



# B.E. Inclusive Action Plan 2025 to 2030

## **Creating a more equitable, diverse and inclusive built environment sector**

The Chartered Institute of Architectural Technologists (CIAT), Chartered Institution of Civil Engineering Surveyors (CICES), Chartered Institution of Highways & Transportation (CIHT), Chartered Institute of Building (CIOB), Institution of Civil Engineers (ICE), Landscape Institute (LI), Royal Institute of British Architects (RIBA), Royal Institution of Chartered Surveyors (RICS), and Royal Town Planning Institute (RTPI) have agreed to create a built environment sector that is as diverse as the communities it represents; that acts inclusively, treats everyone fairly, and provides a culture that delivers the best outcomes for the diverse societies in which, and for whom, our collective memberships work.

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## Summary of collaborative workstreams

Signatories recognise the potential for our combined membership of over 400,000 to make a meaningful and tangible improvement in equity, diversity and inclusion (EDI) standards across the built environment. The original Memorandum of Understanding was signed on 26 April 2022, and subsequently re-signed with three additional signatories on 15 May 2025.

This plan sets out how the three stated objectives will be achieved over the next five years.

Area	Objective
<b>1: Data</b>	Standardising member data collection. To create a consistent approach to data collection that will allow meaningful comparison across our collective membership and help to formulate a clearer picture of the wider built environment sector and inform targeted action to improve EDI outcomes.
<b>2: Pipeline</b>	Understanding the transition from education into employment. To develop a robust, evidence-based understanding of the disparity between the diversity of students that start on institute-accredited programmes and those that join the workforce; and to build on existing good practice to improve our collective understanding of retention rates, including returners to work.
<b>3: Culture</b>	Raising the sector's standards of EDI knowledge, behaviour and practice. To develop understanding and guidance for organisations, individuals, and institutes to develop, improve, and maintain high professional standards; and to explore ways to collate and share support around workplace culture to all professionals working within the built environment.

## Updates from 2022 action plan

In consultation with all signatories, B.E. Inclusive have updated objectives within each category to focus on identified needs within the current built environment sector.

### Data collection

- In 2024, B.E. Inclusive launched Diversity Data Monitoring guidance for the sector in the UK/Republic of Ireland and internationally.
- The agreed questions have been adopted by signatories with existing CRM (Customer Relationship Management) capabilities (see 1.1).

### Pipeline

- New signatories have joined B.E. Inclusive in 2024, representing the education areas of their institutions to increase engagement and understanding of Higher Education barriers and needs.

### Workplace culture and behaviour (formerly Standards)

- Institutions have published reports on poor workplace culture and concerns around gender equity, harassment, etc. Reports include: RIBA Workplace Culture and Wellbeing report, RIBA and Fawcett Society report on gender equity.

## Objective 1: Data collection

Promoting sector alignment with a consistent and comprehensive approach to diversity data collection to:

- Provide a detailed and comprehensive picture of the workforce profile in the sector.
- Facilitate the identification of under-representation and evident barriers.
- Inform the development of actions to promote an inclusive, welcoming, and representative sector.
- Facilitate trend analysis and monitor the impact of actions taken.

Objective	Actions	Measurable outcomes	Time scale
<b>1.1 Collecting comprehensive diversity data to facilitate meaningful analysis</b>	All signatories to have data collection platforms live and collecting member diversity data	All signatories to have 'live' CRM systems collecting member diversity data in accordance with previously agreed approach (published 2024)	Adopted by signatories from Q3 2026 to Q3 2027
	A joint campaign toolkit on data collection, inspiring and encouraging members to share their data	Launch of a well-publicised B.E. Inclusive campaign on data collection with visible support from all signatories	From Q1 2026
	All signatories to achieve a base level of member data collection to facilitate meaningful analysis	All signatories to target response rates of member data collected in respect to disability (30% aim) and race/ethnicity (65% aim) for UK/ROI membership	From Q3 2027
<b>1.2 Promoting a consistent approach to data collection across the sector</b>	Establish collaborative agreement with Action Sustainability to support industry benchmarking	Agreement with Action Sustainability established	Q1 2026
	Promote Action Sustainability Annual Diversity survey to engaged stakeholders (UK)	Publicity in place to cohorts of engaged employees	From Q1 2026
	Discuss formatting and outputs of survey with Action Sustainability to enhance value of data collected	Agreement with Action Sustainability established on changes to the data collected in their Annual Diversity Survey	From Q2 2026
<b>1.3 Ensure the agreed approach to data collection provides the necessary insights for the industry</b>	Agree a social mobility question(s) to be added to the diversity data questionnaire	Social mobility question adopted and added to diversity data questionnaire	Q4 2025
	Conduct annual review of data collection requirements and restrictions	Review completed annually in Q3	Annually, starting 2026
	Deliver collective benchmarking report on state of the industry, reporting biennially	Report developed and published on a biennial basis	From Q2 2028

## Objective 2: Pipeline

Within the graduate pipeline, key challenges include lower student attainment, early withdrawal, and post-qualification exit from the profession. These outcomes may reflect differences in social and cultural capital, as well as uneven access to academic, professional, and pastoral support, particularly for students entering training with lower prior attainment. In addition, evidence suggests significant talent loss among professionals who do not return following career breaks.

To address these challenges, we will:

- Pilot a targeted essential skills development and work-experience programme to support progression and retention among priority student groups.
- Improve, align, and share student data collection across partner organisations to better quantify attrition, identify disparities, and track impact over time.
- Collate existing research on career break returners and develop practical guidance and CPD to better equip both employers and individuals to support effective return-to-practice transitions.

Objective	Actions	Measurable outcomes	Time scale
<b>2.1 Explore opportunities to provide work experience and essential skill support specifically directed at student members from historically under-represented groups (women, disabled persons, racialised minorities and working-class students)</b>	Agree learning outcomes for any placement and essential skills to be covered	Learning outcomes agreed, taking into account variations in the how each professions' HE courses work	Q1 2026
	Finalise an agree student criteria, particularly around number of participants	Eligibility requirements and participation numbers agreed based on variations in duration and qualification routes	Q1 2026
	Agree compensation package	Clear proposal developed around participant compensation	Q1 2026
	Identify suitable employer partners	Sufficient employer numbers obtained that make target number of placements	Q1 2026
	Identify and secure university partners	HE partners found that represent all signatory professions with good geographical spread in the UK	Q3 2026
	Procure partner to develop and deliver essential skills support	Tender process completed and supplier selected	Q3 2026
	Identify funding gaps and how they might be filled	Clear funding plan developed, articulating all partner contributions	Q4 2026
	Develop student enrolment process	All roles clarified and application process confirmed	Q4 2026
	Develop Comms/Marketing plan for all signatories	Clear dates and roles established	Q1 2027
	Open for applications	Targeted applications reached	Q2 2027

Objective	Actions	Measurable outcomes	Time scale
<b>2.1 Work experience (continued)</b>	Internship pilot programme begins and evaluation conducted	Baseline rate of 70% positive review from students and employers	Q3 2027
<b>2.2 Better understanding of the current student population, and attrition / attainment based on characteristics of gender, disability, race, and social mobility</b>	Establish and collate available student data through education partners and/or free external sources for our UK-accredited L4 and above programmes  Review collated data and agree information that would support both our understanding of social mobility and enable targeted intervention	Each individual institute can share and analyse available data linked to social mobility of students to identify core gaps in data	Q2 2027
<b>2.3 Optimal plan for future student data collection</b>	Forecast potential cost usability of purchasing data sets from external sources  Define best practice for UK student data collection parameters for accredited L4 and above programmes  Explore and establish internal changes to improve student data collection	B.E. Inclusive will collectively agree a robust plan for future collection of student data that can be implemented and analysed moving forward	Q2 2029
<b>2.4 Insight to drive future social mobility intervention</b>	Evaluate outcomes from above and agree/prioritise future actions	Next steps agreed to be evidence-based	Q4 2030
<b>2.5 Set out evidence base on challenges faced by career returners</b>	Summarise insight from available research, broaden research for all backgrounds and highlight current gaps in awareness of support	Clear understanding of challenges returners face beyond gender-specific experiences	Q4 2026
<b>2.6 Establish guidance for individuals and employers</b>	Develop returner support framework and guidance by length of break (<1 yr, 1-3 yr, 3+ yr). Embed commitment into MoU and launch across networks	Practical, tiered support model recognised across the profession  Widely adopted resources used by returners and employers	Q4 2026
<b>2.7 CPD and success measures</b>	Develop 'Returner CPD packs' and flexible online modules  Agree measures: returner engagement, employer uptake and annual feedback	Tangible progress in returner reintegration, evidenced through annual reporting on agreed measures	Q2 2027

### Objective 3: Workplace culture and behaviour

Raising the sector's standards of EDI knowledge, behaviours and practice - to develop understanding and guidance for the sector and support organisations, individuals, and institutes to develop, improve and maintain high professional standards; and to explore ways to collate and share relevant collateral to support all professionals working within the built environment.

Objective	Actions	Measurable outcomes	Time scale
<b>3.1</b> Develop a clear understanding of the EDI related CPD training currently on offer	Focus on culture and behaviour (free collective offer) Collate a compendium on available EDI CPD across the institutes Identify any gaps for training offers	Short report identifying gaps in current offer Establish recommendations for filling existing gaps Ensure all members are aware of where to find content	Q2 2026
<b>3.2</b> Consistency across other institutions and membership bodies around EDI best practice advice adoption	For employers - promoting an inclusive workplace culture and behaviour Develop a workplace culture and behaviour toolkit	Other bodies and institutes agree to adopt the described levels of best practice Platform for sharing CPD identified and actively supported and help SMEs with government requirements	TBC (consider aligning with Employment Rights Bill timeline) From Q2 2026
<b>3.3</b> Clarify a Code of Conduct EDI statement on workplace culture and behaviour	MoU to agree statement text Institutions to update own Code of Conduct with text either during ongoing review process or during next update	All institution Codes of Conduct will be updated to include agreed EDI statement (reflective of own style guides) Incoming institutions agree to add statement to their own code	Q2 2026
<b>3.4</b> Establish B.E. Inclusive culture survey as benchmark	Pinpoint gaps and areas of improvement	Spotlight behaviour(s) that are impacting behaviours	Q4 2026 and again at end of action plan timeline
<b>3.5</b> Work together to fund and/or lobby for Independant Support Services for members as a join initiative	Better signpost resources across institutions (non-anonymous option)	Feedback received on availability of resources	Q4 2028
	Consider industry-wide anonymous options	Establishment of support service option	Q4 2028

Objective	Actions	Measurable outcomes	Time scale
<b>3.6</b> Identify joint actions to address problematic and inappropriate behaviour in the workplace	Identify target topics using existing data from across institutions Initial focus on sexual harassment and discrimination	Target areas and topics identified for action	Q2 2026
	Collate cross-sector guidance and examples of best practice on addressing these behaviours in the workplace	Relevant guidance and examples of best practice identified for each sector	Q3 2026
	Joint marketing campaign launched to promote uptake of guidance and recommendations for workplaces and individuals	Actions visible across all areas of the built environment	From Q4 2026
	Establish success benchmark and publish annual review of uptake on recommendations by workplaces	Aim for minimum standard of policies and processes for employers to address instances of inappropriate behaviour	Q4 2027

## Foundations for success

Undertaking an effective EDI action plan requires an ongoing commitment to equity, diversity, and inclusion to address inequalities in organisational policies, processes and practices, as well as people's conscious and unconscious biases and behaviours.

Our member institutes have committed to collaborating on data, recruitment and retention pipelines, and workplace culture and behaviour. The success of this collaboration and action plan will be determined by the vision, mission, and strategy set by governance and their leadership of each institute, and is predominantly influenced by leaders and their approach to developing a diverse and inclusive profession that is visible in their day-to-day ambitions.

This plan is also influenced by EDI principles, values, beliefs, behaviours and expression of the lived experience of the people work for, or on behalf of, the sector. An inclusive built environment sector enables fair and equitable access to jobs, careers, learning and development opportunities, and, through its relations with its workforce and other stakeholders, fosters a sense of connectedness and mutual respect. It is also reinforced through the proposed EDI standards, policies, processes and practices developed as we move forward as a group of signatories.

B.E. Inclusive recommends the following approach:

- **Support:** leadership that is demonstrative and vocal about EDI in thought, behaviour and practice.
- **Time:** people are given the opportunity to change and EDI teams/leads are given the time to reflect and support comprehensively.
- **Resource:** facilities are made available to allow for the full implementation of inclusive changes and improvements.
- **Effort:** EDI expertise and enough people are present to manage the workload effectively
- **Agency:** the EDI lead is given visible support from leadership teams (including CEO) with regular opportunities to gain formal approval from their institute's Board as required.
- **Money:** Budget implications are met by each institute, and shared, as the EDI work requires development and delivery.

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