



# CONSTRUCTING CHANGE

FEBRUARY 2025 V1.0

## AN INTRODUCTION

**A powerful multi-network of organisations  
uniting to drive positive change in the  
construction industry - enhancing diversity,  
delivering social value, and creating lasting  
community impact.**



To **educate**, **inspire** and **empower** young people from areas of deprivation, enhance diversity, and support the health and wellbeing of those within the construction sector.



educate, inspire and empower





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## MISSION:

We foster diversity, equity, and inclusion, creating lasting social value, and empowering underrepresented communities. We break barriers for women and marginalised groups, inspire young people from underprivileged backgrounds to explore careers in construction, and drive impactful change through collaboration and advocacy. Together, we're building a more inclusive and socially responsible industry for the future.

## WHERE IT BEGAN

# A message from our CEO

Starting my career as a young bridge technician, I found myself immersed in a predominantly male environment, both among colleagues and in management. Being the lone woman among over 40 bridge engineers was not unexpected, and this pattern persisted throughout my 13-year journey from technician to engineer and project manager.

A decade later, little had changed; while occasionally one or two women appeared, the landscape remained largely unchanged. Despite this, my passion for construction endures, fuelled by the vast array of rewarding careers and opportunities within the sector.

Yet, attracting a more diverse range of individuals remains a challenge.

I created Constructing Change to empower individuals with the tools, resources, and mindset needed to build a better future. By integrating principles of construction and fostering diversity within the construction sector, along with a steadfast commitment to social equity, we promote collaboration, harness collective strengths, and support personal and professional development.

By uniting various organisations and partners, all grappling with this common issue, there exists the potential to effect meaningful change.

Together, we can transform challenges into opportunities and inspire lasting, positive change in our communities and beyond.



**Elizabeth Griffin-Bennett,**  
Chief Executive and Founder





## Our vision

We envision a construction industry where diversity, equity, and inclusion are the foundations of success. An industry where every individual, regardless of background, has the tools, support, and knowledge to thrive.

By promoting social value, we strive to build a stronger, more equitable industry that embodies the strength and potential of our diverse communities.

We stand for:

1. Inclusivity and empowerment of women.
2. Attracting talent from areas of deprivation.
3. Increasing diversity within the construction industry.
4. Supporting suicide prevention and awareness.



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## WHO WE ARE

Constructing Change is a new social value initiative focused on real outcomes that support the future generation of construction workers. From its initial inception in the Environment Agency, Constructing Change is now on its journey to become an independent Community Interest Company.

## The Board

The Constructing Change Board, headed up by our CEO, is responsible for the governance, compliance, and strategic decision-making.



**CEO & Founder**  
Elizabeth Griffin-Bennett



**Strategy Director**  
Vikki McCausland



**Non-Executive Director**  
Ian Lockhart

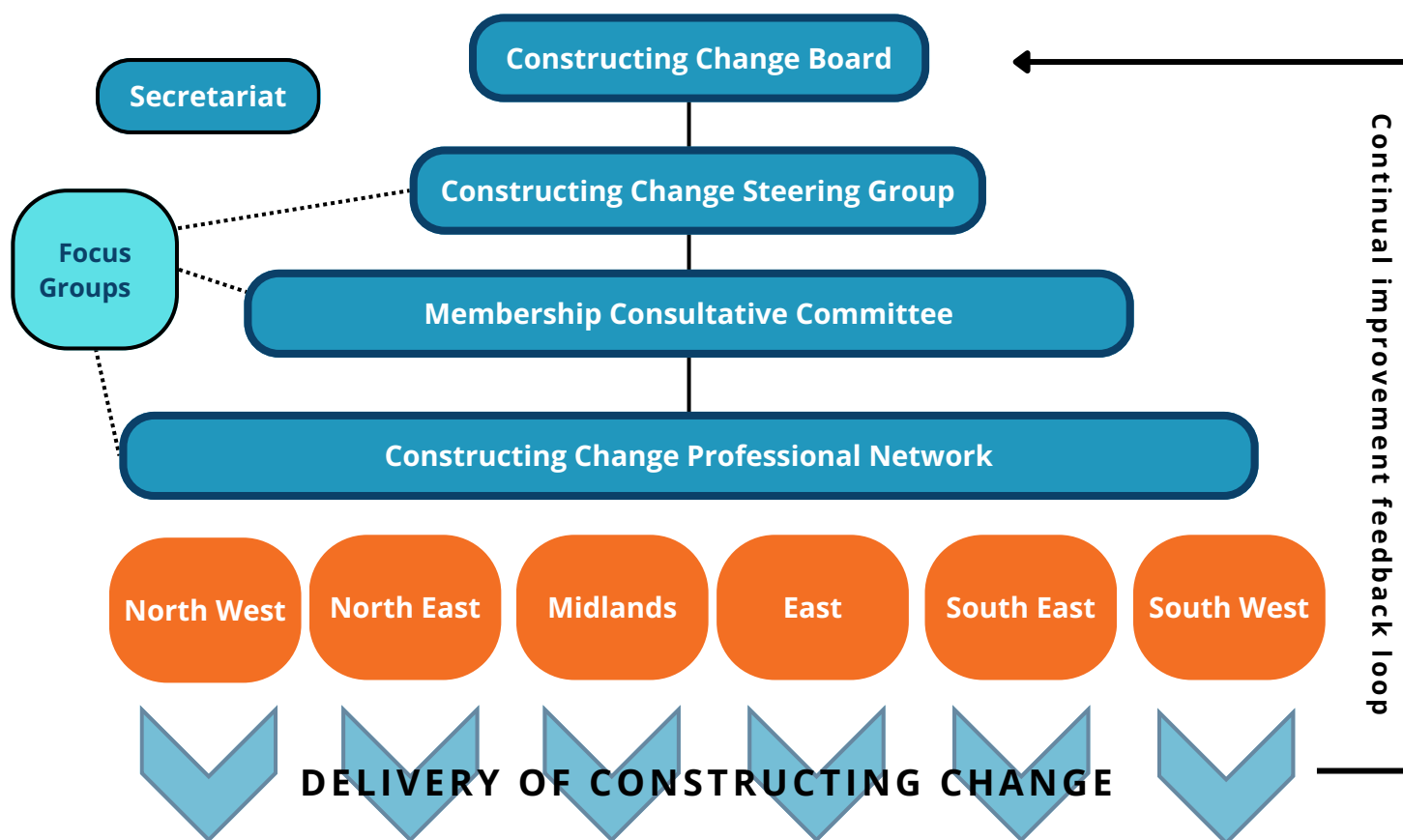
The Board is supported by the **Steering Group**, which is comprised of senior leaders from organizations including AE Yates, AtkinsRéalis, Jacobs, Kier, Flannery Plant Hire, VolkerStevin, the Institution of Civil Engineers, National Highways, and Central Government. The Steering Group serves as an advisory body, providing strategic guidance and industry expertise to help shape projects, initiatives, and the overall direction of Constructing Change.

Both the Board and the Steering Group are further supported by a National Coordinator, Saffron Ramsey, ensuring effective communication, coordination, and implementation of strategic objectives.

Members play a vital role in advocacy, resource development, and accountability, ensuring sustainable growth and measurable outcomes. Their guidance on best practices, emerging technologies, and industry trends drives innovation and expands opportunities for underrepresented groups, strengthening Constructing Change's impact and reach.

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Constructing Change is built on a foundation of collaboration, transparency, and shared expertise. To ensure the initiative remains dynamic, impactful, and aligned with our mission, we have established an organisational structure that guides our work and strengthens our community engagement.



## Our structure

### CONSULTATIVE COMMITTEE

Composed of a representative from each member organisation, the Consultative Committee collaborates to shape our direction, ensure alignment with our shared goals, and amplify our collective impact.

It brings together the construction and education sectors to share best practices and lessons learnt, ensuring that our signature programme and wider works remains industry leading.

### FOCUS GROUPS

Bringing together industry professionals, our Focus Groups are designed to support our core mission.

They provide valuable industry insights to the Constructing Change Board enabling the Board to set a direction of continuous improvement while ensuring the initiative remains focused on its target audience and adapts to sector challenges.

### PROFESSIONAL NETWORK

Constructing Change is powered by a passionate network of volunteers who are dedicated to inspiring the next generation.

Through our signature programme, our volunteers showcase the diverse range of roles within the construction sector, and support the community to identify career options, qualification pathways, and employability skills.







## CONSTRUCTING CHANGE

# Why is Constructing Change needed?

Constructing Change is a dynamic initiative that tackles systemic issues in the construction industry head-on. By spearheading innovative, collaborative solutions, we aim to reshape the sector, driving sustainable development, social equity, and community empowerment. Unlike any other initiative, our approach unites Contractors, Designers, Supply Chains, Central and Local Government, Institutions and other key stakeholders, pooling expertise and resources to deliver meaningful, lasting change.

With 140,000 current vacancies and a projected need for 937,000 new workers by 2032, the construction industry must evolve to meet demand. Constructing Change is poised to lead this transformation, fostering collaboration and forging a more resilient and inclusive future for the sector.

## What we do

We invite young people, ages 13-16, to construction sites at key stages of their school journey to open up career options they may never have considered. By engaging directly with our Constructing Change Professional Network, students gain insight into the skills and qualifications required for various roles.

Constructing Change also connects young people with our member organisations, creating opportunities for work placements, apprenticeships, and guidance on further academic pathways for construction related jobs.

### Our focus

#### Age 13/14 (Year 9)

Approximately **5million** young people making their GCSE choices each year.

#### Age 14/15 (Year 10)

Approximately **4million** young people taking part in work experience opportunities each year.

#### Age 15/16 (Year 11)

Approximately **16,000** young people started T Levels during the 2023-24 academic year, indicating a huge opportunity to showcase construction options in Year 11.



## Key Statistics

**1 in 4**

schools offer comprehensive career programs, with construction overlooked in favour of university-focused guidance.

**56%**

of UK schools face budget cuts impacting career services, limiting options like VR simulations or site visits.

**68%**

of teachers lack knowledge of construction careers, limiting students' exposure to real-world opportunities.

**Construction Youth Trust**

**39%**

of students view construction as appealing, largely due to limited exposure beyond manual roles.

**CITB**

**80%**

of students intending to continue in education lean towards university due to strong school guidance.

**UCAS**



Focusing on young people, particularly those aged 13–16, is crucial for showcasing the diverse career paths within the UK construction industry. Early career exposure can help reduce youth unemployment, kick starting career aspirations before they make key educational choices.

With UK rates for 16–24-year-olds higher than other age groups, connecting them to construction offers stability and growth. And at a time when 66% of parents saying they would encourage their child to pursue an apprenticeship, now is the time to act.





## WHAT WE STAND FOR

### Our four priorities

Constructing Change is built on four core principles that underpin its mission to create a more inclusive and transformative construction industry. These principles inform our strategic direction, partnerships, and initiatives, driving meaningful social and community impact while promoting sustainable outcomes. They serve as a foundation for our activities, collaborations, and mission, fostering unity among organisations and stakeholders committed to advancing positive change across the sector.

The construction sector has one of the highest suicide rates of any industry in the UK. We are dedicated to advancing suicide awareness and prevention to create meaningful change.

**SUPPORTING  
SUICIDE  
PREVENTION AND  
AWARENESS**



We are dedicated to creating an industry that reflects the diversity of society. By empowering women and breaking down barriers to entry, we can drive innovation, promote social equity, and unlock new opportunities for both individuals and our member organisations.

**INCLUSIVITY  
AND  
EMPOWERMENT  
OF WOMEN**



Achieving diversity, equality, and inclusion in construction everyone can contribute to and benefit from a thriving sector. It is essential for building environments that meet diverse needs.

**INCREASING  
DIVERSITY WITHIN  
CONSTRUCTION**



**ATTRACTING  
TALENT FROM  
AREAS OF  
DEPRIVATION**



Showcasing construction roles to young people in deprived areas can transform communities by creating opportunities, breaking cycles of poverty, and fostering social mobility.

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## Inclusivity and empowerment of women

Women represent 47.6% of the UK workforce, but gender diversity in construction remains low, hindering industry growth and reinforcing stereotypes. The sector faces a labour shortage, with a need for 937,000 additional workers by 2032. Encouraging more women into the field can help meet this demand.

Construction has traditionally been male-dominated, creating barriers for women. Promoting gender diversity supports greater social equity, breaking stereotypes and providing women with access to rewarding and well-paying careers. Some of the benefits for our member organisations include:

- Improved workplace culture, facilitating better communication, collaboration, and employee satisfaction.
- Demonstration of social value outcomes to meet the criteria of the Social Value Model and Most Advantageous Tender (MAT) in future procurements.

Bringing women into the construction industry is not just about ticking off a diversity box. Constructing Change aims to boost female participation, challenging outdated perceptions and making the industry more appealing to future generations.

**This priority links directly to theme 4 of the Social Value Model: Equal Opportunity - tackle workforce inequality.**

### Key Statistics

#### Leadership

Women occupy just 9.2% of the highest-paid roles in construction, while 29% are in the lowest-paid quartile.

#### Pay Disparities

The construction sector has one of the largest gender pay gaps in the UK, with women earning 38% less than men.

#### Profitability

Companies with diverse teams, including gender diversity, are 25% more likely to achieve above-average profitability.





## Attracting talent from areas of deprivation

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Working in deprived communities can provide significant social, environmental and economic benefits. The construction sector offers a wide range of well-paying, skilled roles that provide long-term career growth and financial stability. Social value outcomes that Constructing Change facilitates includes:

- Creating jobs and long term connections between young people and construction organisations - truly leaving a legacy.
- Economic uplift, stimulating local economies and entrepreneurship.
- Promoting social mobility and offering structured career insights, addressing health inequalities linked to unemployment and economic deprivation.
- Diverting young people from crime or anti-social activities by empowering them with construction skills, contributing directly to building and maintaining the infrastructure that supports their own community.

Working with deprived communities through Constructing Change not only bring short term benefits but leaves a legacy through empowerment and connections..

**This priority links directly to theme 2 of the Social Value Model: Tackling economic inequality - create new businesses, new jobs and new skills .**





# Increasing diversity within construction

Increasing diversity is vital for economic, social, and operational benefits. Reflecting societal diversity promotes inclusivity and provides equitable opportunities for individuals from all backgrounds, ensuring a fair and just industry. Plus, Diverse teams are 35% more productive, leading to better outcomes and increased profitability. Some of the benefits for our member organisations include:

- Creating inclusive environments where individuals feel valued, improving job satisfaction and retention rates, reducing turnover and associated costs.
- Bringing together varied perspectives which in turn fosters creativity and leads to more effective problem-solving, creativity and innovation.
- Creating a workforce that represents the communities served, increasing their ability to understand and meet the needs of varied communities, enhancing social value and fostering stronger community relations.

**This priority links directly to theme 4 of the Social Value Model: Equal Opportunity - tackle workforce inequality.**

## Aging workforce

With a workforce peak at ages 50–64, over 500,000 UK-born workers are expected to retire in the next 10–15 years.

## Ethnicity

Only 5.4% of workers are from Black, Asian, or ethnic minority backgrounds, compared to 13.8% nationally and 40% in London.

## Corporate Responsibility

Diversity strengthens brand image, with inclusive companies 25% more likely to outperform competitors





## Supporting suicide prevention & awareness

According to the Office for National Statistics, male construction workers are three times more likely to die by suicide than the national average. Contributing factors include:

- Job insecurity and unstable work patterns
- Financial pressures
- Workplace stress
- A culture that often discourages open conversations about mental health.

Introducing greater diversity, especially women into male-dominated roles, can help improve the work environment and, in turn, reduce male suicide rates. The Constructing Change initiative seeks to foster gender diversity while promoting a healthier and more supportive workplace culture. As part of its commitment to transforming the construction industry, Constructing Change works to raise awareness of mental health and suicide prevention through:

Awareness Campaigns	Training and Education	Cultural Change	Support Networks	Youth Engagement
Partnering with mental health organisations to share valuable resources and information, while promoting mental health days and campaigns on job sites.	Providing Mental Health First Aid (MHFA) training for volunteers and partner organisations, helping construction professionals identify and support colleagues in distress.	Challenging the stigma surrounding mental health in construction, encouraging open discussions through site visits and events.	Building strong partnerships with mental health charities and organisations, connecting individuals with professional support services.	Including mental health education during educational site visits, cultivating a culture of care and well-being for the next generation of workers.

The path forward, through its focus on mental health awareness, Constructing Change is working to create a safer, healthier, and more inclusive construction industry. By promoting collaboration, education, and awareness, we can reduce stigma, offer support, and ultimately save lives.

**This priority links directly to theme 4 of the Social Value Model: Equal Opportunity - tackle workforce inequality.**





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## OUR SIGNATURE PROGRAMME

# EDUCATE - LEARNING IN ACTION

One of our signature programmes, 'Educate - Learning in Action,' unites multi-industry partners and local government to host engaging and educational construction site visits for young people aged 13 to 16. These carefully curated site days provide hands-on learning experiences designed to spark curiosity and inspire interest in the vast range of career opportunities within the construction industry.

Participants gain exposure to both professional and trade roles, offering insights into educational and apprenticeship pathways that support future careers in areas such as project management, structural engineering, design, sustainability, health and safety, and specialist trades.

By showcasing real-world applications and innovations in construction, the programme helps demystify the industry, encourage diversity, and promote social mobility by highlighting accessible and rewarding career paths for underrepresented groups, including women and minorities. These site visits not only bridge the gap between classroom learning and practical experience but also foster a sense of possibility and ambition for the next generation of construction leaders.



FLANNERY

Jacobs



## Case Study

Littleborough Flood Risk Management Scheme, led by the Environment Agency in partnership with Rochdale Borough Council starts in March 2025. Primary contractor, VolkerStevin have successfully collaborated with the local community to bring Constructing Change to life. Students from Wardle Academy will visit this Constructing Change Site to experience construction first hand and connect with our Professional Network to explore and discuss options for pursuing construction related qualifications, work experience and apprenticeships.

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“ I am thrilled that the first ever Constructing Change Site will be at our Rochdale and Littleborough scheme. Supporting our young people through this ground breaking initiative aligns with our aim of driving positive social outcomes, leaving a lasting legacy of more inclusive and sustainable futures for the people of Rochdale and Littleborough. ”

**Nick Pearson**  
Flood Risk Manager, Greater Manchester, Environment Agency

## Format of the day

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**1. Morning Welcome & Introductions:** The day begins with a warm welcome from our team, where young people are introduced to members of the Constructing Change Professional Network.

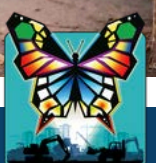
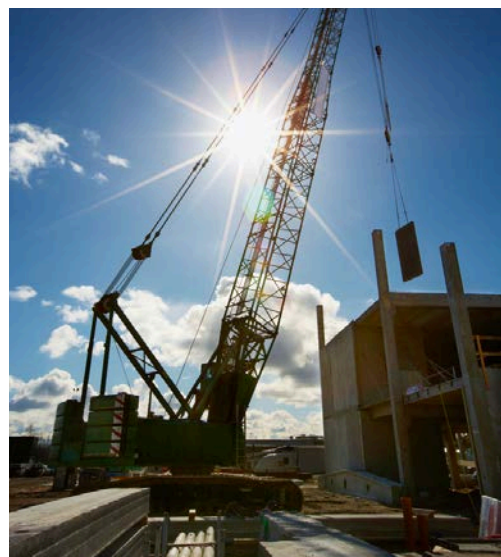
**2. Career Discussions:** Members of the Constructing Change Professional Network speak to the young people about their careers and what a typical day looks like for them in the construction field.

**3. Interactive Q&A Session:** Young people are encouraged to ask questions, explore different career paths, and gain insights into what it takes to work in construction.

There will then be a break for lunch provided by the hosting site.

**4. Site Tour:** After lunch, young people are taken on a guided tour of an active construction site. They see first-hand how different professionals collaborate and the various stages of construction in action. Safety gear and protocols are emphasised, providing an authentic experience of what working on a construction site looks like. Site visits will be interactive and engaging where possible.

**5. Wrap-Up:** The day concludes with a group discussion, where young people share their impressions and consider potential future paths in the construction industry. Schools and young people are directed to further information on types of careers and links to potential job and apprenticeships through the Constructing Change website.





## JOIN OUR GROWING COMMUNITY

# What we can do for you

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- **Advocacy and Awareness:** We promote industry awareness about the importance of diversity and inclusion, advocating for systemic changes at all levels.
- **Partnerships:** We collaborate with industry leaders, educational institutions, and community organisations to create pipelines of opportunities for our participants.
- **Tailored Onboarding:** We provide personalised onboarding sessions to help organisations understand the initiative, its goals, and how they can contribute effectively.
- **Resource Access:** Members gain access to a wealth of resources, including toolkits, best practices, and case studies that guide them in implementing diversity and social value initiatives.
- **Networking Opportunities:** We host exclusive networking events including our Constructing Change 'Elevate' Conference, connecting organisations with industry leaders, policymakers, and other partners to foster collaboration and knowledge sharing.
- **Ongoing Support and Consultation:** Our team provides ongoing support and consultation, helping organisations develop and implement effective social value strategies tailored to their specific needs.
- **Recognition and Visibility:** We promote member achievements and initiatives through our channels, providing recognition and enhancing visibility within the industry.
- **Collaboration on Initiatives:** We facilitate collaboration among members on specific projects and initiatives, allowing organisations to access a diverse talent pool to undertake Constructing Change days and maximise their impact.
- **Regular Updates and Insights:** Members receive regular updates on industry trends, regulatory changes, and best practices, keeping them informed and ahead of the curve.
- **Feedback and Improvement:** We actively seek feedback from members to continuously improve our support and ensure that we are meeting their needs effectively.



## Benefits

### Competitive edge

Social value integration is increasingly demanded in procurements. Constructing Change is a route to delivering and measuring outcomes, helping your bids score higher and raise your profile for major frameworks.

### Access to talent

Tap into a pipeline of young, diverse talent, supporting recruitment and diversity goals.

### Visibility

Gain enhanced visibility as a diversity leader, attracting positive media attention.

### Networking

Join exclusive events, offering industry connections, speaking, and sponsorship opportunities.

### Connections

Strengthen your UK and international connections through effective collaborations with contractors and consultants, government agencies, local authorities, national organisations, supply chains, academic institutions, and industry associations.



## Join us now

The Social Value Act 2012 and Well-being of Future Generations (Wales) Act provides the ambition for delivering long-term social value. Constructing Change creates an amazing opportunity to shape the further workforce of the construction industry whilst providing meaningful and lasting social value. But we can't do this alone. Be at the forefront of a ground breaking national initiative shaping the industry and join our growing community. Contact us today for further information.





# Membership types, benefits and fees

Join Constructing Change in transforming the construction industry through diversity, equity, inclusion, and social value. We invite businesses, government bodies, academic institutions, and industry leaders to partner with us and drive meaningful change.

Whether through partnerships, sponsorships, volunteering, or active participation, there are many ways to contribute and make an impact. Choose from our two membership options:

- Corporate Membership: For construction-related businesses.
- Partner Membership: For government bodies, schools, and not-for-profits.

Together, we can build a more inclusive and innovative construction future.

## Corporate Membership

This tier is for construction-related businesses committed to fostering diversity, social value, and meaningful community impact. As a Corporate Member, your organisation gains access to networking events, learning opportunities, and branding benefits, including use of the Constructing Change Corporate Member logo.

Membership fees apply and directly support our initiatives to increase accessibility to construction careers for underrepresented groups. Fees are dependant on size and annual turnover.

Type	Definition	Early Adopter	Post 1st June 2025
Micro business	Less than 10 employees AND less than £2,000,000 annual turnover	£500	£650
Small business	Less than 50 employees AND less than £10,000,000 annual turnover	£1,000	£1,330
Medium business	Less than 250 employees AND less than £50,000,000 annual turnover	£4,000	£5,500
Large business	Any business not falling into one of the previous categories	£7,500	£9,975



## Corporate Membership Benefits

### Recognition and Visibility

- Promotion of your logo on the Constructing Change website with a link to your website.
- Visibility on marketing materials.
- Space within the partner/member section of the annual report.
- Recognition as a supporter in Constructing Change publications throughout the year.
- Receive collaborative recognition as leaders in promoting diversity within the construction industry, setting an example for others to follow. Your brand will be associated with a progressive, forward-thinking cause.
- Premium placement of your company logo on the Constructing Change website, marketing materials, and event collateral.
- Recognition as a top supporter in all Constructing Change publications.
- Showcase your impact with a full-page case study of one of your projects featured in the prestigious Constructing Change 'Elevate' Magazine.
- Editorial and interview opportunities shared in Constructing Change newsletters, on the website, and across social media platforms.

### Networking and Engagement Opportunities

- Invitations to exclusive events and networking opportunities.
- A position on the National Committee, contributing to shaping the future of Constructing Change.
- Early ticket invitations to events and networking opportunities.
- Priority speaking opportunities at Constructing Change events, representing your organisation and commitment to social value.

### Exclusive Resources and Communications

- Stay informed with Constructing Change's quarterly member newsletters, delivering insights, updates, and intelligence.
- Access to the members-only area on the website for additional resources supporting your delivery of Constructing Change Site initiatives.

### Brand Benefits

- Showcase your commitment to positive industry transformation by using the Constructing Change Corporate Member logo.
- Utilise the exclusive platinum Constructing Change 'Corporate Member' logo for promotional literature.





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## Partner members

### **Partner Members – FREE Membership (Professional bodies, associations, working/research groups (not-for-profit))**

Constructing Change provides its Partner Members with a unique platform to engage with construction and consultancy organisations, local authorities, schools, educational institutions, industry leaders, and key stakeholders across the sector. This membership allows you to showcase your expertise, foster meaningful collaborations and drive measurable social value that benefits both the construction sector and the communities you serve.

For academic institutions, we provide tailored opportunities to align with the National Curriculum and support the delivery of Gatsby Benchmarks. Our programs facilitate meaningful employer encounters and offer students real-world insights into construction careers. Partnering with us inspires young people, particularly those aged 13–16, to explore diverse career pathways in the sector.

By becoming a Partner Member, you gain access to collaborative projects, impactful initiatives, and valuable industry connections—all designed to empower communities, advance career education, and create lasting change in construction. Together, we can shape a more inclusive and innovative industry future.

### **Partner Membership Benefits**

Partnering with Constructing Change offers valuable opportunities to drive social impact, foster innovation, and build meaningful connections across the construction sector.

#### Key Benefits:

- **Increased Visibility:** Showcase your expertise to key industry stakeholders.
- **Strategic Partnerships:** Collaborate on impactful projects and initiatives.
- **Networking:** Connect with industry leaders, educational partners, and local authorities.
- **Insights & Resources:** Access exclusive updates, best practices, and member branding.
- **Thought Leadership:** Participate in roundtables, engagement events, and discussions.
- **Wellbeing Initiatives:** Contribute to mental health and social value programmes.

#### For Schools:

- Align with the National Curriculum and Gatsby Benchmarks.
- Offer students real-world insights and employer encounters.
- Inspire young people, supporting social mobility and equity.

Partner Membership empowers organisations to create lasting change and inspire the next generation of construction professionals.



# Why we support Constructing Change



**Steve Harris OBE, Deputy Director General  
Institution of Civil Engineers**

*"The ICE is delighted to support the Constructing Change initiative to encourage more young women to consider a career in infrastructure. This is another step in the right direction to ensuring engineering is an attractive and inclusive profession for all."*



**Steve Moore, Director of Operations  
Environment Agency**

*"I am proud to support Constructing Change, a powerful catalyst for change, inspiring collaboration across the construction industry to make a tangible impact on underrepresented communities. The ethos of Constructing Change aligns closely with the Environment Agency's commitment to equity, sustainability, and community enrichment. I am proud to stand alongside Constructing Change as it builds a brighter future for the construction industry and the communities it serves"*



**Mark Cronshaw, Director  
VolkerStevin**

*Given the complexity of our infrastructure projects, I'm passionate about building dynamic, high-performing teams who are able to think differently. To succeed, we must embrace diversity, including a greater representation of women in construction. The industry has evolved with a wide range of roles and opportunities, both on-site and in supporting functions that drive innovation and societal responsibility. Constructing Change is an excellent platform to highlight these opportunities and inspire women and young people to pursue careers in construction and engineering.*







**FLANNERY.**

**Ben Hammond, National Account Manager  
Flannery Plant Hire**

*"Constructing Change is not just highlighting but actively implementing key improvements in our industry. At Flannery's, we believe equality and diversity are essential, not only for our business but for our clients and the sector as a whole. Gender diversity in construction boosts problem-solving, creativity, and project outcomes, while empowering women and young adults fosters a more inclusive workforce that reflects the communities we serve."*



**Derek Bell, Client Services Director  
Watertight flood Resilience**

*"We are looking forward to working in partnership with Constructing Change to make a real difference to the lives of young people within communities which are often overlooked."*

*Our aim is to support Constructing Change by providing a wide range of career development opportunities within the construction industry for young people who may otherwise be marginalised."*



**Sven Till, Managing Director  
AE Yates Civil Engineering**

*"Coming from a deprived area in Liverpool, I understand that many schools lack the funding for educational trips. Constructing Change will have a significant impact, particularly for young people in disadvantaged areas. The initiative will make site visits accessible, free, and simple for schools, while also demonstrating to students that construction is a rewarding industry with great career opportunities."*





**FOR MORE INFORMATION: -**  
**Email - [info@constructing-change.com](mailto:info@constructing-change.com)**

**WEBPAGE - GOING LIVE MARCH 2025**  
**[www.constructing-change.com](http://www.constructing-change.com)**



**CONSTRUCTING CHANGE**