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Foreword

As a charity with a clear and ambitious mission to radically improve the sustainability of the built environment, it is essential for UK-GBC to find meaningful ways of measuring and communicating its impact. Not only is this important to guarantee our effectiveness, but it also helps to demonstrate the value that we generate for members through the activities they engage in, which of course is central to our purpose.

This 2016-17 Impact Report marks a watershed in our impact evaluation journey. Until now, we largely reported on the scale of our activities rather than the outcomes or ultimate impact that these activities were generating. But this year, following extensive work to review our Model for Change, we’re starting to bridge the two. We’re still structuring the report according to the key activities that we undertake, since we’re only just at the start of collecting data against ultimate impact metrics. But we’re at least able to illustrate how these activities have led to tangible change at different levels of the built environment system – namely amongst Professionals, Businesses, Places and the Sector as a whole.

Through the feedback of our members and wider stakeholders, we illustrate the impact we have had on their own learning and their sustainability journeys.

In view of the extraordinary political upheaval of the past twelve months, and some of our own organisational changes, I am immensely proud to present our outstanding achievements from 2016-17. Throughout this report, we provide stories and statistics on the highlights of our year’s work – and through the feedback of our members and wider stakeholders, we illustrate the impact this has had on their own sustainability journeys. I hope you will agree that it makes for an inspiring and powerful read. It is thanks to the ongoing loyalty and commitment of our members, as well as the dedication of UK-GBC staff and Trustees, that we’re able to report on such meaningful outcomes. So I want to extend my personal thanks to all these crucial stakeholders.

2017 marks the end of UK-GBC’s first decade. And having redefined our Model for Change, it is both timely and appropriate for our tenth year of existence to also be the year we put impact at the heart of our business planning process. So we have now published our long-term Ambitions for 2027, during which time we wish to see Sustainable Development become Second Nature. We have also embarked on a new three year business plan, structured according to the changes we wish to see in relation to Professionals, Businesses, Places and the Sector as a whole. These will form the backbone of our impact reports in future years, with a view to our impact story becoming ever more consistent and compelling over time.

I look forward to hearing your views on the changes we are making to our business plans and impact reports. Ultimately, we’re here to make a difference so that people and planet can thrive. And the more we can provide evidence of the difference we make, the more we can convince others to join in along the way.

Ultimately, we’re here to make a difference so that people and planet can thrive

Julie Hirigoyen
Chief Executive, UK-GBC
Who we are

UK-GBC is an industry-led network with a mission to radically improve the sustainability of the built environment.

- A charity with over 400 member organisations spanning the entire value chain, we represent the voice of the industry’s current and future leaders who are striving for transformational change.
- We inspire, challenge and empower our members, helping them to identify and adopt the most sustainable, viable solutions.
- We also engage our members in advocating a progressive message to government, informing and influencing policy.
Our Model for Change

The model below demonstrates how the activities which we undertake create the right conditions for change in the built environment system, which enables us to affect change at different levels, namely:
- Professionals
- Businesses
- Places
- The Sector as a whole

This Impact Report still reports largely on What We Do, with some indication of where such activities affect change.

The ultimate aim of all our work is to achieve our vision. This is of a built environment that enables people and planet to thrive by:
- Mitigating and adapting to climate change
- Eliminating waste and maximizing resource efficiency
- Embracing and restoring nature and promoting biodiversity
- Optimising the health and wellbeing of people
- Creating long-term value for society and improving quality of life

Later this year, we plan to publish information on where the UK built environment sector stands in relation to that Vision.

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Later this year, we plan to publish information on where the UK built environment sector stands in relation to that Vision.
Membership & Networks

Being part of a thriving, like-minded network is at the heart of the value proposition for UK-GBC membership. This is why during 2016-17 we further strengthened the networks and delivered added benefits for our members.

Boosting member benefits and making Gold Leaf more accessible

In January 2017 we rolled out a complimentary new educational benefit to all UK-GBC members by providing them with 20 free places on our e-learning course. At the same time, we provided 100 complimentary places on our e-learning course and five complimentary places on our face to face courses to all our Gold Leaf members. This follows on from the roll out of a Key Account Management system and 360 Sustainability Reviews for this same Gold Leaf community. To ensure a wider spectrum of organisations can benefit from these changes, we also changed our Gold Leaf membership fee model to one which is tiered based on an organisation’s annual UK turnover or asset value as opposed to a flat fee. As hoped, this restructure has allowed several long-standing members to upgrade to Gold Leaf, ensuring that this category genuinely denotes an aspiration to being a sustainability leader rather than an ability to pay higher membership fees. UK-GBC works very closely with Gold Leaf members, encouraging them to learn from one another and further improve their performance and generate impact.

Events programme

As ever, we delivered a huge and varied programme of events, which continues to be a key member benefit. In addition to the large number of education and leadership events, we put on a total of 17 separate, free events, attracting over 1000 delegates. This number does not include EcoBuild, where we again acted as lead partner and delivered a series of packed out leadership sessions in the main Arena, and hosted several lively debates and learning events on our stand.

Increased media coverage

Having invested in our communications capacity, we were able to scale up our media relations activity, getting stories of innovation and good practice from the membership out to a wider audience, and offering commentary and analysis on some of the biggest political issues of the year. We generated a total of 211 mentions in the media, including coverage of our key messages on retrofit across the BBC, with CEO Julie Hirigoyen interviewed on BBC News. Other highlights included coverage of our health and wellbeing messages in The Times; our analysis of performance gap issues in The Telegraph; commentary on energy efficiency alongside the hot topic of energy price rises in The Guardian; and details of material re-use for our office refurbishment featured in The Guardian Sustainable Business.
This year we undertook a number of research projects, responding to the needs of our membership and driven by the aim of understanding what good industry practice looks like and how to achieve it.

As well as the projects highlighted on this page, we worked with Heathrow to “re-imagine” what a zero carbon building might look like in the future, we reported on health and wellbeing in the residential sector, and we kicked off a specific research project on low carbon infrastructure. We know that what is important is ensuring action takes place in the market as a result of our research and dissemination. The two ‘Labs’, explained in the following pages, one on Innovation and one on Wellbeing, although quite different, were both trailblazers for new ways of engaging with our members and supporting them in taking practical actions.

**Sustainability 360 analysis**

In 2016 we launched a new initiative, the Sustainability 360, to review the sustainability commitments and performance of our Gold Leaf members. Each member received a bespoke set of findings which included highlights of their performance and opportunities for improvement. We provided appropriate best practice examples, collected from across our membership, to help companies take the next step on their sustainability journey. We also attempted to draw comparisons between peers to encourage better knowledge sharing. The key findings and recommendations were amalgamated into a report called “Leading the Way?” which was published in August.

**Embodied Carbon – Practical Guidance**

Following several years of promoting the importance of embodied carbon, we focused this year on client organisations that need to be able to commission embodied carbon assessments easily and effectively, as well as understand the data returned in those assessments. We worked with a number of members through workshops and a wider consultation, to create a guidance tool for clients which they can use to inform embodied carbon briefs, taking and adapting the text to fit their requirements.

**Impact level: Businesses**

“It has been enlightening for us and I welcome your comments and the suggestions for areas that we could work on.”

Martin Fahey, Mitsubishi Electric

“Embodied carbon represents a key part of the carbon puzzle and an area of increasing interest to us. This guide really helps organisations like ours to start making progress in measuring and subsequently tackling embodied carbon positively.”

John Davies, Head of Sustainability, Derwent London

42

Sustainability 360 reviews carried out

67%

of members committed to address 1-3 of the recommendations identified in their Sustainability 360
Wellbeing Lab for Offices

This was a first-of-a-kind programme, aimed at driving and supporting action on health and wellbeing in the office sector. Over seven months, teams with participants from across the breadth of the built environment sector made a collective commitment to implementing best practice principles in their own buildings, and came together to share experiences and learn from each other. It proved a great forum for improving knowledge and promoting solutions to common challenges such as data collection and engaging the right mix of internal stakeholders. The results of the programme were brought together in a compendium for the benefit of the wider industry.

11 teams participated

100 people attended final launch event

Impact level: Businesses

“The Offices Lab has been a really useful experience. We have valued the ability to share challenges and experiences with our peers, and it has proved to be a good use of time and resources.”

Ruairi Revell, Sustainability Advisor, Standard Life Investments

Innovation Lab (iLab)

The iLab is a structured programme set up to identify and tackle some of the built environment’s most pressing challenges through a process of open innovation. Focusing on the question ‘How do we make space as agile as technology?’ the iLab is only part-way through, but we have already seen amazing collaboration to identify systemic challenges and to co-create innovative solutions, based on a model of shared risk and reward. The goal is to support uptake of solutions in the market and to achieve demonstrable impact. We are also building up experience and capacity within our members to take the principles of breakthrough innovation back into their businesses.

Impact level: Businesses & Sector

“The iLab has provided an environment for us to stretch our thinking about how Carillion and the whole sector can make a meaningful difference to the future of spaces - the way they are planned, constructed, and used - equipping us to better respond to changing customer needs and the challenge of technological advancements. It is a real opportunity to move our thinking further, faster sharing what we know good and bad with UK-GBC and the unique set of lead partners that they have been able to bring together. It has been an absolute pleasure to work with talented people from different organisations and see them thrive as one team in the iLab environment.”

Andrew Shapland, Director – Solutions Hub, Carillion Services, Carillion Plc
2016-17 saw UK-GBC achieve greater scale on education and leadership than ever before, supporting our aim of achieving deeper impact through increasing knowledge, changing mindsets, and developing leaders. We’ve worked to drive awareness of sustainability through extensive partnerships with members and across the industry at large. Our mantra of cultivating sustainability leadership at every level has never been more important – as we worked with Future Leaders and our Leaders’ Network to challenge and inspire in equal measure.

**Awareness raising**

We delivered more learning hours than ever before, working to raise awareness of sustainability with as many people as possible, through e-learning and webinars, courses, masterclasses and onsite learning tours. Participants’ feedback continued to be high, and there was a demonstrable increase in knowledge amongst participants across all courses.

The new ‘Sustainability Essentials for the Built Environment’ online course was developed and launched successfully in January, and is now integrated in our member benefits.

**Customised Learning**

Over the last year, we have increasingly used education as a tool for business transformation. We have delivered customised learning interventions to four member organisations: ISG, Cundall, Land Securities and Sir Robert McAlpine. This has enabled us to reach large numbers of people (over 4000 in total) across entire organisations, tailored to suit the individual business and their respective sustainability strategies. This has supported our goal of going beyond sustainability professionals, and reaching the industry ‘mainstream’. The feedback from members is that we have had a tremendous impact, demonstrated through a changing business culture, increased knowledge, new skills, mindsets and – crucially – behaviours.

“The delivery of the ‘Sustainability Matters’ learning programme for Land Securities by UK-GBC has been phenomenal – not only the scale of what has been achieved, but the impact on the business. It is recognized internally as a benchmark of ‘training with a difference’, and has generated a buzz around sustainability across the entire organisation, deepening discussion and application of our sustainability framework and sharing of best practice”

Caroline Hill, Head of Sustainability, Land Securities
**Future Leaders**

Now into its fourth cohort, Future Leaders is building momentum not just as a leadership programme but also a powerful catalyst of change for our sector. We are seeing incredible impact on the individuals and their businesses, with countless examples of fast track career progression, new collaborations and business partnerships, even a new sustainable start up launched by two Future Leaders!

In the last year, we have empowered Future Leaders to champion UK-GBC’s mission more widely, building their own profile, but also working to engage and inspire others. A Future Leader alumnus, Alex Willey, has joined the UK-GBC Board of Trustees, and the growing alumni network encourages the sharing of cutting edge innovation through quarterly meetings. The programme and resulting network is supporting our vision of futureproofing leadership in the sector, ensuring that going forward sustainability is core to business leadership.

“I took part in the 2016 programme and since then, I have been able to take the insights on leadership and innovation back to my business. The key thing I took away from the experience was confidence to make a change. I’d always known what I wanted to do, but now I have the confidence to do it, and the network around me to support me.”

“Following the initial 9 month programme, I was paired with a mentor from the UK-GBC Leaders’ Network, who has been instrumental in helping me understand my personal impact, and how to maximise that. I’ve also continued to grow strong relationships with the wider Future Leaders alumni network, and regularly attending the breakfast meetings and socials means I can stay well connected to a group of likeminded people, and have a dedicated forum to share our learnings on innovation and leadership. It really is fantastic to be part of such an inspiring group of people who are working to create positive change in our sector!”

Clare Murray, Levitt Bernstein, Future Leader

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**Impact level:** Professionals & Businesses

<table>
<thead>
<tr>
<th>Impact</th>
<th>Count</th>
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<tbody>
<tr>
<td>Leaders’ Network members</td>
<td>120</td>
</tr>
<tr>
<td>Future Leaders alumni</td>
<td>76</td>
</tr>
<tr>
<td>Future Leaders in 2017 cohort</td>
<td>24</td>
</tr>
<tr>
<td>Education and leadership events</td>
<td>41</td>
</tr>
<tr>
<td>People trained</td>
<td>4904</td>
</tr>
<tr>
<td>Learning hours</td>
<td>7676</td>
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</tbody>
</table>

100% increase in knowledge from 100% of learners after attending a UK-GBC course
It was a turbulent year politically, in which the UK voted to leave the EU, a new Prime Minister entered Number 10 and a new Department for Business, Energy and Industrial Strategy was formed. Meanwhile, preparations gathered pace for Mayoral elections in many of the combined authorities, and the UK’s cities continued to demonstrate their ambitions for greater local powers. In this context our voice needed to be heard more clearly than ever before and our advocacy therefore needed fresh impetus – both nationally and locally.

Building Places that Work for Everyone – launch of a new political narrative

In February we launched a new high level policy paper ‘Building Places that Work for Everyone’, at an event in the House of Commons attended by members and Parliamentarians. The majority of the report was dedicated to stories from the UK-GBC membership – best practice case studies from around the country, which demonstrated the wide-ranging social and economic benefits of high quality, sustainable construction and place-making. The intention was to help shift the mindset of policy-makers, encouraging them to see ‘green building’ as an effective policy solution which can help support Government priorities such as housebuilding, reducing energy bills, improving health and job creation.

“I attended the highly impressive launch of the UK Green Building Council’s paper ‘Building Places that Work for Everyone’ at the Houses of Parliament. The level and breadth of industry and political support and enthusiasm for the paper and the work of UK-GBC was immediately obvious and rightly so. The paper is a model of clarity and very helpfully sets out the potential for great things to happen when policy and the wider property sector work in concert.”

Jorge Mendonca, Portfolio Director London Estate, Grosvenor

“Can I congratulate you on this report? Short, clear, pithy, well-illustrated, fact-based policy documents like this are really valuable when it comes to shaping policy and this is really powerful. It sets out a very clear call to arms. It sets out the agenda, has some great examples of best practice to inspire the rest and I think it really sets the framework for this project… I know ministers are taking it very seriously.”

George Freeman MP, Chair of the Prime Minister’s Policy Board
Sustainable Cities Leadership Summit

In January, we held a one day Summit in Leeds in association with Core Cities UK, to bring together public and private sector leaders to accelerate action on sustainable cities. It was designed to demonstrate a shared vision and commitment to sustainability in the built environment, building relationships between the cities and industry and share insights and solutions that could help turn our vision into reality. We also discussed how best to maximize the opportunities presented by, amongst other things, Brexit, devolution and the Industrial Strategy to bring forward effective policy.

Impact level: Places

“This was a productive exercise in relationship building between progressive businesses and local government. It resulted in a number of proposals for further collaboration, around crucial topics such as housing standards, social value and retrofit. There is clear potential, that by working in partnership going forward, we can generate place-based policy solutions, and find ways to incentivise and reward industry leadership – resulting in better outcomes in our cities.”

Bill Edrich, Director of Energy, Bristol City Council, and Chair of Core Cities Low Carbon Working Group

“British Land supported the Summit because, as investors in places across the country, we see devolution as an opportunity for UK cities to build distinct and exciting futures. It was encouraging to see the extent to which, despite some obvious challenges, there is a shared purpose between cities and businesses, and a high degree of commitment to work together to jointly grow sustainable local economies. We have now committed to supporting UK-GBC take forward this work.”

Sarah Cary, Head of Sustainable Places, British Land

15 different UK cities represented
31 member organisations participated
100% of survey respondents rated it a good or excellent use of time
Operations

In previous Impact Reports we have reported on the environmental targets that we set ourselves, and we continue to monitor and work towards a number of key objectives for the year 2020, which are available on request to members or other stakeholders. However, it was clear that the biggest impact of our operations on the environment and indeed on staff, is through our office.

Therefore in 2016 we undertook an office refurbishment, aiming for a working environment that supports happy, healthy and productive staff, whilst minimising our environmental footprint. Of course we faced a range of common challenges, but we are proud of the outcome and grateful to the members who helped us achieve it. To the right are some of the ambitious targets we set ourselves, and an assessment against those targets.

<table>
<thead>
<tr>
<th>Targets</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>The carbon cost (£/m²) as good or better than the standard achieved by other comparable fit-out projects, with an aspiration to achieve the lowest measured fit-out carbon footprint in UK</td>
<td>• 139 kgCO₂/m² embodied carbon footprint 22% below a comparable ‘standard’ fit-out and lowest ever recorded in the UK (SCP database, WRAP database)</td>
</tr>
</tbody>
</table>
| 98% of the current fit-out to be reused, repurposed or recycled, and a strong emphasis on new materials that are locally sourced with high recycled content and recyclability, each with an ‘end of life’ plan | • 98% of original fixtures and finishes reused or repurposed  
• 99% of construction waste diverted from landfill |
| Air quality maximised in line with the relevant WELL Standard requirements, including the minimisation of VOCs from materials used, and the provision of ample fresh air | • 750% increase in background fresh air provision |
| Reducing energy used per employee for lighting and small power by 40% by 2020 compared to a 2013 baseline, with the overall performance (including HVAC) should equal or better the REEB best practice benchmark | • We are yet to measure performance against this target, but we have achieved a 48% decrease in carbon emissions from lighting |
| At least a 10% improvement in staff satisfaction with the office environment | • 46% average improvement in staff satisfaction across key metrics |
Governance & Finance

Charitable objectives

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

• To dramatically improve the sustainability of the built environment by radically improving the way it is planned, designed, constructed, maintained and operated.

• To advance the education of the public in the sustainability, conservation, protection and improvement of the built environment.

• 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. Listed below are all Trustees who have served on the Board for all or part of 2016-17.

Patrick Bellew
Principal, Atelier Ten

Rab Bennetts OBE
Founding Director, Bennetts Associates

Steven Boyes
Chief Operating Officer & Deputy Chief Executive, Barratt Developments plc

James Cameron
Former Chair, Overseas Development Institute

John Frankiewicz
Former Divisional MD, Willmott Dixon Capital Works

Andrew Gould
(UK-GBC Chair) Partner, Genr8 Developments

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

David Partridge
Managing Partner, Argent LLP

Sunand Prasad
Co-founder, Penoyre & Prasad

Victoria Quinlan
Chief Operating Officer, Lendlease Europe

Alex Willey
Head of Regeneration Projects, Clarion Housing Group
**Governance arrangements**

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.

**How we spend our money in relation to charitable objectives**

Our expenditure is directed towards various objectives, including improving sustainability, education, raising awareness, and support costs.
Thanks to our project sponsors

With thanks to all the organisations who have sponsored our projects and programmes this year:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Sponsors</th>
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<tbody>
<tr>
<td>Retrofit led Regeneration Task Group</td>
<td>AkzoNobel, BRE, Carillion, Derwent London, Green Construction Board, Walsh</td>
</tr>
<tr>
<td>Embodied Carbon – Practical Guidance</td>
<td>AkzoNobel, Forbo Flooring, Hoare Lea</td>
</tr>
<tr>
<td>Healthy Homes Task Group</td>
<td>Atkins, Ceequal, Ferrovial Agroman, Osborne, Responsible Solutions, Skanska</td>
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<tr>
<td>Delivering Low Carbon Infrastructure</td>
<td>Kingspan</td>
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<tr>
<td>LENDERS</td>
<td>Canary Wharf Group, Carillion, Land Securities, M&amp;S</td>
</tr>
<tr>
<td>Innovation Lab</td>
<td>Arup, British Land, Genr8</td>
</tr>
<tr>
<td>Sustainable Cities Leadership Summit</td>
<td>Aggregate Industries, The Crown Estate, Lendlease, Mitsubishi Electric, Sir Robert McAlpine</td>
</tr>
<tr>
<td>Leadership programmes</td>
<td>Strategic Partner: Saint-Gobain</td>
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Contact us

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Facebook  
@UKGBC

YouTube  
ukgbch

LinkedIn  
https://uk.linkedin.com/company/uk-green-building-council