

2025-2026

IMPACT REPORT

UKGBC LIMITED
COMPANY REGISTRATION
NUMBER 01029239
CHARITY REGISTRATION
NUMBER 1135153

FOREWORD



Against a backdrop of economic pressure and accelerating climate and nature challenges, this year's progress underscores a simple but critical truth: while ambition across our sector is growing, delivery still isn't yet keeping pace with the scale of the challenge.

The urgency is intensifying. These combined pressures of climate change, biodiversity loss, and deepening social inequality demand a more decisive and coordinated response - one that is bold in intent, credible in action, and grounded in a long-term vision for the built environment.

At UKGBC, our focus is firmly on helping the industry close this gap between ambition and implementation. Our refreshed 2030 strategy reflects that shift: prioritising the acceleration of innovative solutions, stronger alignment across the sector, and the integration of sustainability into core decision-making at every level - from planning departments to boardrooms. The opportunity - and necessity - is to move from pockets of progress to system-wide change.

Over the past year, we've strengthened the foundations for this transition. Firstly, through a triptych of industry-defining

frameworks - on our landmark Whole Life Carbon epic, with this year's Climate Resilience Roadmap and Nature Positive Framework. And with the full gamut of practical guidance, and targeted collaboration, we are working with our members to unlock action at scale. Developed by industry, for industry, this body of work provides a clear and actionable pathway toward a resilient and regenerative built environment - translating complex challenges into tangible steps, policy direction, and measurable outcomes.

Looking ahead, our priority is to fully harness the collective strength of our membership. The scale of change required cannot be delivered in isolation. It will depend on our ability to act together - with pace, alignment, and shared purpose - to drive meaningful, lasting progress.

SIMON MCWHIRTER
CHIEF EXECUTIVE
UK GREEN COUNCIL

IMPACT AT A GLANCE



MEMBERSHIP

7,908

individuals at member organisations engaged

43%

of sector market value is delivered by UKGBC Contractor members*

41%

of sector market value is delivered by UKGBC Architect members*



LEARNING AND DEVELOPMENT

50

learning opportunities

619

sign-ups for our Moodle training courses

7,503

hours of learning and leadership training



EVENTS

46

events

5,599

event attendees

21

subsectors represented



INFLUENCE

44K

Linkedin followers

219K

website visits

682

media mentions

* This data is calculated from the total project value undertaken by UKGBC members appearing in the Barbour ABI Top 50 leagues tables for the time period January to December 2025

ADVANCING NET ZERO

This year marked the eighth of the Advancing Net Zero Programme, which continues to support practical industry action toward achieving net zero carbon across the built environment by 2050.

Our Whole Life Carbon Progress Report, which reviews the progress in the six years following the 2018 baseline of our WLC Roadmap, found that UK built environment emissions fell by just 14% from 2018 to 2024, short of the 24% reduction required by the original roadmap, with operational emissions nearly on track but progress on embodied carbon lagging significantly. The report calls for urgent acceleration of efforts, particularly on embodied carbon, to get back on course for net zero by 2050.

Additionally, UKGBC continued to convene industry groups, share case studies, and promote the use of centralised carbon databases to improve data quality and support ongoing progress tracking. Through these efforts, the Advancing Net Zero programme has played a pivotal role in embedding net zero principles into mainstream industry practice and supporting the sector's transition to a low-carbon future.

A key achievement was the ongoing support for the adoption of the UK Net Zero Carbon Buildings Standard, which launched its first iteration in March 2026.

In the next year, we are launching two reports on operating and retrofitting non-domestic buildings, as well as a guide focused on engaging supply chains across the sector.



PHILIPPA BIRCH-WOOD
HEAD OF CLIMATE ACTION
UKGBC

“OUR ADVANCING NET ZERO PROGRAMME CONTINUES TO SHOW WHAT’S POSSIBLE WHEN INDUSTRY COMES TOGETHER WITH A SHARED PURPOSE. THIS YEAR, IT’S BEEN ESPECIALLY ENCOURAGING TO SEE ORGANISATIONS TURN AMBITION INTO ACTION AND DRIVE REAL PROGRESS TOWARDS NET ZERO.”

102

companies engaged across programme workstreams

20

subsectors represented across the programme

100

industry colleagues involved in the Whole Life Carbon Framework

RESILIENCE, RESOURCE USE & NATURE

In 2025-2026, our Resilience, Resource Use & Nature Programme delivered two landmark reports to accelerate climate and nature action across the built environment.

The UK Climate Resilience Roadmap sets out a clear, practical pathway to assess and manage climate risks - embedding adaptation across all stages of project delivery. By providing tools and metrics, it enables organisations to prioritise resilience, safeguard vulnerable communities and futureproof assets against risks such as flooding and overheating.

Alongside this, the Framework for a Nature-Positive Built Environment established a new standard for integrating nature into the built environment. It provides a structured approach to halting and reversing biodiversity loss, moving beyond compliance to achieve measurable gains for nature onsite, offsite, and across supply chains. Through strong industry engagement, UKGBC is supporting widespread adoption of nature positive principles.

Together, these initiatives are enabling the delivery of places that are both climate-resilient and nature-positive - raising the bar for environmental leadership across the UK built environment.

In Autumn 2026, we will be launching the second phase of our Climate Resilience Roadmap: a series of Stakeholder Action Plans (SAPs), intended to provide actionable, stakeholder-specific action plans that will advance the implementation of the Roadmap across the industry.



MACARENA CÁRDENAS
SENIOR ADVISOR:
RESILIENCE & NATURE
UKGBC

"LOOKING BACK ON THIS YEAR, I'M PROUD OF THE PROGRESS OUR CLIMATE RESILIENCE AND NATURE POSITIVE WORK IS BEGINNING TO HAVE ACROSS INDUSTRY. WE ARE STARTING TO SEE HOW ORGANISATIONS ARE USING THIS WORK TO HELP SHAPE DECISIONS, BUILD CONFIDENCE, AND SUPPORT PRACTICAL ACTIONS ACROSS THE BUILT ENVIRONMENT."



Image: The launch of the UK Climate Resilience Roadmap, June 2025

262

companies engaged across programme workstreams

5,445

downloads of the UK Climate Resilience Roadmap materials

6,074

downloads of the Framework for a Nature-Positive Built Environment materials

REGENERATIVE PLACES

Our Regenerative Places Programme revolves around a single question: What if, every time we built something, the communities and ecosystems around us got better?

This year, the programme has played a key role in reshaping how the UK built environment approaches place-based sustainability. Working closely with local authorities, industry partners and communities, UKGBC has co-developed strategies that embed regenerative principles into local development and retrofit.

These efforts will culminate in the Regenerative Places Framework, launching in September 2026 - bringing together practical guidance and real-world case studies to help the sector move beyond sustainability and towards regeneration. This framework will be informed by an industry consultation, helping to ensure that the practical guidance mirrors the gaps and needs of the sector.

The programme demonstrates how retrofit can act as a catalyst for wider social, environmental and economic value - supporting the decarbonisation of homes and places while enhancing biodiversity, resilience and community wellbeing. By sharing best practice and enabling knowledge exchange, it is helping scale holistic approaches that deliver net positive outcomes for people and nature, and positioning regeneration at the heart of a thriving, climate-resilient built environment.

LOCAL AUTHORITY RETROFIT FORUMS

These forums have provided a collaborative platform for local authorities, supply chain partners, and community groups to share best practice, coordinate action, and address common challenges in scaling up retrofit. By fostering open dialogue and peer learning, the forums have helped build local capacity, strengthen supply chains, and ensure that retrofit delivery is tailored to local needs and opportunities.



Image: Our Regenerative Places Collaboration Cafe in Bristol, November 2025

172

Local Authority Retrofit Forums members

73

organisations represented in the Local Authority Retrofit Forums

36

task group members engaged in our Regenerative Places Framework

POLICY & ADVOCACY

UKGBC's policy and advocacy work this year ensured the priorities of a sustainable built environment were represented at the highest levels of national and devolved government.

Over the past year, we have strengthened our presence across the political landscape and created more opportunities for members to engage through roundtables, drop-in sessions and town halls.

We published the outcomes of the Embodied Carbon Summit (co-hosted by UKGBC at the end of 2025), generating strong industry interest and ongoing engagement with policymakers.

Our growing influence has been reflected in invitations to provide evidence to Parliament's ESNZ Committee on the Warm Homes Plan, contributing to APPG discussions, speaking at external conferences, and joining the steering committees of the Warm Homes Delivery Plan and the DESNZ Green Finance Strategic Partnership.

We also responded to the launch of the Warm Homes Plan - bringing members together to explore its implications - and contributed to the consultation on the National Planning Policy Framework, supported by targeted member sessions.

Our Warm Homes Stamp Duty Calculator was launched, designed to encourage millions of homeowners and buyers towards low-carbon upgrades by proposing the Government to link Stamp Duty Land Tax to a home's energy performance and offering rebates for post-purchase efficiency improvements.



Image: Joanne Wheeler, Co-Head of Policy & Places, gives evidence at the Energy Security and Net Zero Committee on the Warm Homes Plan

WE REPRESENT UKGBC'S MEMBERS THROUGH OUR PARTICIPATION IN THE FOLLOWING:

Green Construction Board
DESNZ Retrofit Finance Strategic Partnership
DESNZ Warm Homes Plan Taskforce
Green Property Alliance
Green Homes Group
Climate Change Planning Policy Working Group
National Retrofit Hub Board Member
BE-ST Governance Board Member
Construction Leadership Forum
Centre for Net Zero High-Density Buildings
World GBC Global and European Policy Taskforces
UN Global Alliance for Buildings and Construction

24

meetings with key officials and ministers

14

responses to Government consultations

8

member roundtables, including four partner meetings

LEARNING & LEADERSHIP

Across the year, UKGBC strengthened learning and leadership across the built environment sector through a diverse range of development opportunities.

Our Future Leaders programme supported emerging changemakers through a six-month journey of workshops, retreats and collaborative learning to build leadership skills. Alongside this, the Change Accelerator programme provided senior professionals with a three-month experience focused on embedding sustainability and driving organisational transformation. Senior executives also took part in Recalibrate, a four-month programme combining experiential learning and international perspectives. UKGBC also convened its Leadership Alumni network, supporting peer learning and cross-sector collaboration. on these established programmes, UKGBC secured grant funding from the Ove Arup Foundation to develop a new sustainability leadership programme for early-career professionals.

Alongside these immersive programmes, UKGBC delivered 35 learning opportunities throughout the year, including e-learning courses, masterclasses, webinars, and educational video series. We also expanded our tailored learning and development offer for organisations, ranging from introductory webinars to interactive workshops and immersive programmes. In parallel, we collaborated with partners Bioregional and Preoptima to design and deliver low-carbon development training for Local Authority staff across the London Councils network.

SPOTLIGHT ON BESPOKE: WATES PROGRAMME

This year marked the 11th cohort of Wates participants completing a tailored sustainability leadership programme with UKGBC. The programme continues to deliver strong individual and organisational impact, confidence, motivation, and practical capability while supporting the integration of sustainability across business activities.



Image: Our Leaders' Network Event in London, February 2026

1,500

all-time alumni of our Leadership programmes

50

senior attendees at our Leaders Network

4,685

learning hours across all our courses

SOLUTIONS & INNOVATION

This year, our Solutions & Innovation Programme played a pivotal role in accelerating the adoption of sustainable solutions across the built environment.

The programme focused on overcoming barriers to scaling innovation by connecting solution providers with organisations eager to implement new approaches. UKGBC continued to create opportunities for innovators and industry leaders to collaborate, share insights, and drive the uptake of promising products, methods, and business models.

Our new Scaling Initiative brought industry together to identify and overcome systemic barriers to adoption, seeking to accelerate the real-world implementation of sustainable solutions. Our *Barriers & Enablers* report explores the barriers preventing sustainable solutions from moving beyond pilots and sets out practical enablers that industry can implement now.

We also launched a Commercial Retrofit Innovation Map, a first-of-its-kind for the built environment. The map is a live, structured tool organising the retrofit innovation landscape into a clear taxonomy that is already being utilised to identify solutions for the Grade II* listed One Poultry retrofit project in the City of London. The initiative aims to tackle challenges in retrofitting commercial buildings by embedding innovation within the retrofit strategy. The results of using the innovation map and process on a live project will be launched in summer, 2026.



EMILY-ROSE GARNETT
SENIOR ADVISOR:
SOLUTIONS &
INNOVATION
UKGBC

"THIS YEAR, UKGBC ADVANCED ITS SOLUTIONS & INNOVATION WORK FROM SHOWCASING IDEAS TO ACCELERATING ADOPTION. THROUGH OUR SCALING INITIATIVE, A NEW KNOWLEDGE TRANSFER PARTNERSHIP AND AN ASSOCIATED COLLABORATIVE INITIATIVE, UKGBC IS TACKLING BARRIERS TO SCALING SOLUTIONS, DEMONSTRATING INNOVATION IN RETROFIT PROJECTS, AND ACCELERATING CHANGE."



Image: Our Innovation Showcase at the iconic Grade II* listed One Poultry Building

110

introductions made through our Matchmaking Service, with 40+ corporates involved

250

organisations engaged in the Scaling Initiative

500+

solutions featured in our Commercial Retrofit Innovation Map

WHAT'S NEXT?

As we look ahead, the leadership, collaboration and commitment of our membership will remain one of UKGBC's greatest strengths. At a time of increasing complexity and uncertainty, our collective ability to hold the course, drive practical action and lead with ambition will be critical to delivering lasting impact across the built environment.

Over the past year, we have worked alongside industry, government, innovators and communities to accelerate retrofit, advance net zero principles, strengthen resilience, and champion a built environment that delivers lasting value for both people and nature.

The challenges facing the sector continue to evolve, but so too does the strength of engagement across our network. In the year ahead, we will continue to convene, challenge and support the industry to move from ambition to implementation - scaling practical solutions, embedding whole-life thinking, and driving action that is equitable, regenerative and future-focused.

Driving change at scale will require collaboration across the built environment. We invite you to join us.

ELFRIDA HAMILTON-RUSSELL
CHIEF IMPACT OFFICER
UK GREEN COUNCIL



FINANCE & VALUE WORKSTREAM

This workstream will explore how we can drive practical change in how sustainability is reflected in financial decision-making. This includes:

- A visioning session to define priorities and structured conversations with key finance stakeholders
- A hackathon bringing together finance, investment, insurance, development and policy leaders
- A roundtable series on risk for the banking sector

JOIN US

For the last 19 years, UKGBC's impact has been powered by collaboration across our network of members and stakeholders from throughout the value chain. Be part of the organisations driving change across the built environment. [Learn more here.](#)

UPCOMING OUTPUTS

Whole Life Carbon Framework (Launching May 2026)

As an update to our 2019 Net Zero Carbon Framework Definition, this framework provides practical actions and principles to minimise whole life carbon in the built environment.

Regenerative Places Framework (Launching September 2026)

This framework seeks to establish greater clarity and support broader action towards a more regenerative future.

Climate Resilience Roadmap: Stakeholder Action Plans (Launching September 2026)

These action plans are intended to provide stakeholder-specific actions that will advance the implementation of the Roadmap.

Energy Distribution Systems Report (Launching October 2026)

This report will explore the barriers and enablers to more resilient and low-carbon energy infrastructure and distribution systems.

2025-2026 PROGRAMME AND PROJECT PARTNERS

ORGANISATIONAL PARTNERS



ADVANCING NET ZERO PROGRAMME PARTNERS



RESILIENCE, RESOURCE USE AND NATURE PROGRAMME PARTNERS



REGENERATIVE PROGRAMME PARTNERS



LEARNING AND LEADERSHIP PROGRAMME PARTNERS



SCALING SUSTAINABLE SOLUTIONS INITIATIVE PARTNERS



POLICY INITIATIVE PARTNERS



UK CLIMATE RESILIENCE ROADMAP PROJECT PARTNERS



THE CASE FOR NET ZERO: RETROFITTING RETAIL & LOGISTICS BUILDINGS PROJECT PARTNERS



DELIVERING NET ZERO: PRACTICAL ACTIONS FOR OPTIMISING ENERGY USE PROJECT PARTNERS



ENGAGING THE SUPPLY CHAIN: A PRACTICAL GUIDE TO DELIVERING SUSTAINABILITY OUTCOMES PROJECT PARTNERS



FRAMEWORK FOR A NATURE-POSITIVE BUILT ENVIRONMENT PROJECT PARTNER



LOCAL AUTHORITY RETROFIT ACCELERATOR PARTNER



ADAPTATION PROJECT PARTNER



GRANT FUNDERS



2025-2026 TRUSTEES REPORT AND FINANCIAL STATEMENTS

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REPORTS: REFERENCE AND ADMINISTRATIVE DETAILS

STATUS	The organisation is a charitable company limited by guarantee, incorporated on 29 September 2009 and registered as a charity on 24 March 2010.		
GOVERNING DOCUMENT	The company was originally established under Memorandum and Articles which established the objects and powers of the charitable company. New Articles of Association were approved by the Charity Commission on 21 January 2020 and amended on 23 July 2024.		
BOARD OF TRUSTEES	Estelle Bailey MBE Basil Demeroutis Clifford Ellis Judith Everett (Chair) Sam Ewuosho Jerome Frost OBE (resigned 23/09/25)	Tara Gbolade David Partridge (resigned 23/09/25) Sunand Prasad OBE Victoria Quinlan Mark Robinson Lorna Walker	Miles Lewis Eva MacNamara Jennifer Waterhouse John David Clark (appointed 24/09/25)
COMPANY SECRETARY AND CHIEF EXECUTIVE	Simon McWhirter		
SENIOR MANAGEMENT TEAM Chief Executive Officer Chief Impact Officer Director of Industry Transformation	Simon McWhirter Elfrida Hamilton-Russell Yetunde Abdul		
REGISTERED OFFICE	LG-105, WeWork, 71-91 Aldwych House London WC2B 4HN		
COMPANY REGISTRATION NUMBER	01029239 (England and Wales)		
CHARITY REGISTRATION NUMBER	1135153 (England and Wales)		
AUDITOR	Price Bailey, 3rd Floor, 24 Old Bond Street, London W1S 4AP		
BANKERS	NatWest Bank, 250 Regent Street, London W1B 3BN		
SOLICITORS	Russell-Cooke LLP, 2 Putney Hill, London SW15 6AB		

TRUSTEES' REPORT

YEAR TO 31 MARCH 2026

The trustees present their annual report and the audited financial statements of UKGBC Limited (UKGBC) for the year ended 31 March 2026.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and it is also the report of the directors for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 27-29 and comply with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

OBJECTIVES AND ACTIVITIES

The objects of the charity are for the public benefit:

- 1.1** To increase the sustainability of the built environment by improving the way it is planned, designed, constructed, maintained, operated, modified and replaced ("Improving sustainability").

- 1.2** To advance the education of the public in the sustainability, conservation, protection and improvement of the built environment ("Education").

- 1.3** To promote the sustainability, conservation, protection and improvement of the built environment ("Raising awareness").

PUBLIC BENEFIT

The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity.

The trustees are confident that UKGBC's aims and activities of Improving Sustainability, Education, and Raising Awareness of the sustainability of the built environment are in accordance with the regulations on public benefit.

FINANCIAL REVIEW

RESULTS FOR THE YEAR

Despite a challenging fundraising environment and wider economic pressures, UKGBC continued to prioritise delivery of its strategic objectives and investment in programmes addressing urgent climate and nature challenges. The

Trustees therefore approved a planned, deficit position for a further year in order to sustain impact and maintain momentum across key areas of work. The year saw the launch of the Climate Resilience Roadmap and Framework for a Nature-Positive Built Environment, both of which responded to critical sector needs and provided practical guidance for industry. Within Advancing Net Zero, a key achievement was the continued support for the adoption of the UK Net Zero Carbon Buildings Standard [a market-led tool which evolved from an earlier UKGBC net zero framework], which launched its first iteration in March 2026.

The Regenerative Places programme continued to work closely with local authorities, industry partners and communities to co-develop strategies that embed regenerative principles into local development and retrofit. Through UKGBC's policy and advocacy work, the priorities of a sustainable built environment continued to be represented at the highest levels of national and devolved government. This growing influence was reflected in invitations to provide evidence to Parliament's ESNZ Committee on the Warm Homes Plan, contribute to APPG discussions, speak at external conferences and participate in the steering committees of the Warm Homes Delivery Plan and the DESNEZ Green Finance Strategic Partnership.

For the year ended 31 March 2026, UKGBC reported a deficit of £181,149 (2025: deficit of £161,623). As a result, total charitable funds stood at £122,966 at year end (2025: £304,115).

Total income for the year was £3,082,365 (2025: £3,511,665). While income levels remained below those achieved in the previous year, the organisation continued to benefit from a diverse range of revenue streams and continued support from members, funders and partners.

Membership subscriptions remained the charity's largest source of income, contributing 61% of total income (2025: 58%). Membership income totalled £1,873,593 (2025: £2,035,552). The year saw encouraging growth in income from new members, demonstrating the continued relevance of UKGBC's refreshed offer to the market. This was partially offset by ongoing attrition among existing members, reflecting broader market conditions.

Grant income increased to £277,289 (2025: £247,579), supported by the continuation of a number of multi-year funding agreements and demonstrating the continued relevance of UKGBC's programmes and impact.

Partnership income amounted to £486,583 (2025: £591,045). Market conditions continued to present challenges for organisations across the sector; however, partnerships remained an important source of support and engagement.

Income from education courses and Leaders Network sponsorship totalled £340,988 (2025: £553,483). Performance reflected softer demand for bespoke training and the longer lead times associated with securing larger contracts, several of which are expected to contribute over future periods.

FINANCIAL REVIEW

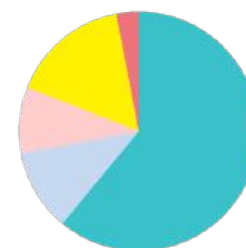
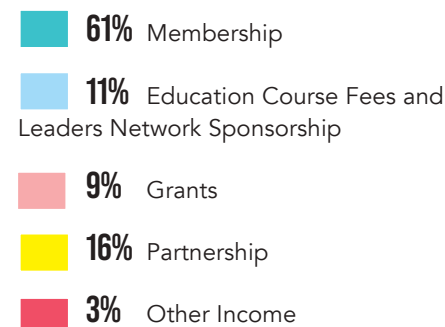
The value of expert member contributions to educational courses, donated venue space and secondees from member organisations has been recognised as voluntary income in kind. These contributions amounted to £72,352 (2025: £56,133), highlighting the continued commitment of members and partners to supporting UKGBC's work.

In response to the income environment, expenditure was carefully managed throughout the year. Total expenditure decreased to £3,263,514 (2025: £3,673,288), a reduction of £409,774 compared with the previous year.

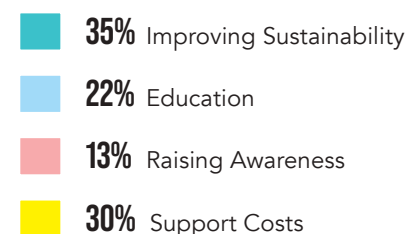
Staff costs remained the largest area of expenditure at £2,410,305 (2025: £2,611,993), representing 74% of total costs (2025: 71%). Despite inflationary pressures, staff costs decreased compared with the previous year as a result of careful management of staffing expenditure.

Support costs totalled £977,256 (2025: £878,711), reflecting continued investment in the systems, infrastructure and organisational capacity required to deliver the charity's strategic objectives and support future growth.

WHERE OUR FUNDS COME FROM



ANALYSIS OF OUR EXPENDITURE



FUTURE PLANS

In the year ahead, we will continue to convene, challenge and support the industry in moving from ambition to implementation — scaling practical solutions, embedding whole-life carbon thinking, and driving equitable, regenerative and future-focused action.

Since the start of the 2026-27 financial year, we have launched the Whole Life Carbon Framework, an update to our 2019 Net Zero Carbon Framework Definition, which sets out practical actions and principles to minimise whole-life carbon across the built environment.

Later in the year, we will launch our Regenerative Places Framework, which aims to provide greater clarity and broader support for a more regenerative future. This will be accompanied by our Climate Resilience Roadmap: Stakeholder Action Plans, offering targeted, stakeholder-specific actions to advance implementation of the Roadmap.

We will also continue to develop our learning and leadership programmes and plan to launch a Finance & Value workstream, exploring how sustainability can be more meaningfully reflected in financial decision-making.

A thread running through all of this, will be our continued build towards more practical, implementable resources and action.

While the financial climate is expected to remain challenging, we are confident in our ability to navigate this. The critical nature of our work, our position as a trusted voice and convener in the built environment sector, our renewed focus on financial sustainability, and our newly established Business Development function, all provide a strong foundation for the year ahead.

RESERVES POLICY, FINANCIAL POSITION AND GOING CONCERN ASSESSMENT

RESERVES POLICY

The trustees view reserves and deferred membership income as the buffer against financial difficulties.

The financial plans for 2023-24, 2024-25 and 2025-26 were each designed to utilise reserves in a controlled manner, in line with UKGBC's strategic investment approach.

The policy includes a provision to assess whether reserves and deferred membership income are at a level which ensures that UKGBC's core activities could continue during a period of unforeseen difficulty and that a proportion of funds are maintained on easy access deposit. The calculation of the required level of reserves and deferred membership income is an integral part of UKGBC's planning, budgeting and forecasting cycle. It takes into account the risks associated with each stream of income and expenditure varying from budget; the planned activity level; and UKGBC's future commitments.

The minimum level of reserves and deferred membership income is calculated in accordance with the Charity Commission's recommended guidelines for smaller charities, using two methods:

- 1 The policy considers the risk of the need for unforeseen expenditure
- 2 The policy considers the risks associated with the loss of a source of income

In using each of these in turn, the trustees of UKGBC calculate and test whether the level of Deferred income is adequate.

The need for unforeseen expenditure

This method involves calculating the expenditure that would be required to maintain UKGBC's ordinary activities for a period of four months. The level of reserves and deferred membership income provision required, based on four months of UKGBC's FY2026-27 budgeted unrestricted expenditure (excluding depreciation) is approximately £820,000.

Risks associated with the loss of a source of income

Membership fees constitute 61% of UKGBC's income. Membership fees decreased by £161,959 (8%) during the year, reflecting the challenging economic conditions. The full membership value analysis and servicing process carried out throughout 25-26 has ensured that the membership base is considered to be more stable now. The refined member value proposition continues to attract new members, with new member income growing.

Despite this, the trustees view the political landscape as volatile and recognise the pressure on members' budgets due to the ongoing cost of living crisis. Based on the total budgeted income from membership fees in FY2026-27 being £1.82m, applying a worst-case scenario of an additional 5% attrition on renewals above the budgeted 12% would give rise to a further loss of income of approximately £45k. In addition, the FY2026-27 budget includes an income contingency of £92,700 across all income streams, providing a further layer of protection against income shortfalls.

The FY2026-27 budget is forecast to deliver a surplus, marking the conclusion of UKGBC's planned strategic investment period.

The trustees consider that, based on current estimates, the minimum level of reserves plus deferred income for 2026-27 would be at least £820,000, as determined by the higher of the two tests above. The upper bound reflects four months of budgeted unrestricted expenditure.

At 31 March 2026, deferred membership income was £860,520 (2025: £1,004,566) which exceeds the minimum requirement and is in excess of this threshold. In addition to this, Free reserves (excluding the net book value of fixed assets of £8,173) amounted to £114,793 (2025: £290,809).

GOING CONCERN ASSESSMENT

Trustees have assessed the impact of external influences on the charity's activities, and the adequacy of resources to operate in the current climate over the next financial period.

Based on the current plans, assumptions and forecasts, whilst acknowledging there are additional financial risks, the trustees believe it is appropriate for the charity to continue to prepare the financial statements on the going concern basis.

Investment policy and performance

The trustees have wide-ranging powers of investment as determined by the Articles. Due to the charity's reserves and deferred membership income (see above), funds are held that exceed short-term expense requirements and forecast programme costs, but to which access may be required at short notice. Therefore excess funds are placed in interest-bearing deposit financial instruments within UK banks. These are designed to correspond with forecast expenditure and reserve requirements, whilst the nature of these investments ensures that no unnecessary risks are being taken with the charity's funds.

Funds required to meet liquidity and short-term expenditure requirements are retained in interest-bearing current financial instruments with the charity's bankers.

The invested funds held in interest-bearing deposit financial instruments together with those in interest-bearing current financial instruments achieved an average rate of return 1.91% (2025: 2.00%).

Fundraising statement

Over the course of the year, UKGBC did not undertake any public fundraising activity, nor did our commercial and corporate supporters undertake any public fundraising on our behalf. UKGBC does not have any active subsidiary trading companies, nor do we employ commercial third parties to undertake fundraising on our behalf. There were no complaints in the year (2025: None) in relation to our fundraising.

PRINCIPAL RISK AND UNCERTAINTIES

The Board of Trustees has the overall responsibility for the governance of risks and ensures there are adequate and effective systems in place to mitigate these. These risks are reviewed annually by the whole Board as an intrinsic part of strategy setting and upon consideration of new opportunities. The trustees continue to assess the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity, its investments and its finances and reputation. The trustees have established systems to monitor and to mitigate those risks and continue to review their effectiveness.

UKGBC has an open and accountable culture, which recognises that risk is inherent in business, particularly where we are aiming to be innovative and ahead of the curve. We adopt an open and proactive approach to risk management, with a view to being pre-emptive rather than box ticking.

The risk management framework is put forward by the Senior Management Team, and reviewed and approved by the Risk & Audit Committee and by the Board. UKGBC’s risk management

framework is designed to identify the principal risks faced by the organisation and ensure that these are being appropriately monitored. In the case of each of the principal risks, controls are in place and mitigating actions will be allocated to individuals on the team who will be tasked with the requisite accountability. A detailed risk and mitigation report featuring quantitative as well as qualitative indicators is reviewed by the R&A Committee on a regular basis.

The trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The significant risks and uncertainties identified through the above process are discussed below:

RISK IDENTIFIED	ACTION TAKEN TO MITIGATE THE RISK
FINANCIAL: Not meeting Membership income targets	UKGBC launched a new 2030 Business Plan during the year, placing income diversification and long term resilience at its centre. A dedicated Business Development function was established to pursue new and alternative work streams to help drive this, with a particular focus on grant and philanthropic funding. Alongside this, significant effort has been directed towards deepening member engagement and refining the membership value proposition, which continues to be well received in the market.
PEOPLE: Staff turnover	An established Senior People & Culture Manager, supported by additional resource, leads a range of people-focused initiatives spanning health and wellbeing, learning and development, equity, diversity and inclusion, and staff engagement. Career development, succession planning and salary benchmarking are actively prioritised. Exit interviews are conducted with all voluntary leavers, with findings analysed for trend reporting to inform ongoing retention strategies.
FINANCIAL: Economic downturn & market uncertainty	Following several years of strategic investment, UKGBC’s reserves are in a stable position, supported by a healthy cash balance arising from membership subscriptions received in advance. This provides a degree of resilience against external financial shocks. The trustees and Senior Management Team monitor financial indicators closely to ensure they inform decision-making alongside the achievement of impact. Management accounts and membership attrition levels are reviewed regularly by the CEO, Senior Management Team and the Risk & Audit Committee. The establishment of the Business Development function further strengthens UKGBC’s ability to diversify its work over the longer term, including grants and philanthropic income.

PRINCIPAL RISK AND UNCERTAINTIES *CONTINUED*

RISK IDENTIFIED	ACTION TAKEN TO MITIGATE THE RISK
FINANCIAL: Increased competition is likely to reduce our efficacy in 'impact' areas as well as financial resources	UKGBC actively pursues strategic partnerships with organisations whose missions align with its own, recognising that collaboration accelerates collective impact. Current examples include the Supply Chain Sustainability School, and the Net Zero Carbon Buildings Standard.
PEOPLE: Inflationary increase results in unacceptable attrition	Membership attrition is monitored on a consistent basis by the Head of Memberships, the CEO, the Finance Team and trustees, with attrition trends assessed alongside a range of other influencing factors. This analysis informs the annual decision on whether to apply an inflationary fee increase and, if so, at what level. Increases are set at a modest level relative to the prevailing inflationary environment, with member retention at the forefront of that judgement.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and appointment of trustees

The Board of Trustees (who are also directors for the purposes of the Companies Act 2006) consists of not fewer than four and no more than twelve persons elected by members of the charity; in addition the Board has the power to appoint trustees to fill vacancies, and may co-opt up to four more individuals from across the sustainable built environment sector. Trustees are confirmed in post by an election process, and typically serve for an initial 3 years, whereupon they retire by rotation. They may seek re-election.

The following trustees were in office and served between 1 April 2025 and up to the date of approval of this report, except where shown:

TRUSTEE	APPOINTED/RESIGNED
Estelle Bailey MBE	Resigned 23/09/2025
Basil Demeroutis	
Clifford Ellis	
Judith Everett (Chair)	
Sam Ewuosho	
Jerome Frost OBE	
Tara Gbolade	
Miles Lewis	
Eva MacNamara	
David Partridge	
Sunand Prasad OBE	Resigned 23/09/2025
Victoria Quinlan	
Mark Robinson	
Lorna Walker	
Jennifer Waterhouse	Appointed 24/09/2025
John David Clark	

FINANCIAL REVIEW CONTINUED

Trustee induction and training

On election, each new trustee receives an induction pack including the 'Good Trustee Guide' published by the Charity Commission and a range of key organisational policies and documents. All new trustees are invited to attend a Role of Trustee course and along with other trustees are given regular opportunities to meet the senior management and other staff.

Management

The day-to-day management of the charity is delegated to the Chief Executive who is responsible for achieving the overall aims and objectives of the charity to agreed annual budget and target performance criteria.

Remuneration of key management personnel

The trustees consider that they, together with the Senior Management Team, comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. All trustees give of their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 16 to the financial statements. The pay of the Senior Management Team and all staff are reviewed annually and normally increased in accordance with average earnings to reflect a cost of living adjustment. In view of the nature of the charity, this is benchmarked against pay levels in other membership bodies and trade associations.

Statement of the trustees' responsibilities

The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom

Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for

safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

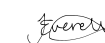
This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Small Companies Note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by the trustees and signed on their behalf by:



Judith Everett (Jul 28, 2026, 6:52pm)

Chair: Judith Everett
Date: 28 Jul 2026

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF UKGBC LIMITED

Opinion

We have audited the financial statements of UKGBC Limited (the 'charitable company') for the year ended 31 March 2026 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2026 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in

the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we

do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF UKGBC LIMITED CONTINUED

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which is also the directors' report for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records

have not been kept, or

- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement,

whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Charitable and the sector in which it operates and considered the risk of the Charitable not complying with the applicable laws and regulations including fraud in particular those that could have a material impact on the financial statements. This included those regulations directly related to the financial statements, including financial reporting, and tax legislation. In relation to the operations of the Charitable this included compliance with the Charities Act 2011 and Companies Act 2006.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF UKGBC LIMITED CONTINUED

The risks were discussed with the audit team and we remained alert to any indications of noncompliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- reviewing minutes of Board meetings, reviewing any correspondence with the Charity Commission, agreeing the financial statement disclosures to underlying supporting documentation, and enquiries of management and officers of the Charity and a review of legal fees.
- To address the risk of management override of controls, we carried out testing of journal entries and other adjustments for appropriateness. We reviewed systems and procedures to identify potential areas of management override risk. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery,

omission or misrepresentation

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Michael Cooper-Davis FCCA ACA
(Senior Statutory Auditor)

For and on behalf of



Price Bailey LLP

Chartered Accountants
Statutory Auditors
24 Old Bond Street
London
W1S 4AP

Date: 31 July 2026

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITIES YEAR TO 31 MARCH 2026

	Notes	Un-restricted funds £	Restricted funds £	2026 Total funds £	Un-restricted funds £	Restricted funds £	2025 Total funds £
Income from:							
Donations and legacies	1	82,852	-	82,852	56,133	-	56,133
Charitable activities	2	2,701,164	277,289	2,978,453	3,180,080	247,579	3,427,659
Investments		21,060	-	21,060	27,523	-	27,523
Other		-	-	-	350	-	350
Total income		2,805,076	277,289	3,082,365	3,264,086	247,579	3,511,665
Expenditure on:							
Charitable activities	3						
- Improving sustainability		1,346,425	309,744	1,656,169	1,899,039	288,664	2,187,703
- Education		991,251	2,500	993,751	1,009,311	-	1,009,311
- Raising awareness		613, 594	-	613,594	476,274	-	476,274
Total expenditure		2,951,270	312,244	3,263,514	3,384,624	288,664	3,673,288
Net income (expenditure) and movement in funds	14	(146,194)	(34,955)	(181,149)	(120,538)	(41,085)	(161,623)
Transfer between funds		(34,955)	34,955	-	(41,085)	41,085	-
Reconciliation of funds							
Brought forward at 1 April		304,115	-	304,115	465,738	-	465,738
Carried forward at 31 March		122,966	-	122,966	304,115	-	304,115

All recognised gains and losses are included in the above statement of financial activities.

All of the charity's activities derived from continuing operations during the above two periods of report.

BALANCE SHEET YEAR TO 31 MARCH 2026

	Notes	2026 £	2026 £	2025 £	2025 £
Fixed assets					
Tangible fixed assets	7		8,173		13,306
Current assets					
Debtors	8	437,753		647,550	
Short term deposits		426,660		411,524	
Cash at bank and in hand		673,642		966,930	
Total current assets		1,538,055		2,026,004	
Current liabilities					
Creditors: amounts falling due within one year	9	(1,423,262)		(1,735,195)	
Net current assets			114,793		290,809
Net assets			122,966		304,115
The funds of the charity:					
Unrestricted funds	14				
- General funds			122,966		304,115
Restricted funds	14		-		-
Total charity funds			122,966		304,115

The principal accounting policies and notes on pages 27-38 form part of these financial statements.

The Company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

Chair: 
 Judith Everett (Jul 28, 2026, 6:52pm)

Date: 28 Jul 2026

STATEMENT OF CASH FLOWS

YEAR TO 31 MARCH 2026

	Notes	2026 £	2025 £
Cash flows from operating activities			
Net cash provided by (used in) operating activities	A	(295,695)	(155,880)
Cash (used in) investing activities			
Interest received		21,060	27,523
Purchase of tangible fixed assets		(3,517)	(8,991)
Proceeds from the sale of fixed assets		-	-
Net cash (used in) investing activities		17,543	18,532
Change in cash and cash equivalents in the year	B	(278,152)	(137,348)
Cash and cash equivalents at 1 April		1,378,454	1,515,802
Total cash and cash equivalents at 31 March	B	1,100,302	1,378,454

Notes to the statement of cash flows for the year to 31 March:

A RECONCILIATION OF NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES

	2026 £	2025 £
Net (expenditure) income (as per the statement of financial activities)	(181,149)	(161,623)
Adjustments for:		
Depreciation charges	8,650	9,063
Loss/(Profit) on disposal of fixed assets	-	-
Investment income receivable	(21,060)	(27,523)
Decrease/(Increase) in debtors	209,797	1,257
Increase/(decrease) in creditors	(311,933)	22,948
Decrease in creditors (prior year adjustment)	-	-
Net cash (used in) provided by operating activities	(295,695)	(155,880)

STATEMENT OF CASH FLOWS CONTINUED

YEAR TO 31 MARCH 2026

B ANALYSIS OF CASH AND CASH EQUIVALENT

	2026 £	2025 £
Cash at bank and in hand	673,642	966,930
Short term deposits	426,660	411,524
Total cash and cash equivalents	1,100,302	1,378,454

C ANALYSIS OF CHANGES IN NET DEBT

	At 31 March 2025 £	Cash flows £	At 31 March 2026 £
Cash at bank and in hand	966,930	(293,288)	673,642
Short term deposits	411,524	15,136	426,660
Total	1,378,454	(278,152)	1,100,302

PRINCIPAL ACCOUNTING POLICIES

YEAR TO 31 MARCH 2026

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

GENERAL INFORMATION

The charity is a company limited by guarantee, incorporated in England and Wales (company number: 01029239) and a charity registered in England and Wales (charity number: 1135153). The charity's registered office address is: LG-105, WeWork, 71-91 Aldwych House, London, WC2B 4HN.

BASIS OF PREPARATION

These financial statements have been prepared for the year to 31 March 2026 with comparative information provided for the year to 31 March 2025.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the charity's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectation of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual result ultimately differ from those estimates. The items in the financial statements where judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets; and
- determining the most appropriate basis for allocating support costs.

GOING CONCERN ASSESSMENT

Trustees have assessed the impact of external influences on the charities activities, and the adequacy of resources to operate in the current climate over the next financial period.

Based on the current plans, assumptions and forecasts and in line with the reserves policy, the trustees are confident that there are sufficient funds.

Additionally, should conditions deteriorate rapidly, there is capacity to cut costs. The trustees believe it is appropriate for the charity to continue to prepare the financial statements on the going concern basis for 12 months from the date of balance sheet signature.

INCOME RECOGNITION

All income is recognised once the charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably. Amounts received for application in future periods are held on the balance sheet as deferred income and released to the statement of financial activities in the relevant period.

Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

Income received in the year has been deferred in respect of specific events and education courses taking place after the year end.

Memberships fall due for renewal throughout the year. Consequently membership fee income is spread so that only the income for the accounting year is recorded and the balance carried forward as deferred income.

PRINCIPAL ACCOUNTING POLICIES CONTINUED

YEAR TO 31 MARCH 2026

Donated services

Donated services and facilities are included as 'services donated' at a value equivalent to the estimated commercial cost that the charity would otherwise have incurred, and under the appropriate expenditure heading depending on the nature of service or facility provided, at the same value and time.

Grants

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, the amount of income receivable can be measured reliably and there is probability of receipt. In the event that a grant or donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

EXPENDITURE RECOGNITION

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities is

comprised of the costs associated with the key strategic areas of activity being; improving sustainability, education and raising awareness. Support costs including governance costs are allocated between the various categories of charitable expenditure (see below).

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation of costs

Expenditure is allocated to a particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned based on staff time attributable to each activity.

Staff costs are allocated between direct charitable expenditure and support costs based on the time spent on these activities. Other costs are allocated directly to the relevant heading.

Support costs also include governance costs. This relates to the cost incurred with meeting constitutional and statutory requirements and the costs associated with the strategic management of the charity.

OPERATING LEASES

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities as incurred.

TANGIBLE FIXED ASSETS

Assets costing more than £500 are capitalised. Fixed assets are recognised at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses.

Depreciation is calculated to write off the costs of the fixed asset capitalised over their estimated useful economic lives as follows:

- Computer equipment – 3 years straight line
- Fixtures, fittings and equipment – 25% reducing balance
- Leasehold refurbishment – 3 years straight line

INVESTMENTS

Current asset investments are cash amounts held by the charity with a maturity date of less than one year and held for investment purposes. They are measured at the cash value of the deposit.

DEBTORS

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

CREDITORS AND PROVISIONS

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short term highly liquid investments, with an access notice period of 3.5 months or less.

PRINCIPAL ACCOUNTING POLICIES CONTINUED

YEAR TO 31 MARCH 2026

FINANCIAL INSTRUMENTS

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

FUNDS

Unrestricted funds are income receivable or generated for the objects of the charity.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds are those funds which are to be used in accordance with specific instructions imposed by the donor or trust deed.

EMPLOYEE BENEFITS

Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Pension scheme

UKGBC operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of the company in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year to the funds.

NOTES TO THE FINANCIAL STATEMENTS

YEAR TO 31 MARCH 2026

1 INCOME FROM DONATIONS AND LEGACIES

	2026 Total £	2025 Total £
Donations	10,500	-
Services donated	72,352	56,133
Total income	82,852	56,133

Included within donations and legacies are goods and services which have been donated to the charity during the year. This consists of venue hire £41,450 (2025: £22,301) and Consultancy £30,902 (2025: £33,832). All donations and legacies for both years above are in relation to unrestricted funds.

2 INCOME FROM CHARITABLE ACTIVITIES

Improving sustainability		
Membership income	1,873,593	2,035,552
Partnership income	486,583	591,045
Grant & contract income	277,289	247,579
Education course income	298,488	512,983
Leaders Network Sponsorship Income	42,500	40,500
Total charitable income	2,978,453	3,427,659

Of the amount shown above, £277,289 is in relation to restricted funds (2025: £247,579).

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR TO 31 MARCH 2026

3 EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct costs Other	Direct costs Staff	Support Costs (see Note 4)	2026
	£	£	£	£
Improving sustainability	274,435	860,768	520,966	1,656,169
Education	281,529	443,687	268,535	993,751
Raising awareness	115,623	310,216	187,755	613,594
	671,587	1,614,671	977,256	3,263,514

Of the amounts shown above, £309,744 (2025: £288,664) of Improving sustainability expenditure and £2,500 (2025: £nil) of Education expenditure relate to restricted funds.

	Direct costs Other	Direct costs Staff	Support Costs (see Note 4)	2025
	£	£	£	£
Improving sustainability	363,636	1,256,610	567,457	2,187,703
Education	364,744	444,046	200,521	1,009,311
Raising awareness	120,326	245,215	110,733	476,274
	848,706	1,945,871	878,711	3,673,288

Prior year comparatives have been restated to reflect a revised analysis of expenditure on charitable activities, improving the presentation of the financial statements. This change represents a reclassification only and does not affect total expenditure, net income or funds for the prior year.

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR TO 31 MARCH 2026

4 ANALYSIS OF SUPPORT COSTS

	Premises £	IT/Comms £	Admin £	Governance £	2026 £
Improving sustainability	85,160	23,623	360,618	51,565	520,966
Education	43,896	12,177	185,882	26,580	268,535
Raising awareness	30,691	8,514	129,965	18,585	187,755
	159,747	44,314	676,465	96,730	977,256

	Premises £	IT/Comms £	Admin £	Governance £	2025 £
Improving sustainability	101,924	34,274	371,993	59,266	567,457
Education	36,017	12,111	131,451	20,942	200,521
Raising awareness	19,889	6,688	72,591	11,565	110,733
	157,830	53,073	576,035	91,773	878,711

Support costs are divided in the proportion of the direct staff costs of each activity area, thus:

	2026	2025
Improving sustainability	53%	64%
Education	28%	23%
Raising awareness	19%	13%

5 NET EXPENDITURE FOR THE YEAR

This is stated after charging/crediting:

	2026 £	2025 £
Auditors remuneration	19,800	24,325
Depreciation	8,650	9,064
Staff costs	2,410,305	2,611,993

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR TO 31 MARCH 2026

6 STAFF COSTS AND REMUNERATION OF KEY MANAGEMENT PERSONNEL

Staff costs during the year were as follows:

	2026 £	2025 £
Salaries and wages	1,937,774	2,174,937
Social security costs	244,118	232,119
Pension contributions	163,753	165,047
Other employee costs	64,660	39,890
	2,410,305	2,611,993

The average number of employees during the year on a headcount basis was as follows:

	2026 Number	2025 Number
Charitable activities	24	35
Support	9	6
	33	41

The number of employees whose emoluments for the year fell within the following bands were:

	2026 Number	2025 Number
£60,001 – £70,000	1	2
£70,001 – £80,000	2	1
£80,001 – £90,000	1	2
£90,001 – £100,000	-	2
£100,001 – £110,000	-	-
£110,001 – £120,000	2	-
£120,001 – £130,000	-	2
£130,001 – £140,000	-	-
£140,001 – £150,000	1	-
	7	9

The Senior Management Team comprises 3 people, which was reduced from 6 over the duration of the year. These roles accrued pension contributions totalling £34,759 (2025: 6 employees, accruing £89,842).

The trustees consider that they together with the Senior Management Team comprise the key management personnel of the charity. The total remuneration payable to the key management personnel of the charity was £580,157 (2025: £875,925).

Trustees are not remunerated for their services to the charity. However, out of pocket expenses incurred in connection with the execution of their duties as trustees are reimbursed where claimed. No such claims were made in FY2025-26 or FY2024-25.

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR TO 31 MARCH 2026

7 TANGIBLE FIXED ASSETS

	Office equipment £	Computers £	Leasehold Refurb £	Total £
Cost				
At 1 April 2025	60,904	56,776	133,343	251,023
Additions	-	3,517	-	3,517
Disposals	-	(9,016)	-	(9,016)
Balance at 31 March 2026	60,904	51,277	133,343	245,524
Depreciation				
At 1 April 2025	(60,338)	(44,036)	(133,343)	(237,717)
Charge for the year	(141)	(8,509)	-	(8,650)
Released on disposal	-	9,016	-	9,016
Balance at 31 March 2026	(60,479)	(43,529)	(133,343)	(237,351)
Net book value				
At 31 March 2025	566	12,740	-	13,306
At 31 March 2026	425	7,748	-	8,173

8 DEBTORS

	2026 £	2025 £
Trade debtors	329,445	531,923
Prepayments	76,076	87,022
Other debtors	32,232	28,605
	437,753	647,550

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR TO 31 MARCH 2026

9 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026 £	2025 £
Trade creditors	93,989	98,772
Other taxation and social security	153,866	196,328
Deferred income (Note 10)	1,052,427	1,265,485
Accruals	122,981	174,610
	1,423,263	1,735,195

10 ANALYSIS OF DEFERRED INCOME

	2026 £	2025 £
Deferred income at 1 April	1,265,485	1,251,582
Applied during the year	1,052,427	1,265,485
Released during the year	(1,265,485)	(1,251,582)
Deferred income at 31 March	1,052,427	1,265,485

11 FINANCIAL INSTRUMENTS

	2026 £	2025 £
Financial assets measured at fair value	1,429,747	1,910,377
Financial liabilities measured at amortised cost	(93,989)	(98,772)

12 Operating lease commitments

At the balance sheet date, the charity's total future commitments under non-cancellable operating leases are as follows.

	Equipment		Land and buildings	
	2026 £	2025 £	2026 £	2025 £
Leases which expire:				
Within one year	1,994	3,512	31,749	31,000
Within two to five years	1,782	6,445	-	-
	3,776	9,957	31,749	31,000

There were no new operating leases entered into after the year end (2025: £126,996).

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR TO 31 MARCH 2026

13 ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Restricted Funds £	General funds £	Total funds 2026
Fixed assets	-	8,173	8,173
Current assets	-	1,538,055	1,538,055
Current liabilities	-	(1,423,262)	(1,423,262)
Net assets at 31 March 2026	-	122,966	122,966

	Restricted Funds £	General funds £	Total funds 2025 £
Fixed assets	-	13,306	13,306
Current assets	-	2,026,004	2,026,004
Current liabilities	-	(1,735,195)	(1,735,195)
Net assets at 31 March 2025	-	304,115	304,115

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

YEAR TO 31 MARCH 2026

14 ANALYSIS OF FUNDS

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers £	31 March 2026 £
Unrestricted funds					
- General funds	304,115	2,805,076	(2,951,270)	(34,955)	122,966
Restricted funds					
Breakthrough Energy LLC	-	112,749	(112,749)	-	-
Co-created Outputs	-	40,976	(40,976)	-	-
Building Life 2	-	88,614	(123,569)	34,955	-
Regenerative Places	-	32,450	(32,450)	-	-
Developing the Next Generation of Sustainability Leaders	-	2,500	(2,500)	-	-
Restricted Funds Total	-	277,289	(312,244)	34,955	-
Charity total	304,115	3,082,365	(3,263,514)	-	122,966
	Balance at 1 April 2024 £	Income £	Expenditure £	Transfer £	31 March 2025 £
Unrestricted funds					
- General funds	465,738	3,264,086	(3,384,624)	(41,085)	304,115
Restricted funds					
Breakthrough Energy LLC	-	38,673	(38,673)	-	-
Drastic	-	6,108	(6,108)	-	-
Regenerative Places	-	57,000	(57,000)	-	-
Building Life 2	-	119,959	(161,044)	41,085	-
Co-created Outputs	-	25,839	(25,839)	-	-
Restricted Funds Total	-	247,576	(288,664)	41,085	-
Charity total	465,738	3,511,665	(3,673,288)	-	304,115

14 ANALYSIS OF FUNDS (CONTINUED)

RESTRICTED FUNDS

Breakthrough Energy

Founded by Bill Gates, Breakthrough Energy has provided a grant which funds the taxonomy, mapping, review, reference design and dissemination of retrofit solutions to be applied to the iconic One Poultry in the City of London.

Co-created Outputs

Funding from the Laudes Foundation to allow UKGBC to design a series of standardised processes and project management templates and embedding these into the organisation through documentation and training.

Building Life 2

This relates to funding secured from Laudes Foundation and Ikea Foundation for a project as part of a consortium of Green Councils from across Europe. The UK project will deliver a whole life carbon roadmap for the built environment, in collaboration with industry and government.

Regenerative Places

MCS Foundation fund the Local Authority Retrofit Forum and the wider regenerative places programme which promotes retrofit at a local level. The approach ranges from fostering collaboration between local authorities to the provision of guidance to enable a more holistic, place-based and regenerative approach to retrofit.

Developing the Next Generation of Sustainability Leaders

The Ove Arup Foundation has provided a grant that funds the design of a new sustainability leadership programme for early career professionals working in the built environment industry, including contributing towards its pilot run.

Transfers

Transfers from unrestricted funds are made to restricted funds where expenditure in a given period exceeds restricted income received, reflecting the charity's obligation to contribute a proportion of total project costs from its own resources over the life of the grant.

15 TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purpose.

16 RELATED PARTY TRANSACTIONS

During the year, £96,223 (2025: £75,946) of income was recognised by UKGBC from related companies of trustees in relation to memberships. At the year end, there was £66,008 (2025: £58,792) of deferred income in relation to fees received in advance of the period to which they relate.

£34,357 (2025: £23,057) of income was recognised by UKGBC from related companies of trustees for partner programmes and grants. At the year end, there was £47,000 (2025: £19,357) of deferred income relating to fees and grants received in advance of the period to which they relate.

In addition, £15,800 (2025: £14,220) was paid by UKGBC to a trustee for technical work and £8,663 (2025: £548) was paid by UKGBC for services provided by a company related to the trustees. There were no outstanding amounts in relation to these at year-end (2025: £nil).

UKGBC also received £20,150 (2025: £17,500) of donated goods and services from companies related to the trustees.

The total amount of cash donations received from trustees in the year was £nil (2025: £nil).

There are no other related party transactions (2025: None).

All transactions were carried out on an arms length basis.