

Draft EDI Action Plan 2023-2028: FOR CONSULTATION

The CIOB's objectives, defined by our Royal Charter, include the promotion for the public benefit of the science and practice of building and construction. To help meet this objective, we have adopted our first Equality, diversity & inclusion (EDI) Action Plan for a more representative sector and an inclusive and accessible built environment that improves the lives of all its users.

Beyond the terms of our Charter and the ethical imperative for EDI, we know¹ that diverse and inclusive organisations are more creative, productive and profitable. The evidence shows that they are more innovative and responsive to diverse customer needs and aspirations. Ambitious employers are recognising the need to attract and retain a diverse and talented pool of built environment professionals for the best chance of success in global markets. Research² also demonstrates that employees who feel valued for their contributions, rather than judged on personal characteristics, have higher levels of satisfaction and return employer respect with increased commitment and discretionary effort.

This action plan is a framework to deliver change, setting out activities to embed EDI across all CIOB functions for the period June 2023 to December 2028. The measures will include providing visible leadership on a national and international basis; recruiting a more diverse membership and better understanding their needs whilst embedding inclusive practice is a key element in our education and training materials and the events that we host. These activities will align with the life of the CIOB Corporate Plan with ambitious, aspirational EDI goals that will be reviewed and signed-off at Board level on an annual basis.

At the CIOB, we understand that EDI is not a 'zero sum game'. Promoting fair and equitable access to opportunities and inclusive practices will contribute to a stronger economy to everyone's benefit, across and beyond the built environment sector.

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¹ https://www.mckinsey.com/~/media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx

² <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

Summary table

	Goal	Area
1	<i>Provide visible leadership across the construction sector promoting the benefits diversity and inclusion at an international level</i>	Leadership & Governance
2	<ul style="list-style-type: none"> • <i>A diverse and inclusive international membership</i> • <i>Diverse and inclusive representation at Hub and Regional levels</i> • <i>Assist company members to develop their commitment to EDI</i> 	Membership
3	<i>Championing EDI in all education activities</i>	Education
4	<i>Influence policy makers and other key stakeholders on an international basis to promote a diverse and inclusive sector</i>	Policy
5	<i>An explicitly inclusive approach to marketing, communications and engagement activities that promotes the CIOB as welcoming to all</i>	Marketing & Digital
6	<i>Provide built environment professionals with the tools they need to understand, embed and champion inclusive practices</i>	The Academy
7	<i>Be an employer of choice for all and embed a workplace culture that empowers all employees to achieve their full potential</i>	Our role as an employer
8	<i>Promote equality, diversity and inclusion through a socially responsible approach to procurement</i>	Finance

Detailed Action Plan:

1. LEADERSHIP & GOVERNANCE ³						
Goal	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment
<i>1. Provide visible leadership across the construction sector promoting the benefits diversity and inclusion on an international level</i>	1.1 Publish and embed an EDI Action plan for 2023-2025	HEDIT	CEO	Adopt and publish new internal EDI Action Plan: to align with Corporate Plan 2023-2028. To be publicly available via website.	This action plan adopted by BoT June 2023	Reporting annually against targets
	1.2 Embed EDI targets within the Corporate Plan 23-28	HEDIT	CEO	Adopt EDI objectives in Corp Plan Themes 2025-28	June 2023	EDI embedded across all Corp Plan themes with a specific focus in 'Skills Gaps' workstream
	1.3 Visible senior leadership in the sector	CEO/HEDIT	CEO	Evidence of internal & external messaging promoting EDI on an annual basis from: <ul style="list-style-type: none"> Board of Trustees Leadership Team 	Annually by June (AGM)	
	1.4 Ensure BoT awareness of the benefits of commitment to EDI and legal requirements	Time on Board agenda/Head of EDI	Director of Governance	Continue to deliver EDI training within the BoT induction programme. Develop and adopt EDI training for all governance committees	December 2023 April 2024	
	1.5 Embed EDI into the CIOB corporate values	Head of HR /HEDIT	COO	Review the CIOB Values and include commitment to inclusion as a key behaviour	June 2024	Review of values will be aligned to work on Organisation Design and Competency Development planned Q1-Q2 2024

³ In accordance with the 6th Principle of the Charity Governance Code: <https://www.charitygovernancecode.org/en/6-diversity>

	1.6 Lead by example through inclusive, representative governance and decision making	Director of Governance	Director of Governance	<ol style="list-style-type: none"> 1. Personal data from Trustees collected and analysed to facilitate identification of trends. 2. Measures adopted in Trustee recruitment process 3. Adopt targets for Board representation (gender) 	<p>December 2023</p> <p>June 2024</p> <p>2026 target at least 25% (to be reviewed thereafter with ref to progress)</p>	<p>This action dependant on member data collection (see action 2.1)</p> <p>Note: 2023 membership = circa 10% female</p> <p>June 2023 ratio= 2/16 = 12.5%</p> <p>Adopt targets on disability & race by October 2024</p>	
	1.7 BoT to consider an EDI annual report on progress	Time on Board agenda/HEDIT	Director of Governance	Annual EDI report produced by HEDIT presented to BoT for agreement	Annually to 2028	Annual EDI Report to be considered by BoT June/July 2023	
	1.8 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. Adopt measures to ensure diversity and gender balance on disciplinary panels unless exceptional circumstances apply (i.e. a requirement for expertise in a specific subject). 	<p>December 2024</p> <p>June 2024</p>	Dependent on member data collection (action 2.1)	
	1.9 Work in partnership with other institutes to affect genuine change in the sector	HEDIT	CEO	<p>Achieve the targets set out in the MoU signed with ICE, RIBA, RICS, RTPI & Landscape Institutes (July 2022)</p> <ul style="list-style-type: none"> • Data collection • Education to Employment • Setting standards 	<p>i). Member data Survey: Dec 2024</p> <p>ii). Report on E2E pub. Dec 2024</p> <p>iii). Creation of standards on EDI Nov 25</p>		

	1.10 A central role in promoting EDI across the sector at senior level forums	HEDIT	CEO	Meaningfully contribute to senior level strategic forums in the built environment demonstrating CIOB leadership and credibility (e.g. CLC Skills Gaps & Culture Committees, CIC EDI Cttee, etc)	Regular attendance and contribution to forums on annual basis to 2028		
2. MEMBERSHIP							
Goal	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment	
<i>2a). A diverse and inclusive international membership</i>	2.1 Collect expanded member data via one-off survey.	Head of IT/BIU/HEDIT	COO	Data collection survey launched. Campaign to encourage members to update personal data	May 2023		
	2.2 Analyse membership data to identify anomalies and actions to address them	BIU/IT/Membership Directorate /HEDIT	COO	Published analysis of membership demographics to include EDI data to inform approach to a more diverse membership	December 2023		
	2.3 Update Customer Relationship Management (CRM) system to facilitate collection of required personal data	IT/BIU/HEDIT	COO	Updated personal data questions incorporated in CRM <i>Dependant on design, development & adoption of new CRM system in 2024</i>	December 2024	Include HEDIT in Digital Review solution design	

	2.4 Evidence a more representative membership	Membership Directorate	Director of Membership	<p>Adoption of annual membership targets in respect of:</p> <ul style="list-style-type: none"> Age Disability Gender Race <p>Adopt targets on disability & race by October 2024 following collection and analysis of data (yet to be collected)</p>	<p>*Age (average in years)</p> <p>2024: Student = 25.5 Student paid = 36 Applicant = 37</p> <p>2026: Student basic = 24 Student paid = 35 Applicant = 36</p> <p>2028: Student basic = 23 Student paid = 34 Applicant = 35</p> <p>*Gender (%women)</p> <p>2024: Student = 25.5% Applicant = 12%</p> <p>2026: Student = 27% Applicant = 13%</p> <p>2028: Student = 30% Applicant = 15%</p>	<p>*Suggested targets on age & gender developed with reference to current position and recent trends</p> <p>Note: Age profile end 2022: Student basic = (average) 30 Paid students = 37.5 Applicant = 41.5</p> <p>Gender profile end 2022 Student = 24.66% Applicant = 10.34%</p> <p>*Targets to be reviewed annually with reference to latest trends</p>	
2b). Diverse and inclusive representation at Hub and Regional levels	2.4 Raising awareness of EDI issues in CIOB Hubs	HEDIT/ Membership Directorate	Director of Membership	Promotion of role of EDI Ambassador.	EDI Ambassadors appointed in 70% (i.e. 40 Ambassadors) of Hub Committees by December 2025	Note: There are currently 59 Hub Committees	
	2.5 Promote balanced representation in Hub Cttees	Membership Directorate	Director of Membership	Adopt target to improve gender balance incrementally	18% by end 2023 20% by end 2025 25% by end 2027	16% of Hub Cttee members are female at March 2023	

2c). Assist company members to develop their commitment to EDI	2.6 CIOB EDI activity to encourage corporate membership	HEDIT/Membership/Marketg Team	CEO	Liaison by/with Membership Team to increase corporate signatories to D&I Charter from 150 -500 to highlight value of CIOB corporate membership	<ul style="list-style-type: none"> • 300 signatories by December 2023 • 400 by end 2025 • 500 by end 2028 		
3. EDUCATION							
Goal	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment	
3). Promote EDI as a core component of CIOB education and standards	3.1 Help the industry recruit diverse people who would not have joined without CIOB's actions.	Education & Standards Team/HEDIT	Director of Education & Standards	Fixing the pipeline between education & employment <ul style="list-style-type: none"> • Facilitate 5 x consultation sessions with BE students • Facilitate 5 x consultation sessions with academics/HEIs • Facilitate 5 x consultation sessions with employers 	April 2024		
	3.2 Targeted initiatives to attract under-represented groups into the sector	HEDIT/ Membership Directorate	Director of Membership	Consideration for each strand embedded into school engagement materials for members acting as STEM Ambassadors	Materials developed and provided by December 2024		
	3.3 Embed EDI into learning programmes across schools, colleges and universities.	Education & Standards Team/HEDIT	Director of Education & Standards	<ul style="list-style-type: none"> • Develop materials for academics in accredited HEIs • Develop video for students in HEIs 	December 2023 June 2023		

	3.4 Ensure CIOB assessments are equitable	Education & Standards Team	Director of Education & Standards	1. Data collection & analysis to identify any anomalies in assessment of members 2. Develop & adopt mandatory CPD for assessors in CIOB Academy 3. Standardisation of the interview questions and approach 4. Assessor Guidance on EDI for assessors/verifiers/exam markers	April 2024	Dependant on action 2.1 for member data
	3.5 Review & update member and education standards	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	December 2026	Contingent on the agreement (EQSP) Prof. Standards Ctte
	3.6 Strong & consistent messaging in gov consultations on Education Policy	Education & Standards Team	Director of Education & Standards	Evidence of consultation with key policy makes (e.g. via Construction & Built Env Ctte).	On-going to 2028	On a global basis
4. POLICY						
Goal	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment
4. Influence key policy makers on an international basis to promote a diverse and inclusive sector	4.1 Facilitation of active members EDI Advisory Panel	Policy Team/HEDIT	Director of Policy, External Affairs and Research	Regularly scheduled meetings of Advisory panel at least 4x per annum with live, progressive action plan Advisory Panel positive feedback to EAAB & CEO	December 2025 Annually	
	4.2 Promotion of CIOB as a sector lead in contact	Policy Team/Head of EDI	Director of Policy, External Affairs and Research	Meetings with key policy makers/politicians/officials incorporating discussion on EDI activities	3 meetings annually from Jan 2023	On an international basis

	with policy makers globally				Incorporation of CIOB position in local policies		
	4.3 Promote social benefits of EDI as an element of modern professionalism to help address skills gaps	Policy Team/Head of EDI	Director of Policy, External Affairs and Research	Events to promote modern professionalism with policy makers, politicians and officials	3 well attended events annually from Jan 2023		
	4.4 Mapping the international landscape on EDI/fairness	Policy Team/Head of EDI	Director of Policy, External Affairs and Research	Engage with International experts and liaise across departments (e.g. Education Directorate) to produce research and develop a campaign on the challenges of ensuring fair pay and worker welfare on a global basis.	December 2024	Aligned with the overarching global commitment to modern professionalism, skills gaps & EDI	
5. MARKETING & DIGITAL							
Goal	Action	Resources	Responsible Director	Measurable outcome	Target	Progress/Comment	
<i>5. An explicitly inclusive approach to marketing, communications and engagement activities that promotes the CIOB as welcoming to all</i>	5.1 CIOB People to promote the benefits of EDI in the sector	Marketing Team/HEDIT	Director of Marketing & Digital	8 features and articles promoting the benefits of EDI.	On a quarterly basis commencing June 2023		
	5.2 Ensure the CIOB's digital offer is accessible	Marketing Team/HEDIT	COO/Director of Marketing & Digital	i). Embed EDI requirements into the new Digital Strategy. ii). Review main website and intranet to ensure accessibility every two years	December 2023 Commencing 2025		

	5.3 Ensure our events and conferences make all potential attendees feel welcome and valued	Marketing Team/HEDIT	Director of Marketing & Digital	Audit of events to ensure that the Guidance on Inclusive and Accessible events is being adhered to in a consistent manner across the CIOB (i.e. international committees, Hubs, Future Leaders, the Academy etc). Audit to include delegate feedback.	December 2024		
	5.4 Provide members with an opportunity to comment on accessibility & inclusion	Marketing Team/HEDIT	Director of Marketing & Digital	EDI questions added as standard member survey to allow trend analysis of member views on an annual basis feeding into annual EDI report to Board.	July 2023		
	5.6 Promote the CIOB's commitment to EDI with a biennial event	Marketing Team/HEDIT	Director of Marketing & Digital	Well attended international biennial event CIOB EDI conference	150+ attendees November 2023 350+ attendees in November 2028	International speakers and panellists	
	5.7 Develop adopt CIOB inclusive language/terminology guidelines	Marketing Team/HEDIT	Director of Marketing & Digital	Guidance adopted and published on intranet/SharePoint	April 2024		
	5.8 Include EDI considerations as a key element of brand update and/or development	Marketing Team/HEDIT	Director of Marketing & Digital	Regular review of brand guidance with evidence of accessibility/inclusion (e.g. minimum font/diverse people in image library)	On-going from June 2023		

	5.9 Ensure channels of communication with membership is as inclusive and accessible as possible.	Marketing Team/HEDIT	Director of Marketing & Digital	Content creation and marketing channels considered with inclusion front of mind & continually reviewed to align with accessibility standards	On-going from June 2023		
6. THE ACADEMY							
Goal	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment	
<i>6. Provide built environment professionals with the tools they need to understand, embed and champion inclusive practices</i>	6.1 Develop a resource to launch Academy leadership on EDI in the sector	Academy Team/HEDIT	Director of the Academy	Launch an EDI Massive Open Online Course (MOOC) with global availability	June 2023		
	6.2 Further develop EDI resources for Academy Portfolio	Academy Team	Director of the Academy	Launch EDI Technical Information Sheet for both members and non-members Potentially developed by the EDI Advisory Panel (tbc)	June 2024	To follow publishing of client and sustainability guides and 6 th edition of CM code of practice.	
	6.3 Embed EDI in relevant CIOB Academy Publications	Academy Team/HEDIT	Director of the Academy	Reference to EDI in any revision of CIOB Codes of Practice, Guides & Tech info Sheets (where appropriate)	December 2025		
	6.4 Align academy materials with sector forums to ensure consistency of approach	Academy Team/HEDIT	Director of the Academy	Align CPD materials with MoU consolidation of standards Support the delivery of cross body resources as agreed in MoU working group.	December 2027	Cf MOU 6 work on CPDs	

	6.5 Offer practical support for managers in a changing sector	Academy Team/HEDIT	Director of the Academy	Develop and host training resources providing guidance on managing the transition to more diverse and gender balanced teams	April 2024		
	6.6 Establish EDI as a priority theme for the Academy	Academy Team/HEDIT	Director of the Academy	Launch a dedicated EDI Zone with commercial sponsors as a hub for promoting best practice in the sector.	April 2028	Highlighting the progress made by signatories to the D&I Charter. Link to EDI Conference	
7. OUR ROLE AS AN EMPLOYER							
Goal	Action	Resource	Responsible Director	Measurable outcome	Target	Progress/Comment	
<i>7. Be an employer of choice for all and embed a workplace culture that empowers all employees to achieve their full potential</i>	7.1 Comparative analysis of recruitment and staff data	HR Team/HEDIT	COO	Annual analysis of employee data to identify any anomalies or underrepresentation. Adopt actions to address anomalies (e.g. women overrepresented in junior roles).	Annually from April 2023		
	7.2 Annual workforce report to identify areas for action	HR Team /HEDIT	COO	Annual report to BoT to include workforce profile data with trend analysis and comparators. To include adoption of actions to address any identified anomalies or underrepresentation.	Annually from June 2023	BoT to consider EDI report each June/July	

	7.3 Review employee policies & procedures to identify anomalies and agree actions	HR Team capacity	COO	Completed comprehensive & holistic reviews of policies: 1. Recruitment 2. Training & development 3. Parental leave 4. Reward 5. Exit surveys	December 2023 February 2024 Dec 2024 March 2025 Dec 2024	Note: all HR policies on two-year cyclical review.	
	7.4 Equality Impact Assessment of employee policies	HR Team capacity	COO	HEDIT to deliver EIA refresher training to HR colleagues involved in policy review	Training delivered by October 2023		
	7.5 A review of EDI training for staff	HR Team capacity/Head of EDI	COO	Review of EDI options with new materials on offer, informed by best practice and benchmarking. EDI as a mandatory element of induction. e.g. EDI in the workplace, Unconscious Bias, Managing diverse teams, Recruitment	Review completed April 2024 New training menu adopted Dec 2024		
	7.6 Renew the HR Team's visible commitment to embedding EDI	Head of EDI	COO	i). Events – Break & learn = x 2 EDI sessions per annum ii). Review and publish an updated HR EDI Statement of Commitment for external audiences	Twice annually commencing June 2023 June 2024		
	7.7 Visible commitment to accessibility in the workplace	Director of Gov*/HR Team/Head of EDI	COO	Review & renew Reasonable Adjustment Policy Submit application for Disability Confident accreditation	December 2023		

				*Consideration of accessibility embedded in facilities management review process			
	7.8 Identifying & Addressing any pay gaps	HR Team /Head of EDI	COO	Gender, race & disability pay gap reports produced and published with context and actions being taken.	Gender: Dec 23 Report on feasibility of producing meaningful data on Race: Dec 24 Disability: Dec 25	A voluntary action. CIOB not required to produce pay gap reports due to size.	
8. FINANCE							
Goal	Action	Resources	Responsible Director	Measurable outcome	Target	Progress/Comment	
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 IT Team and Finance Team capacity	Finance Director	1. All suppliers to complete responsible procurement checklist demonstrating their compliance to EDI. 2. High value contracts requirement to consider SME's and under-represented groups within both the contract management and tender processes. To include external consultants, auditors, investment managers, advisors as proportionate.	December 2023 December 2025	To be managed via the planned contract database for implementation in Q1 2024.	