



**CIOB**

The Chartered  
Institute of Building

# Corporate Plan

## 2023-2028

Modern Professionalism in  
Construction Management

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## Modern

Continually evolving to meet the changing needs of society and responding to new challenges and opportunities.

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## Professionalism

Combining accredited competence with ethical conduct, underpinned by a clear moral compass.

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## Widely aspired to

Convincing individuals and companies of the value in providing high quality outcomes, generating personal pride and satisfaction, creating a competitive and successful industry.

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## A reality

Demonstrating measurable progress, inspiring confidence and trust across the construction industry.

Making  
**modern**  
**professionalism**  
in construction  
management  
**widely aspired to**  
and increasingly  
**a reality** across  
the sector

Our remit to 2028

# Modern Professionalism in Construction Management

Our scope

**Modern**

innovative, sustainable, inclusive

**Professionalism**

ethical, skilled, trusted

Our 2023-2028 plans will have specific industry wide impact on



**Quality &  
Safety**



**Environmental  
Sustainability**



**Skills  
Gaps**

These three focused themes concentrate our resource to maximise effect on the most valuable changes for the industry, on behalf of users of the built environment, that CIOB is best placed to make.

# CIOB

Corporate Plan 2023-2028



Foreword from Caroline Gumble, CEO

I am excited to be able to share CIOB's new corporate plan with CIOB members and the wider construction community around the world.

**To me as CEO this is more than a document – it is the roadmap for the journey CIOB will travel over the next five years, leading the way in making positive change for the creators of our built environment. This will be our reference point, as was the previous plan, with its “moral compass” theme to give us our direction.**

Many of our members will be aware of how much thought and consideration went into this, as we consulted extensively in the process to develop the new plan. It was incredibly important to me that members had input as, in many ways, they will be bringing this document to life.

It was also important to take the opportunity to see through the lens of our global membership, on where the industry could be five years from now and what the ambitions are to create positive change.

It is clear that there is an appetite to elevate the construction industry and find ways to support it in being the foundation – sometimes literally, also figuratively – for society and for communities around the world. It is also clear that as the home for built environment professionals, CIOB must continue to support members in making that happen.

This is entirely in keeping with who we are as an organisation and our public interest remit.

In committing us to these public interest ideals, while at the same time bringing some focus to our ambitions, our new plan is an evolution of the principles outlined in the plan for 2020-2023.

This plan has at its heart an examination of what modern professionalism means. If you have heard me give a talk or read any of my articles, you'll know that I believe the professional approach – setting standards, behaving ethically, offering leadership – unlocks the potential of individuals, teams and maybe even the whole industry.

It's those with the most professional approach who are often also the innovators, those who champion diversity and who deliver quality in everything they do.

It is my ambition that this document – this guidance we will follow – will deliver what we all want to see from this important industry: quality and safety, improvements in sustainability and closing the skills gap, for underrepresented groups, for young professionals and for our industry.

## Our Vision

Improve the quality of life for the users and creators of our built environment.

## Our Mission

We drive up professional standards, push forward innovation, influence political decisions and strengthen talent across the CIOB global community.

## Our Values

**Professionalism** - we champion standards and professional ethics in the science and practice of building and construction.

**Integrity** - We strive for equity and fairness in our decision-making and treatment of others.

**Excellence** - We pursue the highest standards of quality in everything we do.

**Respect** - We consider the impact our actions will have on individuals and the public good.



CIOB's vision, and Royal Charter<sup>1</sup>, sets the scope of what needs to be achieved - with CIOB acting in the public interest.

This means CIOB's story starts from the outside-in, with what matters to the users and creators of the built environment, and with CIOB's remit in helping the construction industry respond.

It's clear that the construction industry has great responsibility and influence. The way it works determines how well the built environment serves the needs of the people who use it directly, and society as a whole.

While the industry has made huge contributions to society, it has also created and contributed to serious issues. The safety of the built environment should be so fundamental that it can be taken for granted, but recent years have shown that this isn't yet the case. There are pressing issues around quality, sustainability, trust and responsibility. The industry needs to improve productivity and widely adopt new technologies and techniques.

Running through everything, there is a need to recruit and retain a larger, more diverse and more skilled workforce as part of a high quality, innovative industry.

This means there's a need for a decisive shift.

<sup>1</sup> For details of CIOB's Royal Charter, please visit: <https://www.ciob.org/who-we-are/royal-charter>

## What's needed is modern professionalism.

Essential to providing high quality outcomes is a commitment to professionalism. This is well established in fields such as medicine, accountancy and civil engineering, but it is not consistent across construction. The concept of professionalism needs to become central, not peripheral.

And professionalism alone is not enough. There are new and evolving issues that the industry needs to respond to. What is needed is modern professionalism.

### Modern professionalism:

- Continually evolves to meet the changing needs of society, responding to new challenges and opportunities.
- Combines accredited competence with ethical conduct, underpinned by a clear moral compass.
- Ensures individuals and companies provide high quality outcomes, generating personal pride and satisfaction while creating a competitive and successful industry.
- Recognised in a way that is publicly visible, inspiring confidence and trust.



# The role of construction management.

The issues and opportunities need many players in construction to combine to tackle them well. This is construction management, broadly defined:

- The art and practice of leading organisations, projects and people at every level throughout the lifecycle of the built environment.
- Combining disciplines to great effect, dealing with systemic issues and finding smart collective solutions.



Modern professionalism in construction management means conduct and competence that will inspire absolute trust.

As the demands of society evolve, so the practice of modern professional construction management will need to adapt to these changes.



## Corporate Plan 2023-2028 | Overall Direction.

Establishing the concept of modern professionalism in construction management is at the heart of the CIOB Corporate Plan. It builds on the strength of the CIOB's broad membership, which reflects the range of skills needed to ensure construction projects achieve high quality outcomes. The plan focuses activity in three areas: Quality and Safety, Environmental Sustainability and Skills Gaps which are described in detail on the following pages.

### **CIOB's overarching role**

- Lead, influence and collaborate across industry, steering towards the big picture outcomes needed from the built environment.
- Continually review and adapt professionalism in construction management, in tune with the evolving needs of society.
- Stimulate demand for modern professionalism by:
  - Demonstrating the longer-term lifecycle benefits to clients.
  - Promoting the value of modern professionalism to employers.
- Showcase the value of becoming a modern professional to the individuals and businesses managing and delivering construction.
- Upskill those working in the industry with modern professional construction management training - through professional body membership, CPD and innovative learning solutions including the CIOB Academy.
- Ensure the CIOB badge is an essential way to demonstrate modern professionalism, inspiring absolute trust that CIOB Members and Fellows reach this standard and continue to develop through high-quality CPD.
- Lead by example through inclusive, representative governance and decision-making within the CIOB.

### **High level ambition:**

- To demonstrate the clear financial and social benefits of modern professionalism for those involved in the commissioning, management and delivery of the construction process.
- To increase the number of clients valuing CIOB membership, both individual and corporate, reflecting this in procurement practices.
- To deliver a modern experience to all stakeholders with whom CIOB engages.

The Corporate Plan at a glance

# Modern Professionalism in Construction Management

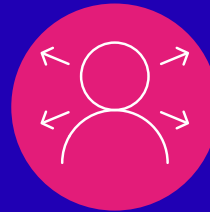
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## **CIOB**

Corporate Plan 2023-2028



## Quality and Safety.

### **Where does the industry need to get to?**

Good quality buildings and infrastructure promote health, safety and wellbeing, as well as delivering social, cultural, environmental and economic benefits. The safety of the built environment should be so fundamental that it can be taken for granted, but recent years have shown that this isn't always the case.

Across the globe, new regulation and legislation is being introduced following large-scale failures in building quality and safety. In the UK the Building Safety Act was given Royal Assent in April 2022; the Grenfell Tower tragedy has also had a significant impact on Australia's building safety reforms. Elsewhere, developing countries are evaluating their building codes and standards to align them with the same ethos.

Building standards, and the codes that underpin them, vary considerably around the world, but in relation to quality and safety there is recognition of the need to raise standards, promote best practice and improve levels of workforce competency.

This is about raising standards, ensuring that those managing and delivering the built environment carry out their work in ways that are compliant and that ultimately ensures the health, safety and wellbeing of those who use the buildings we create. Doing this in practice means enhancing levels of competency of our members and the wider industry, as well as instilling a culture of pride in the outcomes of our industry's work. The support of stakeholders such as Governments and regulatory bodies will be central to achieving this.

### **CIOB's role in this:**

- To work with governments, regulators and other industry bodies to inform and promote the adoption of legislation, aimed at ensuring quality and building safety in the built environment.
- To promote best practice in quality and building safety, drawing on global experience, through the delivery of best-in-class training and assessment along with ongoing facilitation of learning and continuous improvement.
- To ensure that CIOB membership, individual and corporate, is seen and recognised as the benchmark for excellence in quality and building safety.

### **High level ambition:**

- To bring about a culture change in the industry that ensures quality and building safety are at the heart of everything we do and never sacrificed for profit.
- To become the leading provider of education, training and standards in quality and building safety in the built environment, globally.



## Environmental Sustainability.

### Where does the industry need to get to?

Sustainability is a broad agenda, covering all of Environmental, Social and Governance (ESG). The skills and conduct to respond fully to this are a tenet of the broader scope of modern professionalism in construction management.

CIOB has identified environmental sustainability as a priority area for focused effort during this corporate plan. The environmental part of sustainability presents a specific major challenge for the construction industry. One part of environmental sustainability is the need for decarbonisation - the built environment is responsible for 39% of global carbon emissions, with 11% arising from construction projects<sup>1</sup>.

The construction industry needs to operate in a way that ensures environmental impact is at a level that can be sustained – designing, creating, maintaining and recycling to deliver a built environment that society can live with, use and enjoy.

To do this industry needs:

- To operate with responsibility to end users of the built environment over the lifetime of the built asset.
- To adopt innovation including modern materials and ways of working, with accessible and inclusive training programmes to bring the best skills to bear.
- To quantify environmental impact using modern metrics.
- To lower the cost of sustainable construction, making the business case clear and widely embraced.

### CIOB's role in this:

- Collaborating with industry stakeholders in translating the big picture aims, to achieve environmental sustainability into clear priorities, practical realistic action and raising awareness and support through wide-reaching communication.
- Create learning and assessment programmes that upskill the industry.
- Showcase best practice and celebrate environmentally sustainable successes.
- Lead by example and embed sustainable practice through Institute reporting.

### High level ambition:

- To equip all CIOB members (individual and company) with the knowledge and skills to manage and deliver the construction process in environmentally sustainable ways.
- To embed environmental sustainability into all relevant learning programmes across schools, colleges and universities.
- To support industry and stakeholders in building the case for change, through environmentally sustainable activities and metrics.

<sup>1</sup> World Green Building Council Report – Advancing Net Zero



## Skills Gaps.

### Where does the industry need to get to?

The construction industry needs to increase productivity to match other mainstream sectors, lowering cost and ensuring the built environment is fit for changing societal needs and a growing population. In 2021, 64.4%<sup>1</sup> of worldwide construction markets were reporting a skilled labour shortage. The lack of a representative workforce in the sector significantly reduces the available talent pool. As one example of this, the US and UK construction workforces are made up of just 11%<sup>2</sup> and 12.6%<sup>3</sup> women respectively, indicative of a broader global trend.

**The skills gaps theme is about responding to this challenge, ensuring the industry has the diverse workforce, with the skills required, to support the creation of the built environment that society needs.**

### CIOB's role in this:

- Help the industry compete for and retain talent - promoting the industry, taking a strong stance on the issues that matter most to workers and supporting inclusive practices.
- Support the industry and collaborate with others to bringing in a new, more representative workforce with the skills required - creating pathways into the industry through education and apprenticeships.
- Upskill those already working in the industry with modern professional construction management skills - through professional body membership, CPD and innovative learning solutions including the CIOB Academy.
- Lead by example through inclusive, representative governance and decision-making.

### High level ambition:

- To contribute tangibly to reducing the industry skills shortage across priority skills by 2028.
- To help the industry bring in people, from a diverse range of backgrounds, who would not have joined without CIOB's actions.
- To improve the perception and reality of working in the construction industry, by championing diversity, inclusion and worker welfare.
- To facilitate smooth, motivating routes within the industry to continually develop the skills of modern professional construction management.

<sup>1</sup> 2021 Turner and Townsend's international construction market survey

<sup>2</sup> 2021 US Bureau of Labor Statistics

<sup>3</sup> 2022 ONS - Labour Force Survey





Postface from Steve Nitman FCIQB, Chair of the Board of Trustees

As the CIOB's first Chair of Trustees, it is a pleasure to see the Institute's new Corporate Plan published.

**Many of you already know that the CIOB is the world's largest and most influential professional body for construction management, with a Royal Charter to promote the science and practice of building and construction for the benefit of society. Living up to the standards we have set over the years and creating a plan for our future is therefore no mean feat.**

That said our 2023-2028 plan is one in which I am confident. It will help deliver on our public interest remit and for our global community of members.

I have been involved in much of the work that brought the plan together and being able to publicly share the results of a fantastically collaborative process is very positive.

As Caroline mentions in her foreword, a great deal of thought and consideration went into the process of pulling together the content and areas of focus for the plan. I want to highlight the work of the CIOB's 2030 Vision group, a global group of members from our Tomorrow's Leaders community, who were brought together to look to the future, consider current industry best practice, emerging trends and ideas on how the built environment should develop over the next decade. Their input was powerful and positive, keeping us future-focussed and ambitious in our aims.

They also gave us the foundation for wider conversations across CIOB's global membership, helping to develop the plan and building consensus around the themes.

The Trustees have also been a guiding force behind the process and have been engaged and conscientious throughout. My thanks to everyone who has helped us deliver this impressive plan for the future.

One of the key themes is the idea of 'modern professionalism', which allows us to explore something which has been at the core of CIOB since its inception, and to shape it for the 21st century and for our growing international body of members.

Construction should always be carried out in order to achieve the highest possible levels of quality and safety. We believe that what we have outlined in our new Corporate Plan will enable us to embed professionalism to the high standards we all want to see. Our members, the wider construction community and the end users of the built environment, deserve nothing less.

The next five years will throw up new challenges that we have not foreseen but I have every confidence that our plan can and will adapt.

I look forward to watching our ambitions for this important industry be delivered by modern professionals across the built environment.

The image features a low-angle, upward-looking view of a modern building's glass facade. The sky is a vibrant blue with wispy white clouds. The building's structure is composed of dark, curved lines that create a sense of height and architectural complexity. The overall color palette is dominated by various shades of blue, from deep navy to bright cyan.

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