

Equality, Diversity, and Inclusion

Annual Report 2024-25

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 2024 to 31st March 2025.

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’s purpose is to enable the delivery of the CITB Strategic Plan through our people.

Our People Strategy’s vision is:

- We create value for our customers and our Industry through our expertise.
- We create value for our colleague, so they grow personally and professionally at CITB.
- We enable our people to do great work.

The Strategy’s vision covers three pillars:

- Thriving at Work
- Expert culture, creating value for our customer internal and external
- Making the work, work

Our People Strategy is subject to continuous review and improvement.

To further our support in the delivery of equality, diversity, and inclusion, we shall be recruiting 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

Our annual colleague engagement survey, conducted in June 2024, identified 'open and honest two-way communication' was a key priority for the organisation, and a series of initiatives at a team and organisational level took place, including:

- ✓ More Teams Live sessions over the course of the year to ensure all colleagues can partake in the information sharing sessions with the opportunity for questions and answers.
- ✓ Additional Teams Live sessions have been delivered on Fridays, to specifically accommodate our staff at the National Construction College (NCC) who are unable to attend sessions due to their training schedules throughout the week. For example, Our Men's and Women's Health sessions have been held on Fridays, with over 400 colleagues attending these sessions, and over 200 replays of the video.
- ✓ We have created an increased number of short videos about what is happening both inside and outside the business to ensure colleagues are kept informed. These have included topics on personal safety and the introduction of the new 24/7 GP service now offered as part of the benefits package.
- ✓ The CITB Board and the Nominations, Appointments and Remuneration Committee (NARCO) engaged with the Colleague Ambassador Forum (CAF) to hear directly about the issues and the work that they do in supporting colleagues. Members of NARCO now attend the forum meetings and have agreed that going forward, representatives from the CAF will attend the Board on an annual basis to continue this engagement.
- ✓ The All-Colleague Event in 2024 included more activities for colleagues to be directly involved in setting the direction of CITB, including the setting of our values and concluded they are Collaboration, Consistent, Inclusive and Accountable.
- ✓ Established Town Hall drop-in sessions for Nations Engagement and further enhanced Town Halls for NCC colleagues.
- ✓ Cascading of information from Executive and Senior Leadership Teams and downwards to management teams and colleagues. This has been facilitated in multiple ways including through more drop-in sessions for colleagues at all levels who are keen to ask questions or hear more about particular topics.
- ✓ Greater focus on feedback from colleagues. This will be continued through our action planning approaches, team meetings and specific focus groups.

Individual teams and directorates have also focused on making changes and improvements for colleagues.

- ✓ Our Strategy and Policy team introduced a monthly People Managers Forum.

- ✓ The People team have set up 'coffee catchups' so that they can check on each other's wellbeing and stay in touch informally across multiple locations.
- ✓ The Quality, Teaching, Learning and Assessment (TLA), and Safeguarding teams have started a new Teams channel to capture everyday peer recognition. Colleagues can complete shout outs for others who have helped, supported, or completed high quality work.

We introduced *WeCare*, a comprehensive employee wellbeing benefit that provides colleagues and their immediate family members with access to a 24/7 UK-based online GP service, mental health counselling, fitness support, legal and financial guidance, and a range of additional wellbeing resources, all accessible from the comfort of their homes.

We continue to offer an employee benefits platform (known as 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 debt management.

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 was a priority focus for 2024-25 with a Team Live event the Ryan Parke, the Men's Coach that was well received, and he shall be returning in 2025 during 'Movember'.

We enhanced our family-friendly policies by improving the duration of leave and/or the level of pay available for colleagues accessing maternity, paternity, compassionate and baby loss leave. We reviewed and strengthened our workplace risk assessments as part of the implementation of our Anti-Harassment Policy, helping to ensure the prevention of sexual harassment and the promotion of a safe and respectful working environment.

We removed the requirement for colleagues to reserve three days of annual leave to cover the CITB Christmas closure, providing greater flexibility and enabling employees to use their full annual leave entitlement at a time that best suits their individual needs. We know that wellbeing is linked to a sense of meaning in our work and feeling valued for who we are, and we continue to maintain certification to ISO 45003:2021 Psychological health and safety at work.

4. People Development

As we have moved towards a more streamlined process and agile way of working, our Learning and Development offer has been adjusted to support these new ways of working.

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 personal development needs with their people manager's and submit a Learning Request form and to consider the opportunities offered through the corporate learning offer that are delivered virtually or face to face. Types of training available includes 'emotional intelligence,' 'communication, assertiveness, and confidence building' and 'managing difficult conversations.'

Colleagues can embark on a self-enrolled learning via the 'Discover' function with the MyLearning platform that provides access to numerous e-learning modules including 'Health and Wellness,' 'Self-care' and 'Equality, Diversity and Inclusion.'

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 'My Conscious Leadership' programme is available for existing people managers and a 'Conversations in Leadership V2' for new and aspiring managers. At the core of these programmes is valuing our people, valuing difference, and enabling colleagues to thrive.

Several 'Insight Days' are now available for colleagues to obtain an overview of the business area and its purpose, and to meet and connect with new colleagues and obtain a greater understanding of CITB's Purpose.

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.

Colleagues are encouraged to recognise exceptional contributions through our peer nomination scheme, which celebrates those who have gone above and beyond in their role. Award nominations are reviewed by our Colleague Ambassadors, a group of employee representatives from across the organisation with a diversity of lived experience.

6. Pay Gaps

Pay gaps remain one of the key indicators of inequality in the workplace. For the reporting period (using the Snapshot date of March 2025), our mean gender pay gap was 4.8% down from 6.8% in 2023-24; and the median was 0%, a decrease from 10.8% in 2023-24 calculated on one grade rather than across grades with an even split across males and females.

In the upper quartile - the group has a 51.2 to 48.8% split, a slight increase on the 50:50 split in the previous year. Maintaining this balance within the most senior cohort continues to be a positive aspect of CITB's workforce profile.

The upper middle quartile has seen the most notable change in both size and gender balance over the reporting period. Women now account for 55.3% of this group, compared with 29.5% in the previous reporting year. This shift has contributed significantly to the overall reduction in both the mean and median gender pay gaps. As noted in last year's report, the transition to the new grading structure and the associated movement of roles was expected to influence workforce demographics and would not provide a typical reflection of CITB's longer-term profile. The changes reported this year indicate a more balanced representation within this quartile.

The lower middle quartile has continued to reduce in size over recent years, with female representation decreasing from 54% to 40%. While this change has not had a material impact on this year's gender pay gap figures, it will be important to monitor future trends, as continued movement could influence outcomes in subsequent reporting periods.

The lower quartile has experienced a notable increase in female representation, rising by 8.5 percentage points. As these are lower-paid roles within CITB, this shift is likely to have influenced the mean gender pay gap. Should this trend continue, it may have a more significant impact on future results.

During the reporting period, approximately one quarter of all vacancies at CITB were filled through internal appointments, demonstrating our commitment to employee development, career progression, and creating opportunities to advance within the organisation.

We recognise that our flexible and part-time working arrangements continue to be attractive to a diverse range of candidates, particularly those with caring responsibilities. This contributes to strong female representation in some areas of the workforce, particularly within the lower quartile. While this can present challenges in achieving complete gender balance within that quartile, it reflects CITB's position as an employer of choice for individuals seeking greater flexibility in their working arrangements. Our own recruitment data and candidate feedback support this finding, and we will continue to monitor application trends and candidate insights to assess its impact.

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.

Based on information available as at the 31 March 2025:

- The number of Full Time Employees (FTE) was 870.

- The CITB Board of Trustees comprises 6 males and 5 females.
- The Executive Team comprises 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 2025) based on 870 FTE

We are moving to a new HR system in 2026 that will allow colleagues to choose to identify from a broader range of categories.

Protected characteristic	Percentage of FTE's (%)
Gender	
% Male	46%
% Female	54%
% Prefer not to disclose / unanswered	0%
Ethnicity	
% White	85%
% BAME	8%
% 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	23%
% LGBTQ+	1%
% Prefer not to say / unanswered	77%
Marital Status	
% Married or in civil partnership	52%
% Living together / cohabiting	14%
% Not married or dissolved civil partnership	5%
% 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

Programme, Project and Change Management – 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). In addition, an assessment is now required as part of our newly developed Portfolio Operating Model's Concept to Market approach that follows a gated process and ensures equality is part of the appraisal process.

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 are rebuilding our websites (CITB and GoConstruct) in accordance with the Public Sector Bodies (Websites and Mobile Applications) (no. 2) Accessibility Regulations 2018 and aim to be fully compliant with the Web Content Accessibility Guidelines (WCAG) version 2.2 AA accessibility standards by the end of 2025.

We introduced the ReachDeck Toolbar – an accessibility tool designed to make websites more inclusive and user-friendly for a diverse audience on both the CITB and Go Construct websites.

9. ‘Cymraeg’ at the CITB – Welsh language

We are pleased to report another successful year of promoting and supporting the Welsh language at CITB. We treat English and Welsh equally by publishing bilingual correspondence, industry forecasts, website content, and social media. We also encourage the use of Welsh through staff awareness sessions, language lessons, and engagement with colleges, apprentices, training providers, employers, government representatives, and the wider industry to support bilingual materials.

By providing bilingual services to customers and stakeholders, we demonstrate our commitment to a bilingual Wales and help create a positive, inclusive experience across the country, as set out in our [Welsh Language Scheme](#).

From April 2024 to March 2025, CITB delivered and supported campaigns promoting Welsh language rights and services for staff and customers, took part in cultural festivals, and hosted events across Wales. Key highlights are below.

- **‘Menywod mewn Adeiladu’ – Women in Construction**

In July 2024, we hosted our first Welsh-medium Women in Construction event with local employers, stakeholders, and Year 7-9 pupils to showcase routes into construction. The event highlighted the value of Welsh in apprenticeships and the workplace, and featured Welsh-speaking women from local companies encouraging more women and girls from rural communities to consider construction careers.

- **Eisteddfod Genedlaethol**

At the National Eisteddfod, held from 3 to 10 August 2024 and attended by 186,000 people, we engaged bilingually with the public and encouraged young people to explore construction careers through interactive activities such as Tetrahedron and brick-building challenges. We also welcomed employers and industry professionals who shared their experiences.

- **Bilingual E-booklets created for employers & new entrants**

The Cymru Wales team identified a need for a bilingual e-booklet to bring key information together in one place. We created it with details on funding, grants, apprenticeships, and career pathways, and launched it at the National Eisteddfod 2024.

- **Shwmae Su'mae Day**

On 15 October 2024, we took part in Shwmae Su'mae Day, which encourages the use of informal greetings to promote an inclusive environment for fluent speakers, learners, and those less confident. We shared messages and a video featuring staff and employers using these greetings internally and on social media.

- **Bilingual Consensus Webinars**

Live online Consensus Webinars were held in October and November 2024, with a bilingual channel and bilingual resources for employers and stakeholders.

- **Wales Skills & Training Conference**

This bilingual event held in Cardiff Bay on 23 January 2025 shared key updates, discussed challenges, and explored how the construction industry can help close the skills gap for employers and training providers. It also gave training providers the chance to hear about major opportunities and meet construction companies and trade federations.

- **Welsh Language Music Day**

To mark Welsh Language Music Day on 7 February 2025, we created a playlist of Welsh songs and shared it with staff for use at home, at work, or while commuting.

- **Net Zero Competitions**

During Apprenticeship Week, 10-14 February 2025, a Net Zero Challenge took place in five locations across Wales, with schools taking part in skills challenges at local colleges. One challenge was a bilingual event at Coleg Ceredigion, where Welsh-speaking schools presented net zero solutions in both English and Welsh.

- **St David's Day**

We marked St David's Day on 1 March 2025 on personal social media and internally on *Yammer/Viva Engage*, sharing the story of Saint David along with Welsh vocabulary and phonetic guidance for learners. We also ran an internal quiz, with Welsh cakes as the prize.

10. Supporting the Construction Industry

We are aware of inequalities within the construction industry and continually assess how we can address this through looking at what enablers can support individuals' attainment, progress, access, or participation in the industry.

Following an external EDI review in June 2024 on some of our key products and services, the following actions have been undertaken as part of our roadmap for future action.

Travel to Train Programme – This programme is available to all CITB-registered employers with apprentices in training in England, Scotland, and Wales and they can claim financial support for their apprentices who need to travel or stay overnight to attend training, thereby addressing significant barriers to training access including:

- **Affordability of travel:** The grant makes it more feasible for employers and learners to travel for specialist training, ensuring financial barriers are minimised.
- **Geographical challenges:** Specialist training provision may not be readily available in all areas. Learners from certain remote locations often experience greater socioeconomic disadvantage, making the grant even more crucial.

- **Tailored Training Opportunities:** For learners with protected characteristics or those with Special Educational Needs and Disabilities (SEND), the grant can facilitate travel to training providers that are better suited to their needs. For instance, accessing Ofsted outstanding provisions with a stronger SEND focus can make a significant difference.
- **Support for hidden disabilities:** In specific cases, approval has been granted to support alternative arrangements for learners with hidden disabilities. Without the support of the grant these learners may have withdrawn from their training.

A review of potential enhancements to the booking portal system has been completed, including the proposed introduction of video guides and dedicated fields for clearly capturing special requests, such as dietary requirements. These improvements are planned for inclusion in future updates.

Grant Verification – This process is crucial in ensuring that the financial support we provide to Employers is used appropriately and in accordance with established guidelines. We have reviewed how we can simplify the grant application process through developing user-friendly forms, and the changes are planned for release in September 2025. Work is also underway to provide simpler and enhanced grant information on our website.

E-Learning modules – as we develop our Product Strategy for 2026-30, we shall be assessing how we can integrate EDI principles and mental health across our e-learning provision. This will include enhancing platform accessibility, strengthen feedback and monitoring processes, and continuously improving content to ensure our learning experience is inclusive, effective, and responsive to the needs of a diverse construction workforce

During 2024-25, 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.

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.

Top 100 Women in Construction Award: The CITB Top 100 Most Influential Women in Construction Awards is an annual initiative to celebrate the achievements and impact of women across all levels of the UK construction industry. Now in its fourth year, the 2025 awards aim to highlight significant contributions made by women in construction, promote visibility of female role models to inspire others and encourage gender diversity and inclusion within the sector.

11. Summary

We are encouraged by 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.