SUPPLY CHAIN SUSTAINABILITY SCHOOL

Construction Leadership Group Meeting (Q3)

4th December 2025

Meeting Actions

Group members:

- Share any additional feedback on the proposed group structure via email.
- Express interest in participating in a core group (if introduced).
- Volunteer to host a future in-person meeting (core or full group).

Group managers:

- Review feedback received and confirm the agreed group structure.
- Identify potential core group candidates, ensuring balanced representation.

Welcome and Introductions

Sarah Chatfield welcomed members to the Q3 Construction Leadership Group meeting and outlined the session's focus on informing business planning for 2026–27.

Group Structure and Engagement

Sarah outlined a proposal to review the current group structure to improve engagement and effectiveness.

The group currently has around 97 members, with typical attendance of 15–20 people per meeting, and a smaller subset contributing regularly to discussions.

Under the proposal, a revised structure was outlined which would retain four meetings per year overall, introduce a smaller core group meeting quarterly (including at least one in-person session per year), and retain two wider-group meetings open to the full membership.

Discussion

Members welcomed the increased emphasis on face-to-face engagement, highlighting the value of informal discussion and networking alongside formal agenda items. At the same time, concerns were raised around inclusivity, representation and diversity of voices if a smaller core group were introduced. Several members noted that engagement challenges may relate as much to meeting format, clarity of purpose and perceived value as to structure alone. There was also interest in piloting or trialling any new approach before full implementation.

Outcome

A poll conducted during the meeting showed strong support among attendees for exploring a revised group structure. Members emphasised the importance of ensuring inclusivity and representation in any core group model and agreed that further feedback should be welcomed from those unable to attend before confirming the approach.

It was noted that, subject to confirmation of the revised structure, potential candidates for a core group would be identified and volunteers sought to host future in-person meetings.

Business Planning for 2026–27

Members discussed priorities for the 2026–27 business plan, drawing on Impact Survey results, pre-read materials and group discussion.

Learning Priorities

Members reviewed the learning priorities identified through the Impact Survey and considered whether these reflected the needs of the construction sector.

There was broad agreement that the priorities were directionally correct. However, members highlighted areas requiring greater emphasis for construction in particular.

- Retrofit was seen as needing greater prominence, given its importance in carbon reduction, circularity and resource efficiency.
- Sustainable design was identified as critical, particularly due to its influence on downstream procurement, embodied carbon and reuse.
- Scope 3 emissions were recognised as one of the most challenging aspects of carbon and net zero.
- Positive recognition was given to social sustainability (people and FIR) appearing within the top priorities.

Learning Formats

Members discussed the balance of learning formats currently offered by the School and whether this remained appropriate for the construction sector.

There was general satisfaction with the mix of e-learning, webinars and learning pathways. Face-to-face sessions were valued, particularly for discussion and networking, but members noted the practical constraints of time, cost and carbon impact.

Several participants highlighted that shorter, more focused sessions could support improved engagement. There was also interest in themed learning approaches, potentially combining virtual and in-person elements, and in improving accessibility and reach where in-person activity is delivered.

Key Sustainability Challenges

Members reflected on the practical sustainability challenges currently facing the construction sector.

While retrofit and decarbonisation remain strategic priorities, participants noted the delivery complexity involved. The scale of retrofit required across existing building stock, combined with funding constraints and coordination across multiple stakeholders, presents significant practical barriers.

Scope 3 emissions were described as particularly difficult to address in practice. Members highlighted challenges around data quality, consistency and the ability to influence impacts beyond direct organisational control.

More broadly, there was recognition that increasing sustainability expectations are cascading through supply chains, placing pressure on SMEs who may lack the capacity, resource or clarity to respond effectively.

Implications for 2026–27 Activity

Drawing on the preceding discussion, members identified a number of practical ways the School could add value for the construction sector:

- developing stakeholder or perspective flashcards to support more effective sustainability conversations with different audiences;
- creating a short, targeted learning pathway for senior leaders and executives, focused on enabling informed sustainability decision-making and securing organisational buy-in;
- developing a sustainable design learning pathway, bringing together key resources to support early-stage decision-making and design for disassembly;
- sharing practical examples of circular economy approaches in fit-out projects; and

- reviewing the Circular Economy Taskforce roadmap for relevance to construction.

These ideas will inform development of the 2026–27 business plan.

Final Observations and Next Steps

Members reflected on the importance of ensuring that sustainability support for the construction sector remains practical and implementation-focused. There was recognition that increasing expectations — particularly around decarbonisation and circular economy — require clear, accessible guidance that supports decision-making at different levels of an organisation.

Outputs from the meeting, including discussion points and ideas generated, will be used to inform development of the 2026–27 business plan, which will be shared with the group in due course.

Any Other Business (AOB)

Keith O'Flynn referenced relevant external circular economy initiatives, including the work of the Association for Sustainable Building Products (ASBP), and highlighted the value of maintaining awareness of aligned industry activity.

No further items were raised.

Close

Keith O'Flynn thanked members for their engagement and contributions to the discussion. He noted the importance of maintaining momentum on sustainable design, retrofit and circular economy across the sector.

The meeting was then closed.