



STRATEGY

Diversity, equity and inclusion (DEI) strategy 2024–2025

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Introduction

There is a moral and an economic imperative to embrace and embed equity and inclusion in the workplace, and in society. Built and natural environment professionals play a key role in delivering environmental and social impact.

RICS aims to be an accountable and influential leader, regulator and employer that understands and adapts to global cultures, and celebrates the wealth of experience that diversity brings.

Through a data and insight-driven approach – with a deliberate focus on policy and practice, learning and development, and partnerships and engagement – RICS can shape an inclusive workplace and profession where everyone can thrive and achieve their full potential.

This strategy outlines the actions we will take through 2024 and 2025 to continue laying the necessary foundation of a long-term, measurable action plan to improve diversity, equity and inclusion within the organisation and throughout the membership.

'RICS aims to be a world-class organisation and achieving this requires a deliberate strategy to ensure we build and maintain diverse representation, equitable policies, and inclusive practices and behaviours that enable our employees and our members to achieve their professional aspirations. We will work collaboratively to achieve measurable progress in representation, as well as workplace and membership experience for those already employed and chartered with RICS, and inspire more diverse future generations of talent into the industry.'

Justin Young
RICS CEO



'When we achieve diversity, inclusion and equity across the property, development and construction sectors, the positive impact will be clear to see, be this in our respective workforces, our productivity or our balance sheets. Our clients see the difference and it's a win-win for all concerned. Leading by example and being an advocate for a change in attitudes and culture is critical, and so it is with huge pride that I endorse the RICS DEI strategy. This builds on our institution's DEI work over the past few years, reflects our collaborative approach and presents a framework for positive action for all our stakeholders. By setting our strategy out, our work can be monitored and measured, and quite rightly, we can be held to account.'

Louise Brooke-Smith OBE FRICS
RICS Board Member and DEI Chair

B.E. Inclusive update

With objectives stretching into 2025 and beyond, work against the B.E. Inclusive action plan continues with a focus in three core areas.

- RICS has delivered agreed [questionnaires](#) to support industry alignment on data being collected in the UK&I and globally.
- RICS will conduct research to identify the gaps and barriers within the education to industry talent pipeline and publish findings.
 - Funded research will result in a published report in late 2024, from which action plans can be developed to close gaps and increase opportunities.
- Collaborative events and CPD have been organised, supporting RICS' commitment to align core competencies and education building.



Justin Young, RICS CEO, addressing the audience at an Advancing Racial Equity in the Built Environment event hosted at RICS, September 2023

Data and benchmarking

Accurate data collection is vital in enabling us to make transformative and measurable changes that are guided by facts, not assumptions.

All data collected from members and employees will be done through secure systems and the sharing or publication of data will be aggregate and anonymous, ensuring the privacy of individuals is always protected.

Our membership

Our aim is to have an improved understanding of demographic representation in all levels of the membership, leading to targeted interventions and increased accountability. To generate an effective benchmark and a useful comparative data set aligned with our membership data, we have partnered with Action Sustainability on their annual DEI survey and benchmark reporting.

In 2024 and 2025, we will:

- actively encourage member firms to take part in the [Action Sustainability DEI Survey](#)
- set benchmarks across demographic groups and levels of membership to better understand gaps in representation and prioritise efforts to improve diversity
- establish a framework to track and improve representation of speakers and experts taking part in RICS events, working groups, panels, etc.
- establish a clear baseline for representation across RICS governance and leadership roles for members, and develop an action plan to improve representation over time; this action plan will be delivered by the end of 2024 and
- increase individual response rates from members to strengthen demographic data on representation and inclusion metrics specific to the surveying profession (see table below).

Demographic	2023 response rate	2024 target rate	2025 target rate
Age	99%	99%	99%
Disability	2%	10%	20%
Gender	99%	99%	99%
Gender identity	8%	15%	25%
Ethnicity	38%	50%	70%
Religion	9.5%	15%	25%
Sexual orientation	9%	15%	25%



Our workforce

In collaboration with the People Team, we will focus on collecting a broader range of data through employee self-declaration by the end of Q2 2024. This data will shape more informed decisions with measurable progress.

Representation in leadership

In 2024, the representation of women in our Executive team and senior leadership roles has notably increased. Through refined data collection practices and targeted initiatives, we aim to gain clearer insights into leadership representation. This will enable us to identify areas for improvement and implement strategies to foster greater diversity and equity throughout our leadership ranks.

Gender pay gap

As part of our commitment to transparency, we publish our [Gender pay gap report](#) annually, which outlines our current gap and the ways we are addressing it.

Policy and practice improvement

Transformational change starts with policies, practices and procedures that drive everyday actions and behaviours.

Our membership

From entry through the entire membership lifecycle, RICS has a responsibility to ensure products, services and support are accessible and inclusive for all members.

- Ongoing [Entry and Assessment Review](#) and process improvements will ensure inclusion, equity and accessibility for all candidates and assessors. Through these efforts we should see an increase in diverse candidates applying for and passing the APC, and a decrease in referrals and assessment-related complaints.
- We will be supporting the review and improvement of **membership concessions** to ensure they meet the ongoing and emerging needs of our members. Through these improvements, we should see a decrease in membership penalties and complaints.
- More robust guidance will be offered through the [RICS Rules of Conduct](#). RICS will regularly review guidance and standards to set clearer expectations, address gaps and promote inclusivity.
- One of our priorities is delivering a **Disability Inclusion Framework** that includes a reasonable adjustments policy for members and wider stakeholders, and improved processes to ensure accessibility is at the forefront of all we do for our members and the public.



Our workforce

RACE Equality Code

In Q1 2024 we joined the RACE Equality Code – a marker of best practice and accountability framework designed to address racial equity and improve overall inclusion in the workplace.

We will be assessed and receive support in addressing and improving:

- **Reporting:** review and report the progress of race equality initiatives
- **Action:** agree measurable actions and outcomes with detailed action plan
- **Composition:** improve diversity, especially in leadership
- **Education:** create a robust education framework to improve knowledge and reduce bias.

Committing to the RACE Equality Code is a pivotal step in fostering a more inclusive and equitable workplace.

Disability Inclusion Framework

Working with our global accessibility partner Purple Tuesday we will launch a disability inclusion framework in 2024, including a reasonable adjustments policy and best practices for prioritising accessibility for colleagues.

By implementing a comprehensive approach, including structured training workshops, lunch and learns for line managers, and development opportunities for all colleagues, we aim to instil a culture that prioritises accessibility and embraces disability inclusion.

We also plan to roll out a Health Adjustment Passport scheme empowering colleagues to communicate their needs and accessibility preferences effectively, leading to improved wellbeing and productivity.



Learning and development

As an employer and a professional membership body responsible for delivering and upholding standards for the surveying profession, we have a responsibility to ensure that clear expectations and professional development opportunities are in place around diversity, equity and inclusion.

Our members

For our membership, we will:

- deliver webinars to support learning and understanding around the six core topics included in the **Rules of Conduct** guidance on inclusive conduct and practices
- continuously review and improve online modules for membership CPD focused on diversity, equity and inclusion, and
- develop bespoke **CPD support packages for career returners** to ensure those taking career breaks feel confident returning to the workplace.





Our workforce

Informing colleagues from day one

We are committed to fostering a sense of belonging for all colleagues from their first day. By enhancing our induction process, we will spotlight our DEI and wellbeing networks and initiatives to ensure colleagues are well-informed and empowered.

Inclusive and informed leadership

Line managers are crucial in creating an inclusive and welcoming culture and influencing colleagues to embrace the benefits of a diverse workplace. We will continue with specialist workshops and training for line managers across a variety of DEI-specific topics, including accessibility and reasonable adjustments, and inclusive behaviours.

Improving cultural awareness

Encouraging ongoing dialogue and awareness building, we will celebrate and champion inclusion by showcasing colleague stories through our internal communication channels. Additionally, we hold culturally and socially inclusive events throughout the year to further promote diversity and inclusivity.

Inclusive recruitment and employee retention

At the heart of our corporate strategy is the goal of inclusive attraction, recruitment and retention of employees. We understand that attracting diverse talent is essential, supported by refined recruitment processes and the expertise of our Talent Acquisition team. Together, we're committed to fostering a culture where diversity is celebrated, and every employee feels valued and empowered.

Championing personal development

We have curated a diverse range of DEI-specific training resources from platforms like LinkedIn Learning and MindTools, as well as leveraging training provided by our partners at Vitality, Purple Tuesday and LionHeart.

Moving forward, we will continue to develop DEI learning packages to enhance colleagues' cultural intelligence and inclusion competence.

A stylized, light purple graphic of a plant with several stems and leaves, positioned in the background of the page. The stems are thick and curved, while the leaves are simple, rounded shapes. The graphic is partially obscured by a white rectangular box containing text.

Thought leadership and events

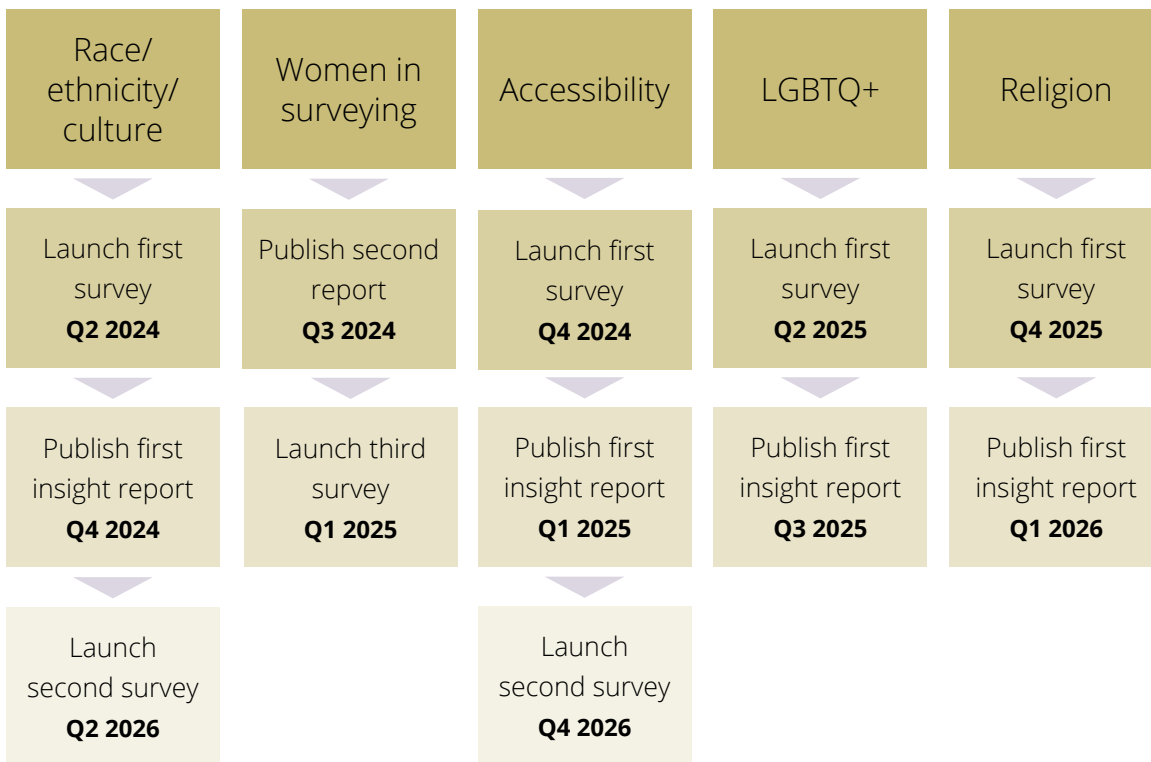
RICS recognises the value of continuous research, insight development and knowledge sharing with our employees, members and wider stakeholders.

Our membership

For all our membership, we will:

- improve the [DEI hub](#) on rics.org to deliver insights, guidance and the signposting of industry networks and partners all in one place, and
- host and sponsor events focused on inclusion topics relevant to built and natural environment professionals.

We have coordinated a cycle of surveys and insight reporting across core demographic groups to inform DEI initiatives and strategy improvement:



Our workforce

Dialogue for Diversity

In January 2024 we hosted our first-ever virtual DEI Day, with panel discussions hosted by our employee networks, with a focus on awareness building and open dialogue. Our next event will be hosted in Q3 2024, with events continuing biannually.

Partnerships and engagement

RICS aims to maintain an inclusive culture that supports its members and workforce in everything they do, from strengthening collaboration with our members to supporting our employees with networks and events that suit their needs.

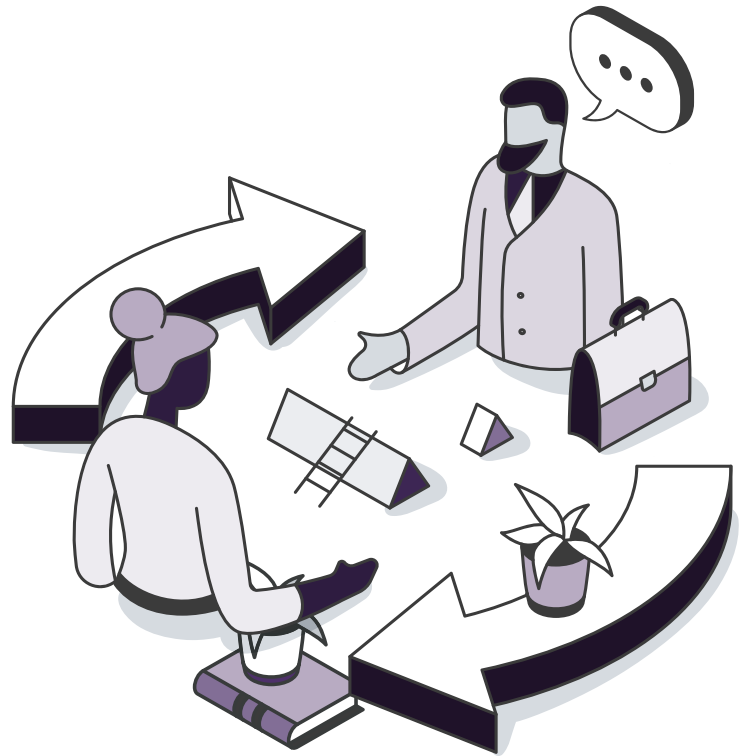
Our membership

Supporting our members

We recognise the need to increase engagement opportunities and continue supporting networks in the industry that are committed to driving positive change together.

We will improve engagement and collaboration by:

- establishing and delivering a framework to **increase engagement and activity** at regional levels through representatives and working groups on regional boards:
 - All World Regional Boards are now required to have DEI representatives with direct reporting lines to the DEI Chair on the RICS Board.
 - The DEI Chair will source expert advisors to steer regional efforts.
 - Regional boards are encouraged to develop DEI Working Groups with members in their regions who would like to play an active role in driving positive change.
- **growing, supporting and maintaining partnerships with industry DEI networks** and continuing to sponsor and champion activities that promote a culture of inclusion
- **increasing collaboration between RICS, firms and networks through DEI Leaders Forum** consisting of one in-person event and one online event annually to align priorities, gather feedback and improve the RICS DEI strategy
- **ensuring senior industry leaders are aware of data and insights** to inform decision-making and collectively improve culture and representation and
- **building a collaborative network of organisations**, focused on supporting and developing school-aged and early career talent, to open and align pathways into the industry and support our objective to recruit a more diverse next generation of surveyors.





Our workforce

Employee network events

Our employee networks continue to host events to mark a variety of awareness campaigns and religious events from Diwali and Ramadan to hidden disabilities and Pride.

Accessibility network

A place for colleagues living with chronic illness, disabilities and/or neurodivergence.

Armed Forces Community

A supportive and inclusive community for employees with ties to the armed forces, including veterans, reservists and family of serving personnel.

Inclusion group

RICS' longest running employee community focused on increasing awareness, dialogue and engagement across all areas of diversity, equity and inclusion.

Menopause support group

A welcoming place for colleagues experiencing menopause to support each other and offer compassion and understanding.

Mental Health network

A safe, confidential space for colleagues who would like to discuss their mental health.

Pride at RICS

A safe space for colleagues who identify as LGBTQ+ to come together to talk, share experiences and help inspire and reinforce an inclusive culture.

Race, Ethnicity and Cultural Heritage (REACH) network

A supportive place for colleagues from diverse ethnic and faith groups to come together and feel a sense of community and belonging.

Women's network

A forum for women at all levels to share experiences, empower one another through mentorship, and support initiatives to advance gender equity.

Delivering confidence

We are RICS. As a member-led chartered professional body working in the public interest, we uphold the highest technical and ethical standards.

We inspire professionalism, advance knowledge and support our members across global markets to make an effective contribution for the benefit of society. We independently regulate our members in the management of land, real estate, construction and infrastructure. Our work with others supports their professional practice and pioneers a natural and built environment that is sustainable, resilient and inclusive for all.

General enquiries
contactrics@rics.org

Candidate support
candidatesupport@rics.org



[rics.org](https://www.rics.org)

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