

Equality, Diversity, and Inclusion

Annual Report 2023-24

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. This report covers the period 1st April 2023 to 31st March 2024.

Our purpose is to **‘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 2023-24, 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.

To further our support in the delivery of equality, diversity, and inclusion, we committed to the hiring of a subject matter expert in the next financial year, who will focus on both our internal and external approach, ensuring we adopt the latest thinking and best approach for our colleagues and customers.

3. Culture and Environment

Building on the results of our annual colleague engagement survey, during 2023-24 we focused on:

- ✓ Developing 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.
- ✓ Building 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.
- ✓ Developing and embedding guiding principles and behaviours to help deliver our purpose as one team.
- ✓ Taking action to make sure our systems and processes are responsive and agile and are not a barrier to delivery.

We continue to offer an employee benefits platform (VIVUP) giving colleagues 24/7 access to support and counselling, as well as personal, emotional, and financial wellbeing tools, alongside savings on major High Street stores and online retailers. Recognising its value, we extended our partnership with the Employee Benefits Collective (EBC) to provide financial wellbeing support, ranging from advice on pensions and mortgages.

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

Guest speakers are invited in to talk to colleagues through interactive sessions on key subjects. The colleague group that was set up following a Menopause session in 2021-22 continues, with 'drop-in' sessions and a dedicated site on the intranet. Men's health will be a priority focus for 2024-25.

A comprehensive review of several HR policies is being 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.

We know from our last engagement survey that 84% of colleagues believe their manager genuinely cares for their wellbeing. We also know that wellbeing is linked to a sense of meaning in our work and feeling valued for who we are, and we will continue to make this a priority.

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 HR Team, specifically regarding 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.

New starters complete a full day 'Colleague Induction' event, 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 for new and existing colleagues.

A new 'My Conscious Leadership' programme was introduced for existing people managers. Our new leadership development programmes targeted at first line, managerial and senior leadership levels have received great feedback. At the core of these programmes is valuing our people, valuing difference, and enabling colleagues to thrive. Our last engagement survey results demonstrated the positive response of our colleagues to this investment, showing an increase in satisfaction with learning and development.

5. Performance Development

Following a review of our purpose, work commenced on reviewing our values in consultation with all colleagues at the All-Colleague Event in September 2024. Our values have now been confirmed as Collaborative, Inclusive, Accountable and Consistent and they will be embedded into our ways of working going forwards

A 'My Conversation' process is in place to support and enable meaningful conversations between colleagues and their people managers to help them meet their performance potential.

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 – <https://www.citb.co.uk>.

For the reporting period (snapshot date March 2024), our gender pay gap was 6.6% (mean) – a decrease of 2.94% and 10.8% (median) – an increase of 52.11% compared to the previous year. Our gender pay gap has gone above the national average (a medium of 7%), and we continue to strive to reduce this further for our colleagues.

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.

We undertook an extensive review of our pay approach that provided a framework for our colleagues to understand how pay is aligned to their role. We recognise that having a clear framework and transparency benefits all our colleagues. Research suggests that this is particularly beneficial to women, creating a more level playing field and tackling barriers to pay progression. Our work on pay, and in particular reward, continues into 2024-25 and we will ensure that inclusivity in our approach is at the heart of this.

7. Diversity Data

The following section summarises our workforce diversity profile as of 31 March 2024, 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. As in previous years, 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 2024:

- The number of Full Time Employees (FTE) was 837.
- The CITB Board of Trustees identified themselves as 5 males and 4 females.
- The Executive Team identified themselves as 3 males and 3 females.
- There were no ethnic minority representatives on the Board of Trustees and one ethnic minority member on the Executive Team.

Table 1: Workforce diversity data (as at 31 March 2024) based on 837 FTE

Protected characteristic	Percentage of FTE's (%)
Gender	
% Male	48%
% Female	52%
% Prefer not to disclose / unanswered	0%
Ethnicity	
% White	86%
% BAME	7%
% Prefer not to disclose / unanswered	7%
Disability	
% Yes	2%
% No	0%
% Prefer not to disclose / unanswered	98%
Age	
% 16-34	13%
% 35-49	36%

% 50+	50%
% Prefer not to disclose / unanswered	0%
Sexual Orientation	
% Heterosexual/Straight	27%
% LGBTQ+	1%
% Prefer not to say / unanswered	72%
Marital Status	
% Married or in civil partnership	54%
% Not married or in civil partnership	41%
% Prefer not to disclose	5%
Religion or Belief	
% Religion or Belief	16%
% No Religion or Belief	8%
% Prefer not to disclose	76%

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 – We 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. We continue to review how we can make our recruitment process increasingly inclusive for all.

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 92% (Excellent), which was last reviewed in January 2024.

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 – Welsh language

We are proud to report another successful year for supporting and promoting the Welsh language at the CITB. Not only do we ensure both [English and Welsh] languages are treated equally by publishing bilingual correspondence, bilingual industry forecasting reports and bilingual content on our websites and social media, but we actively promote and encourage the use of Welsh through internal Welsh Awareness sessions, Welsh language lessons and externally engaging with stakeholders; namely colleges, apprentices, training providers, employers, government representatives and the industry as a whole, to encourage the use and creation of bilingual materials.

By offering bilingual services to our customers and stakeholders, it demonstrates our commitment to embracing a bilingual environment providing a positive and inclusive customer experience for all people in Wales, as set out in our new [Welsh Language Scheme](#).

This year, Welsh employers and stakeholders have had access to bilingual CITB products, services and events, such as:

- Bilingual CITB Roadshows

Three Roadshows were presented in Wales (Swansea, Cardiff and Deganwy, North Wales). An employer in North Wales (TJ Construction Services Ltd) commented that they were thankful that a particular section of the Roadshow (Employer Q&A) was presented in Welsh, with interpreters translating simultaneously for non-Welsh speaking delegates:

“Thank you CITB for facilitating this with a translator at the event. Promoting the Welsh language is important to us as a company, and as Welsh people”.

Getting feedback like this means that prioritising the promotion of the Welsh language and making inclusive customer experiences like this, is a very important factor when we plan events in Wales.

- CITB Cymru Wales Newsletters

Our bilingual Newsletters continue to be a success, with our August edition featuring a section on the newly published CITB Welsh Language Policy, being distributed to our biggest audience so far of 2,610 employers and stakeholders across Wales. We had a very successful 42% open rate, which is evidence that our Newsletter is widely read bilingually.

- Senedd Construction Skills Showcase event.

Held during National Apprenticeship Week 2024, the bilingual event provided an opportunity to showcase the work of Welsh construction apprentices in Wales, and raising awareness with politicians and researchers of the opportunities to sustain and strengthen the policy activity that underpins the delivery of apprenticeship frameworks in Wales. Welsh speaking apprentices helped Ministers in the Bird Box building exercises, presentations were done by current apprentices, and bilingual storyboards of apprentices’ experiences were showcased as the event.

- Bilingual Apprenticeship E-books for Individuals and employers

These bilingual E-books have been created for individuals considering a career in construction, as guides to find out what are apprenticeships; routes into apprenticeships and the industry; equality, diversity and inclusion in construction; myth busting; Q&As with apprentices and information on local colleges that run apprenticeships in Wales.

Additionally, we have created the Managers and Professionals HS&E Tests in Welsh for the first time, which was launched in June 2023. The booking platform is also available in Welsh to support this. We celebrated Shwmae Su’mae Day in October 2023 by creating a video that featured the CITB Cymru Wales team. This was shared on our social media channels, which helped highlight awareness of CITB’s Welsh Language Scheme and advertising our new “Cymraeg a Chlonc” sessions on Fridays for Welsh speakers and learners to come together and have a chat in Welsh.

Internally at CITB, we have:

- Recruited 3 new Welsh speaking members of staff

From June to December 2023, we recruited 3 Welsh language ‘Essential’ roles: Welsh Translator and 2 Telephone Advisors. The roles required the candidates to have the ability to speak Welsh fluently with stakeholders and employers throughout Wales. We now have 10 Welsh speakers within the CITB Cymru Wales team – a successful increase from 37% to 53%.

- Created a Welsh Language Working Group

The Welsh Language Working Group has been set up in the hope that it will help deliver key aspects of the Welsh Language Scheme, and to support the development of our Welsh language delivery to transition to it being a core requirement for communicating and engaging with employers and stakeholders.

Moving forward, we are making sure any new initiatives are consistent with the Welsh Language Scheme and encourage the opportunity to offer bilingual products and services simultaneously. We are also committed to recruiting and maintaining Welsh language skills at the organisation to further future-proof the Welsh language service we can provide to our Welsh-speaking stakeholders.

10. Supporting the Construction Industry

We are aware of inequalities within the construction industry and continually assess how we can address this. We have scheduled our internal auditors 'Grant Thornton' to conduct an EDI review in 2024-25 on some of our key products and services to help us develop a roadmap for future action.

During 2023-24, we continued to deliver interventions and funded several projects through commissions, details are listed below:

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/>.

Go Construct STEM Ambassador Scheme - Go Construct Ambassadors are individuals from organisations within the Construction Industry that volunteer their time and act as the face of the industry for young people. Ambassadors often provide the first introduction to the construction industry for young people, delivering a life-changing impact on their future career decisions. Ambassadors engage with young people across the UK, from schools and workplaces to careers fairs and events, sharing the fantastic opportunities available in the industry. Fairness, Inclusion and Respect (FIR) training has been embedded into the training Go Construct scheme ambassadors receive, and this training is one step towards ensuring the industry is cognisant of the importance of fairness, inclusion and respect, especially in areas that support the attraction of the future workforce.

Females in Construction – We continue to share more case studies of females in construction to provide relatability for individuals considering a career in the industry. We partnered with the Influencer 'Digger Girl', who gained her 'Plant Ops' apprenticeship at the CITB's National Construction College at Bircham. The 12 months campaign aimed to share her success story and to inspire more females to join the industry. It included a feature on her in the Guardian, her opening the NCC Inchinnan open day, involvement during Scottish Apprenticeship week and promotion with Go Construct, as she is now a Stem Ambassador.

Wellbeing in Construction - The CITB awarded funding to Laing O'Rourke in partnership with the Lighthouse Construction Industry Foundation and others, for a project to raise awareness, develop skills and inform construction workers of themes of wellbeing, mental health, and resilience. The wellbeing platform known as '[Make it Visible](#)' was stood up at the beginning of 2024 and brings together in one centralised location, a free and accessible toolkit containing the various mental health resources available for workers in the construction industry, including their families and friends, to access and utilise. Due to the successful engagement and uptake of the platform and requests for mental health training on site which Lighthouse provides, the CITB does not need to provide any additional funding for this.

However, the CITB is reviewing current industry requirements and potential future funding in this area.

Fairness Inclusion Respect (FIR) Programme – we continue our funding commitment to the [Fairness, Inclusion and Respect \(FIR\) programme](#) led by the Civil Engineering Contractors Association (CECA) and delivered primarily by the Supply Chain Sustainability School (SCSS). 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 industry-wide initiative 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”.

On-site Hub Experiences - Onsite Experience hubs are designed to provide a one-stop recruitment solution for construction employers. By linking together employers, training providers, local authorities, Local Enterprise Partnerships, community agencies and other partners, hubs enable the development of employment and site-ready people from local communities. These well-suited candidates can then be linked to employers’ vacancies, and because they have gained some initial experience on construction sites, often with the recruiting employer, and have the necessary introductory training and health & safety credentials, they can be productive immediately. These hubs introduce and support under-represented groups in securing sustainable job outcomes. A key element of this activity is that the hubs delivering these experiences will use their platforms and other available resources such as the CITB funded Fairness, Inclusion and Respect Industry Programme (as mentioned earlier) to promote the FIR agenda to employers to secure better understanding of the importance of FIR with particular focus on Small Medium-sized Enterprises (SMEs) and the creation of a more diverse and inclusive culture. Each hub, as part of the Commission has a set of Key Performance Indicators (KPIs) that CITB will monitor and evaluate to assess the impact on the under-represented groups and their journey with the hub, with the expectation that the number of under-represented individuals being supported by the hub will increase year on year across the four years duration of the Commission.

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 equitable, diverse, and inclusive employer, who embraces EDI in everything we do.