



UK GREEN  
BUILDING  
COUNCIL

# IMPACT REPORT

2015-16

CAMPAIGN FOR A SUSTAINABLE BUILT ENVIRONMENT

# How the UK-GBC delivers impact

In UK-GBC's 2014-15 Impact Report, I rather boldly voiced my intention to move towards a more integrated and outcome-driven annual report. So I'm delighted that this year we've moved our Impact Report on a notch by including details of our financial performance as well as our direct and indirect (or enabled) environmental and social impacts.

UK-GBC is motivated by the changes that our work can catalyse across the built environment industry, as well as in our member organisations and the individuals that we connect with. But we're also keen to minimise our own footprint on the planet, and to ensure that UK-GBC staff are healthy, fulfilled and productive. This report captures our efforts in all of these areas over the course of the last financial year.

2015-16 was not an easy year for green building practices to flourish, particularly in view of the dramatic changes to the UK's policy landscape since the May 2015 General Election. Yet despite our relatively low traction with central Government, we continued to focus our efforts at a local level, and achieved tangible outcomes from initiatives such as our Birmingham City Summit.

Our members' own commitment to sustainability remained resilient - as illustrated by the 66 member companies (large and small) submitting climate pledges alongside our own in advance of COP21. With 90%



of our Gold Leaf members signed up to UK-GBC's Member Commitment, 2016 was also the first year that UK-GBC conducted Sustainability 360 Reviews with each of these companies, thus validating their status as genuine sustainability leaders.

And through our comprehensive Learning & Development programmes – ranging from basic awareness through to leadership development – we touched the lives of almost 900 individuals and sought to empower and inspire them to further advance their change management journeys.

Looking to the future, I feel confident that we are well positioned to continue to accelerate the transition to a sustainable built environment. I am deeply grateful to all those who enable us to make such an impact – including UK-GBC staff, Trustees, members and wider stakeholders.

**Julie Hirigoyen**  
Chief Executive, UK-GBC

## Who we are

The UK Green Building Council is a charity and membership organisation which campaigns for a sustainable built environment. Our mission is to radically improve the sustainability of the built environment, by transforming the way it is planned, designed, constructed, maintained and operated.

Our 420 member organisations span the built environment, including businesses of all sizes, government bodies, academia and other NGOs.

## How we deliver impact

UK-GBC's operations have a direct impact on the environment and our staff, and are reported on pages 6 and 7.

However, we hope that our most significant impact is the change we enable amongst our membership and the UK's built environment, and it is these 'enabled impacts' that make up the majority of this report:

- **Influencing industry and government** through our policy and advocacy work
- **Inspiring our members** to adopt best practice and demonstrate sustainability leadership
- **Informing industry action** through researching and disseminating best practice.

# Our governance and finances



▲ A view of Birmingham, host of our 2016 City Summit

## Charitable objectives

UK-GBC is a charity with objectives for the public benefit, which underpin all of our activities:

1. To dramatically improve the sustainability of the built environment by radically improving the way it is planned, designed, constructed, maintained and operated;
2. To advance the education of the public in the sustainability, conservation, protection and improvement of the built environment;
3. To promote the sustainability, conservation, protection and improvement of the built environment;

## Board of Trustees

UK-GBC is governed by a Board of Trustees who hold ultimate legal responsibility for the charity's management and administration. This Board is currently chaired by Andrew Gould, Director and Partner of Genr8 Developments Ltd. The Trustees who served on our Board during the 2015-16 financial year are listed here although some of these stood down from office at the 2015 AGM.

### Andrew Gould

(UK-GBC Chair), Partner, GenR8

### Patrick Bellew

Principal, Atelier Ten

### Rab Bennetts

Founding Director, Bennetts Associates

### Bill Bolsover CBE

Former Chief Executive, Aggregate Industries\*\*

### Steven Boyes

Chief Operating Officer, Barratt Developments plc\*

### James Cameron

Chairman, Overseas Development Institute

### Mark Clare

Former Chief Executive, Barratt Developments plc\*\*

### John Frankiewicz

Former Divisional MD, Willmott Dixon Capital Works

### Stephanie Hilborne OBE

Chief Executive, The Wildlife Trusts

### Bill Hughes

Head of Real Assets, Legal & General Investment Management

### Alison Nimmo CBE

Chief Executive, The Crown Estate

### Peter Walls

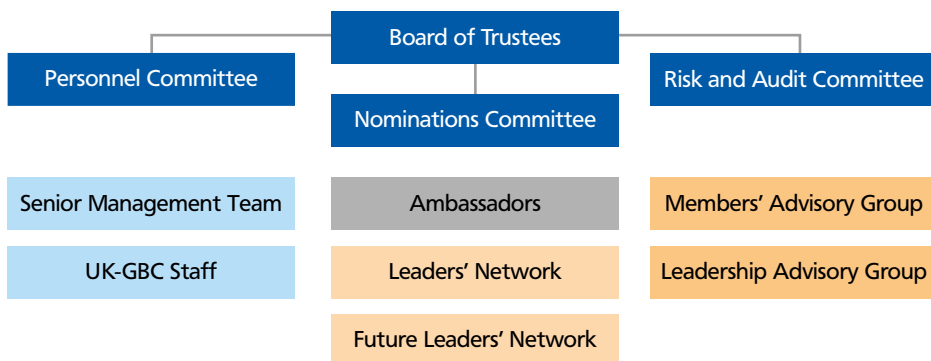
former Chief Executive, Gentoo Group\*

\* elected to UK-GBC Board in September 2015

\*\* retired from UK-GBC Board in September 2015

## Our governance structure

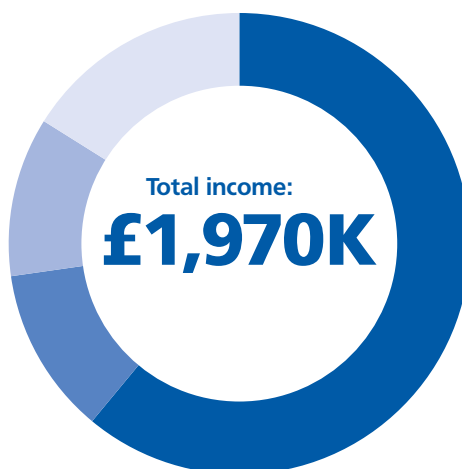
Our governance structure includes the Board and its committees, as well as advisory groups and networks comprised of individuals from our member organisations.



## Where our funds come from

Our activities are primarily funded by membership fees, income from our education activities, and sponsorship of our programme of research and events.

- Membership **£1,202K**
- Sponsorship & major events **£231K**
- Education course fees **£220K**
- Other **£317K**



# Our direct impact

Through annual target setting and an active 'Green Team', we take steps to mitigate the environmental impacts of our operations, improve the wellbeing of our team of 20, and contribute to the local community.

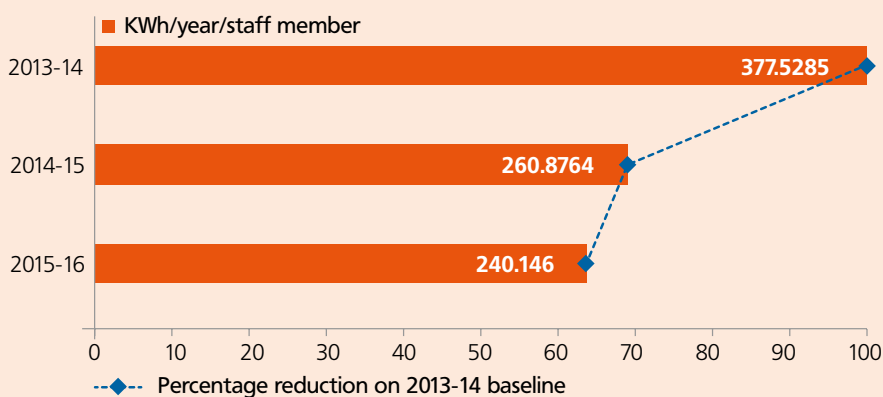
Commitment	Outcome	Details
We will improve our office electricity efficiency, excluding heating and cooling, by 40% on a 2013-14 baseline by 2020.	Ongoing	Ahead of the forthcoming office refurbishment, and following last year's replacement of the server, there was relatively little scope for significant improvements in the office's energy efficiency in 2015-16. Nonetheless, through continued good practice, we managed to accommodate an increase in the office head count (through WorldGBC staff) while at the same time achieving an 8% decrease in electricity use per staff member.
We will continue to work with our landlord to ensure that 100% of our electricity, including that used for heating and cooling, is sourced from renewable sources by 2020 and sooner if possible. In the period up to this transition, we will continue to ensure that all of our emissions from electricity use in the office are offset using high quality carbon offsets.	Ongoing	We regularly discuss the potential to procure green energy with our landlord and will step up these efforts in the aftermath of the office refurbishment. Given the limited scope to improve in this area in the meantime, we decided to undertake a staff travel survey this year so that we could estimate and offset the carbon emissions from previously unrecorded staff travel.



▲ The UK-GBC team plant a cherry tree at Flitwick Manor, Bedfordshire, to mark Earth Day

Commitment	Outcome	Details
We will sign up as members of the London Wildlife Trust in order to provide an easily accessible route for staff to use their available volunteer days locally; to contribute to biodiversity in the local community; and to improve employee health and wellbeing.	Achieved	Towards the end of 2015-16 we reached an agreement with the London Wildlife Trust on the details of a volunteering programme. This will be open for staff to access in 2016-17.
We will continue to investigate options for refurbishing the office in line with Health and Wellbeing principles, and to help facilitate our energy efficiency and carbon reduction targets.	Ongoing	A call for expressions of interest in the office refurbishment went out in February 2016. Following a very detailed design phase, the construction work taking place in Summer 2016 should bring significant wellbeing improvements to the office environment. The project has been shaped by some extremely demanding environmental objectives, which should – for example – result in an embodied carbon impact that matches or exceeds the best projects previously recorded in the UK.
We will encourage each member of staff to have a personalised sustainability related objective, with progress monitored through the annual staff review process.	Achieved	We used the DoNation platform to offer staff the opportunity to identify and commit to a personal sustainability objective. 70% of staff chose to use the platform, making 29 pledges. This resulted in an estimated carbon saving of 2,505kg.

### Our energy use in more detail



# Our enabled impact: influencing industry and government

UK-GBC engages its members in advocating a progressive message to Government on green building policies.

This was an extremely challenging year for our policy work due to the Government's deregulatory approach and roll back on green building policy, although our members remained actively engaged with our programme. We also successfully refocused some of our efforts on engaging with Local Authorities.

## UK-GBC Birmingham City Summit

In February 2016, UK-GBC ran a two day 'anti-conference' in Birmingham, developed in partnership with Birmingham City Council in order to bring the collaborative power of UK-GBC's membership together to work on three of Birmingham's most pressing sustainability issues. We combined inspiring expert keynotes on city scale issues with site visits to local development opportunities, and indepth collaborative group work. Over 130 representatives from member organisations attended the two days, including many who had not previously attended a UK-GBC event. The primary output was a publicly available report detailing the 13 'breakthrough ideas' produced in the workshops, the principles of which can be applied to other cities. We are in active discussion with Birmingham about progressing a number of these and have already established a new task group to take forward the proposals generated on retrofit and regeneration. 97% of attendees said it met their expectations.



The UK Green Building Council City Summit enabled us to take a new view on the potential of working with partners, and within the planning process, to drive sustainability forwards, through the life of the Birmingham Development Plan and beyond. We hope to be able to use some of the learning around concepts like the EcoDistrict approach to support a collaborative approach to shaping a green future for different parts of Birmingham, for example around better understanding of how we increase density in a way that improves city living. We also hope to be able to work with partners to understand how we reinvigorate the retrofit agenda in Birmingham with the aim of improving the energy efficiency of people's homes and lifting people out of fuel poverty.

**Dr Jacqueline Homan, Head of Sustainability at Birmingham City Council**



## Energy efficiency and mortgages

In September 2015, UK-GBC published a joint report with the UCL Energy Institute explaining how the energy efficiency of a home could be factored into mortgage affordability calculations. The paper proposed a methodology for more accurately predicting the energy bills of a home-buyer, which could ultimately lead to lenders offering more finance to efficient homes. In doing so, it is anticipated that this could start to see efficient homes rise in value compared to their inefficient counterparts – creating a demand both for better new homes and the retrofit of older properties.

Following on from the report, UK-GBC is currently partnering on the LENDERS project with UCL, BRE, Nationwide Building Society and others. Part funded by Innovate UK, the 18 month project is building the evidence base for lenders using more accurate energy bill estimates and exploring how they could be integrated into current mortgage affordability tests. The idea has also caught the attention of policy makers, with DECC speaking at our initial report launch, and No.10 hosting a roundtable on the topic at which we presented the key findings of our research and the aims of the LENDERS project.

▼ City Summit in action



# Our enabled impact: inspiring our members

We aim to inspire best practice and leadership through our flexible and accessible Learning and Development programme, and our networks of sustainability leaders comprised of individuals at each stage of their careers.

Leaders' Network  
Annual Dinner 2015 ▾



## Bespoke Learning and Development Programmes

UK-GBC is working with three members to develop bespoke training programmes, designed to drive an understanding of sustainability in the built environment throughout their organisations. These three programmes will together train a total of 4700 people over the next year, ensuring they have a solid understanding of the sustainability challenges and solutions for our industry. Land Securities has been the first to roll out training, already achieving near 80% completion rate and with resoundingly positive feedback given by many staff, including the CEO. We believe working with members to deliver bespoke training is a key factor in delivering our goal of an industry equipped with the knowledge and skills to deliver a sustainable built environment, and we look forward to continuing in this area.

## Leaders' Network

For change in the sector to be driven at the speed that's required, we will need leadership at all levels including the very top of our member organisations. This is why we focus on cultivating leadership as a means to facilitate improved sustainability. This year, we introduced more stringent acceptance criteria to our Leaders' Network to ensure that we were actively engaging CEOs, Directors and Partners, and that the Leaders' Network brand had maximum industry impact due to its influencing ability. The network currently has 125 members and provides opportunities for senior decision makers to network, learn, share, debate and immerse themselves in sustainability. The strength of the network lies in its collective ability to influence both the industry, through business decisions taken, and the government, through the combined voice of our membership.



Future leaders has given me the confidence to try new things in the office, offer up new ideas, and a fantastic network of peers to refer to. It was a confidence builder for me personally. I've developed and initiated the use of Post Occupancy Evaluation inhouse. It's been a fantastic experience, one that we will be able to use with clients and will enable us to reflect on work that we've done.

**Clare Murray,**  
**Sustainability**  
**Manager, Levitt**  
**Bernstein**



## Leadership Accelerator

This year we launched the Leadership Accelerator programme, which is designed to advance the pace at which sustainability leaders can drive radical change in their organisations. Through face to face learning, the programme supports and challenges participants to innovate, demonstrate and communicate effective leadership for sustainable business. In 2014-15 we launched the programme and recruited a cohort of 12 Heads of Sustainability from across our membership. They embarked on a six month leadership programme, giving them the personal insights and tools needed to achieve breakthroughs on their own leadership journey, and implement new strategy in their organisations.

## Future Leaders

This year saw the graduation of the 2015 Future Leaders, and the launch of the 2016 cohort. This unique programme brings together 24 of the best and brightest sustainability minds in the industry on a nine month learning programme which runs alongside their current roles. The programme encourages a positive and dynamic environment in which to tackle challenges faced by the industry, facilitate the development of innovative business models, and equip participants with the leadership skills required to inspire innovation. This year's cohort's six business plans included a financial trading platform that allows investors to enter the UK housing market and incentivises equity release which is used for improving housing longevity or operational carbon use in the home, and a new model of sustainable community living that challenges the current rent paradigm for London's professionals by offering pop-up housing where a portion of rent is ploughed in to community initiatives.

# Our enabled impact: informing industry action

UK-GBC aims to strengthen the business case for green building, supporting our members in implementing business transformation through our research and campaigns.

This year, we significantly increased our work to encourage greater clarity on members' sustainability performance by developing a methodology for evaluating the sustainability approach and performance of Gold Leaf members.

## Sustainability 360 reviews

The 360 process, introduced for the first time in 2016, aims to understand Gold Leaf members' sustainability commitment and performance against a consistent set of issues linked to UK-GBC's Member Commitment. The analysis was conducted through a mixture of desk top research and face to face interviews, with plenty of opportunities for individual companies to challenge UK-GBC's conclusions and to provide further evidence. The final report presented strengths and opportunities for development to each member, and enabled us to aggregate some findings across the Gold Leaf membership. We hope that our members will act on this feedback to improve their performance, and this will be followed up in future iterations of the 360 process. The analysis also identifies areas where members need further support to make progress; UK-GBC will be using this to shape its future work programme.

### Of the 40 Gold Leaf members who underwent our Sustainability 360 review:





## Climate pledges campaign

With buildings accounting for about a third of CO<sub>2</sub> emissions globally, the sector must reduce its emissions by a total of 84 GtCO<sub>2</sub> by 2050 to meet a target of 2 degrees of warming. To support global action through WorldGBC, UK-GBC asked its members to take part in a 'collective commitment' as part of the dedicated Buildings Day at the international climate change negotiations (COP21) in Paris. As a result of this call to action, UK-GBC and 66 of its members made public climate pledges to reduce their energy consumption or carbon emissions. UK-GBC and WorldGBC promoted these commitments to key audiences, including government. COP21 achieved an unprecedented international agreement on climate change and UK-GBC will continue to work with its members to ensure they have the knowledge and encouragement to implement those targets, through processes such as the Sustainability 360s, Sustainability Journeys, and our Learning and Development programmes. We will also continue to use our own climate pledges as a means of tracking progress across several key work areas. For the full list of our pledges go to [ukgbc.org/climatepledges](http://ukgbc.org/climatepledges).

## Health, wellbeing and productivity

In Spring 2015 UK-GBC and its members played a key role in supporting the launch of the World Green Building Council's Better Places for People campaign. One of the first major pieces of work under the banner of the new campaign was a task group on health, wellbeing and productivity in the retail sector, which was led by UK-GBC.

The published report produced a framework for retailers to use, to help understand the link between store design; staff and customer perception; and economic performance. Interest from members in health and wellbeing, across all sectors, continues to be very strong, and the number of tools and case studies continues to grow on the Better Places for People website.

UK-GBC's role in securing ambitious pledges from more than 60 of its members in the run up to COP21, and indeed its own commitment, demonstrated the enormous appetite from the business community to tackle emissions from buildings.

These commitments, together with the success of the first ever Buildings Day, contributed to the momentum behind the Paris Agreement, and will be critical as we now move into implementation at a country and corporate level.

**Terri Wills, CEO,  
World Green  
Building Council**

# Our impact in numbers

## Influencing industry and government

**321** media mentions

**38** meetings with ministers, MPs, special advisors and officials

**6** letters to politicians on policy issues

**4** mentions on parliamentary record

## Inspiring our members

**3,810** hours of formalised learning

**37** learning events attended by 892 individuals

**125** CEOs & board directors in our Leaders Network

**85%** satisfaction score from participants

## Informing industry action

**21** events (in addition to our learning and development activities) attended by 1,139 delegates

**90%** of Gold Leaf members and 40% of standard members have signed our member commitment

**40** Gold Leaf members received a Sustainability 360 Review

**2** reports published demonstrating the business case for sustainability

▼ UK-GBC Birthday Party and Rising Star Award 2016



# The way we measure impact is changing

By the time we publish our next Impact Report, we will have celebrated UK-GBC's 10th anniversary. In the run up to this milestone we are reviewing how we monitor and evaluate impact, which will go on to inform not just our reporting process, but our next strategic plan. We have kicked this off with a fresh examination of our Theory of Change, and an analysis of our key stakeholders.



UK-GBC has to be at the forefront of leadership and practice in demonstrating total attributable impact. To show the real difference they are making, UK-GBC will commit to an action plan towards best practice data monitoring of their impact and calculate the level of benefits their work truly achieves for their most material stakeholders: member organisations; the sector; places; people and the environment. **Andy Gawin Warby, Envoy**

UK-GBC is being supported in this process by the independent social value monitoring auditor Envoy Partnership, who will help us develop robust indicators and reporting of total attributable impact. Envoy has already helped us identify that we have impact at several different levels:

- An individual from within a member organisation
- An organisation, such as a member business
- The construction & property sector as a whole
- A specific place, such as a building or city

We are also beginning to better understand the enabling stages that result from our varied programme of activity, and which contribute towards our impact. These are not end points in themselves, but can act as catalysts, and include (but are by no means limited to):

- Encouraging a common language around sustainability
- Changing mindsets
- Facilitating peer-to-peer learning & networking
- Providing a safe environment to be challenged
- Convening a collective position

A key part of the task will be to determine the most effective and powerful metrics to demonstrate impact. Starting with, but building on our climate pledges (see page 13). This will underpin our long-term strategy and targets, and can help improve the alignment of our work programme with the commitments and priorities of members. Crucially, this should also support the return on investment for the membership fee, and provide confidence that UK-GBC continues to be the best platform to demonstrate collective leadership.

To find out more about UK-GBC,  
our members, and our aims:

**ukgbc.org**

**@ukgbc**



▲ Green wall at Ecclesall Road © Marks and Spencer