

PROPOSED CIOB EDI ACTION PLAN (2021-2022) – FOR CONSULTATION MAY 2021

“Laying the Foundations”

This draft action plan sets out proposed activities to embed equality, diversity & inclusion (EDI) across all CIOB functions for the period June 2021 to December 2022. These initial activities will align with the life of the current CIOB Corporate Plan and lay the foundations for more ambitious, aspirational objectives that will be part of the CIOB Vision for 2030.

PLEASE NOTE:

*This action plan contains proposed actions only. **Please do not** circulate this document further nor proceed with related activities based on timescales set out in the action plan*

Areas of focus within the action plan:

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|---------------------------------------|-----------------------------------|
| 1. Leadership & Governance | 5. Marketing & Digital |
| 2. Membership | 6. The Academy |
| 3. Education | 7. Employment |
| 4. Policy | 8. Finance |

Period of consultation: Comments are welcomed from CIOB Trustees, Fellows, Members and staff by **28 May 2021**. All comments and suggestions should be emailed to the CIOB at: inclusion@ciob.org.uk

**IF YOU REQUIRE A COPY OF THIS DOCUMENT IN AN ALTERNATIVE FORMAT, PLEASE EMAIL:
INCLUSION@CIOB.ORG.UK**

PROPOSED ACTION PLAN:

1. LEADERSHIP & GOVERNANCE								
Objective	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment	Former RAG	Current RAG
Provide visible leadership on diversity, promoting the benefits of inclusive practices across the sector	1.1 Publish and embed an EDI Action plan for 2021-2022	Head of EDI	CEO	Adopt and publish new EDI Action Plan: <i>'Laying the foundations'</i> to align with period of Corporate Plan 2019-2022	Action plan adopted June 2021	In time for launching at Members Forum 21-24 June 2021	Green	Green
	1.2 Identify and agree ambitious EDI objectives for the 2030 Vision	Head of EDI	CEO	Consult on and adopt objectives for 2030 with three main areas of focus for an EDI <i>'Road-Map'</i> <ul style="list-style-type: none"> • Our global membership • The Built Environment Sector • The CIOB itself 	by December 2021	A challenging and globally relevant set of objectives that will demonstrate the CIOB's thought leadership in the sector: <i>'Building an inclusive future'</i>	Green	Green
	1.3 Board of Trustees (BoT) to adopt measures to enhance the diversity of its membership	Director of Governance	Director of Governance	1. EDI questions to be added to recruitment procedure for BoT and other formal committees	December 2021	Nominations Committee has ED&I reference in their TOR	Green	Green
				2. Personal data from Trustees collected and analysed to facilitate identification of trends.	June 2022	<i>Conditional on GDPR requirements being satisfied</i>		
1.4 BoT to consider an annual report on progress against EDI action plan	Time on Board agenda/Head of EDI	Director of Governance	Annual EDI produced by Head of EDI report presented to BoT for agreement	Annually from June 2022	Annual EDI Report to be considered by BoT	Green	Green	

	1.5 Ensure BoT awareness of legal requirements and the benefits of commitment to EDI	Time on Board agenda/Head of EDI	Director of Governance	<ol style="list-style-type: none"> 1. Initial EDI training delivered to all Trustees 2. EDI training added to induction requirements 	<p>October 2021</p> <p>June 2022</p>		Green	Green
	1.6 Require all members representing the CIOB to adhere to our commitment to EDI	Head of Governance	Head of Governance	Add requirement to Code of Conduct for CIOB members representing the organisation.	June 2021	Redrafted Code of Conduct for Trustees for adoption June 2021	Green	Green
	1.7 Demonstrate transparency & equity in the CIOB Disciplinary process	Head of Governance	Head of Governance	<ol style="list-style-type: none"> 1. Analyse data of those subject to process to identify any anomalies 2. Provide training for panel members (e.g. unconscious bias workshops) 3. A commitment to ensure balance on any panels as far as is possible 	<p>Dec. 2022</p> <p>Sept. 2022</p> <p>Jan 2022</p>	<i>Conditional on collection of personal member data</i>	Green	Green
	1.8 Establish an EDI CIOB award to compliment current CYMA	Comms Team/ Governance Directorate/ Head of EDI	Head of Governance	Establish CIOB annual awards for contributions to promoting EDI for individuals and companies within the sector	<p>Individual award to be est. by end 2021</p> <p>Corp award est. by end 2022</p>		Green	Green
	1.9 Embed EDI into the CIOB corporate values	HR Team /Head of EDI capacity	Director of Corporate Services	Review the CIOB Values and include commitment to EDI as a key behaviour	December 2022	Target may be brought forward	Green	Green

2. MEMBERSHIP								
Objectives	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment	Former RAG	Current RAG
Understanding the needs and aspirations of our increasingly diverse global membership	2.1 Update CRM system to facilitate collection of required personal data	CRM Team/Head of EDI	Director of Corporate Services	Updated personal data questions incorporated in CRM To include accessibility requirements	December 2021	<i>Conditional on GDPR requirements being satisfied</i>	Green	Green
	2.2 Comms campaign to encourage members to provide their personal profile data	Membership Directorate/ CRM Team/Head of EDI	Director of Membership	Launch campaign to encourage members to update personal data	April 2022	<i>Conditional on GDPR requirements being satisfied</i>	Green	Green
	2.3 Collect and analyse membership data to identify anomalies and actions to address them	CRM Team/Member ship Directorate /Head of EDI	Director of Corporate Services	Published analysis of membership demographics to include EDI data to inform approach to a more diverse membership	December 2022	<i>Conditional on GDPR requirements being satisfied</i>	Green	Green
Promoting EDI in local CIOB Hub committees and with Tomorrow's Leaders	2.4 Raising awareness of EDI issues in CIOB Hubs	Membership Directorate	Director of Membership	EDI (e-learning) training made available to Hub Cttees (UK & globally) sensitive to local issues	January 2022		Green	Green
	2.5 Promote greater diversity in Hub Committees	Membership Directorate	Director of Governance	Revised Hub Committee recruitment process built into ToRs to promote diverse membership	June 2021		Green	Green

	2.6 Ensure membership participation in EDI via Regional Committees	Head of EDI	Director of Membership	EDI Reps from regional committees on CIOB EDI Advisory Panel	December 2021		Green	Green
	2.7 Engage with younger members on EDI	Membership Directorate/ Head of EDI	Director of Membership	Tomorrow's Leader's participation in EDI Advisory Panel	December 2021		Green	Green
Promoting corporate membership of the CIOB	2.8 CIOB EDI activity to encourage corporate membership	Head of EDI/Director of Governance/Marketing Team	CEO	Establish a CIOB EDI award (corporate/individual) and EDI Charter	October 2021		Green	Green
3. EDUCATION								
Objective	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment	Former RAG	Current RAG
Embed EDI into the CIOB education and standards	3.1 Review of Professional Interview process to promote an inclusive approach	Education & Standards Team	Director of Education & Standards	<ol style="list-style-type: none"> 1. Data collection 2. Training of assessors as element of annual standardisation 3. Standardisation of the interview questions and approach 4. Changes to code of conduct for assessors/verifiers/exam markers 	December 2021		Green	Green
	3.2 Embed best practice into Fellowship accreditation	Education & Standards Team	Director of Education & Standards	<ol style="list-style-type: none"> 1. Training of assessors as element of annual standardisation 2. Standardisation of the interview questions and approach 	September 2021		Green	Green

				3. Changes to code of conduct for assessors/verifiers/exam markers 4. New EDI content in Leadership standards				
	3.3 Review & update Member Standards (professional based)	Education & Standards Team	Director of Education & Standards	1. Add EDI element to member standards learning outcomes assessment 2. Add EDI element as a management competency	October 2022	Will need to gain agreement EQSP Board (Prof Practice Board)	Green	Green
	3.4 Adopt EDI element into Standards for HE Framework (academic route)	Education & Standards Team	Director of Education & Standards	Update EDI element with inclusive design (e.g. accessibility/signage)	December 2022		Green	Green
4. POLICY								
Objective	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment	Former RAG	Current RAG
Demonstrate thought leadership on EDI policy issues	4.1 Review EDI Policy position	Policy Team/Head of EDI	Director of Policy, External Affairs and Research	Revised EDI Policy position adopted and publicised on CIOB website	Oct 2021		Green	Green
	4.2 Embedding considerations of EDI into all policy development/review as standard element	Policy Team/Head of EDI	Director of Policy, External Affairs and Research		Dec 2021		Green	Green

	4.3 Renewed role and support for EDI Advisory Panel with updated ToR and support from Head of EDI	Head of EDI	CEO	<ol style="list-style-type: none"> Updated ToR adopted Regularly scheduled meetings of Advisory panel at least 4x per annum Advisory Panel positive feedback to CEO & Policy Board 	<p>June 2021</p> <p>December 2022</p> <p>June 2022</p>		Green	Green
	4.4 Research on workforce diversity in the BE sector to inform our EDI activity	Policy Team	Director of Policy, External Affairs and Research	<ol style="list-style-type: none"> Research published Research to consider impact of C19 & Brexit 	October 2021	<i>Action dependant on availability of appropriate and contemporaneous sector data (e.g. from ONS)</i>	Green	Green
5. MARKETING & DIGITAL								
Objective	Action	Resources	Responsible Director	Measurable outcome	Target	Progress/Comment	Former RAG	Current RAG
Adopt an inclusive approach to marketing, communications and engagement activities that promotes the CIOB as welcoming to all	5.1 Include EDI considerations into new visual brand guidelines	Marketing Team/Head of EDI	Director of Marketing & Digital	New brand guidance published with evidence of accessibility/inclusion (e.g. minimum font/diverse people in image library)	June 2021	To include offer of accessible formats where reasonable	Green	Green
	5.2 Ensure our events and conferences make all potential attendees feel welcome and valued	Marketing Team/Head of EDI	Director of Marketing & Digital	Develop and adopt guidance on inclusive and accessible events to ensure a consistent approach across the CIOB (i.e. international committees, Hubs, Future Leaders, the Academy etc)	September 2021	Consider adopting a hybrid approach to events to ensure the benefits of remote engagement are not lost	Green	Green

	5.3 Provide members with an opportunity to comment on accessibility & inclusion	Marketing Team/Head of EDI	Director of Marketing & Digital	1. EDI questions added to standard member survey 2. Stand-alone survey to inform 2030 vision	April 2022 October 2022		Green	Green
	5.4. Promote the CIOB's commitment with an annual EDI event	Marketing Team/Head of EDI	Director of Marketing & Digital	Launch the first annual CIOB EDI event	October 2022		Green	Green
	5.5 Ensure the CIOB's digital offer is accessible	Marketing Team/Head of EDI	Director of Marketing & Digital	Build EDI requirements into Digital Strategy. Review main website and intranet for accessibility.	October 2022		Green	Green
6. THE ACADEMY								
Objective	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment	Former RAG	Current RAG
Develop Academy materials with a focus on a positive approach to EDI to fulfil thought-leadership role on EDI	6.1 Develop EDI resources for Academy Portfolio	Academy Team	Assoc. Director Academy	Launch EDI Information Sheet for both members and non-members	October 2022	link to forthcoming CIOB EDI Charter	Green	Green
	6.2 Provide globally relevant and accessible resource	Academy Team/Head of EDI	Assoc. Director Academy	Launch EDI Webinar aimed at all members on a global basis	August 2021		Green	Green
	6.3 Work with Policy team	Academy Team	Assoc. Director Academy	Launch an EDI MOOC with global availability	December 2022	Liaison with the Policy Team	Green	Green

	6.4 Update Code of Practice embedding EDI considerations	Academy Team	Assoc. Director Academy	Adopt a new Code of Practice for members	January 2022		Green	Green
7. EMPLOYMENT								
Objective (example)	Action	Resource	Responsible Director	Measurable outcome	Target	Progress/Comment	Former RAG	Current RAG
Embed a workplace culture that empowers all employees to achieve their full potential	7.1 Collection and comparative analysis of recruitment and staff data	HR Team capacity	Director of Corporate Services	Update of system fields to accommodate all protected characteristics Internal campaign to improve staff disclosure rates to include reassurance on confidentiality and clarification on what the data will be used for 80% of staff providing an answer to all protected characteristics questions	July 2021 Sept 2021 Dec 2022	Campaign to include staff meeting item & annual reminder in Reward Letter to all staff including 'prefer not to say'	Green	Green
	7.2 Annual workforce report to identify areas for action	HR Team (data)/Head of EDI capacity	Director of Corporate Services	Annual report to BoT to include workforce profile data with trend analysis and comparators	Annually	BoT to consider EDI report each December	Green	Green
	7.3 Review recruitment and promotion procedures to identify anomalies and agree actions	HR Team capacity	Director of Corporate Services	Revised recruitment policy adopted to include guidance on content of ads, anonymous shortlisting, panel make-up & training, mandatory questions on previous experience of promoting EDI	Dec 2021	To include commitment to transparency on salary bands in line with best practice	Green	Green
	7.4 Equality Impact Assessment of employee policies	HR Team capacity	Director of Corporate Services	EIAs are an integral part of the policy review process. Policies reviewed, evidence of EIAs completed and actions agreed.	April 2022	Head of EDI to deliver training to HR Team and other interested stakeholders	Green	Green

	7.5 A review of EDI training for staff	HR Team capacity/Head of EDI	Director of Corporate Services	Review of EDI options with new materials on offer, informed by best practice and benchmarking. EDI as a mandatory element of induction.	June 2022	e.g. EDI in the workplace, Unconscious Bias, Managing diverse teams	Green	Green
	7.6 Renew the HR Team's visible commitment to embedding EDI	Head of EDI	Director of Corporate Services	Review and publish an updated HR EDI Statement of Commitment for external audiences	June 2021		Green	Green
	7.7 Visible commitment to accessibility in the workplace	HR Team capacity/Head of EDI	Director of Corporate Services	Review & renew Reasonable Adjustment Policy Submit application for Disability Confident accreditation	December 2021 December 2022		Green	Green
8. FINANCE								
Objective	Action	Resources	Responsible Director	Measurable outcome	Target	Progress/Comment	Former RAG	Current RAG
Promote equality, diversity and inclusion through a socially responsible approach to procurement	8.1 Adopt a Responsible Procurement Policy with EDI requirements	Finance Team staff capacity	Finance Director	<ul style="list-style-type: none"> Expect suppliers to align with our commitment to diversity and inclusion Systematically consider working with SME's that are led by under-represented groups 	December 2021 December 2022		Green	Green