




Infrastructure Client Group Annual Report 2025

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“The UK government has made clear its headline priority to support socioeconomic growth, while recognising the importance of delivering climate resilience and adaptation”

Foreword



Global macroeconomic issues have had a huge impact on organisations throughout the infrastructure sector in recent years. We've faced problems including supply chain fragility, resource scarcity and the cost-of-living crisis. If anything, conditions today are even more testing, with tariffs looking likely to affect the steel industry and other important players in the supply chain. Despite all of this, I would argue that there's never been a better time to be in infrastructure.

Here in the UK, the government has made clear its headline priority to support socioeconomic growth, while recognising the importance of delivering climate resilience and adaptation. Infrastructure is the foundation for dealing with these two big challenges, which makes our sector's role more important and influential than ever.

The prevailing economic headwinds won't make matters easy, so it's vital that we as an industry act in a coordinated way and speak with one voice. Clients are the key interface between the infrastructure supply chain and government – and the maturity and expertise we have at the Infrastructure Client Group (ICG) enable us to represent the industry and influence policy-makers effectively.

Our organisation's membership continues to grow and embrace the wide range of infrastructure segments that will both enable GDP growth and address the climate challenge. New members include Gatwick airport, which has ambitious expansion plans that will boost the economy; Sizewell C; and Great British Energy – Nuclear, which will be key to achieving the government's aim of decarbonising the nation's electricity supply.

Although the ICG is a UK-based organisation, it has a global outlook. Best practice should be shared as widely as possible and lessons can be learnt from anywhere in the world. While the UK is just getting to grips with decarbonising infrastructure and understanding the need for adaptation and resilience in the face of climate change, other nations have been living with climate extremes for a long time. We can benefit from their experience.

Knowledge is flowing both ways. Some of the innovative delivery models and best-practice approaches to supply chain management promoted by our Project 13 initiative are being adopted outside the UK, for instance. And I'm confident that the PAS standard for infrastructure productivity¹ we have been developing will become a global benchmark, just as PAS 2080 has for carbon management.

The ICG's main forums for sharing information and developing new guidance and initiatives are its task groups, which cover areas where its membership can wield the most influence. This annual report will highlight their work over the past 12 months. For instance, the Climate Task Group has extended its remit to cover climate resilience and nature; the Data and Digital Task Group has created an accelerator programme for digital integration; and the Productivity Task Group has developed practical tools to help everyone in the sector identify how they can improve its overall productivity.

This year we've also created a new People Task Group to focus on the skills agenda. Obtaining enough suitably qualified people is set to become one of the industry's most significant challenges over the coming years. It therefore needs to be addressed if the ICG and its members are to deliver the ambitious programme required to achieve the UK's growth and climate objectives.

Jason Tucker

Director of commercial operations at Anglian Water;
chair of the Infrastructure Client Group management board

¹ bit.ly/ICEPASProd

About the Infrastructure Client Group

Established in 2010, the ICG brings together the UK's most progressive economic infrastructure clients in partnership with government and industry. Its key purpose is to accelerate the alignment and improvement of infrastructure delivery and development for the benefit of society, the economy and the environment.

The group's work programme focuses on five key areas where clients can make the most transformational impact: climate, data and digital, people, productivity and Project 13¹.

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John Southgate, UK Power Networks

Project 13

Chair

Dale Evans

Partner, Allora Infrastructure

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¹ project13.info

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**For further information about the
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theicg.org.uk

bit.ly/LinkedinICG

Executive summary

Determined to improve the delivery of infrastructure that's key to the UK's socioeconomic growth, the ICG has ramped up its activities over the past year. Most notably, it has formed a task group with the goal of ensuring that workforce issues no longer hinder the sector's progress.



SHUTTERSTOCK/HEAVY

This annual report – the ICG’s second – stresses the importance of developing more effective solutions and sharing best practice across the industry if we’re to truly refine infrastructure delivery.

In the 10-year infrastructure strategy¹ it published in June 2025, the UK government committed to “doing fewer things better instead of the same things badly” and identified the need for “more coordination, across sectors and between government and delivery partners”. This is exactly what the ICG was set up to do. The group is working tirelessly to ensure that all UK infrastructure projects follow best practice.

The ICG focuses its efforts on the five areas where it believes that infrastructure clients can make the biggest positive impact:

- Climate adaptation, decarbonisation and nature.
- Data and digital integration.
- People and workforce challenges.
- Infrastructure productivity.
- Project 13 – the ICG’s integrated, collaborative delivery model for infrastructure projects².

This report puts the spotlight on the various ICG task groups that are working in these areas. It describes their main activities and achievements over the past 12 months.

The first chapter (p8) concerns the Climate Task Group. It explains why the group has extended its remit from decarbonisation to address climate resilience and the interaction between infrastructure and nature. The group is already tackling these broader related issues and this report includes details of one such initiative: the Nature Accelerator programme. The ICG hopes that this will build on the success of the Concrete Decarbonisation Accelerator programme it undertook last year.

The second chapter (p10) describes the work of the Data and Digital Task Group. Its members’ understanding of digital solutions – and how to incorporate these across organisations and whole projects – has matured significantly. This report reviews the successful launch of the group’s Digital Integration Accelerator and highlights the first initiatives this programme will take forward with the aim of providing practical tools for the sector.

Chapter three (p12) introduces the People Task Group, which was established this year to address some of the key workforce

challenges facing the UK infrastructure sector. The new group, which has already identified the main issues to concentrate on, is setting its shorter-term priorities. This report explains where and how it’s planning to make significant advances.

The fourth chapter (p14) focuses on the Productivity Task Group. It traces the group’s development of practical guidance to help all parties involved in delivering and operating infrastructure to ensure that every asset is well planned, well built and well used. This includes a new publicly available specification (PAS) standard for infrastructure productivity – an industry-wide document that will set out roles and responsibilities for everyone in the sector to perform and uphold.

Chapter five (p16) provides an update on how clients in all infrastructure segments have been adopting Project 13’s integrated enterprise model – and how they’ve been benefiting as a result. This report emphasises the important role that suppliers play in the Project 13 community as traditional hierarchies are superseded by an integrated team structure. It also highlights the many ways in which Project 13 supports organisations that are new to the enterprise approach.

Lastly, the report rounds up the main ICG activities planned for the coming year (p18) as the industry tackles the ambitious programme of work it must complete if the UK government is to achieve its socioeconomic goals.

“The ICG focuses its efforts on the five areas where it believes that infrastructure clients can make the biggest positive impact”

¹ bit.ly/Gov10strategy

² project13.info/about-project13

Climate Task Group



Rachel Skinner (chair)
UK executive director, WSP



“Beyond decarbonisation and climate resilience, the task group has also started addressing the integration of infrastructure with nature”

What started out as the ICG's Infrastructure Carbon Task Group has evolved over the past year to become the Climate Task Group. It is still vital that we maintain the industry's focus on achieving net zero and keep supporting the decarbonisation of all infrastructure, but the group's change of name reflects the wider range of climate-related issues affecting our sector in addition to the need to cut its CO₂ emissions.

The ICG has recognised the importance of ensuring that our infrastructure is resilient to the effects of climate change as well. This imperative is being acknowledged more clearly in UK government policy – for instance, the 10-year infrastructure strategy it published in June 2025.

Beyond decarbonisation and climate resilience, the task group has also started addressing the integration of infrastructure with nature. It's important that we fully understand infrastructure's impacts on the natural world; its potential for enhancing natural capital; and nature's potential for aiding faster decarbonisation and improving infrastructure resilience.

At the heart of the task group's activities are quarterly roundtable meetings where clients across the sector highlight opportunities and risks, share knowledge, disseminate emerging best practice and discuss changes of government policy and regulation. These sessions encourage shared approaches to problem-solving.

The ICG Concrete Decarbonisation Accelerator

Last year the task group co-funded and delivered the first phase of the Concrete Decarbonisation Accelerator. This innovative work, harnessing the ICG's collective power to understand and reduce the carbon impacts of concrete in infrastructure, has since been adopted by the Construction Leadership Council¹.

Participating ICG members and several other client organisations have adopted the accelerator's decarbonisation commitments and action plans too. These are as follows:

- Establish carbon intensity reduction pathways using benchmarking systems.
- Use concrete efficiently.
- Reduce the carbon intensity of concrete towards net zero.
- Embed low-carbon concrete requirements in projects.
- Request concrete data from the value chain in a consistent way.
- Improve the level of carbon literacy associated with concrete throughout the value chain.
- Share information from R&D work on low-carbon concrete.

The accelerator has also quantified the future demand for concrete procurement against relevant use cases to give the ICG supply chain more confidence when investing in new materials such as lower-carbon cements. This information will inform further R&D work and encourage the sharing of best practice among a wider group of client organisations.

The second phase of the accelerator was funded in mid-2025. Any ICG members wishing to find out more about this work or contribute to it should get in touch².

The ICG Nature Accelerator

Following the success of the Concrete Decarbonisation Accelerator, the task group has started a similar programme for nature. At the time of writing, the ICG Nature Accelerator is at the funded discovery phase.

Its key premise is that the ICG community owns and/or manages huge tracts of land. Some members can easily show how they are (or could be) net contributors to nature, while others will find it hard to address their natural capital impacts. Establishing a consistent approach to this task, crossing clients' land ownership boundaries, could reduce costs and risks for all ICG members as they work to: understand each other's needs and meet their published nature restoration goals; and, where relevant, achieve faster approvals and funding for strategic infrastructure assets.

The key workstreams seeking to accelerate collaborative, strategic and scalable nature-positive action are:

- Mapping natural assets (land and water) and areas of opportunity and risk.
- Aligning around a "nature maturity matrix", gauging the potential appetite for shared principles and commitments.
- Influencing nature-led policy and regulation with one ICG voice.

We anticipate that the accelerator will, if given enough backing, help to form a "UK strategic nature network" aligning many big landowners, including ICG members, for the first time in hastening nature restoration and improving climate resilience together. Coupled with wider concepts for investment zones, this could bring together government, infrastructure owners and the finance sector to unlock new investment in this area.

As with the Concrete Decarbonisation Accelerator, we'd like to hear from ICG members wishing to learn more or participate.

Building on the PAS 2080 carbon management standard

Looking ahead, the task group is also set to play its part as a crucial stakeholder community for PAS 3090. This is the first publicly available specification for climate adaptation pathways, which the British Standards Institution will be publishing in 2026.

¹ www.constructionleadershipcouncil.co.uk

² icg@ice.org.uk

Data and Digital Task Group



Ashleigh Monagle (chair)
Managing consultant,
Allora Infrastructure



“Trust is integral to the success of the ICG and its task groups, so we’re determined to keep building it as more members join”

SHUTTERSTOCK/JAMES TOHART

When we reviewed the achievements of the ICG's Data and Digital Task Group last year, something that really struck me was the extent to which its members had matured over the five years of its existence. When the group was established, most of them were at the mid-career stage, looking to learn from each other and improve their understanding of digital matters. By 2024, many had become top-level decision-makers.

These senior leaders included CEOs who were responsible not only for delivering big projects but also for viewing digital issues from a corporate, strategic perspective.

We therefore felt that it was time for a reset to reflect the group's increased maturity, while also providing a welcoming environment for incoming members, who included representatives of Gatwick airport and National Grid's Great Grid Upgrade team. We also wanted to benefit from organisations and initiatives outside of the ICG without losing any of the trust we'd built as a group.

That trust remains at heights I've never seen before in the sector. It enables us to share everything, warts and all, and celebrate our successes together. Trust is integral to the success of the ICG and its task groups, so we're determined to keep building it as more members join, while inviting industry initiatives and ecosystem partners to share their knowledge too.

The increased seniority of its membership has given the group more policy-making influence. Last year brought a change of government and with it the decision to combine the National Infrastructure Commission and the Infrastructure and Projects Authority to form the National Infrastructure and Service Transformation Authority¹. This is a body to which our expertise as a group of digital leaders across the infrastructure sector can prove really valuable.

In addition to the main client group within the Data and Digital Task Group, we have two sub-groups: the Adopters Group and the Integration Accelerator Group.

Adopters Group

Open for all members of the task group to discuss best practice, the Adopters Group is our main knowledge-sharing forum. Its meetings feature a presentation by a client organisation about a specific aspect of digital adoption, followed by a Q&A and problem-solving session. This format makes for a real, live learning experience based on extremely rich content.

In this forum, client organisations can learn from other industries as well as their own, enabling them to build on innovations from beyond the infrastructure sector. The mix of maturity in the

group makes for a lively environment where people bounce ideas off each other, with newer members often asking particularly interesting questions because they're unburdened by a legacy of traditional approaches.

Over the past year, the Adopters Group has benefited from presentations by Anglian Water on its information management programme; the Lower Thames Crossing on data principles; HS2 on the benefits and drawbacks of applying ontological approaches to managing information; and the Environment Agency on the use of data for health and safety purposes.

Integration Accelerator Group

We started our Integration Accelerator programme to tackle the challenge of integrating data between the design and construction side of infrastructure delivery and the project management side. This kicked off with a successful workshop in which representatives of the two disciplines stressed that they really did want to cooperate effectively and left with real excitement about what they could achieve together.

The group's broad aim is to identify the various collaboration paths that might exist throughout a project and map out which people and processes these would involve. The Integration Accelerator programme is designed to fast-track this task, with clients, consultants and contractors all working together on it.

Among the group's first key outputs will be a blueprint for integration across the delivery cycle. We've started on this by asking people involved in large ongoing infrastructure projects what they wish they'd known before starting them. The Data and Digital Task Group includes organisations with major projects at various stages of completion, enabling us to feed a wide range of perspectives into the blueprint.

Another output will be a set of digital maturity levels. This will help to frame conversations between clients and suppliers about how advanced they need to be in terms of digital integration and where they can make improvements.

We believe that the work of the Digital Integration Accelerator programme should result in genuine integration across the sector.

¹ bit.ly/Nista2025

People Task Group



Sahil Chaini (chair)
UK and Ireland regional market director,
Transcend



“Those of us who work in this industry know that it offers interesting and fulfilling employment, but we need to spread that message”

The People Task Group's creation reflects infrastructure clients' awareness of their key role in attracting talent to the sector and retaining it. The ICG has successfully convened client organisations to address other industry challenges together by sharing their insights. We hope that the same open approach will enable this task group to tackle the sector's current HR problems, as well as issues that are likely to become problematic.

The ICG provides a unique atmosphere in which its members can collaborate. We're planning to harness their combined knowledge to improve the situation in areas such as safety, inclusivity and long-term skills development.

This is a particularly testing time for the UK infrastructure sector. We have a limited number of people capable of completing all the work in the pipeline, so it's vital that we spread successful recruitment and retention initiatives as widely as possible. By applying its members' collective expertise, the People Task Group plans to produce resources that will help the nation's wider infrastructure community to build a sufficiently large, skilled and diverse workforce.

The main workstreams

The task group will focus on five HR aspects that we feel client organisations are best placed to influence:

- Workforce planning and development.
- Health, safety and wellbeing.
- Knowledge-sharing and collaboration.
- Diversity and inclusion.
- Visibility and engagement.

Workforce planning and development sits at the top of the agenda. There is great concern in the industry that there simply aren't enough skilled people available to do all of the work that's needed. The People Task Group will identify and amplify initiatives that have already proved their worth in attracting, developing and retaining the talent that will enable the sector to meet the demands being placed on it.

The industry has gone to great lengths to ensure that workplaces are physically safe¹, but this effort needs to be maintained as new people enter the industry and practices change. We also know that the good mental health of all employees is essential to a properly functioning work environment. The task group plans to compile a list of best health and safety practices, share this and help to ensure that anyone considering a career in infrastructure can be confident that their wellbeing will be well supported.

The ICG is a special forum where organisations can share information and learn from each other in a culture of trust.

The People Task Group will help to coordinate work by all of the other ICG task groups as well as wider industry organisations and other stakeholders to share insights about HR issues. This way we can prevent any duplication of work and maximise the impact of successful initiatives.

The scale of our industry's resourcing challenge means we need to look beyond traditional areas of recruitment to attract the people who will meet the nation's infrastructure needs. But, as the workforce diversifies accordingly, we must provide supportive environments – whether these are office- or site-based – and fulfilling careers for all. The People Task Group will encourage the industry to establish inclusive recruitment practices and career development pathways that will make it more accessible to people in underrepresented groups and attractive to those working in other sectors.

Those of us who work in this industry know that it offers interesting and fulfilling employment, but we need to spread that message. Our group's aim is to improve public awareness of what a career in infrastructure can offer, particularly to younger people and those outside traditional pathways into the sector.

The group's scope and approach

The task group aims to build on the great work that infrastructure organisations are already doing to address the industry's main HR problems. It will do this by:

- Mapping existing initiatives. We will identify effective industry efforts and align with these to amplify their impact instead of duplicating effort.
- Working across the sector. We will engage with other task groups to integrate HR considerations into the ICG's strategies on productivity, digital transformation and carbon reduction.
- Benchmarking and highlighting best practice. We will promote successful initiatives from ICG members and the wider industry to spur continuous improvements.
- Targeting action. We will focus on specific areas where gaps in resources and best practice have been identified.

Over the coming year, the People Task Group will recruit members and arrange regular meetings. We will focus initially on gathering input from the ICG community and aligning on key objectives.

¹ bit.ly/ICBuildingSafeguards

Productivity Task Group



Ed McCann (chair)
Senior director,
Expedition Engineering



“Organisations across the infrastructure sector spend a lot of money on research and development, but that’s not translating into significant productivity improvements

SHUTTERSTOCK/CLARE LOUISE JACKSON

The productivity challenge facing the UK infrastructure sector is more acute than ever. Working to tight budgets with a limited pool of sufficiently skilled people, we're under intense pressure to complete a hugely ambitious programme of major projects. The only way the industry can achieve this will be to make the infrastructure delivery process as efficient and effective as possible – no mean feat in itself.

Like many before us, we at the ICG believe it's possible to improve efficiency in infrastructure capital delivery and reduce project outturn costs by about 40%. Yet, despite discussing this goal for decades, the industry has struggled to make meaningful progress towards it.

The ICG Productivity Task Group is assessing what's preventing the sector's adoption of better approaches – and it's tackling the problem by spreading knowledge and developing practical tools to help those delivering infrastructure to become more productive.

A trio of tools

We're developing, or aiding the development of, three tools designed to help the sector work more efficiently and effectively:

- A routemap for improving infrastructure productivity.
- A publicly available specification (PAS) standard for infrastructure productivity improvement.
- An infrastructure productivity maturity model.

The routemap will provide a clear analysis of the factors that influence productivity and a simple representation of how the sector can improve over the coming decade. Based on extensive research, it's being developed using a systems approach.

The productivity standard will, once published by the British Standards Institution (BSI)¹, be known as PAS 4010. It will be accompanied by contract clauses and approved codes of practice. The term "productivity" can be used to mean different things depending on where you sit in the delivery process. This can hinder industry-wide productivity improvements because the contribution to a project each party can make is poorly articulated, as are the methods it should use. It tends to mean that the parties try to improve productivity by tackling single issues in isolation. The PAS will set out exactly what each party should be doing at various stages to optimise its contribution.

The ICG has already played a key role in developing the standard and is now working with the ICE to see it through the consultation process. Over the coming year we'll be working with the ICG client community to ensure that the standard will be adopted rapidly by clients worldwide once it's published.

The infrastructure productivity maturity model will enable users to gauge the sophistication of an integrated project team, client organisation or programme. National Highways' Smart Motorways Programme Alliance has developed the model in pilot form and has kindly permitted the ICG to use its work as the basis for our version, which we intend to complete before 2026.

Sharing expertise

An important remit of the ICG is to ensure that all members discuss their experiences with other parties and disseminate best practice. The Productivity Task Group is looking at ways to maximise the impact of this engagement work. So far, we've hosted two webinars: one on the role of error and the other on the use of technology to improve infrastructure productivity. Next up will be a session on the importance of production systems thinking, with two more set to follow later this year.

Room for improvement

Organisations across the infrastructure sector spend a lot of money on research and development, but that's not translating into significant productivity improvements. This suggests that most R&D expenditure isn't targeting gaps in our knowledge – a problem that the Productivity Task Group wants to address. We're in discussions with the Department for Transport and the Transport Research and Innovation Board² with a view to producing a cross-sector agenda for R&D investment that will result in productivity improvements.

We're also looking at how to accelerate the infrastructure sector's use of new tech. Uptake across the industry is relatively low – and we've observed few benefits from what it has adopted in recent times. To help us understand how to get more out of the latest technological advances, the task group has commissioned a review of other industries and areas in infrastructure where new tech has been transformational.

Through its programme of providing practical tools, disseminating best practice and gathering new insights, the Productivity Task Group hopes that the sector can make big strides from talking about productivity improvements to actually making them.

¹ bsigroup.com

² bit.ly/TRIB2025

Project 13



Dale Evans (chair)
Partner, Allora Infrastructure



“Project 13 contains a group of people who’ve been deeply involved in establishing and developing effective enterprises. We want others to tap into their knowledge”

In 2017, we set up Project 13 to encourage the infrastructure sector to adopt an enterprise delivery model that brings asset owners, partners, advisers and suppliers together in an integrated, collaborative arrangement. Recognising the inefficiency of legacy transactional approaches and how these create conflict and stifle innovation, we established it to incentivise all parties to work as a team seeking the best outcomes for everyone.

This is not something you pick off the shelf – it’s a whole new way of working. Although Project 13¹ has evolved over the past eight years, the fundamentals of its enterprise model remain as crucial today as they were when we designed them to make the industry focus on the benefits that infrastructure provides. Changing the sector’s mindset since then is where Project 13 has had the greatest impact.

Adoption of the Project 13 approach has been growing year on year, with some notable enterprises getting under way over the past 12 months. National Grid has a partnership in place to deliver the first tranche of projects in its Great Grid Upgrade programme, for instance, while the Southern Renewals Enterprise² has started a 10-year delivery programme on the three rail networks it covers.

And, as the water sector starts an ambitious environmental programme, Anglian Water, Scottish Water, United Utilities and Yorkshire Water have all adopted integrated delivery models during asset management period eight, Ofwat’s latest regulatory cycle. The lessons arising from these initiatives promise to be hugely instructive for other infrastructure clients making similarly grand plans. Meanwhile, early adopters such as members of National Highways’ Smart Motorways Alliance are approaching the end of their programmes and are well placed to disseminate what they’ve learnt.

The Project 13 community

Project 13 has been described as a “best-practice homework-sharing club” – a forum where participants can describe their experiences to help first-time users of the enterprise approach to get up and running. This community features an Adopter Group and a Supplier Group.

The Adopter Group provides a forum for client organisations to impart their knowledge. This year, as well as holding discussions and webinars, the group has started visiting projects that are thinking of trying a more integrated approach. Its first visits were to Heathrow airport and the Houses of Parliament restoration and renewals programme. These sessions are designed to enable the people running such projects to discuss the challenges they’re facing with those who have already adopted the enterprise approach and so benefit from their varied perspectives.

The Supplier Group has become increasingly influential in recent years and is the source of much knowledge. It originally comprised suppliers that were already involved in enterprises, but it has since progressed to supporting organisations that aren’t yet operating this way. Its work has included designing training modules to give them more confidence as they approach enterprise working for the first time.

Both groups are also working together on a programme that’s reinforcing the move away from traditional hierarchical relationships towards an enterprise ecosystem of partners and suppliers. I see it as a real point of maturity that the supplier community has become a core strategic part of Project 13.

Publications to come

Later this year we’ll issue a report giving an update on our progress in shifting the industry from transactional approaches and assessing what more we need to do to accelerate uptake of the enterprise model.

We’re also planning to publish two other important papers. The first is based on work we’ve done to determine whether a specific enterprise form of NEC contract is needed. We’ve concluded that it isn’t, so the paper will give guidance on using an NEC contract and framework alliance contract FAC-1 in an enterprise context. The second paper will focus on integration. Everything happens in silos under traditional infrastructure delivery models, but an integrated approach offers benefits ranging from better communication to more efficient processes.

One of our longer-term aims is to establish a leadership programme for the industry. Project 13 contains a group of people who’ve been deeply involved in establishing and developing effective enterprises. We want others to tap into their knowledge as they start their own ones. This sector’s leaders are having to manage a lot of change while running huge infrastructure projects, so they will benefit from learning from people who have already done that.

That’s the essence of Project 13: we’re capturing experience, taking what has been learnt and making it available to the wider infrastructure community.

¹ project13.info

² srerail.co.uk

Future plans

<p>Climate Task Group Nature Accelerator programme</p> 		<p>Climate Task Group Concrete Decarbonisation Accelerator programme – phase two</p> 	
 <p>PAS standard for infrastructure productivity</p>	<p>PAS standard for climate adaptation pathways</p> 		
 <p>Chief data officer research</p>		 <p>Project 13 refresh</p>	<p>Project 13 future leaders initiative</p> 
<p>Research into supply chain resilience</p> 	 <p>Data and Digital Task Group Integration Accelerator programme</p>	<p>Built environment systems review</p> 	 <p>Research into barriers to the adoption of new technologies</p>



The Infrastructure Client Group (ICG) brings together UK economic infrastructure clients in partnership with government and industry.

The ICG's key purpose is to lead the acceleration of improvement and alignment in the delivery and development of UK infrastructure, for the benefit of society, the economy and the environment.

The ICG is sponsored by the Institution of Civil Engineers (ICE) – a 97,000-strong

global membership organisation with over 200 years of history. The ICE is a centre of engineering excellence, qualifying engineers and helping them maintain lifelong competence, assuring society that the infrastructure they create is safe, dependable and well designed.

Its network of experts offers trusted, impartial advice to politicians and decision-makers on how to build and adapt infrastructure to create a more sustainable world.

Visit the ICG website:
theicg.org.uk

Follow the ICG on LinkedIn:
bit.ly/LinkedInICG

The UN Sustainable Development Goals

Linking the ICE's work back to the UN [Sustainable Development Goals](#) (SDGs) is a core part of the institution's plan and mission. This report ties in with the following SDGs:



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