



Construction  
Leadership  
Council



# Joined up leadership for an inclusive built environment

Collaboration for a more equitable and diverse sector

## Summary Report - June 2024

Supported by:





# Foreword

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The University College of Estate Management's (UCEM) core purpose includes providing built environment<sup>1</sup> education to an increasingly diverse student community.



To realise the value of this education, we also need to facilitate access for students, current or prospective, to professional careers in the built environment. Achieving this necessitates working closely with the sector to appreciate its requirements and we also need employers to understand the benefits that employing our increasingly diverse graduates can bring. In other words, we need to join the sector on its journey towards becoming more inclusive.

It, therefore, made sense for UCEM to convene equity, diversity and inclusion (EDI) leaders from across construction, real estate and other aspects of the built and natural environment to hear directly from them about the challenges they face in attracting, retaining and developing the diverse talent needed to be successful in the future.

We heard that there is a huge amount of work across the built environment to make a more equitable, diverse and inclusive sector a reality. Perhaps the challenge is to channel that collaboration and increase its impact via collective action. This report aims to identify opportunities for such collaboration and provide recommendations on how this cooperation could be realised to bring about meaningful change.

## **Ashley Wheaton (HonRICS)**

Vice Chancellor, University College of Estate Management (UCEM)

In a world where the built environment has the unparalleled power to shape our societies physically and psychologically, the urgency for inclusive action has never been more pronounced. Our immediate attention is required not to merely attract a representative workforce but to retain and value the rich variety of perspectives that this diversity brings.



As we navigate the complexities of building a more equitable sector, let us be guided by the principle that inclusion is less about others' identities and more about our behaviours. It's about creating environments where everyone, irrespective of their background, can thrive.

This report is a call for an active coalition, supported by leadership, combining our efforts to amplify and extend their impact. Success hinges on our collective resolve to act. I hope it leads us to unify our initiatives, amplifying their impact through a shared commitment to change.

## **Marsha Ramroop**

Executive Director for EDI, Building People

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1. For this document, mentions of the 'Built Environment' refer to the widest interpretation of design, construction, operation and management of human-made structures and the natural environment. As such, the term incorporates the real estate, property and construction industries as well as referring to the Built Environment workplace more generally.

# 1 Joined up leadership for an inclusive built environment

The critical importance of cross-sector collaboration in creating a more inclusive built environment sector was agreed upon by experts who attended *'Joined up leadership for an inclusive built environment'*, hosted by UCEM on Wednesday 31 January 2024.

The event was the latest in UCEM's **INSPIRE** series underscoring its commitment to influence, skills, productivity, research and education. The event partners were the [Construction Leadership Council](#), [Construction Inclusion Coalition](#) and [Construction Industry Council](#) being supported by [UCEM](#) and [Building People](#). Across the agenda, there was a particular focus on bringing together those involved in sector-wide equity, diversity and inclusion (EDI) initiatives to support a strategic outlook. The ambition is an approach that avoids duplication of effort and achieves 'one voice' in moving towards a collective EDI strategy in the sector.

In the spirit of being 'joined up' much of the day's discussions were centred on some key themes identified by one of the best examples of sectoral EDI collaboration, namely the joint efforts of six major professional bodies, 'BE Inclusive', which includes a Memorandum of Understanding and a derived Action Plan<sup>2</sup>. These themes are EDI data collection, supporting those from diverse backgrounds in the transition from education to employment (pipeline) and how professional and/or sectoral standards could be used to foster an inclusive culture in the sector.

2. RTPI (2022) 'Memorandum of Understanding' and 'Action Plan' [online]. Available at: [www.rtpi.org.uk/new/our-strategic-priorities/equality-diversity-and-inclusion/creating-a-diverse-and-inclusive-profession/mou-and-action-plan/](http://www.rtpi.org.uk/new/our-strategic-priorities/equality-diversity-and-inclusion/creating-a-diverse-and-inclusive-profession/mou-and-action-plan/) [accessed 21 May 2024]





## Expert insights: Current cross-sector EDI activity

The event began with speakers from some notable existing EDI coalitions who updated the audience on their work and conveyed the lessons they had learnt about collaborative working in this space.

**Alasdair Reisner, Culture Workstream Lead for the Construction Leadership Council (CLC)**, outlined plans to develop a good practice guide for inclusion in the 2025 update of the sector's most influential text, *The Construction Playbook*. By embedding diversity in this guide to procurement of public works projects, the plan is it will become a defined EDI standard across first larger contractors, before spreading across the wider sector.



Alasdair Reisner

Next was **Anthea Marris, Project Director, Construction Inclusion Coalition** whose presentation highlighted the importance of using data to target activity. It was discussed how applicants could be encouraged to join the sector, after the Coalition identified that 46% of people would be more likely to look for jobs in the sector if it demonstrated a strong commitment to inclusion.



Anthea Marris

Attendees then learnt lessons on cooperative working from **Sybil Taunton, Head of Diversity, Equity and Inclusion at the Royal Institution of Chartered Surveyors (RICS)** who was able to detail the example of successful collaboration between the 'BE Inclusive' professional institutions.



Sybil Taunton

This initiative had been amongst the first to focus on the disparity between the diversity of students that start built environment educational courses and those that join the workforce, the so-called 'leaky pipeline'.

**Dr Bola Abisogun OBE, who serves as Chair of the Construction Industry Council's EDI Committee**, explained how the Committee supported members on strategic issues relating to EDI and his commitment to ensuring the Council's committee structures are diverse.



Dr Bola Abisogun OBE

Misa von Tunzelman

The lineup of speakers was concluded by **Misa von Tunzelman, a Board Member of Freehold LGBT**. Misa reflected on her career experiences as both a mixed race and bisexual professional in real estate, emphasising the need for more joined-up thinking over EDI, spanning construction, property and built environment professions, arguing "the more we work together, whatever our specialism, the lighter the work will be."

## Panel discussion: How can the sector work more cohesively for EDI?

There followed a panel discussion, Chaired by Amanda Clack, Regional CEO – EMEA at HKA, Chair of UCEM Board of Trustees and a Former RICS President. Panellists delved into where and how the sector can work more cohesively on EDI in the key areas of data, the transition from education to employment (pipeline) and professional/sectoral standards.

### **Mark Harrison, Head of EDI Transformation at the Chartered Institute of Building (CIOB)**

described the 'BE Inclusive' initiative's role in standardising data collection, emphasising the importance of consistent data to target EDI efforts.

### **Cathryn Greville, Head of Fairness, Inclusion and Respect, Action Sustainability and Supply Chain Sustainability School**

agreed, raising some encouraging recent statistics, telling the audience that women fare better in their job applications than men. On average, a woman looking for a position in the built environment will make 24.8 job applications per one successful hire, whereas this figure is 33.3 applications for a man. Cathryn then explained that the sector was attractive to ethnic minority applicants, but they could not get in.

52.5% of applicants to built environment roles were from an ethnic minority, but their success rate was low, an average of 90 applications per one successful hire<sup>3</sup>.

**Dr Bola Abisogun OBE** acknowledged Cathryn's point, saying he had only got so far in the sector by "*learning to love rejection*" and that "*culturally incompetent workplaces*" were the main reason the industry could not retain diverse recruits for long. **Angela Rushforth, who leads the Travis Perkins Group's Diversity and Inclusion Network**, believed that a focus should be on why people leave the sector, as this understanding is key when driving positive culture change. Currently, the sector is welcoming to many, but not truly inclusive, with the situation for those from non-traditional backgrounds being akin to "*being invited to the ball but not to dance*".

### **Lydia McGuinness, CLC's Young Ambassador for People and Skills**

suggested that the need to diversify was "*a crisis, not a competition*," and the sector should have a unified message promoting its diverse trailblazers as if the sector spoke too much about its lack of diversity, it risked becoming a self-fulfilling prophecy. Lydia felt there was a need for "*fewer negative statistics and more positive stories, such of the numerous times throughout my career I've seen first-hand a group of diverse people from different backgrounds turn a drawing into a skyscraper*".



[L-R] Amanda Clack, Cathryn Greville, Mark Harrison, Lydia McGuinness, Dr Bola Abisogun OBE, Angela Rushforth, Ashley Wheaton

3. Action Sustainability (2023) Sustainability Tool Diversity Survey Benchmarking Report 2023, Figure 44, p 37 [online]. Available at: [https://www.actionsustainability.com/wp-content/uploads/2024/01/240116\\_Diversity-Survey-Benchmarking-Report\\_IG.pdf](https://www.actionsustainability.com/wp-content/uploads/2024/01/240116_Diversity-Survey-Benchmarking-Report_IG.pdf) [accessed 21 May 2024]



## 2 Emerging themes

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As mentioned above, many of the points raised by speakers and panellists centred around the themes of data, the transition from education into employment (pipeline) and the role of professional/sectoral standards in driving inclusion. Below, there is a brief description of each of these themes, alongside the main barriers to greater collaborative working or making the sector more inclusive. In the next section, suggested recommendations to overcome these issues will be made.



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### Theme 1: Data

#### **Lack of standardised data hampers collaborative actions**

Data plays a pivotal role in supporting the built environment sector's commitment to promoting equity, diversity and inclusion (EDI), establishing benchmarks and highlighting areas requiring action for industry-wide progress.

Data is vital if we are to understand how existing EDI coalitions are working and how future cooperation should be targeted.

The sector-wide 'Diversity Survey', run by the Supply Chain Sustainability School, now enables cross-organisational and cross-industry benchmarking of EDI progress across agreed diversity metrics. This

data can be used to monitor the effectiveness of EDI initiatives across different organisations, with the CLC's goal to have over 1 million workers represented in this data by 2025. All businesses across the built environment sector can contribute to this important dataset (see footnotes 6 and 7).

*"We are all collecting variations of the same data and that makes it challenging to compare"*

Sybil Taunton, RICS

## Theme 2: Developing the pipeline

### **Retention is a cross-sector problem and the solutions necessitate joint efforts**

*“We really need to create this sense of belonging across our industry. I don’t think we’ve cracked attraction yet, but retention is the bigger priority”*

Ashley Wheaton, UCEM

Whilst more diverse cohorts are entering built environment professional education in representative numbers, after their education they either do not pursue a career in the sector or they do join but leave relatively quickly, which is particularly noticeable when looking at ethnicity<sup>4</sup>.

Similarly, the think-tank The Smith Institute has noted that ‘of the small minority of women joining construction, the vast majority leave within five years.’<sup>5</sup> These are both examples of the ‘leaky pipeline’ concept; the way that certain groups of people fail, or choose not, to progress within particular careers or industries, leading to underrepresentation.

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## Theme 3: Professional and sectoral standards

### **A lack of sharing and cooperation has led to inconsistency across the sector**

Standards, whether they are those set by professional institutions, regulations, corporate policies, apprenticeship standards or guidelines included in industry reference texts are vital in assuring at least a minimum level of behaviour and practice when it comes to EDI and are often an initial step in driving cultural change.

Although there is much good work going on across the sector in defining expected EDI behaviours, this is often happening in isolation, with little collation or sharing of ‘best practice’. This means that those from minoritised communities have inconsistent experiences of the sector, negatively affecting their attraction and/or retention.

*“Look at the great work that we’ve done on Health and Safety by unifying standards”*

Alasdair Reisner,  
Construction Leadership Council

4. HESA (2022) Table 53 – UK domiciled undergraduate students of known ethnicity by CAH level 1 subject and ethnicity 2019/20 to 2021/22 [online]. Available at: [www.hesa.ac.uk/data-and-analysis/students/table-53](http://www.hesa.ac.uk/data-and-analysis/students/table-53) [accessed 21 May 2024]. For example, looking at HECOS CAH1 Code 13 (Architecture, Building and Planning) the representation of the various ethnicities amongst UK-domiciled undergraduates is equal to, or very close to, these ethnicities’ representation amongst the wider UK-domiciled undergraduate population across all subjects. In the workforce, representation is far lower, for example just 2% of RICS members are Black, available at: [www.rics.org/about-rics/responsible-business/diversity-and-inclusion/advancing-inclusion-for-black-professionals](http://www.rics.org/about-rics/responsible-business/diversity-and-inclusion/advancing-inclusion-for-black-professionals) [accessed 21 May 2024]

5. The Smith Institute (2014) *Shaping the Future: Women in Construction*, London: The Smith Institute, p69 [online]. Available at: <https://www.smith-institute.org.uk/wp-content/uploads/2015/09/280214-Women-in-construction-v3.pdf> [accessed 21 May 2024]

### 3 Recommendations

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One of the key messages to emerge from the *'Joined up leadership for an inclusive built environment'* event was that the ultimate solution to fostering equity, diversity and inclusion (EDI) collaboration in the sector is to have it driven by a suitably resourced leadership body. This could be seen as the overarching recommendation of this report, but it is, admittedly, a very high-level, long-term and strategic aim (and will be returned to in the below 'Next Steps' section). Therefore, in the spirit of identifying some practical actions sector stakeholders can undertake in the short-term, the aggregated recommendations are presented below.

These are largely drawn from the outputs of small group workshop sessions at the event which, after the 'scene-setting' by the earlier panel discussion, again looked at the topic of how the sector could work more cohesively on EDI in the key areas of data, pipeline and professional/sectoral standards.





## Recommendations: Data

As we saw in the previous section, the key issue is a lack of consistent data across the sector and the recommendations below look to rectify this problem. Of course, merely collecting and sharing consistent data is not enough in and of itself. This data needs to be used to identify common challenges and areas where collaboration could amplify impact, such as Continuing Professional Development (CPD) and recruitment practices.

### 1. Adopt a sector wide data collection and sharing framework

- The sector should utilise a unified framework to collect EDI data, with an appropriate agreement on data sharing, focusing on anonymised, aggregated data to foster collaboration and benchmarking. As a longer term aspiration, this could involve creating a central repository or platform where organisations can access standardised sectoral EDI data with centralised data quality and interpretation.
- A possible approach could be adopting an existing framework and metrics, such as those created by the Construction Leadership Council as part of their Industry Skills Plan<sup>6</sup> and used in the industry-leading EDI survey run via Supply Chain Sustainability School's 'Sustainability Tool: Diversity Survey'<sup>7</sup>.
- Beyond submissions to a single data collection framework, organisations should be encouraged to adopt defined data standards, for example agreeing to use the Office for National Statistics' nineteen ethnicity classifications, to maximise comparability across the sector. Initiatives such as the 'BE Inclusive' built environment professional bodies are a good example of how organisations can make their data collection more consistent.
- To maximise its utility, even an optimised collection system still needs as much data inputted into it as possible, so that challenges

posed by intersectionality can be better diagnosed. Therefore, all participants in any framework need to consciously push it through their networks and those administering it should have a budget to advertise it to the wider built environment community.

### 2. Collectively agree to voluntary reporting of key EDI data, such as pay gaps

- The sector should consider, perhaps as part of the above recommended unified data collection framework, voluntarily reporting pay gaps for those with protected characteristics, starting with ethnicity pay gap reporting in organisations with more than 250 employees. This could be based on the same six key statistics required under the UK's mandatory gender pay gap reporting regime<sup>8</sup>. This transparency can drive accountability and motivate organisations to actively pursue improvements in their EDI practices.
- An alternative approach might be for 'Major Projects'<sup>9</sup> to voluntarily report such data, as this would result in the various built environment organisations involved in such works more actively engaging in EDI efforts. The scale and spending power of these projects could beget change right down the supply chain, see, for example, the positive EDI impacts of HS2's commitment to being open about its EDI data<sup>10</sup>.

6. CLC (2024) *Industry Skills Plan Update for the UK Construction Sector 2023-2024* [online], London: Construction Leadership Council, p13. Available at: <https://www.constructionleadershipcouncil.co.uk/wp-content/uploads/2023/04/CLC-Skills-Plan-2023-24-FINAL.pdf> [accessed 21 May 2024]

7. Sustainability Tool Diversity Survey (2024) *How diverse is your company?* [online]. Available at: <https://landing.sustainabilitytool.com/Sustainability-tool--Diversity-survey/suppliermicrosite.html> [accessed 21 May 2024]

8. Legislation.gov.uk (n.d.) *Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Section 2(1)* [online]. Available at: [www.legislation.gov.uk/uksi/2017/172/regulation/2/made](http://www.legislation.gov.uk/uksi/2017/172/regulation/2/made) [accessed 21 May 2024]. The six key statistics are median gender pay gap, mean gender pay gap, median gender bonus gap, mean gender bonus gap, bonus pay gap and quartile pay bands by gender.

9. CIOB (2021) *The CIOB Planning Protocol; 2021* (CIOB PP21), London: CIOB, p27. [online]. Available at: <https://www.ciobacademy.org/product/ciob-planning-protocol-2021-ciob-pp21/> [accessed 21 May 2024]. This is a technical information sheet which defines a major project as: 'A project where the construction works are estimated to cost at least £10 million sterling.'

10. HS2 (2023) *HS2 Ltd EDI Annual Report 2022-2023*, London: HS2, pp4-35 [online]. Available at: [www.hs2.org.uk/about-us/our-documents/hs2-ltd-equality-diversity-and-inclusion-annual-report-2022-2023/](http://www.hs2.org.uk/about-us/our-documents/hs2-ltd-equality-diversity-and-inclusion-annual-report-2022-2023/) [accessed 21 May 2024]

## Recommendations: Developing the pipeline

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The exact causes for the 'leaky pipeline' are unknown, but it is clear that poor retention, driven by a lack of inclusivity, undermines drives to diversify the sector, as there is little net gain in diversity if those the sector attracts from underrepresented groups leave the industry quickly. As the adage goes, *'you can't recruit your way out of retention crisis.'*

The recommendations below focus on one common explanation for the 'leak': that structurally disadvantaged graduates/school leavers may not have been given support and opportunities to acquire the necessary amounts of social capital (i.e. a wider background knowledge about the structure of the industry, its key stakeholders, expected behaviours of those working within it etc). In the spirit that inclusion is less about others' identities and more about the sector having to adapt behaviours, the recommendations also make some suggestions about how to accommodate the perspective of younger entrants from diverse backgrounds.

### 3. Cooperate to highlight the sector, its diverse trailblazers and societal value holistically

- The sector needs to outline its breadth even to those already in built environment education, highlighting directly how study and/or training will relate to the job being prepared for and then contextualise how an individual's role will help the wider industry tackle societal challenges like climate change or the housing crisis.
- Such a holistic explanation of the sector and the supporting activities such as work experience and outreach schemes, are beyond individual organisations or even sub-sectors and so require coordination and funding from a central body, perhaps coalitions such as the Construction Leadership Council, Construction Inclusion Coalition and Construction Industry Council (supported by their members), if they are to be truly cross-sector. As a starting point, these groups should consider mapping current sectoral outreach efforts with those in education/training.
- Similarly, as the emerging challenge is to retain a younger 'Generation Z' cohort who have more varied career paths, efforts to increase the visibility of diverse role models must be right across the sector, so that these people are aware that, whichever of the sector's specialisms they move to, they will feel included.

### 4. Work together to make the sector accommodating to new, especially younger and diverse, entrants:

- A means by which the sector could join forces to respond to the needs of younger, diverse workers (and thus increase the likelihood of their retention) is via cross-industry mutual mentorship programmes that pair younger employees from minoritised communities with senior executives at other companies, facilitating a two-way exchange of insights and experiences. The inter-organisational nature of such schemes would also help facilitate wider EDI collaboration across the sector.
- Giving younger workers direct input into the policies and decision-making process of the major built environment coalitions, following the example of the Construction Leadership Council's Young Ambassadors, would help these coalitions spread more inclusive behaviours around the sector.
- Across the sector, acknowledge different religious and/or cultural holidays and grant staff leave to observe these. This would help in respecting the diverse backgrounds of employees in the sector but would require an impetus to be given by the sectoral leaders and coalitions to maximise the chances of adoption throughout the industry.



## Recommendations: Professional and sectoral standards

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Standards around EDI require coordination and embedding into the daily working lives of those in the built environment, whether this is in industry or professional training, assessment and ongoing regulation. Doing so will be an important step in recognising that good inclusivity behaviours are an intrinsic part of being a built environment professional, rather than just a passion. These recommendations provide some suggestions on how this may be achieved.

### 5. The whole industry must embed EDI into routine practice

- EDI focused targets should be included in employee objectives and appraisals so that the attainment of these would influence remuneration and therefore drive behavioural change. These targets may be things such as assessing managers on the progress they are making towards organisational or sectoral EDI targets in terms of hiring and promotion etc.
- Clients commissioning, or consultants pitching for, built environment projects should include specific EDI criteria in their proposals and contracts, thereby driving EDI progress through the supply chain.
- Businesses should look to continuously improve their practices, regularly reviewing what small changes they can make to become more inclusive. Free and accessible tools, such as the 'Fairness, Inclusion and Respect Growth Assessment'<sup>11</sup>, can help built environment employers support all of their workers.

### 6. Professional institutions, education and training providers should collaborate to define EDI standards for their communities

- Professional standards and regulatory frameworks should adopt a broad definition of diversity, encompassing not only demographic characteristics but also diversity of thought, experience and perspective.
- The major built environment professional institutions should continue their planned collaboration on defining EDI standards and competencies, which should be mandated for all members. Ideally, these should result in common learning outcomes amongst these professional bodies. These could then be channelled across the wider sector by bodies such as the Construction Leadership Council, Construction Inclusion Coalition and Construction Industry Council (supported by their members).
- These standards should be aligned with education/training providers so that these competencies can be incorporated into education and professional qualification curricula.
- These education/training providers (and employers) can help ensure these competencies are embedded in relevant apprenticeships and other technical vocational standards, via their pre-existing relationships with bodies such as the Institute for Apprenticeships and Technical Education, spreading EDI knowledge, skills and behaviours to the sector's next generation.

11. Supply Chain Sustainability School (2022), The Fairness, Inclusion and Respect Growth Assessment [online]. Available at: <https://www.supplychainschool.co.uk/topics/fir/fir-assessment/> [accessed 21 May 2024]

## 4 Next steps

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The recommendations included in the previous section provide some possible future actions that could make the sector a more welcoming place for all. As described in the recommendations themselves, enacting them will require activity by an array of sectoral coalitions, campaign groups, professional bodies, larger employers and their supply chains.

The original convenors of the *'Joined up leadership for an inclusive built environment'* event, UCEM and Building People, have strong connections with these stakeholders and roles within the relevant structures of the major sectoral coalitions. Both will use this influence to remind others in the sector of the importance of achieving these proposals, providing direct input, support and coordination where within their remits and specialisms.

However, although these recommendations should help make the EDI activities of the sector more joined up, to truly propel the sector towards inclusivity it must rally behind decisive leadership, forging a consensus on objectives, as this is paramount in crafting a strategic vision for a more inclusive built environment.

This strategic vision should ascertain the resources needed and then empower relevant parties with the autonomy to utilise these to push for tangible

change. Any strategy also needs to delineate relevant timeframes and ensure access to requisite tools and expertise.

What emerged from the discussions at the event was that this leadership and vision could perhaps be provided through the Construction Leadership Council.

Those contributing to the event would like to work with Construction Leadership Council to develop a plan to address some of the points made and to support implementation across such a disparate sector.

Of course, financial, alongside in-kind, support for this vision and leadership is vital and is perhaps the *'elephant in the room'* when considering how the sector should work cohesively to make itself more inclusive.

Only when dedicated funding and resources, whether this is from central government (likely the Department for Business and Trade) or by contributions from professional institutions, members of the sector's coalitions or industry, are secured will the strategic vision outlined above be able to foster widespread and lasting change to make the built environment more inclusive.



## Immediate actions

As mentioned above, the Construction Leadership Council seems to be the most appropriate body to coordinate the collaboration needed to make the built environment sector more inclusive. Indeed, the Council is keen to undertake this role and has proposed the following actions for the remainder of 2024.

These represent proposals for future activity, rather than recommendations of this report, and will be led by the Council, in particular, its 'Culture of Workplace Group' in partnership with wider sectoral stakeholders and the Department for Business and Trade.

The Culture of Workplace Group has proposed a common vision of the change needed in the sector and the Council's role in its delivery. This is:

*"The Construction Leadership Council's vision is for an inclusive, representative, welcoming built environment sector that is a career of choice for all as the best way to contribute to a stronger economy and sustainable future.*

*We will deliver this by showing leadership; facilitating collaboration by experts; liaising with policymakers; providing access to resources and by promoting a cohesive approach for the benefit of employers employees and the wider public."*

### Proposed actions include:

- Agreement to a common vision of the change needed to make the sector more inclusive.
- Establishment of a new construction and built environment EDI community.
- Appointment of a visible leader from industry to take this work forward.
- Establishing a single site for information on the Construction Leadership Council's website that can give all those across the sector access to good quality information on how they can improve EDI performance within their business.
- A communications plan that ensures that there is widespread awareness of the above throughout the industry.

# Acknowledgements/Lead organisations

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✕ @CICtweet

The **Construction Industry Council** is the representative forum for professional bodies, research organisations and specialist business associations in the construction industry. CIC uses expertise to shape a built environment that delivers a better society and a better world bringing built environment professionals together – sharing a collective interest in enhancing the industry for a greater positive impact and contribution to society.



[www.builtonbetter.uk](http://www.builtonbetter.uk)

The **Construction Inclusion Coalition** has been established by leading organisations in the construction sector to improve equity, diversity and inclusion across the industry. The Coalition is led by CEOs of leading organisations working together to make real, tangible progress to improve equity, diversity and inclusion across the sector.



[construction.enquiries@businessandtrade.gov.uk](mailto:construction.enquiries@businessandtrade.gov.uk)

✕ @ConstructionCLC

The **Construction Leadership Council** works in partnership with Government and organisations of all sizes across the industry to ensure the construction sector has the voice, support and resilience needed to grow, improve productivity, attract and retain talent and successfully transition to Net Zero. Our vision is to lead a new era of delivery in the built environment.



[enquiries@ucem.ac.uk](mailto:enquiries@ucem.ac.uk)

✕ @StudyUCEM

**University College of Estate Management** is the leading provider of supported online education for the Built Environment, with over 100 years' experience of providing the highest quality learning opportunities. Our ambition is to provide accessible, flexible and affordable education to a worldwide, diverse student community.



[www.buildingpeople.org.uk](http://www.buildingpeople.org.uk)

✕ @BuildingPeople

**Building People's** mission is to improve representation across the built environment by enabling and empowering a collaborative movement for inclusive change. Building People's commitment is to reduce fragmentation, avoid duplication and drive collaboration, by simplifying access to career opportunities, amplifying the voices of the under-represented and lobbying industry.









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