

Annual EDI Report to Board of Trustees 26 June 2026

Report from Head of Equality, Diversity & Inclusion Transformation

This report covers the period 1 June 2025 to 31 May 2026.

Executive Summary

The previous 12 months has seen continued progress against the objectives set out in our five-year EDI Action Plan across all CIOB functions:

- An increase to 417 company signatories to the Diversity & Inclusion Charter
- Four well attended meetings of the CIOB Employers' D&I Forum
- New five-year 'B.E. Inclusive' EDI partnership action plan with eight other member institutes (CIAT, CIHT, CICES, ICE, LI, RIBA, RICS & RTPI) (Feb 2026)
- Joint B.E. Inclusive events e.g. International Women's Day event (March 2026) & London Pride Parade (June 2025)
- Five new external experts appointed to EDI Advisory Panel (Jan 2025)
- 28 EDI Ambassadors appointed on Hub committees (May 2026)
- Wide distribution of CIOB 'Need to Talk' support sticker initiative with 30k posted on sites with 260 direct links via QR code in 2026
- Well attended virtual & international CIOB EDI Day with 300+ delegates (Oct 2025)
- Successful joint campaign with Prostate Cancer UK to raise awareness and with 80 'high-risk' men identified and referred to their GP (March 2026)
- Approach to Reasonable Adjustment provision reviewed & posted (May 2026)
- Mandatory internal EDI training for CIOB Managers delivered (July 2025)
- CPD EDI & guidance resources published on CIOB Academy website (Dec 2025)
- Representation at senior levels in the sector (e.g. CLC, CIC) to ensure alignment and demonstrate CIOB thought leadership
- Representation at multiple external events (e.g. UKCW, London Expo, DIIC)
- Regular marketing & comms output with focus on D&I

Forthcoming activity:

- Focus on growing female membership working with EDI Advisory Panel and consultation with external experts
- Hosting international EDI Day conference (Nov 2026)
- Joint initiatives with B.E. Inclusive partners including looking at:
 - *Consistent support for 'returners' (e.g. after maternity leave)*
 - *Improving member data collection to facilitate identification of gaps*
 - *Promoting inclusive workplace culture and addressing problematic behaviour to drive retention of under-represented groups*

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 and others with expertise in EDI to promote the agenda across the built environment sector. The Panel works with the CIOB and its EDI team 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 EDI Team

The Head of EDI Transformation role reports to the Leadership Team and to the Board of Trustees. 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

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 objectives set out in the five-year EDI Action Plan for 2023-2028. 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 2026 417 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 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 EDI resources

The EDI team has developed a range of CPD resources for the benefit of colleagues in the sector. Hosted on the CIOB Academy website, the CPDs cover key EDI areas including data collection, accessibility and inclusive practices in the workplace. The CPD also cover specific issues such as breaking down barriers for women, supporting neurodivergent colleagues and managing diverse teams.

Other resources and published have included:

- SME Guidance for inclusive recruiting with AI
- A blog entitled: *Everywhere to see: Women's Contributions to the Built Environment*
- An article *Improving disability inclusion in the MENA built environment sector*
- A guide for inclusive job posting and job advertising
- A social media & video campaign promoting the CIOB D&I Charter
- Accessibility statements for the main CIOB websites

iv). '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 2025. The stickers incorporate a QR code that links a user at risk of self-harm to a list of expert support agencies on the CIOB Assist Website. The stickers are designed to be placed in discreet areas (e.g. on the back of WC doors or inside lockers) to avoid the stigma of being seen to use them. Since launch, 30k stickers have been printed & 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 with 271 people seeking immediate support.

v). Joint campaign with Prostate Cancer UK

March 2026 saw a CIOB campaign in partnership with the Prostate Cancer UK charity to raise awareness of the PSA blood tests and identify those most at risk from the disease. The campaign was developed in recognition of the fact that construction sector demographic over-laps with many people diagnosed with prostate cancer. It is also known that those with a family history are more at risk and Black men are 4 x more likely to be diagnosed than the

average. The campaign included a blog from CIOB President Paul Gandy, interviews with CIOB members, a round-table discussion with who have experience of the disease and expert advisors from PCUK. The campaign saw 2000 visits to the blog and 80 men identified as 'high risk' & referred to the doctor.

vi). Partnership working with professional membership institutes

In 2021, the Head of EDI began 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 an initial Memorandum of Understanding, committing to a three-year SMART action plan published in July 2022.

In May 2025², the six original signatories signed a new five-year agreement and were joined by three new institutes (CIAT, CICES & CIHT) demonstrating an on-going and increasing commitment to an accessible, welcoming and representative industry with a combined membership of over 400k professionals working in the sector. February 2026 saw the publication of a new five-year action plan to work on three key areas covering data collection and analysis, recruitment to the sector and on embedding inclusive workplace culture to promote retention. Specific workstreams include producing joint guidance on consistent support for 'returners' (e.g. after maternity leave); improving member data collection to facilitate identification of gaps and promoting inclusive workplace culture by addressing problematic behaviour to drive retention of under-represented groups. In addition, it will include the creation of a work shadowing and essential skills programme for student members and the development of a collective Code of Conduct statement on respect & EDI.



Partnership working also saw the joint hosting of events such the Inclusive Design conference at ICE (July 2025) and the International Women's Day celebration of contributions to the built environment at RICS (March 2026) that included a presentation from CIOB EDI Project Officer and a panel appearance by CIOB CEO Dr Victoria Hills.

² <https://www.ciob.org/news/built-environment-professional-bodies-deepen-commitment-to-edi-with-two-new-signatories>

vii). Sector leadership

In parallel with the partnership working with member institutions, the Head of EDI is a member of the Construction Leadership Council's (CLC) EDI Steering Group. The CLC EDI Community was launched with opening remarks from Mark Reynolds, CLC Co-Chair and Chair of Mace and was attended by Mark farmer in March 2026.

The CIOB Head of EDI also sits on the Construction Industry Council's EDI Committee with the aim of ensuring alignment and consistency across the sector and to avoid duplication of effort. It is also evidence of a recognition of CIOB's influence on the EDI agenda in the built environment.

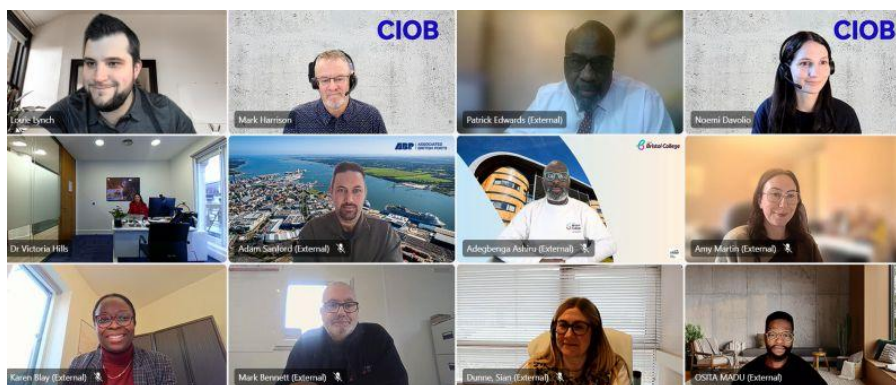
viii). Representation at external events

Over the 12-month period the EDI team was invited to contribute to several external events including:

- *UK Parliament, mental health event (August 2025)*
- *UK Construction Week, Birmingham (Oct 2025)*
- *Diversity & Inclusion in Construction event, Christchurch Uni Canterbury (Oct 2025)*
- *Women in Construction awards, London (Oct 2026)*
- *London Build Expo, Olympia (Oct 2016)*
- *International Women's Day event, RICS (March 2026)*
- *UK Construction Week & Future Build (London) 'Court Room' debate panel discussion on gender equity in construction hosted by Design & Build UK (May 2026).*
- *Building the Future Construction Summit & Careers Fair, Birmingham (June 2026)*

CIOB Vice President Ola Obadara was invited to present an award at the annual Black Professional in Construction (BPIC) awards (December 2025). The Head of EDI also had the role of judge at MEMCOM and Women in Construction awards.

ix). 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. 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. In January 2026 five new Panel members were appointed, bringing different perspectives from a diverse range of roles across the industry, including SMEs, private & public sector and academic roles. A deputy Chair to the Panel (Dr Karen Blay of Loughborough University) was appointed in April 2026.

x). CIOB EDI Ambassadors

In November 2022 the CIOB EDI Ambassador Role³ 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 2026, 28 Ambassadors have been appointed by Hub Committees and supported by the EDI Project Officer with quarterly meetings and regular email updates on CIOB activities.

xi). Internal EDI training for CIOB staff

In 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. Following the roll-out of the introductory modules, the managers' training was delivered in July 2025 and an induction session for Trustees in May 2026. 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.

xii). Pay gap data

The CIOB undertakes voluntary pay gap analysis as part of our commitment to being a fair and equitable employer.

The median gender pay gap decreased from 26.72% in 2025 to 19.33% in 2026. 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 quartiles.

We are pleased to report that the median ethnicity pay gap has fallen from 13.2% in 2024 to 5.85% in 2026.

The implementation of our new Applicant Tracking System will provide further data and more insight from our recruitment process for us to consider moving forwards. More detailed information and analysis will be presented in our HR Half Year Report to the Board of Trustees.

³ <https://www.ciob.org/industry/politics-government/campaigns/equality-diversity-inclusion>

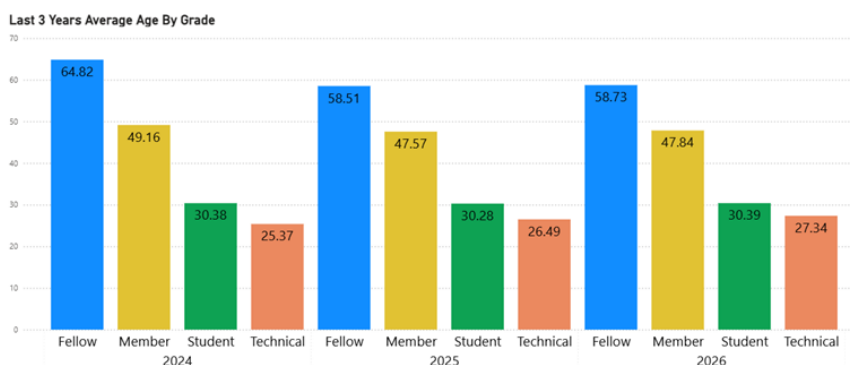
1. Analysis of membership and employee data and a summary of actions that result

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 any inadvertent barriers and measure the impact of policies and practices adopted to promote diversity and inclusion.

i). Membership profile data (April 2026)

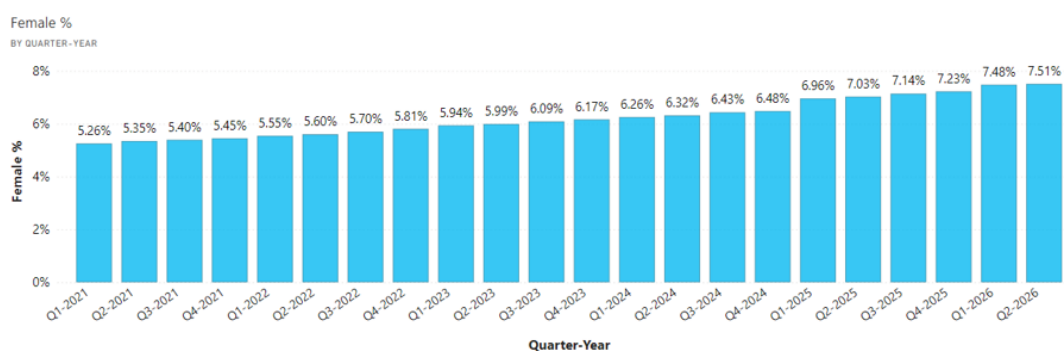
All members are asked to confirm their age and gender. Following changes to member profile questions in 2024/25, members based in the UK & Republic of Ireland are asked to share their wider personal characteristics as defined by the Equality Act (2010). Answering these questions is optional and the response rate currently stands at 30% of all members, up from 15% in 2025. Members 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. We can now report on members personal 'diversity' data as follows:

1). Age

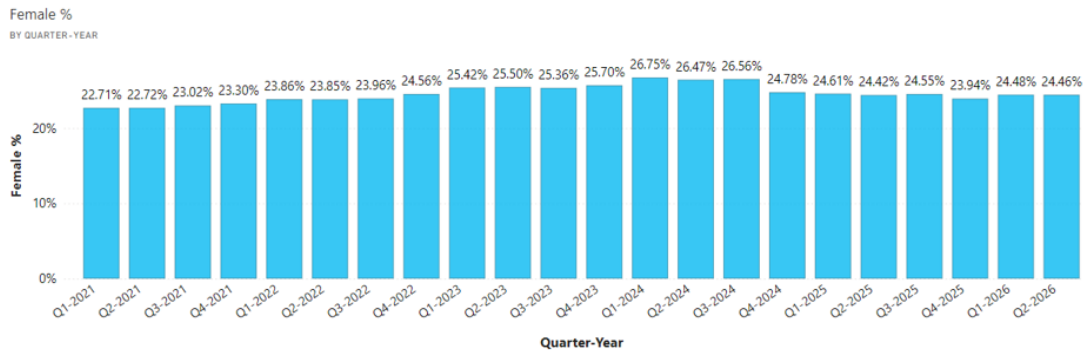


The most recent data shows that the average age of Chartered Members and Fellows has marginally fallen over the last 3 years. Conversely the age of Tech members has risen whilst that of students has been stable at 30 years of age. Therefore, the desired reduction in the average ages of all members overall is not in evidence and requires consideration.

2). Gender

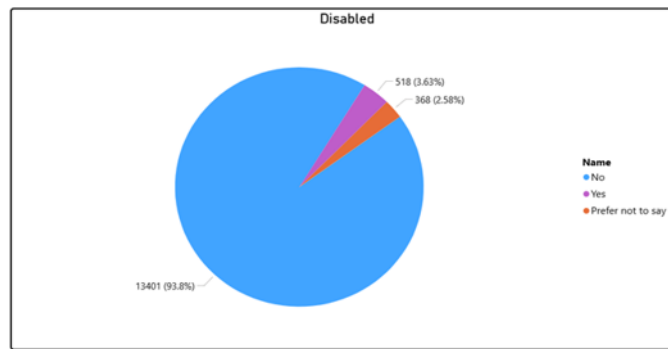


Whilst the increase in female Chartered membership (above) up to 2026 is a positive, the rate of improvement is slow and remains challenging. For this reason, we will be redoubling our focus to address this over the forthcoming months.



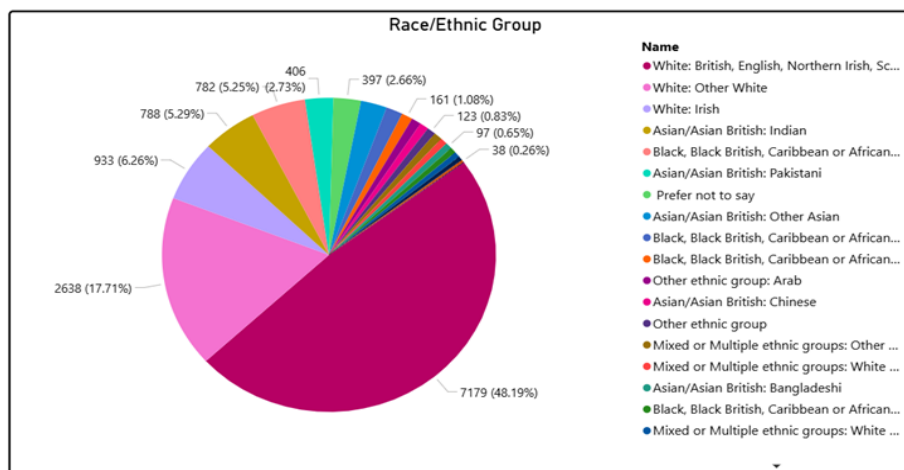
Female student membership (above) has historically been higher than chartered membership. However, it is notable that female student membership hit a peak in 2024 and has plateaued since that date to the current 24.4%. This trend will be considered by the EDI Team and the EDI Advisory Panel and appropriate actions identified as a priority.

3). Disability (members residing in UK/RoI only)



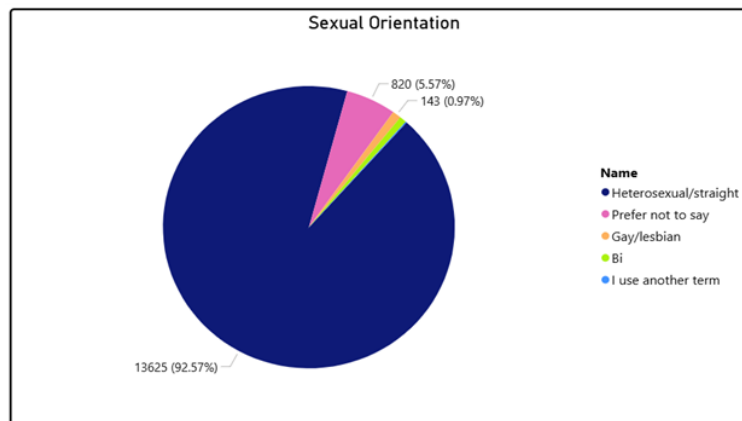
The percentage of members declaring a disability is low at 3.6% compared to the estimates of disabled people of working age at 15.2% reported by the Office for National Statistics (UK only). The figure is higher than the proportion (3%) reported working in the wider built environment sector by the 2025 Fairness Inclusion and Respect survey. Nevertheless, this underrepresentation requires consideration by the EDI Team and the EDI Advisory Panel, including how the advance of AI and robotics in construction may help us to progress our efforts to open career paths to all entrants

4). Race/ethnicity (UK/RoI only)



Of those who have shared their profile, the proportion of members identifying as Black, Asian or other minoritised ethnic group stands at circa 25%. This is favourable to the ONC census data that reports circa 19% of the UK population defines as such. It is also a higher proportion of the built environment workforce than the 14% found in the FIR Diversity Report 2025.

Sexual orientation (UK/Rol only)



Approximately 2% of CIOB members identified as LGBTQ+. This compares less favourably to ONS figures for the UK at 3.9% but reflects the wider sector FIR percentage at 2%.

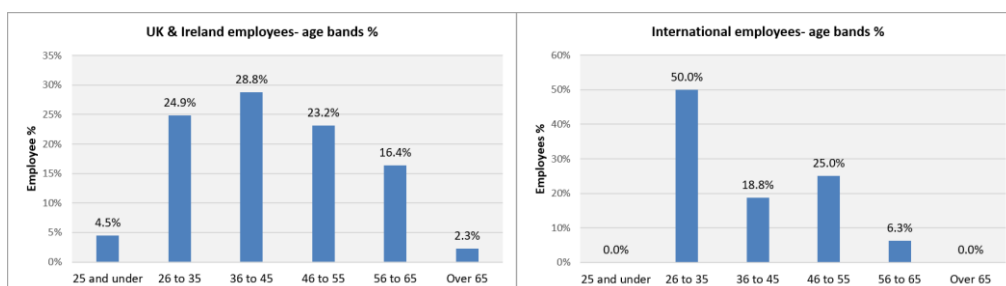
Actions arising from member data:

In light of the above analysis, the EDI Advisory Panel and the EDI Team will give particular consideration over the next twelve months to addressing the underrepresentation of women, disabled colleagues and early career professionals.

ii). Employee data

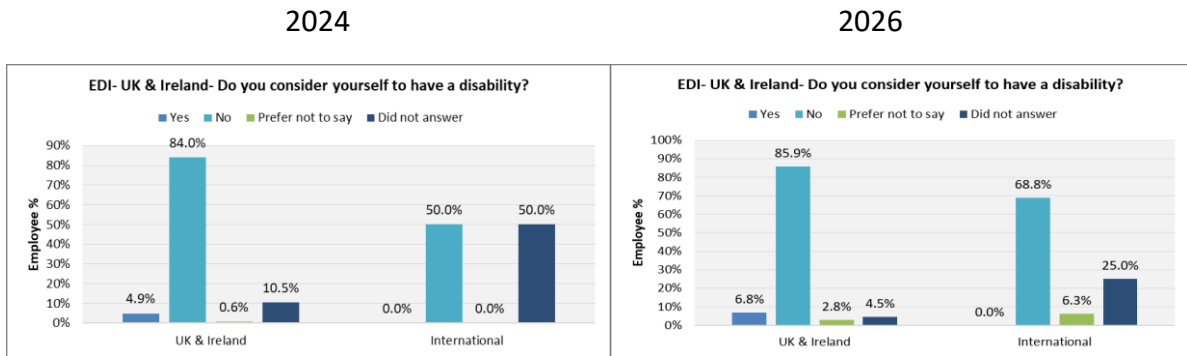
The personal questions asked of CIOB employees residing in the UK and Ireland was revised and expanded in 2021 to include the protected characteristics as defined by the UK's Equality Act (2010). The proportion of UK/Rol based staff members who felt confident to provide their personal details was up 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 2026:

Age:



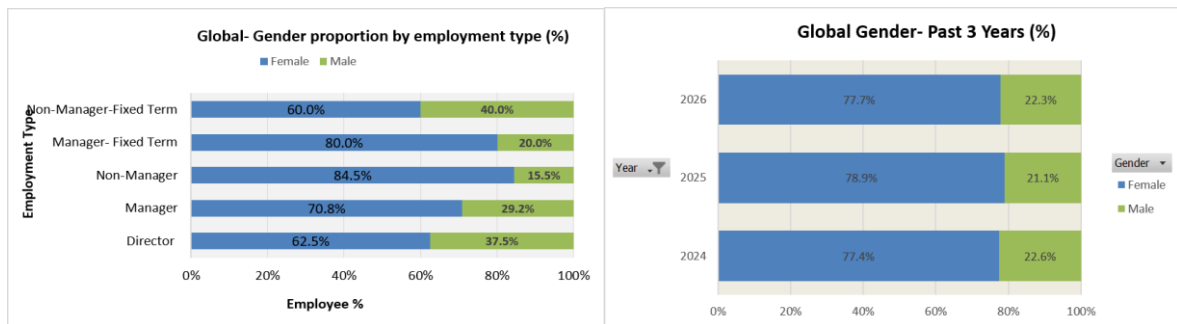
Employee age data continues to demonstrate that the demographic of CIOB’s international colleagues is a narrower but younger cohort, with significantly fewer staff over 56 years of age. There is no significant change in either group from last year’s analysis.

Disability:



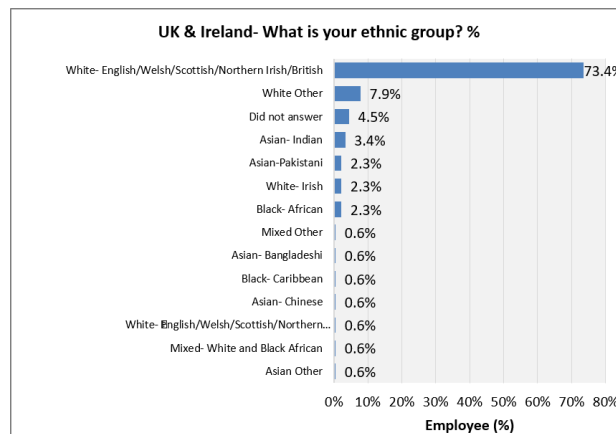
The proportion of CIOB staff declaring a disability in the UK and Ireland (6.8%) in 2026 is up from 4.9% in 2024. It is broadly in-line with the wider UK workforce data declarations at circa 5%. The proportion of international based staff prepared to answer the disability question is a positive. The absence of any staff confirming that they are disabled would be a concern if the cohort employed internationally was larger (currently 16).

Gender/sex:



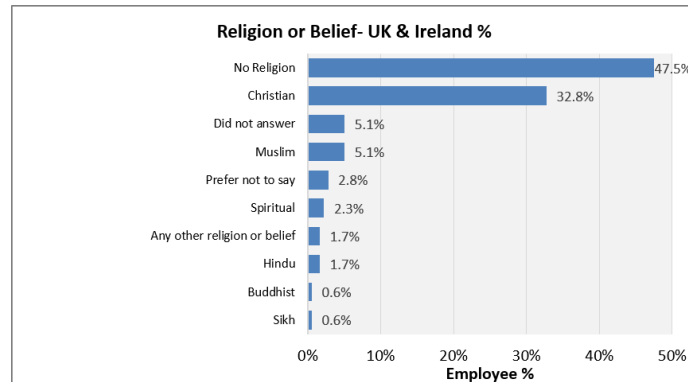
The gender data demonstrates a significant under-representation of male employees and the trend over the last three years demonstrates no positive change. The gender imbalance is widest in ‘Non-Managerial’ roles with women at 84.5% and ‘Manager fixed-term’ with women at 80%. This issue requires consideration.

Ethnicity/race:



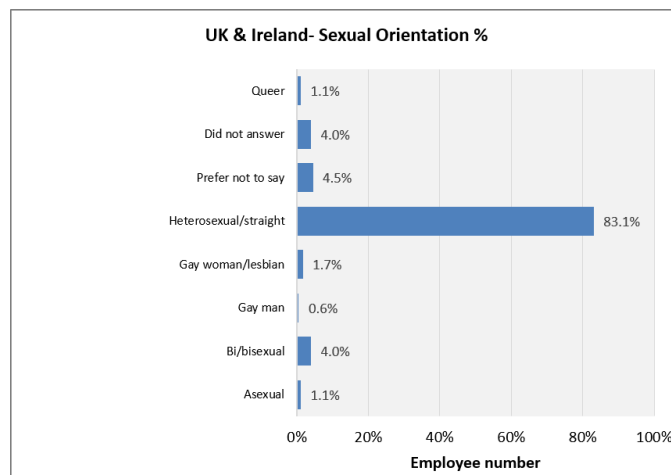
The proportion of CIOB staff in the (UK and RoI) who define themselves as Black, Asian, other minority ethnic, or of mixed heritage is relatively low at 14.5% compared to the wider population of England & Wales at 18%⁴. However, the trend is upwards from 11.7% in 2024 and higher than the BAME population of Berkshire (the location of the CIOB’s main office) at 8.8%.

Religion or belief:



In respect of religion or belief, the CIOB workforce profile is reflective of the figures in England & Wales from the 2021 Census⁵ 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:

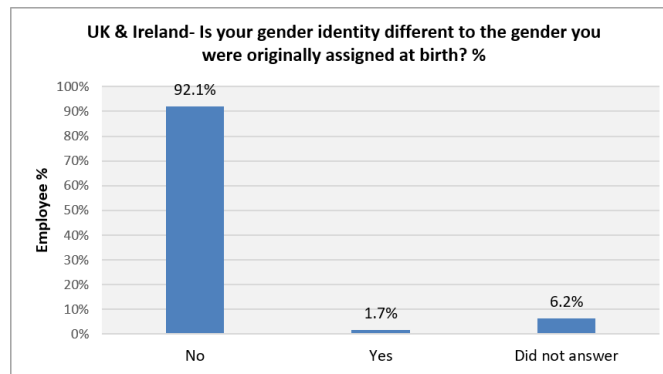


In respect of sexual orientation, 83% of CIOB colleagues consider themselves to be heterosexual with 8.5% confirmed that they are an LGB+ orientation (gender reassignment being collected separately.) This is aligned to the data collected in the 2021 Census with Around 43.4 million people (89.4%) identified as straight or heterosexual. Around 1.5 million people (3.2%) identified with an LGB+ orientation (“Gay or Lesbian”, “Bisexual” or “Other sexual orientation”).

⁴ <https://www.ethnicity-facts-figures.service.gov.uk/uk-population-by-ethnicity/national-and-regional-populations/population-of-england-and-wales/latest/>

⁵ <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 1.7% which is broadly in-line with the 0.54% reported in the 2021 Census of England & Wales⁶

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 to identify appropriate actions to address this trend as a priority.

6

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

Update on CIOB EDI Action Plan (2023-28) May 2026

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 know⁷ 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. Research⁸ 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.

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

⁷ https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx

⁸ <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 ⁹						
Goal	Actions	Resource	Responsible Director	Measurable Outcome	Target	Comment
1. Provide visible leadership across the construction sector promoting the benefits diversity and inclusion on an international level	1.1 Publish and embed an EDI Action plan for 2023-2028	Head of EDI Transformation (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)	Completed. 'Need to Talk' sticker initiative Annual EDI day Blogs in CM Magazine Website news items Prostate Cancer collaboration CLC & CIC representation
	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. Head of EDI to delivers training element in Trustee training programme annually each May. Also to governance committee members 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

⁹ 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 appointed to formal committees 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>2027 target 25% (to be reviewed thereafter with ref to progress)</p>	<p>Trustee data collection delayed by adoption of new CRM. Email requesting data & including FAQ to go Trustees Q2 2026.</p> <p>Completed. New measures adopted in procedure and publicity launched (e.g. video on website) encouraging applications from all members.</p> <p>Completed Jan 2026 Trustee ratio= 3/16 = 19% June 2026 Trustee ratio= 4/16 = 25%</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 agreed by BoT (June 2025) To be presented annually.
	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 representation 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>	<p>Dependent on member data collection (cf. action 2.1)</p> <p>Completed. 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 female.</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 B.E. Inclusive EDI MoU signed with built environment institutes <ul style="list-style-type: none"> Data collection Recruitment Workplace culture & retention 	i). Member data campaign by Q4 2026 ii). Guidance on supporting Returners Q4 26 iii). Creation of standards on appropriate behaviour Q3 27.	Five-year MoU signed May 2025 with 9 member institutes. New 5 year Action Plan published 2026. Annual update to CEOs.
	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 EDI Steering Group & CIC EDI Cttee)	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. Joint B.E. Inclusive campaign to be launched Q3 2026.
	2.2 Analyse membership data to identify anomalies and actions to address them	DDaT/Member ship Directorate /HEDIT	COO	Published analysis of membership demographics to include EDI data to inform approach to a more diverse membership	December 2023	Data collection delayed due to adoption of new CRM system. Measures adopted to increase reporting incl all member email annually & joint campaign from Q1 2026

	2.3 Update Customer Relationship Management (CRM) system to facilitate collection of required personal data	DDaT/HEDIT	COO	Updated 'diversity' personal data questions incorporated in CRM HEDIT included in Digital Review solution design.	December 2024	Completed Different approaches to UK/Rol based members & international members adopted as per best practice guidance.
	2.4 Evidence a more representative membership	Membership Directorate	Director of Membership	Adoption of annual membership targets in respect of: <ul style="list-style-type: none"> • Age • Disability • Gender • Race 	<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 Q1* 2026:</p> <p>Student basic = 29.5 Paid students = 44.3 Applicant = 45.6</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 Q1 2026 (% women)</p> <p>Student = 10.6% Applicant = 5.7%</p> <p>Note: A focus on female membership is subject to review May 2026. Dedicated paper to EDI Advisory Panel for consideration.</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 49 Hub Committees	EDI Ambassadors appointed in 70% of Hub Committees (i.e. Ambassadors) by December 2025	In-progress. 28 EDI Ambassadors in post by Jan 26. (60%) New messaging on main COIB website to promote the role Regular EDI Ambassadors meetings scheduled & facilitated by EDI project officer
	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	18.6% Sept 2024, 20% in December 2025 = initial targets met Update requested May 26.
2c). <i>Assist company members to develop their commitment to EDI</i>	2.7 CIOB EDI activity to encourage corporate membership	HEDIT/Membrship/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 	415 signatories by end Q1 2026. Further measures adopted to increase this number during 2026.
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 	April 2024	To be aligned actions and targets for Corporate Plan 'Skills Gap' theme. Consultation with employers completed by Q4 2023.

				<ul style="list-style-type: none"> Facilitate 5 x consultation sessions with employers 		<p>Research on HE completed & reported Q3 2025.</p> <p>Further actions to support underrepresented students being developed Q2 2026.</p>
	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	Completed. New outreach initiative (CIOB Aspire) launched in 2025
	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 	<p>December 2023</p> <p>June 2024</p>	<p>This action updated and consolidated following consultation with internal and external experts.</p> <p>CIOB video material for HEIs on the benefits of EDI in construction delivered (Feb 2024)</p>
	3.4 Ensure CIOB assessments are equitable	Education & Standards Team	Director of Education & Standards	<ol style="list-style-type: none"> Data collection & analysis to identify any anomalies in assessment of members Develop & adopt mandatory CPD for assessors in CIOB Academy Standardisation of the interview questions and approach Assessor Guidance on EDI for assessors/verifiers/exam markers 	April 2024	<p>Subject to delay as dependant on new CRM for data collection & analysis.</p> <p>Interview questions reviewed and all assessors now subject to annual CPD audit and mandatory standardisation training.</p>

	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 makers (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. Five further new members recruited Jan 26. 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 engaged with policy makers on our 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 element of modern professionalism to help address skills gaps	Marketing/ 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	Completed. Events have included Tomorrow's Leaders events, CIOB Aspire and the joint International Women's Day event March 2026.
	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 Party Conferences to highlight issues in construction and the benefits of EDI in the industry. EDI is on the agenda of EAAB 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 and engagement activities that promotes the CIOB as welcoming to all	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.
	5.2 Ensure the CIOB's digital offer is accessible	DDaT/ HEDIT	COO	i). Embed EDI requirements into the new Digital Strategy.	December 2023	Digital, Data and Technology strategy launched. Roadmap completed and launched with detailed EDI requirements incorporated.

				ii). Review main website and intranet to ensure accessibility every two years	Commencing 2025	Website work has commenced with Digital Accessibility Centre AA Certified obtained.
	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	CIOB Inclusive Events and Conferences guidance adopted.
	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	Completed. 2025 confirmed 96% of members aware of CIOB commitment to EDI.
	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	150+ attendees November 2023 350+ attendees in November 2027	Completed. International speakers and panellists including President, Past-President & CEO in Nov 23, Oct 2025 had 300+ delegates attend. Next event planned Nov 26. Now an annual event.
	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	Completed. Inclusive language guidance launched May 2024.
	5.8 Include EDI considerations as a key element	Marketing Team/HEDIT	Director of Marketing & Comms	Regular review of brand guidance with evidence of	On-going from June 2023	Completed. Inclusive standards adopted.

	of brand update and/or development			accessibility/inclusion (e.g. minimum font/diverse people in image library)		Review of brand guidance completed in November 2025. HEDIT consulted & changes adopted. Brand assets are now more accessible.
	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. 843 students registered.
	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	Completed Completed

	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. To 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	Completed comprehensive & holistic reviews of policies: <ul style="list-style-type: none"> 1. Family friendly policies 2. Training & development 3. Recruitment 4. Reward 5. Exit surveys 	April 2024 December 2024 December 2024 March 2025 December 2025	All family friendly policies reviewed and updated in line with April 2024 legislative changes. 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. Exit survey data to commence reporting against characteristics in 2026. Review of recruitment policies complete Q4 2024 with ongoing actions identified & linked to procurement of ATS. Review of Reward Policy complete in Q1 2025.
	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,	Review completed April 2024 New training menu adopted Dec 2024	Review completed and new menu adopted Q1 2025. Materials developed and mandatory training rolled out Q2 2025.

				Unconscious Bias, Managing diverse teams, Recruitment		EDI training now an element of new staff induction.
	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 annually. 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 *Note: Small sample size may not sustain meaningful analysis	cf UK median for all employees of 14.3% (Q1 2026) The median gender pay gap decreased from 26.72% in 2025 to 19.33% in 2026. Despite strong female representation in our most senior roles, the pay gap is due to an under-representation of men in our lower pay quartiles. Median Ethnicity Pay Gap 2024 = 13.2% 2026 = 5.85%. Disability pay gap to be produced by Q4 2026.

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.	December 2025	Managed via the planned contract database for implementation.
				To include external consultants, auditors, investment managers, advisors as proportionate.		