

Equality, Diversity and Inclusion (EDI) Report



**Annual
Report
2021-22**

As a Non-Departmental Public Body (NDPB), CITB is required to publish an annual report on how it is meeting the Public Sector Equality Duty in 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.

1. Our Equality Objectives

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

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

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

Its vision covers three pillars and during 2021/22 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

The People Strategy is subject to continuous review and improvement.

3. Culture and Environment

CITB conducted a Best Employers Employee Engagement Survey, sharing the results with colleagues and using the feedback to develop actions in the People Strategy.

A Colleague Ambassador forum was established to ensure full employee representation alongside the Unions Unite and GMB.

The Communications Team raised awareness and engagement of key diversity, wellbeing and inclusion calendar dates using a variety of media externally and internally covering, for example, Pride Month, Volunteering Week, Stress Awareness Month and World Menopause Day. Guest speakers were invited to talk to colleagues and interactive sessions and training provided.

Post Covid, CITB is continuing to trial how it can offer greater flexibility to colleagues in how and where they work with a 'Blended Working' approach.

4. People Development

A manager's Training Needs Analysis (TNA) toolkit was developed to assist manager's in identifying individual team members training needs, any skills gaps and succession opportunities. They will be collated across the organisation by the Learning and Development Team to create a corporate training plan and budget for delivery in 2022/23.

A 'Conversation in Leadership' programme was identified and sourced and will begin in April 2022 to help deliver a consistent approach to help support the desired culture.

The mandatory training programme was reviewed to ensure it reflected the changing organisational needs and priorities and that it was delivered in an engaging and effective way and ensuring completions can be monitored and reported. All colleagues are required to complete modules on Disability and Discrimination, Equality in the Workplace and Unconscious Bias. Line managers received training on making reasonable adjustments and dignity at work.

5. Performance Development

To ensure that its colleagues have a clear understanding of what CITB is here to achieve and how they can make their contribution, CITB revisited its Purpose to ensure it was clear and simple. CITB's 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.

During the review of CITB's Purpose, colleagues stated the best thing about CITB is 'Our Team'.

The Personal Performance Plan (PPP) process was reviewed and a 'My Conversation' process developed and implemented that supports and enables meaningful conversations to help colleagues meet their performance potential. The timings were 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 CITB has over 250 employees it produces an annual Gender Pay Gap Report that is available on its website – www.citb.co.uk

For the reporting period, CITB's gender pay gap was 7.06% (mean) and 7.54% (median) compared to 6.2% (mean) and 5.7% (median) compared to the previous year (2020/21). The full detailed report can be found on CITB's website.

To reduce pay gaps, CITB will be supporting the career development of colleagues by investing in positive action programmes and providing career support and forms part of the People Strategy.

7. Diversity Data

The following section summarises CITB's workforce diversity profile as of 31 March 2022, using data extracted from its HR management system. Monitoring information is now automatically uploaded from its new recruitment and on-boarding process.

Figures in the table below (Table 1 – workforce diversity data) are displayed as percentages of the total workforce analysed, and it should be noted they are based on self-declarations by colleagues. Communications will continue to encourage staff to complete their information, highlighting the importance of the data and its ability to ensure policies, processes and practices ensure for an equal and diverse organisation.

- Workforce numbers of Full Time Employees (FTE) as of 31 March 2022 was 652.
- CITB Board is a 50:50 split men (x4) and women (x4) with one BAME member
- At Executive level, 2 are male, 3 are female and one position vacant at time of writing.
- The lowest numbers of declarations or prefer not to say/unanswered that exceed 50% are on disability, religion or belief, and sexual orientation.

8. Systems and Processes

Change and Technology – CITB prepares, equips and support individuals and teams to successfully adopt change in order 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 CITB recruits a diverse workforce with the relevant skills and abilities to meet its current and future needs. A Competence Behavioural Framework is utilised as part of the Recruitment process. Different levels of Competence Framework Behaviours are required depending on the role and grade. The candidates are assessed on these during the interview and Fairness, Inclusion and Respect (FIR) is one of the behaviours.

Communications – CITB's moved its website platform and can now score accessibility enabling opportunities for continual improvements to be identified and implemented.

Welsh Language Scheme – the Scheme outlines how CITB will ensure the rights of Welsh speakers to exercise a language choice when engaging with CITB. It commits to protect and ensure the rights of individuals (including staff) who wish to use the Welsh language with each other, and to do so without challenge. The Scheme has been updated and CITB will:

- Assess the potential effects of any new/revised policies and initiatives on opportunities to use the Welsh language and ensure that the Welsh language is treated no less favourably than English
- That new policy, initiatives and codes of practice supports the use of Welsh and ask staff to consider the Welsh language from the outset/start of any process

Table 1: Workforce diversity data (as of 31 March 2022) based on 652 FTE

Protected characteristic	Percentage of FTE's (%)
Gender	
% Male	49%
% Female	51%
% Prefer not to disclose / unanswered	0%
Ethnicity	
% White	87%
% BAME	6%
% Prefer not to disclose / unanswered	7%
Disability	
% Yes	1%
% No	0%
% Prefer not to disclose / unanswered	99%
Age	
% 16-34	13%
% 35-49	41%
% 50+	46%
% Prefer not to disclose / unanswered	0%
Sexual Orientation	
% Heterosexual/Straight	37%
% LGBTQ+	1%
% Prefer not to say / unanswered	62%
Marital Status	
% Married or in civil partnership	54%
% Not married or in civil partnership	42%
% Prefer not to disclose	4%
Religion or Belief	
% Religion or Belief	22%
% No Religion or Belief	12%
% Prefer not to disclose	66%

9. Supporting the Construction Industry

CITB supports a number of products and services that help address equality, diversity, and inclusion within the Construction sector. Below are some of examples for the period 2021/22.

Rethinking recruitment – a comprehensive study on new approaches to recruitment in the construction industry was released in January 2022 and is [available on the CITB website](#). The report highlights the opportunities for industry to increase the number and diversity of the individuals it recruits. The research provides a view on the attraction of a career in construction, while looking at perceptions and image of the construction industry from those working inside and outside the construction sector.

Go Construct is a platform that provides resources for anyone looking for a career in the construction and built environment sector. It has a section dedicated to Diversity In Construction <https://www.goconstruct.org/why-choose-construction/diversity-in-construction/>

SkillBuild Competition – is the largest and longest-running construction skills competition in the UK. SkillBuild is delivered by CITB and forms a part of WorldSkills UK, often dubbed the ‘skills Olympics.’ Foundation skills categories for those with special educational needs and disabilities (SEND), additional learning needs (ALD) and additional support for learning (ASL) applicants will now form part of the SkillBuild National Finals as of November 2022 rather than as a separate competition.

Fairness Inclusion Respect (FIR) Project with CECA and Supply Chain Schools – 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.” CITB has 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 from April 2021 to December 2022 representing a variation to the previous agreement 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 Case for FIR workshops (3 hours); Becoming a FIR Ambassador courses (3.5 hours); masterclasses (2-hour sessions focused on specific topics); mini-conferences (half-day conferences); Inclusive Recruitment – The FIR Way (4.5hour sessions in which forum theatre actors act out scenarios); webinars (45min-1 hour lunch ‘n’ learn style sessions); CPD sessions for ambassadors (2 hours) and the Inspiring Change Conference and Awards. 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.

The current project from 21-22 has achieved.

- 1042 Employers engaged
- 953 of Employers are Small Medium Enterprise’s (SMEs)
- 4138 Individuals engaged
- 71 courses delivered

In addition, CITB in partnership with its FIR providers have developed internal mechanisms to make FIR part of the everyday fabric and: -

- Updated its Standard Contract Terms and Conditions
- Rolling out tailored FIR workshops targeting construction SME’s to all onsite hubs
- Set new stretching Diversity targets to maintain momentum

Tunnelskills – CITB supported a funding commission to Tunnelskills, the National Specialist Training Group for the UK tunnelling industry. TunnelSkills explored the potential for Immersive Learning technology, and a project to develop Virtual Reality (VR) resources was conceived in collaboration with other partners to engage, inspire and build the skills of young people. Partnerships with education specialists including Construction Youth Trust brought the resources to over 300 students in areas of high disadvantage and high ethnic diversity. All-female schools were also targeted. This resulted in a high rate of beneficiaries from BAME backgrounds (45%) and who are female (23%) - far higher than the 13% industry average for ethnic diversity, and 16% female, reaching beyond the usual industry entrants and building a pipeline of diverse talent.

FreshStart – in partnership with J Murphy & Sons Ltd, Her Majesty's Prison and Probation Service, (HMPPS) employment specialists, New Futures Network, HMP Berwyn, the CITB-funded Onsite Experience Hub managed by Procure Plus and CITB invited construction companies to come along and hear about the benefits in offering prisoners that will soon be released a job opportunity. It is hoped that the pilot will act as a role model for partnerships between employers, CITB, training providers and other prisons nationally going forward.

Females in construction - CITB is sharing more case studies of females in construction to allow relatability for individuals into industry. It has supported new interventions that offer greater flexible or part time working with varying lengths of support for those individuals with caring responsibilities which are often women. CITB's 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.

When asked what it is like being a woman in the construction industry, Fiona Scott, who works for Tom Grant Plant and Story Plant, Scotland says: *"I personally have found it to be great, I've had a lot of support from people I've met on site. I would advise any young woman considering a career in this industry to just go for it! You have nothing to lose and remember that university or college isn't for everyone. This is an amazing industry!"*

10. Summary

CITB is pleased with the developments it has made this year and is planning to make further advances next year to meet its equality, diversity and inclusion commitments.