

Annual EDI Report to Board of Trustees 27 June 2025

Report from Head of Equality, Diversity & Inclusion Transformation

This report covers the operation of the CIOB in respect of equality, diversity, and inclusion (EDI) for the period 1 June 2024 to 31 May 2025.

Executive Summary

Completed initiatives:

- Progress against five-year EDI Action Plan objectives (2023-2028)
- Launch of *Diversity & Inclusion Technical Information Sheet for SMEs* (June 2024)
- Hosted cross-sector disability inclusion in employment event (July 2024)
- Publication of Inclusive Language guide for staff (July 2024)
- First joint participation in London Pride Parade with partner institutes (June 2024)
- Launch of inclusive best practice case-study paper (Oct 2024)
- New Chair & five new members appointed to EDI Advisory Panel (Nov 2024)
- Increase in company signatories to the D&I Charter (345 by end May 2025)
- 26 EDI Ambassadors appointed on Hub committees (April 2025)
- Successful 'Need to Talk' support sticker initiative launched with over 22k distributed to employers in the sector (May 2025)
- 'Understanding Mental Health in the built environment' report (May 2025)
- EDI Awards presented to individual & company champions (May 2025)
- Four well attended meetings of the CIOB Employers' D&I Forum
- New five-year partnership work agreed with ICE, LI, RIBA, RICS & RTPI with two new institutes (CICES & CIAT) joining the MoU (May 2025)
- Representation at senior levels in the sector (e.g. CLC, CIC) to ensure alignment and demonstrate CIOB thought leadership
- Equality Impact Assessment completed on HR policies (e.g. the Reasonable Adjustment Policy)
- Internal awareness raising sessions (e.g. Neurodiversity awareness workshop)
- Nominated for Memcom Excellence award for EDI (September 2024)
- Representation at external cross-sector events (e.g. UKCW)
- Regular marketing & comms output with focus on D&I (e.g. CIOB People)
- Tailored EDI training introduced for all staff (March-May 2025)

Forthcoming activity:

- Joint B.E. Inclusive event promoting Inclusive Design Overlay (July 2025)
- Forthcoming CIOB EDI Day (16 October 2025)
- Further CPD resources to be launched on CIOB Academy website (to Q4 2025)

1. The CIOB's commitment to Equality, Diversity and Inclusion

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. We will work with our members, networks, other professional bodies and across the wider industry to promote an inclusive and accessible built environment that improves the lives of all.

2. Roles and Responsibilities

i) The Board of Trustees

As the governing body of the CIOB, the Board of Trustees (BoT) is responsible for the management of the Institute and ensuring that it meets its obligations as set out in the Royal Charter, in addition to relevant legislation and regulations such as the Equality Act (2010). The BoT considers this annual report to monitor progress against the agreed EDI objectives and other requirements.

ii) The members' EDI Advisory Panel

The CIOB EDI Advisory Panel provides a forum for members with expertise in EDI to promote the agenda across the built environment sector. The Panel works with the CIOB and its Head of EDI Transformation, to better understand the barriers to particular groups and individuals, and to identify opportunities for improvement and innovation within the sector. The Chair of the Panel reports to the External Affairs Advisory Board.

iii) The Head of EDI Transformation

The Head of EDI Transformation role reports to the CEO on a day-to-day basis and to the Board of Trustees annually. The role manages the EDI Project Officer and is responsible for ensuring that the CIOB embeds its commitment to inclusion in all functions and demonstrates thought leadership across the built environment sector.

3. Highlighted achievements from the previous 12 months

i). Progress on the EDI Action Plan (2023-28)

The Head of EDI Transformation works with the Leadership Team and the EDI Advisory Panel to make progress against the agreed five-year EDI Action Plan for 2023-2028, aligning with the CIOB Corporate Plan. The objectives and actions cover all functions of the CIOB from governance to membership and its role as an employer. Regular progress reports on the action plan are given to the Leadership Team, the EDI Advisory Panel and the Board of Trustees. The latest update on this EDI Action Plan is in the appendix of this Annual Report.

ii). The Diversity & Inclusion Special Report and Charter¹

Launched in November 2021 for all employers in the built environment sector, the Special Report outlines the business case for a commitment to D&I and provides international examples of best practice for organisations to learn from. The accompanying Charter sets out five commitments as a step-by-step guide to embedding and promoting inclusive

¹ <https://www.ciob.org/industry/politics-government/campaigns/equality-diversity-inclusion>

employment practices. These commitments are purposefully tailorable to any size of organisation and operating environment to facilitate the broadest participation and impact. By May 2025 340 companies have signed up to the Charter, sharing their logos with us for display on our dedicated website. This includes companies based in the US, Canada, Jamaica, Spain, Australia and UEA as well as across the UK and RoI.

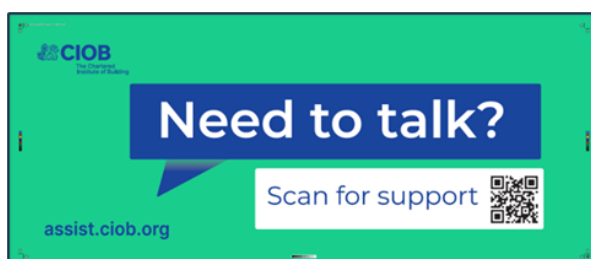
Meeting on a quarterly basis, the CIOB Employers' Forum for Diversity & Inclusion was established in 2022 to provide signatories to the Charter with an opportunity to share challenges and successes on their developing approaches in this area. During the year, the Forum held four well attended quarterly meetings which resulted in the identification of best practice examples and referrals to the Business Development Team.

iii). Development and publication of CPD resources for CIOB Academy

A range of CPD resources are being developed for the benefit of colleagues in the sector. Seven CPD courses in total are designed to spread EDI best practice and awareness across the sector. Two of the courses are available on CIOB's Academy and the rest will be available by December 2025. The CPDs cover key EDI areas including data collection, accessibility and inclusive practices in the workplace.

vi). 'Need to Talk' sticker initiative

In alignment with our commitment to promoting positive mental wellbeing in the sector, the CIOB launched its 'Need to Talk' initiative in the spring of 2025, following a successful pilot led by the Wales Hub. The stickers include a QR code that links the user to a list of expert support agencies on the CIOB Assist Website.



Offered in a range of four colours to suit different sites, the stickers are designed to be placed in discreet areas (e.g. on the back of WC doors or inside lockers) so that those in need can use them without being seen to do so. Since launch, 22k+ stickers have been distributed to companies in the sector, with guidance on how to make best use of them and internal messaging for employees. This has resulted in a 600% increase of hits to the CIOB Assist webpages since the start of the initiative. The use of the sticker motif in the CIOB email signature template directly resulted in over 30k visits to the CIOB Assist webpage.

vii). CIOB EDI awards

May 2025 saw the presentation of two EDI awards² (corporate & individual) as part of the annual CIOB Awards. The EDI awards were introduced to recognise exceptional commitment to promoting a fair, inclusive and welcoming built environment sector. The individual award winner in 2025 was Gary Jones MCIOB and the company award went to 'Be One' at Do Build.

² <https://awards.ciob.org/2025-winners/>

viii). Partnership working with professional membership institutes

Since 2021, the Head of EDI and the EDI Project Officer have been liaising with equivalent roles in the CIOB's partner membership organisations (RICS, RIBA, ICE, RTPI, LI) on EDI initiatives with the aim of a consistent approach in this area across the professions in the built environment. The CEOs of the institutes signed a Memorandum of Understanding³, committing to a three-year SMART action plan published in July 2022⁴.

The on-going initial activities have included agreeing an approach to member data collection across the professions, both within the UK/RoI and globally, and research into the leaking pipeline between education and employment. The signatories to the MoU jointly attended the London Pride Parade for the first time in June 2024 and hosted a disability inclusion in employment event in July 2024⁵ under the banner of 'B.E. Inclusive' (B.E. = Built Environment).

In May 2025⁶, the six original signatories signed a new five-year agreement to work on three key areas covering data collection and analysis, recruitment to the sector and on embedding inclusive workplace culture to promote retention. They were joined by two new institutes (CICES & CIAT) demonstrating an on-going and increasing commitment to an accessible, welcoming and representative industry.

ix). Sector leadership

In parallel with the partnership working with member institutions, the Head of EDI played a pivotal role in establishing the new Construction Leadership Council's (CLC) EDI Community and represents the CIOB on its Steering Group. The CLC EDI Community was launched in January 2025 with opening remarks from Mark Reynolds, CLC Co-Chair and Chair of Mace. The CIOB Head of EDI also sits on the Construction Industry Council's EDI Committee steering group. The aim of this engagement is to ensure alignment and consistency across the sector and to avoid duplication of effort. It is also evidence of a recognition of CIOB's increasing influence on the EDI agenda in the built environment.

x). Recognising and promoting best practice in the sector

We saw a number of successful initiatives highlighting examples of best practice in the sector over the year. Firstly, we published our *'Benefits of Diversity & Inclusion – best practice examples from the built environment sector'* paper in October 2024⁷. The paper showcases the great D&I work of five organisations that are signatories to our D&I Charter: Kier, DoBuild, Burmors construction, BBVS and Graham.

In December 2024 CIOB CEO Caroline Gumble (Dr), along with representatives of the London Hub Committee and the EDI team visited the renovated RNIB Offices at the Grimaldi building, showcasing the benefits of inclusive building design for all.

³ <https://www.ciob.org/news/sector-bodies-unite-to-improve-EDI>

⁴ [three-year-action-plan-to-improve-equity-diversity-and-inclusion](https://www.ciob.org/news/sector-bodies-unite-to-improve-EDI)

⁵ <https://www.ciob.org/blog/improving-disability-inclusion-in-employment>

⁶ <https://www.ciob.org/news/built-environment-professional-bodies-deepen-commitment-to-edi-with-two-new-signatories>

⁷ <https://www.ciob.org/blog/showcasing-everyday-di-opportunities>

CIOB People hosted a podcast⁸ promoting Race Equity in the sector featuring a discussion lead by Dr Roni Savage (Jan 2025). Joining the discussion were Harvey Francis, Chief People Officer and Executive Vice President at Skanska UK, and TJ Jacobs, technical director for social value at Arcadis.

As a result of its various activities, CIOB was short-listed for a Memcom excellence award for its EDI initiatives in September 2024.

xi). Engagement with governmental policy makers

The Policy and Public Affairs Team met with the Minister for Skills, and MPs with EDI on the agenda as part of addressing the skills gap issue, in addition to meeting with the Home Office to discuss modern slavery issues. The Team engaged with policy makers on our well received research for encouraging ex-offenders into the industry, and the perception of the built environment from both young people and parents' perspectives. We also saw the publication of the '*Understanding Mental Health in the built environment*' report (May 2025)⁹. Other activities included a meeting with the secretariat of the Skills, Careers and Employment APPG to discuss EDI and engaged with PPC on the need for a more skilled and diverse workforce.

xii). Representation at external events

Over the 12-month period the CIOB Head of EDI was invited to deliver presentations to several external events including:

- *The Women in Construction: Innovation and Leadership in the Built Environment Conference (Sept 2024)*
- *Construction Industry Council (CIC) Economic Briefing (September 2024)*
- *UKCW Birmingham Culture Change Hub: EDI Initiatives that Work (October 2024)*
- *Women's Leadership Event: Insights into Belonging in the Built Environment (January 2025)*
- *Loughborough University Built Environment Faculty (Jan 25)*
- *UK Construction (London) panel discussion on EDI & Social value hosted by Design & Build UK (May 2025).*
- *The HEDIT attended the annual conference of the Modular Portable Building Association to further promote the use of the 'Need to Talk' stickers (May 2025)*

In addition, CEO Dr Caroline Gumble was invited to present an award at the annual Black Professional in Construction (BPIC) awards (December 2024).

xiii). The EDI Advisory Panel

The (members') EDI Advisory Panel met on a quarterly basis over the last year and significantly contributed to developing the CIOB's approach to EDI. In November 2024, a new Chair and five new Panel members were appointed, bringing different perspectives from a diverse range of roles across the industry, including SMEs, private & public sector

⁸ <https://constructionmanagement.co.uk/captivate-podcast/how-are-we-doing-on-race-equality-checking-in-with-dr-roni-savage/>

⁹ <https://www.ciob.org/news/mental-health-support-on-the-rise-but-workers-still-struggling-ciob-report-shows>

and academic roles. The Panel acts as a 'critical friend' on the CIOB approach to EDI and its Chair provides the External Affairs Advisory Board with regular updates on its activities.



xiv). CIOB EDI Ambassadors

In November 2022 the CIOB EDI Ambassador Role¹⁰ was launched to recognise the valuable experience and knowledge of EDI in the built environment that members can bring to our discussions on this key policy area. The voluntary role of CIOB EDI Ambassador provides an opportunity for members to help ensure EDI is on the agenda at a Hub level. CIOB EDI Ambassadors help disseminate best practice across the CIOB networks and identify areas for action to promote equitable treatment for all. By May 2025, 26 Ambassadors have been appointed by Hub Committees and supported by the EDI Project Officer with quarterly meetings and regular email updates on CIOB activities.

xv). Diversity & Inclusion Technical Information Sheet

Working with the CIOB Academy, the EDI Project Officer launched the CIOB's first Diversity & Inclusion Technical Information Sheet (TIS) in June 2024. The TIS is a practical step-by-step guide, providing case study examples to colleagues working in the built environment sector globally. The Diversity & Inclusion TIS is tailored to be particularly useful to SME companies with no dedicated EDI resource and limited time to invest in this agenda.

xvi). Internal EDI training for CIOB staff

In March 2025, the EDI team launched tailored EDI training menu for all CIOB colleagues. The options included an introductory module for all existing staff and new starters; dedicated 'managing diverse teams' for all managers and a session for members of the Leadership Team and Trustees during their induction. The initial phase of 'introductory' training has been completed, and the managers training commenced in June 2025. The induction session for Trustees was piloted in 2024 and will be run again in May 2025. All modules cover the relevance of EDI in the built environment sector, legislative requirements and how the policy area applies to the roles of those attending the course.

xvii). Gender Pay Gap

The CIOB undertakes voluntary gender pay gap analysis as part of our commitment to being a fair and equitable employer. After two years of considerable improvement, attributed to our approach to pay benchmarking, we have seen an increase, with our mean gender pay

¹⁰ <https://www.ciob.org/industry/politics-government/campaigns/equality-diversity-inclusion>

gap increasing to 14.8% from 11.2%, and our median gender pay gap increasing to 26.7% from 14.8%. Figures have not however returned to their peak.

Despite strong female representation in our most senior roles, the pay gap remains as we continue to see an under-representation of men in our lower pay quartiles. Small changes in our employee profile continue to have a significant impact on these numbers, with two male leavers in our lowest pay quartile identified as a key contributor.

Our focus in the coming year will continue to be on delivering fair and consistent salary benchmarking alongside generating more insight from our recruitment process to inform future actions. More detailed information and analysis will be presented in our HR Half Year Report to the Board of Trustees.

4. Analysis of membership and employee data and a summary of actions that result

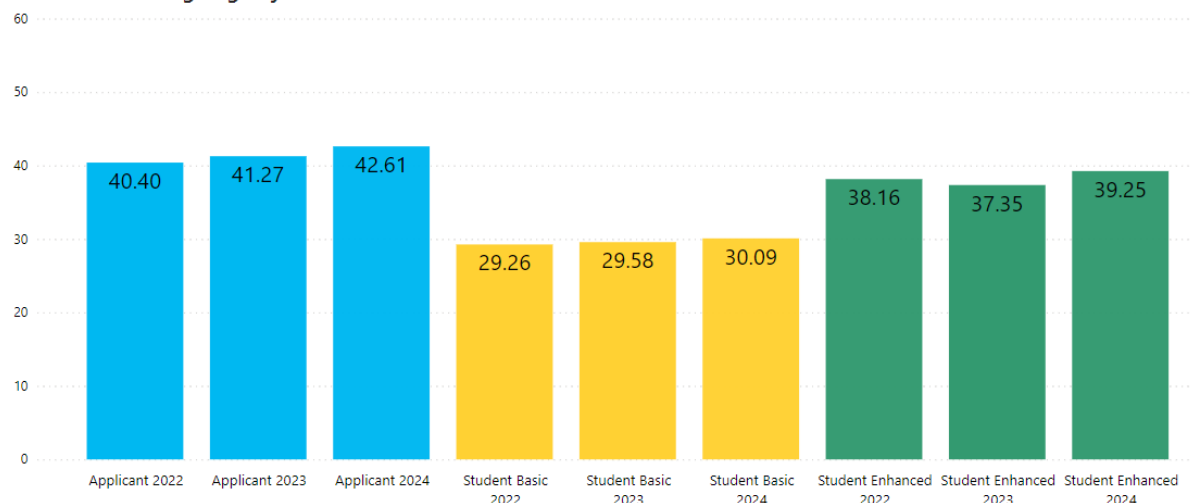
The CIOB recognises the many benefits of having an equitable and inclusive approach in our role as a professional membership institute and as an employer. Having an accurate picture of our membership and our workforce will allow us to identify underrepresentation and measure the impact of policies and practices adopted to promote diversity and inclusion.

i). Membership profile data (April 2025)

Currently, the CIOB members personal 'diversity' data is limited to age (i.e. DoB), and gender. Both metrics are tracked through the monthly membership dashboard and reported as KPIs to all staff and Committees.

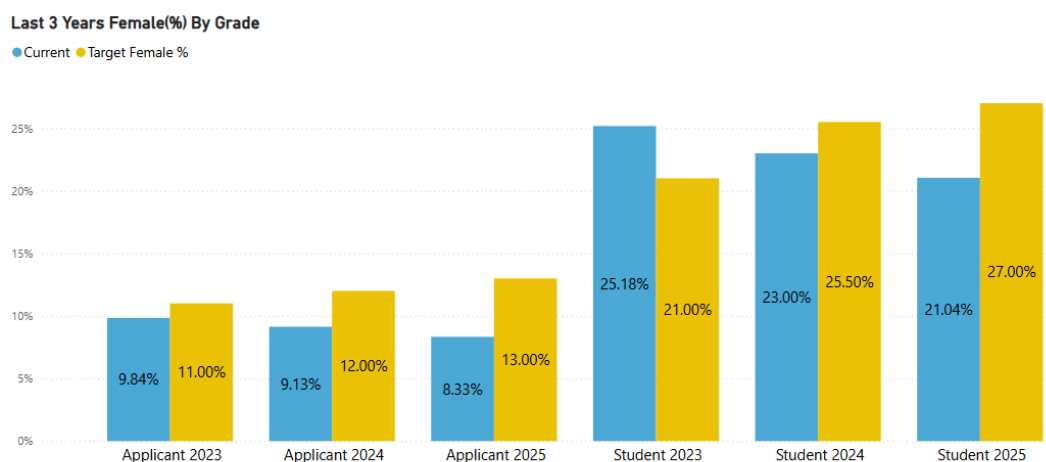
1). Age

Last 3 Years Average Age By Grade



The most recent data shows that the average age of members across the grades to rising on a marginal basis. The desired reduction in the average ages of members overall is not in evidence. This will be suggested as an issue for consideration by the EDI Team and the EDI Advisory Panel.

2). Gender



The most recent data demonstrates that the underrepresentation of female members across all Student grades has increased, and our targets have not been met. This trend will need to be considered by the EDI Team and the EDI Advisory Panel and appropriate actions identified as a priority.

Actions arising from member data:

With the launch of the new CRM system in October 2024, CIOB expanded our data collection from our membership by extending personal questions (e.g. disability, ethnicity, sexual orientation, and religion or belief). Data collection was embedded into the application process and members have the option to update their personal details at their discretion via the CIOB Portal. In this way, we are ensuring consistency on the data collected with other professional membership institutes as set out in the Memorandum of Understanding signed in April 2022. It should be emphasised that it is optional for members to share this information.

In April 2025 it was reported that the collection rate for personal diversity data beyond age & gender) stand at around 15%, preventing meaningful analysis. A number of actions have been completed (e.g. a blog¹¹ explaining the reasons for collecting the data and an email planned for September 2025) have been completed. We will continue to monitor the rate that this data is shared by members.

The figures in respect of membership age and gender will continue to be reported with the aim of reducing the average age and promoting a more gender balanced demographic. The initiatives set out in the EDI Action Plan (2023-2028) and the those embedded in the Corporate Plan Skills Gap theme, include the objectives of promoting gender balance and a reduced age in the CIOB membership overall. The broader work with the membership organisations also includes the aim of ensuring a more reflective built environment sector demographic.

Appropriate annual targets in respect of the age and gender of membership are set out in the Membership section (page 16 below) of the CIOB EDI Action Plan (2023-2028).

¹¹ <https://www.ciob.org/blog/why-we%E2%80%99re-asking-for-your-personal-data>

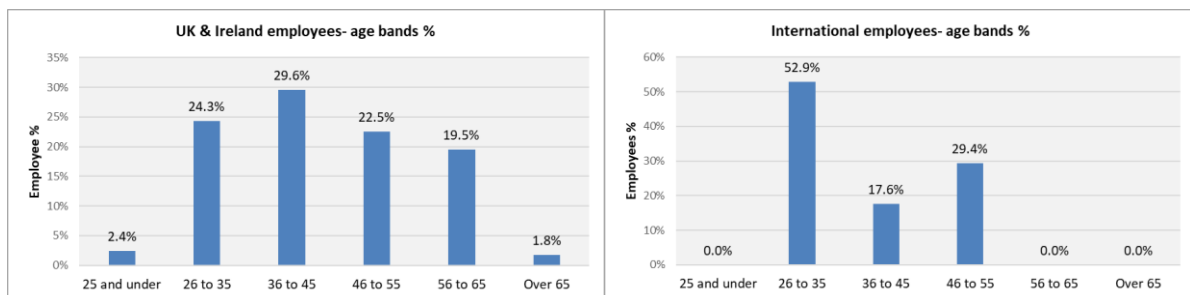
ii). Employee data

The personal questions asked of CIOB employees residing in the UK and Ireland was revised and expanded in 2021 to include the protected characteristics as defined by the UK's Equality Act (2010). The proportion of UK/RoI based staff members who felt confident to provide their personal details has risen from 89.5% in 2024 to 95.3% in 2025.

Employees residing in countries outside the UK/Ireland were only asked to provide age, gender, and disability in recognition of the different legislative, regulatory and cultural environments in countries where our employees reside.

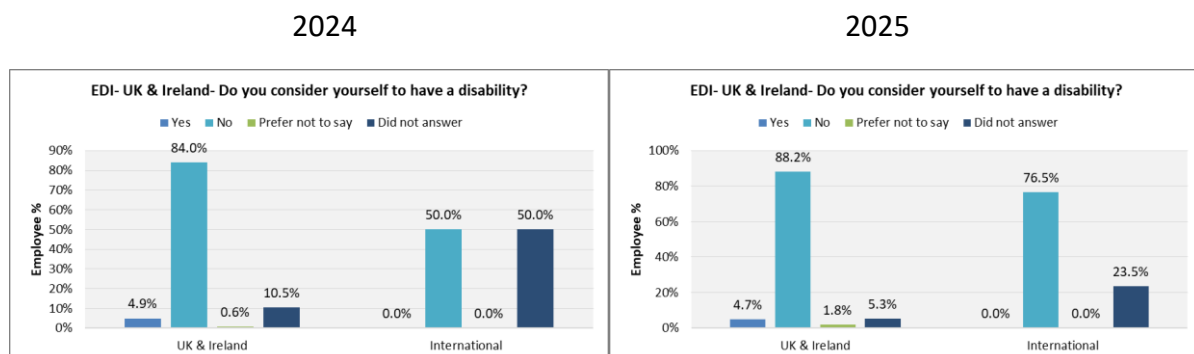
The following employee data was reported on 31 March 2025:

Age:



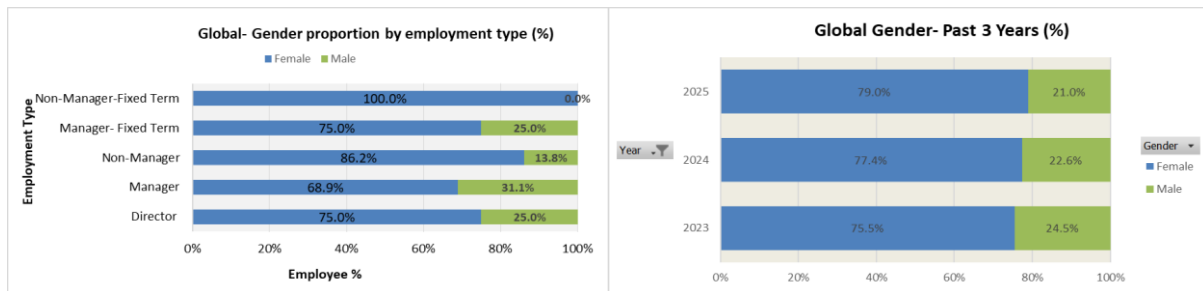
Employee age data continues to demonstrate that the demographic of CIOB's international colleagues is a narrower but younger cohort, with significantly fewer staff over 56 years of age. There is no significant change in either group from last year's analysis.

Disability:



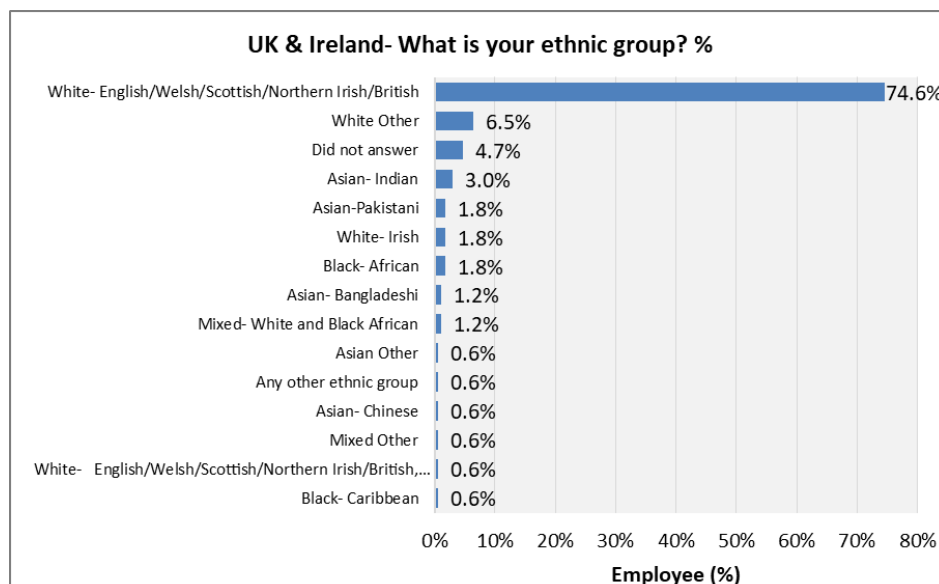
The proportion of CIOB staff declaring a disability in the UK and Ireland (4.7%) in 2025 is constant and in line with the wider UK workforce data declarations at circa 5%. The proportion of international based staff prepared to answer the disability question on is a positive. The absence of any staff confirming that they are disabled would be a concern if the cohort employed internationally was larger (currently 17).

Gender/sex:



The gender data demonstrates a significant under-representation of male employees and the trend over the last three years does not evidence any change. Further analysis shows that the gender imbalance is widest in non-managerial roles and at Director level, with the lowest proportion at 13.8% in the non-manager category and the highest representation of men (31%) in manager roles.

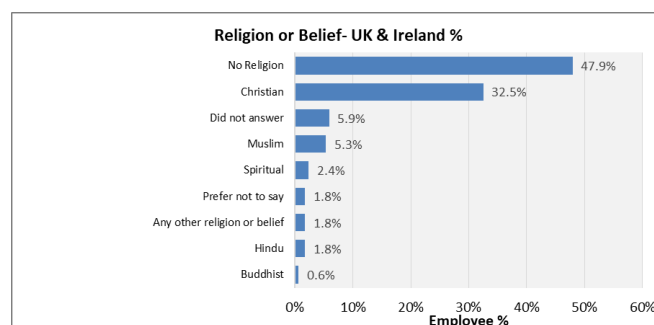
Ethnicity/race:



The proportion of CIOB staff in the (UK and RoI) who define themselves as Black, Asian, other minority ethnic, or of mixed heritage is relatively low at 14.4% compared to the wider population of England & Wales at 18%¹². However, the trend is upwards from 11.7% in 2024 and higher than the BAME population of Berkshire (the location of the CIOB's main office) at 8.8%.

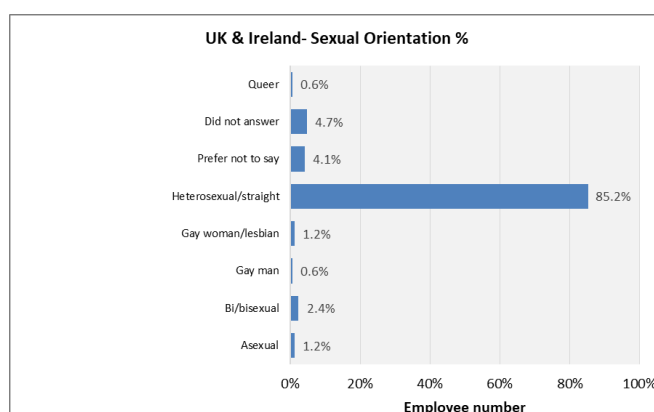
¹² <https://www.ethnicity-facts-figures.service.gov.uk/uk-population-by-ethnicity/national-and-regional-populations/population-of-england-and-wales/latest/>

Religion or belief:



In respect of religion or belief, the CIOB workforce profile is similar to the figures in England & Wales from the 2021 Census¹³ where the two foremost categories are Christian (46.2%) and having no religion (37.2%). Those CIOB colleagues declaring themselves to be Muslim is also comparable to the picture in England & Wales (6.5%).

Sexual orientation:

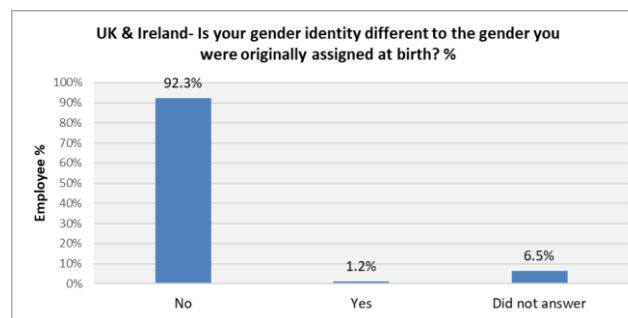


In respect of sexual orientation, 85% of CIOB colleagues declared that they consider themselves to be heterosexual with 6% confirmed that they are an LGB+ orientation (gender reassignment being collected separately.) This is aligned to the data collected in the 2021 Census with Around 43.4 million people (89.4%) identified as straight or heterosexual. Around 1.5 million people (3.2%) identified with an LGB+ orientation (“Gay or Lesbian”, “Bisexual” or “Other sexual orientation”).

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<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/religion/bulletins/religionenglandandwales/census2021#religion-in-england-and-wales>

Gender reassignment:



The percentage of colleagues answering positively to the gender reassignment question is 1.2% which is broadly in-line with the 0.54% reported in the 2021 Census of England & Wales¹⁴

Actions arising from employee data:

The most significant underrepresentation in the CIOB workforce profile continues to be the underrepresentation of men in the organisation. This trend is particularly acute in non-managerial roles. This issue will be considered by the EDI Team and the EDI Advisory Panel, working with HR colleagues, over the summer to identify appropriate actions to address this trend as a priority.

¹⁴

<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/genderidentity/bulletins/genderidentityenglandandwales/census2021>

Update on EDI Action Plan (2023-28) May 2025

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 this 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 know¹⁵ 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. Research¹⁶ 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 practices 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 (2023-2028) with ambitious, aspirational EDI goals that will be reported to the Board of Trustees 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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INCLUSION@CIOB.ORG.UK**

¹⁵ https://www.mckinsey.com/~/media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx

¹⁶ <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 update

1. LEADERSHIP & GOVERNANCE ¹⁷						
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 2023-2028	HEDIT	CEO	Adopt and publish new internal inclusive and intersectional EDI Action Plan: to align with Corporate Plan 2023-2028. To be publicly available via website.	This action plan adopted by BoT June 2023	Completed. Progress against the goals will be reported to the BoT and Members Forum (annually) the Leadership Team (biannually) and the EDI Advisory Panel (quarterly).
	1.2 Embed EDI targets within the Corporate Plan 23-28	HEDIT	CEO	Adopt EDI objectives in Corp Plan Themes 2025-28	June 2023	Completed. 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)	'Need to Talk' sticker initiative EDI annual awards EDI day planned for October 2025 CEO blog in CM Magazine
	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	1. Continue to deliver EDI training within the BoT induction programme. 2. Develop and adopt EDI training for all governance committees	December 2023 April 2024	Completed. Agreed that Head of EDI to deliver training as part of Trustee training programme annually each May. Also to deliver training to governance committees annually.
	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	Completed new Competency Framework adopted Q1 2024

¹⁷ 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	<p>1. Personal data from Trustees appointed to formal committees collected and analysed to facilitate identification of trends.</p> <p>2. Measures adopted in Trustee recruitment process</p> <p>3. Adopt targets for Board representation (gender)</p>	<p>December 2023</p> <p>June 2024</p> <p>2027 target at least 25% (to be reviewed thereafter with ref to progress)</p>	<p>Trustee data collection delayed by launch of new CRM system in Oct 2024. Collection of border EDI data now a priority with initiatives underway to increase % completion by members</p> <p>Completed. New measures adopted in procedure and publicity launched (e.g. video on website) encouraging applications from all members.</p> <p><i>Note: 2023 membership = circa 10% female</i></p> <p>April 2025 ratio= 1/16 = 7%</p>
	1.7 BoT to consider progress on EDI	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 2025)
	1.8 Demonstrate transparency & equity in the CIOB Disciplinary process	Head of Governance	Head of Governance	<p>1. Analyse data of those subject to process to identify any anomalies</p> <p>2. Adopt measures to ensure diversity and gender representation on disciplinary panels unless exceptional circumstances apply (i.e. a requirement for expertise in a specific subject).</p>	<p>December 2024</p> <p>June 2024</p>	<p>Dependent on member data collection (action 2.1)</p> <p>EDI statement added to recruitment communications. The proportion of female members on the Disciplinary Panel has increased & the new Chair of the Investigation Panel is a woman.</p>

	1.9 Work in partnership with other institutes to affect genuine change in the sector	HEDIT	CEO	Achieve the targets set out in the MoU signed with ICE, RIBA, RICS, RTPI & Landscape Institutes (July 2022) <ul style="list-style-type: none"> Data collection Education to Employment Setting standards 	i). Member data Survey: Dec 2024 ii). Report on E2E pub. Dec 2024 iii). Creation of standards on EDI Nov 25	Data collection specified and agreed by partner institutes Report on E2E to be published Q2 2025 New MoU to be signed May 2025 with new institutes joining.
	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. new CLC EDI Community & CIC EDI Cttee, etc)	Regular attendance and contribution to forums on annual basis to 2028	Completed. HEDIT member of CLC & CIC EDI Steering groups. Contributing to development of a 'one voice' approach in the industry.
2. MEMBERSHIP						
Goal	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment
2a). A diverse and inclusive international membership	2.1 Collect expanded member data via one-off survey.	DDaT/HEDIT	COO	Data collection survey launched. Campaign to encourage members to update personal data	June 2023	One off survey completed, and data dashboard produced.
	2.2 Analyse membership data to identify anomalies and actions to address them	DDaT/Membership Directorate /HEDIT	COO	Published analysis of membership demographics to include EDI data to inform approach to a more diverse membership	December 2023	Full data collection delayed due to launch of new CRM system October 2024. Measures adopted to increase reporting incl all member email annually in Sept & blog by HEDIT for June 2025

	2.3 Update Customer Relationship Management (CRM) system to facilitate collection of required personal data	DDaT/HEDIT	COO	<p>Updated personal data questions incorporated in CRM</p> <p>Include HEDIT in Digital Review solution design.</p> <p><i>Dependant on design, development & adoption of new CRM system in 2024</i></p>	December 2024	Completed
	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 2025 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>Age average profile Q2 2025:</p> <p>Student basic = 30 Paid students = 40 Applicant = 43</p> <p>Note: The negative movement in Applicants due to moving ACIOB & ICIOB into this grade this year, this will be further amplified next year.</p> <p>Gender profile Q2 2025 (% women)</p> <p>Student = 21% Applicant = 8.3%</p> <p>Note: The negative movement in Applicants due to moving ACIOB & ICIOB into this grade in 2024.</p>

2b). <i>Diverse and inclusive representation at Hub and Regional levels</i>	2.5 Raising awareness of EDI issues in CIOB Hubs	HEDIT/ Membership Directorate	Director of Membership	Promotion of role of EDI Ambassador. Note: There are currently 59 Hub Committee	EDI Ambassadors appointed in 70% (i.e. 40 Ambassadors) of Hub Committees by December 2025	In-progress. 26 EDI Ambassadors in post by April 2025. Regular EDI Ambassadors meetings on-going
	2.6 Promote equitable representation on Hub Cttees	Membership Directorate	Director of Membership	Adopt target to improve gender representation incrementally Note: Initial targets adjusted to align with governance cycle.	18% by Aug 2024 20% by Aug 2026 25% by Aug 2028 Adopt targets on disability & race by December 2027	78 out of 418 = 18.6% Sept 2024, = target met Q2 2025 updated requested.
2c). <i>Assist company members to develop their commitment to EDI</i>	2.7 CIOB EDI activity to encourage corporate membership	HEDIT/Membe rship/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 	340 signatories by Q2 2025. Further measures adopted to increase this number by end 2025.
3. EDUCATION						
Goal	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment
3). <i>Promote EDI as a core component of CIOB education and standards</i>	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	To be aligned actions and targets for Corporate Plan 'Skills Gap' theme. Consultation with employers completed by Q4 2023. Consultation with students/academics completed & to be reported Q2 2025.

	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 In progress
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	Completed. New Chair & 5 new panel members appointed Dec 2024. Panel reports directly to the EAAB. All Advisory Panels report on a quarterly basis to the EAAB and onwards to BoT.
	4.2 Promotion of CIOB as a sector lead in contact with policy makers globally	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 with EDI on the agenda	Completed. Activities include meetings with the Minister for Skills, and MPs with EDI on the agenda as part of addressing the skills gap issue. The Policy Team have met with the Home Office to discuss modern slavery issues. Engaged with policy makers on our well received research for encouraging ex-offenders into the industry, and the perception of the built environment from both young people and parents' perspectives.
	4.3 Promote social benefits of EDI as an	Marketing/	Director of Policy, External	Events to promote modern professionalism with policy makers, politicians and officials	3 well attended events annually from Jan 2023	Completed. Activities included research on encouraging ex-offenders into the built

	element of modern professionalism to help address skills gaps	Policy Team/Head of EDI	Affairs and Research			environment; organised a meeting with the secretariat of the Skills, Careers and Employment APPG to discuss EDI and engaged with PPC the need for a more skilled and diverse workforce.
	4.4 Mapping the international landscape on EDI/fairness	Membership/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	Completed. The Team have attended several events related to EDI the skills investment plan workshop facilitated by Built Environment Forum Scotland. Across the UK, the team have attended Party Conferences to highlight issues in construction and the benefits of EDI in the industry. We have a strong Global Working Group where EDI is on the agenda as part of the horizon scanning and policy matrix items in each meeting to discuss issues and progress across our international regions.
5. MARKETING & COMMUNICATIONS						
Goal	Action	Resources	Responsible Director	Measurable outcome	Target	Progress/Comment
5. An explicitly inclusive approach to marketing, communications	5.1 CIOB People to promote the benefits of EDI in the sector	Marketing Team/HEDIT	Director of Marketing & Comms	Eight features and articles promoting the benefits of EDI.	On a quarterly basis commencing June 2023	Completed. Number of articles in CM & People CIOB has exceeded the target.

<i>and engagement activities that promotes the CIOB as welcoming to all</i>	5.2 Ensure the CIOB's digital offer is accessible	DDaT/HEDIT	COO	<p>i). Embed EDI requirements into the new Digital Strategy.</p> <p>ii). Review main website and intranet to ensure accessibility every two years</p>	<p>December 2023</p> <p>Commencing 2025</p>	<p>Digital, Data and Technology strategy launched. Roadmap completed and launched with detailed EDI requirements incorporated.</p> <p>Website work has already commenced with Digital Accessibility Centre AA Certified obtained in 2022.</p>
	5.3 Ensure our events and conferences make all potential attendees feel welcome and valued	Marketing Team/HEDIT	Director of Marketing & Comms	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	<p>On target</p> <p>Note; CIOB awards ceremony moved to a more accessible venue in response to feedback from members at the previous event</p>
	5.4 Provide members with an opportunity to comment on accessibility & inclusion	Marketing Team/HEDIT	Director of Marketing & Comms	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	<p>Completed.</p> <p>In 2024 97% of members surveyed were aware of CIOB commitment.</p>
	5.6 Promote the CIOB's commitment to EDI with a biennial event	Marketing Team/HEDIT	Director of Marketing & Comms	Well attended international biennial event CIOB EDI conference	<p>150+ attendees November 2023</p> <p>350+ attendees in November 2027</p>	<p>Completed. International speakers and panellists including President, Past-President & CEO in Nov 2023. EDI Day in Oct 2025 currently being planned.</p>
	5.7 Develop adopt CIOB inclusive language/terminology guidelines	Marketing Team/HEDIT	Director of Marketing & Comms	Guidance adopted and published on intranet/SharePoint	April 2024	<p>Completed. Inclusive language guidance launched May 2024.</p>

	5.8 Include EDI considerations as a key element of brand update and/or development	Marketing Team/HEDIT	Director of Marketing & Comms	Regular review of brand guidance with evidence of accessibility/inclusion (e.g. minimum font/diverse people in image library)	On-going from June 2023	Completed. Inclusive standards adopted. Review of brand guidance scheduled for November 2025. HEDIT to be consulted.
	5.9 Ensure channels of member communication is as inclusive and accessible as possible.	Marketing Team/HEDIT	Director of Marketing & Comms	Content creation and marketing channels considered with inclusion front of mind & continually reviewed to align with accessibility standards	On-going from June 2023	Completed. Inclusive standards adopted.
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	Completed. MOOC successfully launched June 2023. Course completed by circa 435 learners by June 2024.
	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 Potential contribution from the EDI Advisory Panel (tbc)	June 2024	Completed to target. EDI Advisory Panel provided comments/contributions.
	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) All new recorded material to have closed captions by default.	December 2025 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	New CPD material developed and added to Academy Website from March 2025. More materials to follow over the calendar year.
	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 representative teams	April 2024	MOOC resource published June 2023. Complete review of EDI training resources completed and new CPD materials produced.
	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	Completed
	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	Completed. BoT to consider EDI report each June/July

	7.3 Review employee policies & procedures to identify anomalies and agree actions	HR Team capacity	COO	<p>Completed comprehensive & holistic reviews of policies:</p> <ol style="list-style-type: none"> 1. Family friendly policies 2. Training & development 3. Recruitment 4. Reward 5. Exit surveys 	<p>April 2024 December 2024 December 2024 March 2025 December 2024</p>	<p>All family friendly policies reviewed and updated in line with April 2024 legislative changes.</p> <p>Measures adopted to comply with new Worker Protection amendment to the Equality Act. in Oct 2024 through review of Unfair Treatment policy and approach approved by LT. Mandatory training developed and delivered to all staff.</p> <p>Exit survey data reviewed for twice yearly Trustee reports. Review of approach to Exit survey on-going.</p> <p>Review of recruitment policies complete Q4 2024 with ongoing actions identified linked to potential procurement of ATS.</p> <p>Review of L&D policies underway in early 2025 as priority given to Unfair Treatment Policy.</p> <p>Review of Reward Policy complete in Q1 2025. Given timing of review, equality impact analysis will be finalised following pay award in July 2025 to ensure most current data considered.</p>	
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	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 December 2023	Completed 14 December 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	Review completed and new menu proposed for adoption by Q1 2025. Materials developed and mandatory training roll-out commenced Q1 2025.
	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	Completed. Completed.
	7.7 Visible commitment to accessibility in the workplace	Director of Gov*/HR Team /Head of EDI	COO	i). Review & renew Reasonable Adjustment Policy ii). Submit application for Disability Confident accreditation *Consideration of accessibility embedded in facilities management review process	December 2023	Reasonable Adjustment policy adopted in May 2024. Disability Confident bronze level successfully attained February 2024.
	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. Note: CIOB not required to publish gender pay gap reports due to being <250 employees.	Gender: Dec 23 Report on feasibility of producing meaningful data on Race: Dec 24 Disability: Dec 25	Gender pay has been calculated and shared with BOT. GPG fallen from 23.3% in 2023 to 14.8% in 2024, (cf average UK median of 14.3% (2023)) Initial race pay gap data has been calculated.

8. FINANCE & DIGITAL						
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	Finance Director	1. All suppliers to complete responsible procurement checklist demonstrating their compliance to EDI.	December 2023	Completed. This is now part of the procurement process.
		IT Team and Finance Team capacity		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 2025	To be managed via the planned contract database for implementation.