
FAIRNESS, INCLUSION AND RESPECT

Equality and Diversity Overview 2021-2025



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Foreword

As the new Chief Executive of CITB, I know we have a major challenge to attract and retain the workforce to meet the current and future needs of the UK construction sector, estimated at 217,000 workers by 2025.

I wish for everyone to have the opportunity to participate and achieve their full potential in any chosen career and working within the construction sector should be no different.

I know that for an individual to feel accepted and supported at their place of work can result in high levels of personal motivation and engagement, and they are often willing to go the extra mile due to increased self-confidence and belief, all of which, positively benefits their employer.

The construction sector has to redouble its efforts in order to change the culture and people's pre-conceptions of the sector.

We have re-confirmed our equality objectives and will make it central to our design and delivery. I shall be ensuring that positive action is being taken by CITB to support its own workforce and that of the construction sector in the short and long-term.

I look forward to sharing with you annual updates on the progress we are making.



A handwritten signature in black ink, appearing to read 'T Balcon', written in a cursive style.

Tim Balcon
Chief Executive Officer
CITB

Who we are

CITB is the **INDUSTRY TRAINING BOARD** for the **CONSTRUCTION** sector in England, Scotland and Wales. We work with industry and Government to ensure the sector is equipped with the **SKILLS AND TALENT** needed to thrive, now and in the future.

Our vision

For British construction to have a **recognised, world-class, innovative** approach to developing its workforce to deliver quality in the built environment.

Our mission

To **attract and support** the development of people to construct a better Britain.

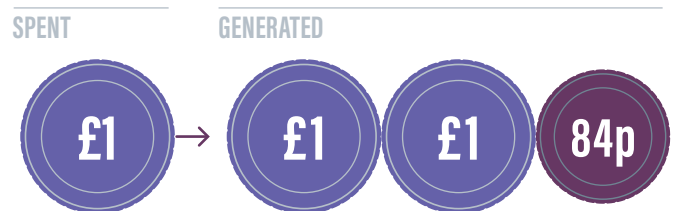
Background

At the time of writing our previous report, referred to as the Strategic Equality Plan (SEP), we were embarking on Vision 2020, a plan which resulted in adopting a simpler, more streamlined way of working.

Now in 2022, we're working on an updated business plan, setting out the key skills challenges for construction and what we'll do to address them.

Employing over 2.7 million people and contributing 8% of output, construction is pivotal to the maintenance of a stable economy. It is also a key part of Government plans to modernise our infrastructure, build more homes

and 'level up' the economy. Construction has a massive impact on the performance of the wider economy; for every £1 spent on construction, an additional £2.84 of total economic activity is generated.



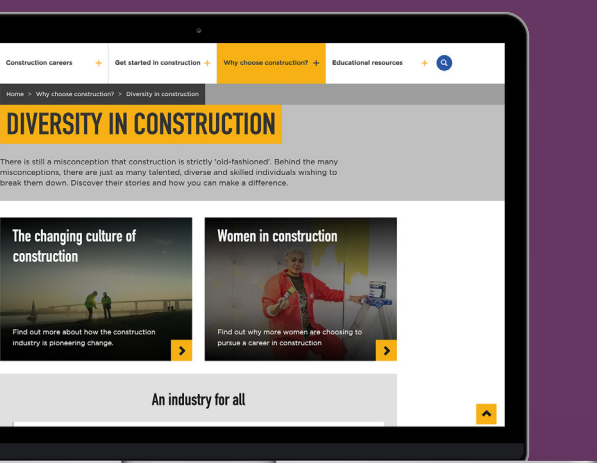
We recognise that through clarity, focus and working together, the construction sector can help address its skills shortages by creating a diverse and inclusive place to work.

Case study 1:

Go Construct – goconstruct.org

The **Go Construct** website showcases the many career opportunities available in construction and the built environment. It is funded by the CITB Levy and led by the industry. Research demonstrates how important it is for our audience groups to 'see someone like them' working in construction. We are therefore taking this forward when developing Go Construct both through the content produced

and the campaigns we run. We often run 'women into construction' campaigns through Go Construct and since it launched in 2015, 45% of visitors to the website are women. We have a section on the website dedicated to diversity, which we continue to develop, and ensuring that the industry is 'welcoming to all' is one of the five key values underpinning all of CITB's careers activity.



The aim

We want for our own organisation, as well as the wider construction sector, to be a workforce that reflects the diversity of today's society across the UK.

Since 2011, we have been working in partnership with the construction sector to establish and embed three guiding principles – Fairness, Inclusion and Respect (FIR).

Fairness is about treating everyone equally, without bias or injustice, whilst understanding that at times this may mean some people require extra support.

Inclusion is about allowing people to be themselves, valuing difference and letting them know that their contribution is valued, regardless of who they are and what their background is. It's about developing an environment where no one feels left out.

Respect is ensuring your behaviour towards teams, colleagues, clients, or contacts is appropriate and does not cause offence. It's about treating people how they expect to be treated and maintaining an environment where individual differences are respected.

It's crucial that we become an exemplar organisation, and we are committed to driving for continual improvement and learning on this important agenda.

The following four **equality objectives** will help ensure we continue to meet the Public Sector Equality Duty, as well as make progress in advancing equality and inclusion for all protected groups, both internally and across the wider construction sector.

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** 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.



Evidence base

Our preliminary Construction Skills Network forecast shows that construction has bounced back quicker than expected from the Covid-19 pandemic and the industry will reach 2019 levels of output in 2022. By 2025, the industry will need to recruit an additional 217,000 new workers just to meet demand.

To thrive, it needs an ongoing supply of skills to meet the breadth and depth of what needs to be delivered in the next four years. This includes major infrastructure such as High Speed 2, as well as ambitious plans to increase and modernise our housing stock, reaching a net zero carbon position as fast as we can in both new build and retrofit.

It is well documented that the construction sector is significantly behind other sectors when it comes to diversity. Despite the slight increase demonstrated from the Office for National Statistics Labour Force Survey data, women are still significantly under-represented within the United Kingdom.

Low percentages also continue in relation to other protected characteristics, such as those from ethnic minorities and those with disabilities – see **Table 1**. Diversity data is gathered in relation to some products and services delivered by CITB, and the intention going

Table 1: Diversity within the construction sector¹

Protected characteristics	England	Wales	Scotland
Sex (women)	16%	13.7%	19.3%
Ethnicity	7.1%	1.8%	2.60%
Disability	11.3%	12%	10.1%

¹ Labour Force Survey: Data for Construction Sector averages for manual and non-manual workers - Summer 2019 – Spring 2020

forwards, is that all data will go through one system – The Training Model.

We recognise the need for the industry to recruit those from under-represented groups, primarily when related to sexuality, ethnicity, age, and disability, and we are addressing this within our plan with the specific outcome that **'industry becomes more inclusive with a positive culture'**.

Additionally, the establishment of our Head Office in Peterborough allowed greater accessibility for employees to commute from major urban towns and together with blended working, will continue to drive an increase in diversity.

Table 2: Diversity of CITB staff

Total diverse population	Staff members	%
GENDER	652	100%
Male	317	49%
Female	335	51%
Prefer not to disclose	-	-
ETHNICITY	652	100%
White	568	87%
Ethnic minorities	38	6%
Prefer not to disclose	46	7%
DISABILITY	652	100%
Yes	13	2%
No		
Prefer not to disclose	639	98%
AGE	652	100%
16-34	82	13%
35-49	282	43%
50+	288	44%
Prefer not to disclose	-	-
SEXUAL ORIENTATION	652	100%
Heterosexual	261	40%
Non-heterosexual	5	1%
Prefer not to disclose	386	59%

Note: The reason for the grey next to 'no' under disability is that the report only currently lists those who have shared information on a disability or 'NULL' so it doesn't break it down between 'No' and 'Prefer not to disclose'. The data in Table 2 is accurate as of September 2021.

CITB as an industry leader

We continue to strive for **Fairness, Inclusion and Respect** within the construction sector and one of the key ways we are promoting this is through supporting the FIR programme.

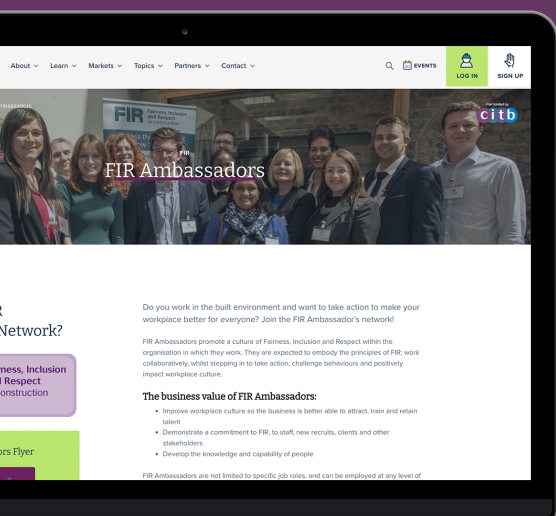
Our annual business plan will give greater detail on the actions that are being taken, and during 2021-22 we will begin with a further investment of £250,000 to help change industry culture by building knowledge of FIR. The aim will be to increase the number of FIR Ambassadors who champion inclusion within their businesses, while supporting the development of

training resources and the provision of workshops through partnership with CECA and the Supply Chain Sustainability School.

In 2020, we joined forces with Build UK to launch a new STEM Ambassador programme, Construction and Built Environment scheme, that will play a crucial role in promoting careers available in the construction industry. Working in partnership with our already existing large network of STEM Ambassadors, the sector will have one united support programme for its ambassadors and employers. This will make it easier than ever for ambassadors to visit schools to encourage the next generation to join the construction industry, and to target disadvantaged areas.

Case study 2:

FIR programme - supplychainschool.co.uk



CITB funding contributes along with other partners to enable this industry-wide project to develop a range of free resources and courses designed to make employers aware of the **Fairness, Inclusion and Respect** agenda, promote the business case, and expand the pool of FIR Ambassadors. The aim is for those ambassadors to then start to advocate cultural change within their organisations, whilst also increasing the number of SMEs and individuals from SMEs that engage with the

programme. As of November 2020, 1,094 companies and 2,607 individuals have engaged with the programme and new workshops developed, which include 'Inspiring and Coaching New Employees', 'Setting up an Inclusive Site', and 'Leading People Inclusively'. These are supported by eLearning modules, which include Understanding Invisible Disabilities, Managing Challenging Conversations, and Race and Intercultural Competence Parts 1&2.

CITB as a learning provider



We will support the identification of, and help the industry address, gaps across learner under-representation and/or under-achievement.

Between 2021 and mid-2024, we aim to increase England's construction talent pool through Onsite Experience Hubs, creating a talent pipeline to meet the needs of local construction employers and enabling construction career opportunities for people from local communities.

Following the approval of nine Onsite Experience Hubs for £6.5m of funding, we aim to enable over 5,100 people to become employment and site-ready, and at least 2,500 people to secure sustained employment by 2024.



Since 2017-18, data has been gathered on conversion rates from applicants to actual on-programme starts, with targets set year on year for increasing conversion rates in number of females and those from ethnic minorities.

Equality and Diversity Impact Measures (EDIMs) are actions that are taken to help achieve equality of opportunity for all learners and are essential in demonstrating a commitment to addressing the needs of under-represented and under-achieving groups at local and national levels. We 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.

CITB as an employer

Since our previous Strategic Equality Plan, a lot of change has taken place. We moved our Head Office to Peterborough and within months were faced with the pandemic that saw the closure of offices and face-to-face training cease.

Acting swiftly to safeguard staff and students, whilst continuing to deliver our business plan, we reviewed ways of working with a greater shift to using online technology and home working. During 2021-22, we will trial a more flexible approach to how and where colleagues work, and this will remain under review.

Periodic reviews of all policies take place, and we have adopted a continuous improvement approach. 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 colleagues complete yearly mandatory eLearning on Fairness, Inclusion and Respect, the same module that all construction sector workers can access for free via the FIR programme, offered by the Supply Chain Sustainability School. New modules are reviewed and implemented on an annual basis and continue to build on developing colleague's awareness and knowledge to evoke the right culture and behaviours.

We also have an internal **FIR Strategy** that supports the Strategic Plan 2021-25 and is a direct sub-strategy of our workforce People Strategy.

The FIR Strategy was put in place to raise awareness, challenge stigma and bias, and drive change in creating the right environment for people to flourish and be their authentic and best selves.

Like the People Strategy, the FIR Strategy (see **Figure 1** on the next page) places focus on how we can engage, enable, and empower colleagues in achieving the delivery of the outcomes, and sets out a plan to support this (see **Figure 2** on the next page).

Additionally, we wish for our supply chain to act responsibly and to address equality and diversity issues, and as such, this is addressed within our procurement process and contractual arrangements.



Figure 1: Internal FIR strategy

2021-22	2023-24	2025 AND BEYOND
<p>ENGAGEMENT COMMITMENT, DISCRETIONARY EFFORT</p> <ul style="list-style-type: none"> • Big picture & tactical plan • Storytelling & communication • Equipping managers/leaders • Raised awareness – recognise positive & challenge negative behaviours – buy in • Building networks • Back to basics – review processes & support • Gather data & reporting (including legal requirements). 	<p>ENABLEMENT CHALLENGE TO CHANGE, SUPPORTIVE ENVIRONMENT</p> <ul style="list-style-type: none"> • Review of management information to inform FIR agenda & plan (key target areas) • Storytelling and shared experiences • Colleague training • Develop networks • Manager/leader supports 2-way engagement. 	<p>EMPOWERMENT EMBEDDED CULTURE, EMPLOYEE TRUST</p> <ul style="list-style-type: none"> • Clear roles, responsibilities & accountabilities • Open/shared communication & ability to respectfully challenge – effective conversations • Leaders and colleagues 'walk the walk' • High levels of engagement & inclusion based on shared goals & outcomes • Psychological capital.
EMPLOYEE EXPERIENCE		

Figure 2: The plan

CULTURE & ENVIRONMENT	PEOPLE DEVELOPMENT	PERFORMANCE DELIVERY
<p>BUILDING A CONNECTED WORKPLACE "We thrive...I belong"</p> <ul style="list-style-type: none"> • Review of FIR in Employee Lifecycle – EIA • Effective channels to enable 2-way feedback between colleagues & the organisation • Diversity is celebrated, and we are united through a shared vision, values & behaviours • We all treat each other with respect. Negative behaviours are actively challenged. 	<p>UNLOCKING PERFORMANCE POTENTIAL "We grow...I matter"</p> <ul style="list-style-type: none"> • Open opportunities for colleagues to develop and reach their potential • A commitment to leadership development which promotes an effective & inclusive leadership culture • Active talent & succession planning which challenges biases and provides an open development for our future leaders • Opportunity for growth through formal and informal learning (considering psychological safety). 	<p>EVERY ROLE DELIVERS SUCCESS "We deliver...I contribute"</p> <ul style="list-style-type: none"> • A clear link between individual's objectives and the organisation's success. Everyone understands the part they play and are trusted to deliver • Colleagues feel equipped and supported in what they are accountable for and success is recognised and measured on the quality of work that is delivered • Support and reasonable adjustments are effective and enable success.

Enablers: **INTERNAL & EXTERNAL COMMUNICATIONS, DATA & METRICS, FIR ADVOCATES, AWARENESS CAMPAIGNS, SYSTEMS & PROCESSES**

Legal and other requirements

Equalities Act 2010

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) and will strive to go beyond legal compliance.

These are:

1. Eliminate unlawful 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 age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

Gender Pay Gap reporting

Following the introduction of Gender Pay Gap reporting in 2017, CITB publishes its report on its website and is taking positive steps to close the gap through its People Strategy.

Modern Slavery Act 2015 – Section 54

CITB takes all human rights seriously and takes necessary steps to ensure individuals are safe from harm and exploitation. Under section 54 of the Modern Slavery Act, CITB is required to produce an annual statement detailing what action it has, and will take, to address slavery and human trafficking and this statement is accessible via the homepage of CITB's main website and via the Government's modern slavery register.

The Welsh Language (Wales) Measure 2011

Although no statutory requirements have yet been applied, CITB needs to meet the general requirements of the Welsh Language (Wales) Measure 2011 legislation upheld by the Welsh Language Commissioner. CITB is confident that its new Welsh Language Scheme will meet the Commissioner's requirements under the Welsh Language Standards, which recognises and respects the identity of its customers and stakeholders, where it will endeavour to ensure that the Welsh language is not treated less favourably than the English language. Creating and delivering the new scheme demonstrates CITB's commitment to the Welsh language.

Inspections

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



Leadership and management

The Board through the Executive 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; and have appointed and made responsible the Legal, Governance and Compliance Director.

The Leadership Team are responsible for:

- Putting the People Strategy and associated policies and protocols into practice
- Ensuring the Equality Impact Assessments (EIAs) are carried out effectively.

Strategy Leads are responsible for:

- Inputting into the annual action plan
- Ensuring that the plan is sufficiently resourced to deliver against activity
- Assigning the actions within their teams

- Providing the Corporate Social Responsibility Manager with regular updates on progress against each action.

Line Managers are responsible for:

- Ensuring staff understand and deliver CITB's values and behaviours in relation to Fairness, Inclusion and Respect
- To ensure employees who are involved in employment related issues/decisions are adequately trained
- Taking management action to address any forms of discrimination.

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

The Corporate Social Responsibility Manager will monitor progress against the annual action plan and report to the Executive Sponsor on progress following regular meetings with the Strategy Leads.

The Executive Sponsor will provide an update to the Executive Team (as appropriate) highlighting successes and any areas that require discussion and/or actioning.

The Corporate Social Responsibility Manager will draft the Annual Equality and Diversity Report for publication, which will be signed off by the Executive Team. The report will detail the previous years' activity and include the action plan for the following year.

Equality and Diversity Overview 2021-2025

For further information contact:

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