

CITB REPORT

Gender pay gap

2017 -18

Who we are

CITB is the Industrial Training Board (ITB) for the construction industry in Great Britain. We make **sure employers** can access the **high quality training** their workforce needs and **supports industry** to **attract new recruits** into **successful careers** in construction.

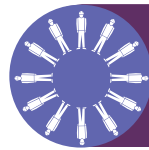
Our vision

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.

CITB consists of:



1300 EMPLOYEES



44 % MALE



56% FEMALE

We are changing to meet the needs of industry. Through our **Vision 2020 - The Future CITB** programme, we are becoming more **strategic**, more **responsive**, and more **accountable**.

What is the gender pay gap?

The gender pay gap is a measure of the difference between the average earnings of males and females within the organisation.

Requirements

From 2017, any UK organisation employing 250 or more employees must publish and report specific figures about their gender pay:

- **mean gender pay gap in hourly pay** – the difference in the average hourly rates of pay
- **median gender pay gap in hourly pay** – the difference of the midpoints of hourly pay
- **mean bonus gender pay gap** – the difference in average bonus payments received

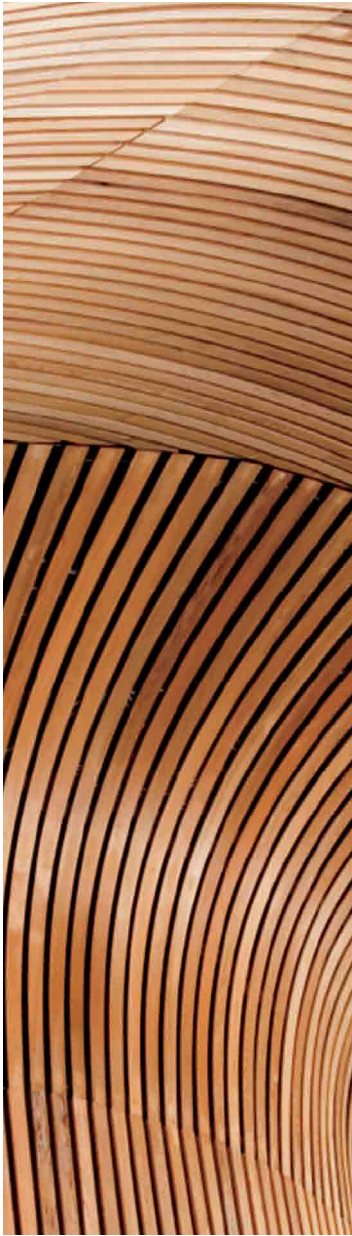
- **median bonus gender pay gap**
 - the difference of the midpoints of bonus payments received
- **proportion of males and females receiving a bonus payment** – the percentage of males and females receiving a bonus payment in the 12 months leading to the snapshot date
- **proportion of males and females in each pay quartile**
 - the percentage of males and females in the four quartile pay bands.

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

Having a gender pay gap does not necessarily **mean that an employer has breached the equal pay provisions**. This is because the gender pay gap is not caused simply by employers paying men and women in the same job different pay. An employer providing entirely equal pay between men and women in the same job may still have a large pay gap.



Key information

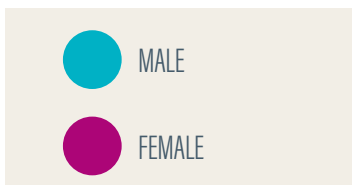
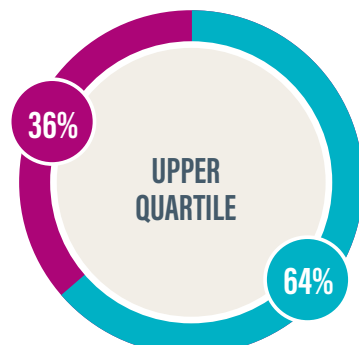
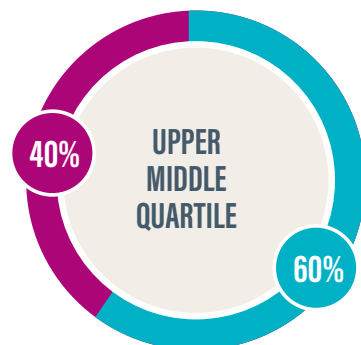
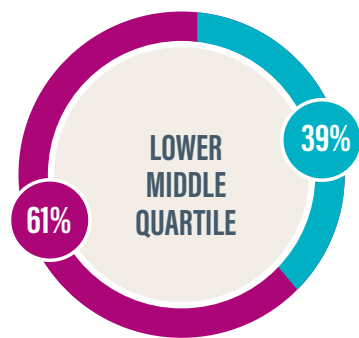
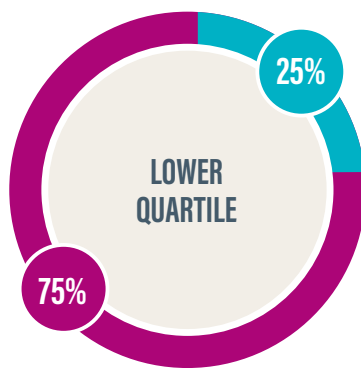


MEASURE	MEAN	MEDIAN
Pay gap	17.8%	17.5%
Bonus gap	21.7%	17.3%

Proportion of employees receiving a bonus



Gender split by pay quartile



Why do we have a gender pay gap?

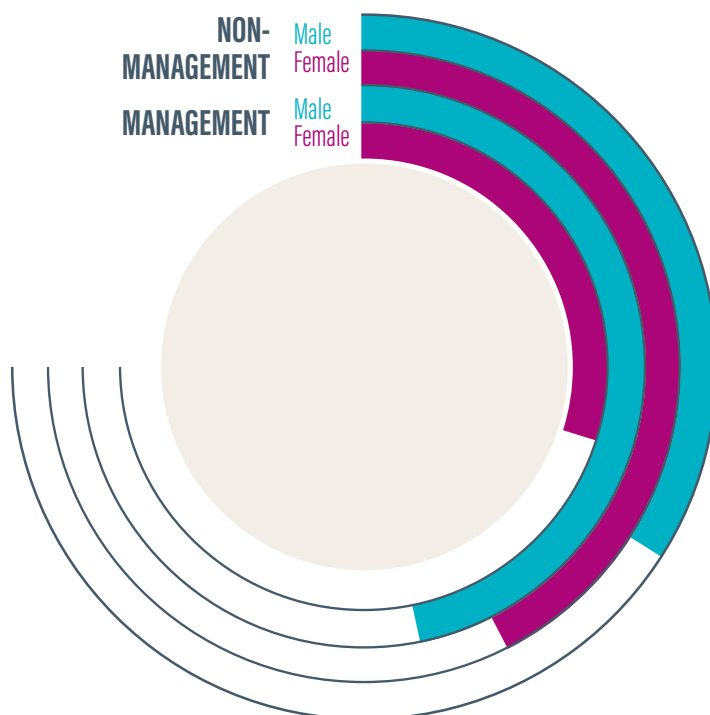
Our gender pay gap report suggests we do have areas where we can take actions which would help close our gender pay gap.

The analysis confirms:

- We have a mean gender pay gap of **17.8%**.

- Our median gap in relation to pay is **17.5%**.

We have a larger proportion of male employees in management grades, and therefore the gender pay gap identified is related to a lack of females in leadership roles.



An option for closing the pay gap, is to design career paths that provide **greater access** of **opportunities** for **females** to work their way up through the organisation alongside male counterparts.



Why do we have a bonus gender pay gap?



The analysis confirms:

- We have a mean bonus pay gap of **21.7%**.
- Our median gap in relation to bonus pay is **17.5%**.
- **22.7%** of males received a bonus, compared to **20.1%** of females.

Bonus payments are paid as a percentage of actual salary.

This affects the bonus pay gap:

- with a higher proportion of males in senior roles, the amount paid in bonus is likely to be higher
- **9%** of bonus payments were made to those that work on a part time basis – all of which were females. These individuals receive a pro rata bonus to reflect their reduced hours, however the required bonus pay calculation does not reflect this.

Despite the gap in the proportion of males and females receiving a bonus, the split of bonus payments is:



What we are doing to tackle our gender pay gap

To try to close the gender pay gap, we recognise the need to gain a deeper understanding of what is working well and what more could be done to support career progression for females in the workplace.

In 2017, as a starting point, we convened a BUILD Group around topics relating to Fairness, Inclusion and Respect, one of which was **"Career Progression for Women"**.

In the main, participants described a positive culture where women can thrive but experiences were not wholly consistent across different teams.

Next steps

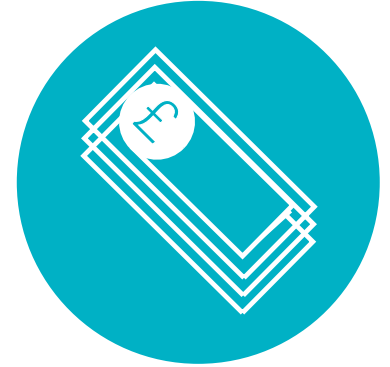
As we undertake the planned transformational change as published in **Vision 2020** and in reflecting on feedback received, we will be investing in:

- developing career paths

The following themes describe what has contributed to those who have had positive experiences:

- the option of good progression opportunities: many colleagues having worked for several years progressing up through the grades from entry level
- availability of coaching to provide support for applications and the interview process
- supportive and skilled managers working with their direct reports to create effective development plans and help to secure development opportunities
- the Fairness, Inclusion and Respect (FIR) principles being strongly adhered to. We are an organisation with an inclusive environment.

- further development of our talent management and development processes to ensure equal access to ambitious and deliverable Personal Development Plans.



At CITB, we have a **reward and recognition process** that is designed to **pay** according to **experience** and **skill** and minimises the opportunity for equal pay issues to arise.

Recruitment

We aim to recruit from the widest possible talent pool and are fundamentally reshaping the way we attract and recruit our workforce in a way that meets future skills needs and increases our diversity.

To reach out to under-represented groups, we are increasingly moving away from traditional advertising, and focusing on job boards specifically geared towards attracting diverse candidates.

In 2018 we will also be reviewing all of our recruitment processes to ensure that:

- we attract the right people to meet the needs of our key stakeholders regardless of gender
- selection decisions are based on skills matching and has no basis in gender
- any scope for pay gaps to be created by the manner in which we offer starting salaries is removed.





We recognise that we have a gender pay gap and welcome the implementation of mandatory reporting on this important issue. It gives us even greater impetus to continue the work we are doing to encourage more women into senior roles.

While we can be proud of the progress made so far towards gender pay and equality, there are clearly areas in which we can, and must, do more.

We confirm that the information contained in this report is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Sarah Beale
Chief Executive, CITB

Craig Pemberton
CFO & Corporate Performance
Operations Director



CITB REPORT



CITB is a registered charity in England and Wales (Reg No 264289) and in Scotland (Reg No SC044875).