practices to ensure we operate an equal, diverse, and inclusive organisation for all.

Facts as at the 31 March 2023:

- The number of Full Time Employees (FTE) was 714.
- The CITB Board of Trustees identified themselves as 5 males and 4 females.
- The Executive Team identified themselves as 3 males and 2 females.
- There were no ethnic minority representatives on the Board of Trustees or the Executive Team.

**Table 1: Workforce diversity data (as at 31 March 2023) based on 714 FTE**

| Protected characteristic              | Percentage of FTE's (%) |
|---------------------------------------|-------------------------|
| <b>Gender</b>                         |                         |
| % Male                                | 46%                     |
| % Female                              | 54%                     |
| % Prefer not to disclose / unanswered | 0%                      |
| <b>Ethnicity</b>                      |                         |
| % White                               | 89%                     |
| % BAME                                | 5%                      |
| % Prefer not to disclose / unanswered | 6%                      |
| <b>Disability</b>                     |                         |
| % Yes                                 | 1%                      |

|                                       |     |
|---------------------------------------|-----|
| % No                                  | 0%  |
| % Prefer not to disclose / unanswered | 99% |
| <b>Age</b>                            |     |
| % 16-34                               | 13% |
| % 35-49                               | 41% |
| % 50+                                 | 46% |
| % Prefer not to disclose / unanswered | 0%  |
| <b>Sexual Orientation</b>             |     |
| % Heterosexual/Straight               | 33% |
| % LGBTQ+                              | 0%  |
| % Prefer not to say / unanswered      | 67% |
| <b>Marital Status</b>                 |     |
| % Married or in civil partnership     | 55% |
| % Not married or in civil partnership | 41% |
| % Prefer not to disclose              | 4%  |
| <b>Religion or Belief</b>             |     |
| % Religion or Belief                  | 19% |
| % No Religion or Belief               | 11% |
| % Prefer not to disclose              | 70% |

## 8. Systems and Processes

**Change and Technology** – We prepare, equip and support individuals and teams to successfully adopt change to drive organisational success and outcomes. During the change management process, a Business Change Impact Assessment (BCIA) is completed and requires the completion of an Equality Impact Assessment (EIA).

**Recruitment process** - A full review of the recruitment journey was undertaken to ensure we recruit a diverse workforce with the relevant skills and abilities to meet our current and future needs. A Competence Behavioural Framework is utilised as part of the recruitment process, with different levels required depending on the role and grade. The candidates are assessed on these during the interview process, and Fairness, Inclusion, and Respect (FIR) is one of the behaviours tested.

**Communications** – We have both an English and Welsh language website with an Accessibility Statement which can be accessed from a link in the footer of every page - [Accessibility Statement - CITB](#). We have an accessibility score of 91% (Excellent), which was last reviewed in January 2023.

We are continuing to fix accessibility issues highlighted by Silktide (the website auditing platform), such as missing alt text, incorrect heading structures, colour contrasts, meaningful link text, the naming of PDF files, and labelling tables. This continuous work ensures improved access to the CITB website for users with impairments and those who rely on assistive technologies.

## 9. 'Cymraeg' at the CITB

At the CITB, we are proud to embrace a bilingual environment. Not only do we ensure both languages are treated equally by publishing bilingual correspondence, reports, and content on our websites, but we actively promote and encourage the use of Welsh through internal Welsh Awareness sessions, Welsh language lessons and working with stakeholders to encourage the use and creation of bilingual materials and events for colleges, apprentices, government, and the industry.

Offering bilingual services demonstrates our commitment to treating everyone fairly and equally, and provides a positive and inclusive customer experience for all people in Wales. We are committed to supporting the [Welsh Government's plan to reach one million Welsh speakers by 2050](#), as well as helping to create “a society that promotes and protects culture, heritage and the Welsh Language...” under the [Well-being of Future Generations \(Wales\) Act 2015](#).

Our Welsh employers and stakeholders can access bilingual CITB products, such as:

- Levy Notices, Returns and Reminders
- Grants and Funding applications
- Employer Network invitations and information
- Surveys and consultations in Wales
- Reports (such as CSN Wales, the CITB Business Plan, Apprenticeship Analysis Report, Migration Report, etc.)
- Press releases and Blogs
- CITB and Go Construct (Am Adeiladu) websites
- National Occupational Standards (NOS)

## 10. Supporting the Construction Industry

We support various products and services that help address equality, diversity, and inclusion within the construction industry, and we funded several projects, through commissions, that supported our three strategic priorities of: 'Pipeline', 'Training Supply' and 'Training Pathways'. Below are some of examples our interventions related to EDI in 2022-23:

**Go Construct** – This is a platform that provides resources for anyone looking for a learning intervention as their first step into a career in construction. It has a specific section dedicated to Diversity In Construction <https://www.goconstruct.org/why-choose-construction/diversity-in-construction/>.

**Females in Construction** – We are sharing more case studies of females in construction to provide relatability for individuals considering a career in the industry. We have supported new interventions that offer greater flexible or part time working with varying lengths of support for those individuals with caring responsibilities, which are more often women than men. Our Customer Engagement Teams help to inspire and encourage individuals into the industry and to reach their full potential, and can share examples of inspirational individuals. As an example, in Wales, events were held during June and July 2023 in three different colleges for pupils in Years 8 and 9 with hands-on opportunities using drones and simulators.

**Wellbeing in Construction 'Resilience Hub'** – The CITB awarded funding for a 'Wellbeing in Construction' project lead by Laing O'Rourke in partnership with the Lighthouse Construction Industry Foundation and others. The aim is to raise awareness, develop skills and inform construction workers of themes of wellbeing, mental health, and resilience. Specifically, the project will 'target' individuals who work for smaller businesses, and those classed as hard to reach.

The project will work with the Samaritans to deliver a marketing campaign to drive traffic to a [digital learning hub](#), increasing participation and long-term engagement.

**Mental Health for Construction apprentices' pilot** – The achievement rate for construction apprentices in England has been steadily falling over the last five years and last year only 59% of construction apprentices completed their course. The pilot aims to understand how mental health education and support can contribute to improved retention and completion for individuals during their apprenticeship in construction, which will inform future commissions in this area, as well as reducing their likelihood of a mental health crisis when in the workplace. The fund will train construction tutors in mental health awareness, who then offer information and guidance to apprentices. The apprentices are then better equipped to deal with pressures on their mental health and hopefully be able to continue to complete their apprenticeships improving retention rates.

**Women into Construction** – The CITB awarded funding to Women into Construction to extend their in-work support services to women and their employers to tackle the gender bias in the industry and support more women to sustain meaningful employment and careers in construction over a three-year period, starting September 2022. The delivery model designed for this project has been developed following client feedback and focus groups to explore and address these specific issues facing women currently working in construction. Women asked for coaching and mentoring, conflict training, support when entering management roles and a peer network for emotional and career support. Employers asked for practical solutions to support women sustain employment and progress in their businesses.

**Fairness Inclusion Respect (FIR) Programme** – The Fairness, Inclusion and Respect (FIR) programme is an industry-wide initiative that aims to make workplaces better for everyone. The programme's vision is "one of a more inclusive built environment sector, that is better able to attract, recruit, train and retain talent and meet the expectations of all our stakeholders". We have funded the FIR programme, led by the Civil Engineering Contractors Association (CECA) and delivered primarily by the Supply Chain Sustainability School (SCSS) since 2016, with the current contract running to December 2022 representing a variation to the previous agreement to encourage further take-up following the Covid-19 pandemic. The programme is also supported by other industry partners, such as HS2 Ltd, Highways England, and Network Rail, as well as the Construction Leadership Council (CLC).

The programme is comprised of several sub-interventions. These include live events (most of which now take place virtually) as well as e-learning. There are various formats of live events, such as: Introductory Business Cases for FIR workshops (3 hours); Becoming a FIR Ambassador courses (3.5 hours); various masterclasses (2 hour sessions focused on specific topics); mini-conferences (half-day events); Inclusive Recruitment – The FIR Way (4.5 hour sessions in which forum theatre actors act out scenarios); webinars (45 min - 1 hour lunch 'n' learn style sessions); CPD sessions for ambassadors (2 hours); and the Inspiring Change Conference and Awards ceremony. Several pieces of development work have been completed or are due to be completed, within the contract period including creating/updating e-learning modules, developing video case studies, creating the FIR Growth Assessment tool (to allow companies to benchmark their progress with FIR and be signposted to relevant training), automating the ambassador journey, and creating a tool to monitor workforce and subcontractor diversity.

## 11. Summary

We are pleased with our progress to date, but we are not complacent of the improvements we still need to make. In the coming year, we are planning to deliver further on our ambition to be a more equal, diverse, and inclusive employer, who embraces EDI in everything we do.