



# 2024-2025 IMPACT REPORT

**ANNUAL REPORT +  
FINANCIAL STATEMENTS**

UK Green Building Council  
[ukgbc.org](https://ukgbc.org)

**UKGBC LIMITED**  
COMPANY REGISTRATION  
NUMBER 01029239  
CHARITY REGISTRATION  
NUMBER 1135153



# CONTENTS

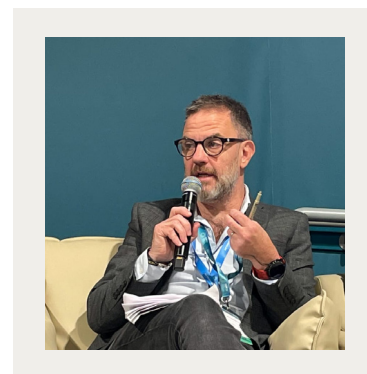
- 5 FOREWORD
- 6 YEAR AT A GLANCE
- 8 INTRODUCTION
- 9 THEORY OF CHANGE
- 10 THREAD 1: RETROFIT
- 14 THREAD 2: NEW BUILD
- 18 THREAD 3: INFRASTRUCTURE
- 20 THREAD 4: ORGANISATIONAL CHANGE
- 22 THREAD 5: SYSTEMS CHANGE
- 26 THREAD 6: CROSS-CUTTING
- 30 THE YEAR AHEAD
- 34 FINANCIAL STATEMENTS







# FOREWORD



UKGBC hit adulthood this year - marking our 18th birthday - and it has been a year displaying both the myriad challenges and opportunities that a transitional life stage can bring.

With backdrops of worsening climate and ecological impacts, straitened financial times and a global populist neo-political landscape, painting a picture of the sunlit sustainability uplands has been challenging.

I run the risk of repeating what I may have said a half-decade ago; but the next five years are critical. While we haven't yet broken the ten-year rolling 1.5C temperature requirements set under Paris, if we take a snapshot this year, we've crossed the Rubicon - and if we fail to ratchet down quickly on further temperature rises and biodiversity losses, then simply put; we accelerate ever-faster towards climate and ecosystem collapse.

The proof will be in real-world regulatory and financial delivery, but post-election, the government seems to be genuinely engaging in certain areas in a way we haven't seen for an age; and this gives UKGBC and our members a generational opportunity to identify and shape the pathways required to propel the sector forward sustainably. Politicians are leaders, and true leadership requires bravery. So, what's crucial as we move through our 2030 strategy - taking us to the end of this crucial decade - is that we see that story of bravery in careful, robust and ambitious long-term policymaking. Without scary legislative sticks looming on the

horizon, we simply won't see the mass change we want. We need to create a landscape that enables the innovators to race at the opportunities and forces the laggards all onto the same path.

So whether on minimum energy standards, biodiversity enhancements or more resilient community infrastructure, we need political commitments that stretch across multiple Parliamentary terms - giving businesses the comfort and confidence to invest at scale and speed.

And as the climate crisis intensifies, we need not just to double down on decarbonisation, but also to amplify and reinforce building resilience. We've just launched the UK's first Climate Resilience Roadmap - a key step in preparing our communities and infrastructure for a more volatile future; and while the bones of the work were done this year; driving its lessons and impact into the sector will stretch ahead of us.

Internationally, we've continued to amplify UK leadership through global platforms like COP29 and the UN Sustainability agenda. With more than 7,700 professionals already engaged in our learning programmes, we once again scaled up education and leadership to meet the demands of a fast-changing world.

And, as this marks the final year of our 2025 Strategy, we've done a tremendous amount of work to review our Theory of Change and create a 2030 Strategy that we will launch at our AGM in September.

As ever, an enormous thank you to all members past, present and future for all your support, we couldn't do any of this without you.

.....

**SIMON MCWHIRTER**  
CHIEF EXECUTIVE  
UK GREEN BUILDING COUNCIL

We extend our thanks to Smith Mordak for their leadership during their time as Chief Executive of UKGBC. Smith played a pivotal role in shaping and advancing the long-range thinking behind our emerging strategy, and we're grateful for their dedication and the expertise they provided throughout their tenure.

# YEAR AT A GLANCE



## LEARNING AND DEVELOPMENT

2024-2025

8,040

HOURS OF LEARNING DELIVERED

2024-2025

7,731

LEARNING SESSION ATTENDEES

2024-2025

84%

SATISFACTION SCORE

2024-2025

36

LEARNING SESSIONS





## MEMBERSHIP

2024-2025

2,044

ACTIVE MEMBER CONTACTS

2024-2025

472

OPPORTUNITIES FOR MEMBERS TO ENGAGE  
IN UKGBC ACTIVITIES

2024-2025

674

MEMBERS

2024-2025

66%

MEMBER ORGANISATIONS ENGAGED WITH UKGBC



## EVENTS

2024-2025

88

EVENTS

2024-2025

1,342

INDIVIDUALS TOOK PART IN NON-LEARNING EVENTS



## COMMUNICATIONS

2024-2025

33

PRESS RELEASES

2024-2025

765

MEDIA MENTIONS

2024-2025

41.6K

TWITTER FOLLOWERS

2024-2025

41K

LINKEDIN FOLLOWERS

2024-2025

81K

WEBSITE USERS

2024-2025

25.2K

DOWNLOADS OF ALL REPORTS/TOOLS



# INTRODUCTION

## ABOUT UKGBC

UKGBC is the membership-led industry network radically transforming the sustainability of the built environment.

We represent the voice of our industry's current and future leaders who are working together to deliver a just transition across the sector, in response to the climate and nature crises.

Powered by more than 600 member organisations from across the value chain, our mission is to radically improve the sustainability of the built environment by transforming the way it is planned, designed, constructed, maintained, operated and repurposed.

## OUR VISION IS A BUILT ENVIRONMENT THAT ENABLES PEOPLE AND PLANET TO THRIVE BY:

**MITIGATING** and adapting to climate change.

**ELIMINATING** waste and maximising 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.

## OUR CHARITABLE OBJECTIVES ARE:

**TO INCREASE** the sustainability of the built environment by improving the way it is planned, designed, constructed, maintained, operated, modified and replaced ("Improving sustainability")\*.

**TO ADVANCE** the education of the public in the sustainability, conservation, protection and improvement of the built environment ("Education")\*.

**TO PROMOTE** the sustainability, conservation, protection and improvement of the built environment ("Raising awareness")\*.



\*These are the charitable activities as defined within the Financial Statements accompanying this report.

# THEORY OF CHANGE

**OUR THEORY OF CHANGE VISUALISES HOW UKGBC AFFECTS CHANGE ON SUSTAINABILITY IN THE BUILT ENVIRONMENT.**

At UKGBC, we collaborate to advocate, enable and inspire accelerated leadership and action, primarily by business and government, on climate change, resource use, nature & biodiversity, health & wellbeing and socio-economic impact.

## **WE COLLABORATE**

by convening diverse built environment organisations to engage in a common purpose

## **WE ADVOCATE**

by calling for ambitious commitments, stronger standards and progressive policy and encouraging transformational leadership

## **WE ENABLE**

by developing guidance, showcasing solutions and stimulating innovation

## **WE INSPIRE**

by sharing knowledge and best practice, and encouraging transformational leadership



## THREAD

## 1

## RETROFIT

**BACKGROUND**

This year has seen a distinct shift in our engagement across government on a broad range of retrofit-related issues, both domestic and non-domestic. Following our General Election campaign and policy platform, we have strengthened existing relationships and forged new connections, convening government and industry, responding to consultations and helping shape future policy.

Since the election last summer, there appears to be a clear drive to look for solutions in retrofit that are workable across government and industry, although the fiscal constraints are of course evident. Building on our proven track record, UKGBC is uniquely positioned to deepen engagement and advocate a shift towards a more progressive, strategic, policy environment.

This year we continued to deepen our understanding of the challenges Local Authorities face in addressing retrofit, through convening representatives at both in-person and online Local Authority Retrofit Forums (LARFs), while providing support by sharing best practice solutions, guidance, and toolkits. The Local Area Retrofit Accelerator (LARA), developed with, and funded by, the MCS Foundation, kicked off a series of pilot initiatives with four places aimed at convening local stakeholders to co-create Local Retrofit Strategies to accelerate home retrofit.

Our Regenerative Places Programme kicked off in October 2024 with four Programme Partners. The programme dovetails with LARA and aims to set out a clear vision of an emerging future that has positive, 'regenerative' impacts on people, planet, and place, while learning what kind of processes and patterns of behaviour are needed to get us there.

We have been supporting the Net Zero Carbon Standard Pilot in raising awareness of the requirements proposed for stepped and one-go retrofit and encouraging members to submit pilot projects.



## NATIONAL POLICY

In December 2024, we gave evidence to the Energy Security and Net Zero committee during a session on retrofitting homes and the Government's Warm Homes Plan. Alongside our regular meetings with DESNZ on non-domestic retrofit, we are convening roundtables with MPs, civil servants, and industry leaders on key retrofit-related priorities like embodied carbon. We have responded to proposed changes to retrofit schemes, advocating for locally focused, long-term solutions. We are building on this momentum by deepening our engagement with key officials, in collaboration with strategic partners and industry leaders to amplify our impact.

Our role on the Scottish government-convened Green Heat Finance Taskforce concluded with a second set of recommendations for government, to work together with industry and the third-sector to roll out place-based programmes of retrofit across council areas and social housing. Following our input on the issues, the government has so far committed to taking forward recommendations on enabling property-linked finance in Scotland, on developing blended co-investment vehicles for large-scale heat decarbonisation projects, and on setting a legislative framework to support local authorities to deliver place-based programmes of retrofit and decarbonisation.

We continue to advocate for wider retrofit transformation programmes through Simon McWhirter's role as Board Member of the National Retrofit Hub.

## LOCAL POLICY

Four LARA pilots kicked-off this year in Hertfordshire, Surrey, Nottinghamshire & Derbyshire, and Liverpool, led by the MCS Foundation, and supported by the National Retrofit Hub (NRH), Ashden and other partners. The first pilot, Hertfordshire, co-created a draft Local Retrofit Strategy through a series of three workshops with local stakeholders, with a mission to collaboratively "Retrofit all homes, so that we enhance our environment and climate resilience, address fuel poverty, improve health and support local jobs."

We are starting to share insights from the first pilots with our Local Authority Retrofit Forum, and with national government. The pilots have highlighted that a systems-based approach to retrofit is key - moving away from short-term projects driven by short funding cycles and towards a more holistic strategy, involving all key stakeholders including communities, and designed to bring wider benefits to the area including a more localised supply chain and job opportunities. priorities vary in each context.

# 50

local stakeholders  
convened by each LARA

**"THE LARA PROJECT HAS SHOWN THAT MOVING FORWARD ON RETROFIT ISN'T SIMPLY A CASE OF INFORMING AND EDUCATING ON HEAT PUMPS AND PIPE LAGGING. THE ENTIRE RETROFIT SYSTEM NEEDS TO BE NURTURED TO EVOLVE INTO A DYNAMIC AND RESPONSIVE ENTITY. BY WORKING WITH LOCAL AUTHORITIES, BUSINESSES, AND COMMUNITIES FROM THE START OF THE DISCUSSIONS, WE CAN CREATE A SUSTAINABLE, RESILIENT RETROFIT ECOSYSTEM THAT BENEFITS EVERYONE."**

### HELEN BURRIDGE

HCCSP MANAGER

HERTFORDSHIRE CLIMATE CHANGE & SUSTAINABILITY PARTNERSHIP



## NON-DOMESTIC RETROFIT

We continued to raise awareness of key findings from our Retrofitting Offices report, with a series of online workshops that explored the three key retrofit phases - Optimisation, Light Retrofit and Deep Retrofit, through real-world case studies. Through this work we have highlighted the cost and carbon savings that can be made through optimisation of building management, and practical ways that asset and portfolio owners can plan retrofit interventions that realise the biggest carbon savings within the constraints of budgets and leases. We also led two site tours to deepen understanding of practical approaches to retrofit.

Awareness of the importance of non-domestic retrofit has also been raised at various external events where UKGBC has discussed our Retrofitting Office Buildings report. This included vents run by FOOTPRINT+, the London Real Estate Forum, and the British Council for Offices.

Building off the Retrofitting Office Buildings report, we kicked-off our Non-Domestic Retrofit: Retail and Logistics project in March 2024. The project will deliver guidance on the potential costs and returns on energy efficiency, emissions savings, and financial investments of different retrofit measures for retail and logistics buildings, from optimisation through to light and deep retrofit interventions.

This year we facilitated two Net Zero Forums, one focused on non-domestic retrofit and another on whole life carbon modelling. The non-domestic retrofit forum has brought together over 18 UKGBC members each month to engage in peer-to-peer learning, share insights on retrofit projects they have worked on, and discuss retrofit challenges and ways to overcome them.

## REGENERATIVE PLACES

We are building momentum around our new Regenerative Places Programme through the launch of a video that sets out what the term 'Regenerative' means across UKGBC's work, and through speaking at conferences like Futurebuild. We are building a foundation of 'key principles' and developing cross-sector partnerships to broaden our reach next year.



UKGBC THE MCS FOUNDATION

## CONSIDERING RETROFIT ALONGSIDE NATURE

In July 2024, we launched two summary infographics highlighting the challenges, recommendations, and considerations led by discussions within the Nature-Based Solutions Labs.

The infographics brought new insights around utilising nature-based solutions within retrofitting projects, as well as their maintenance needs to ensure the long-term success of the ecosystem services provided and the return on investment.





## THE YEAR AHEAD

The upgrade of our homes, communities and town centres offers significant opportunities for job creation, business growth, energy security and numerous 'co benefits' such as improvements to health and wellbeing that current government narratives do not emphasise. We aim to focus our 2025 efforts on shifting narratives towards retrofit and raising awareness of cost neutral interventions that nudge the market towards improving energy efficiency, like Warm Homes Stamp Duty, more ambitious MEES standards, and policies that encourage retrofit over new build.

As the LARA pilots progress, we will continue to share insights, to both support other Local Authorities and inform Regenerative Places. These insights, alongside those drawn from case studies developed as part of our Regenerative Place Programme, will start to build a broader picture of what kind of approaches and mindsets are needed to create more regenerative places that work for both humans and nature.

As part of Regenerative Places, we are planning several community roundtables to explore how engaged local representation can ensure place-based retrofit harnesses local knowledge and unlocks more holistic, 'regenerative' outcomes.

With the delivery of our Non-Domestic Retrofit: Retail and Logistics guidance and Overarching Retrofit Strategy Microsite, which combines learnings from the Offices and Retail and Logistics reports, we are planning for continued engagement in this important area. This will include a series of Innovation Showcases on hardware solutions to challenges in non-domestic retrofit.

80+

**policy mentions** in sector and mainstream media

20+

**engagements** with target politicians/government officials.

50%

**of members** say UKGBC have empowered them to speak up on policy issues crucial to transformation of the built environment



## THREAD

## 2

## NEW BUILD

## BACKGROUND

UKGBC has been highly active from both a policy and industry action perspective to shape a more sustainable new build agenda. With regards to policy, we have developed clear positions on our priority areas - which include planning reform, embodied carbon, climate resilience and residential and non domestic building standards - to push forward our agenda on new build.

Labour has committed to high standards for new builds, however progress on new build regulations has somewhat stalled while the incoming government are reviewing the Conservatives' proposals for a Future Homes and Building Standard. We expect the standard to be published shortly and while it is not expected to go as far as we would like it to, we are advocating for the Government to publish it as soon as possible for implementation in 2026 and immediately begin work on its successor.

The National Planning Policy Framework was updated with a stronger climate amendment, but it must be more ambitious. The Planning and Infrastructure Bill, published in March 2025, indicated a welcome move towards longer-term strategic planning, investment in planning capacity and an acceleration towards clean energy. However, we have concerns that communities may lose their voice in ensuring developments meet local needs, and that 'streamlining' environmental assessments must not be code for weakening standards.

UKGBC will continue to play a very active role in shaping new build and planning policy. Our focus over the coming months will shift onto climate resilience, to coincide with the launch of the UK Climate Resilience Roadmap. We have already started discussions about this issue with the Ministry of Housing, Communities and Local Government (MHCLG), and wider government departments including the Cabinet Office.

Our work on Embodied Ecological Impacts (EEI) continues to move the industry dial and expand the understanding of our sector's relationships with ecosystems globally. By bringing a systems perspective and embracing life-cycle thinking, our work on EEI interrogates impacts from extraction of the most used materials and impacts via our supply chains. It brings a holistic discussion on nature impacts to the built environment that has been neglected for far too long.



There is a strong desire within our membership to connect with our work on embodied carbon. Our varied offering of learning, forums, events and outputs provides our members with the outlet to contribute and engage with the topic. In particular, our Net Zero Forum focused on whole life carbon modelling has enabled discussion of practical challenges and data collation questions amongst a group of over 20 UKGBC member organisations.

## KEY ACTIONS

We developed detailed policy proposals for new build and planning reform and continually assessed government progress against these - substantially through our 100-day report. We attended three party conferences to build cross-party support for our agenda.

Our work on embodied carbon continues to gain traction, with our Embodied Carbon Scope 3 Measurement and Reporting guidance, and improving your Modelling and Reporting guidance, both seeing good levels of use and interaction across the year. We continued engagement on the topic through the summer by publishing two member-written blogs on scope 3 emissions and whole life carbon assessments, hosting three workshops on writing whole life carbon assessment reports, three embodied carbon innovation showcases, and hosting a new Net Zero Forum subgroup on Whole Life Carbon Assessments.

On embodied carbon regulation, we drafted and proposed a private members bill and hosted a roundtable with both industry and government to discuss how challenges to regulation can be overcome.



**“THE EEI CONFERENCE WAS A HUGEY INFORMATIVE EVENT AND HELPED TO PUT THIS IMPORTANT ISSUE ON THE AGENDA WITHIN THE CONSTRUCTION SECTOR. THE KEY TAKEAWAYS FOR ME WERE AN ACKNOWLEDGEMENT THAT WE ARE ALL STILL LEARNING HOW BEST TO BEGIN TO TACKLE THIS ISSUE AND THAT MORE CROSS COMPANY COLLABORATION IS NEEDED TO MAKE PROGRESS, THE CONFERENCE ACTED AS AN IMPORTANT CATALYST FOR THAT.”**

**AARON GRAINGER**

TECHNICAL DIRECTOR, NATURE & BIODIVERSITY  
BURO HAPPOLD

**80+**

.....  
**attendees** at our Embodied  
Ecological Impacts conference



## KEY ACTIONS CONTINUED

As we await the Future Homes and Building Standard (FHS), we have been campaigning for implementation of the strongest version as soon as possible. We met twice with the Minister Baroness Taylor - once alongside allied organisations (GHA, Bioregional, LETI) and once just as UKGBC. We also wrote a letter to Baroness Taylor, using member case studies and signatories to demonstrate supply chain readiness for the strongest version of the FHS.

Planning reform has been one of the biggest priorities for the new government - we responded to the consultation on the National Planning Policy Framework (NPPF) and submitted evidence for various associated inquiries across brownfield sites, environmental considerations, and housing growth. We are currently drafting a response to the Landuse Framework consultation. We have responded to and provided analysis on the Planning and Infrastructure Bill for members, working with the Better Planning Coalition to produce a briefing ahead of the second reading. This was shared with Green MP, Ellie Chowns, who reached out for our guidance.

The pilot version of the Net Zero Carbon Buildings Standard (NZCBS) was published in September 2024 and includes a suite of science-led limits for energy use intensity and upfront embodied carbon for all buildings sectors. We played a key role in the development of the Standard with representatives on both the Governance Board and Technical Steering Group.

We have worked closely with the Net Zero Carbon Building Standard (NZCBS) on advocacy plans, and attended (and chaired a breakout session of) an exploratory workshop with Local Authorities on how they could use the NZCBS.



1,500+

**downloads** of our Embodied Carbon guidances

20+

**organisations** participating in the Whole Life Carbon Modelling subgroup of the Net Zero Forum

400+

**attendees** across three embodied carbon innovation showcases





## THE YEAR AHEAD

The Government has a major housebuilding agenda, with the goal of 1.5 million new homes over the next Parliament. It is crucial that these homes are built to the highest quality and within our carbon budget. The Future Homes and Building Standard does not go far enough, so a focus for UKGBC going forward will be looking beyond to 'FHS 2.0' and the need for building regulations which include embodied carbon limits, climate resilience measures, and higher energy efficiency and flexibility requirements.

Alongside this should be a planning system which works for climate and nature, not against it, and ensures the voice of communities can be heard in development decisions. Moving forward, we would like to begin incorporating the learnings from the Regenerative Places Programme into a proposal for a new 'regenerative' planning system through which every time something gets built, places get better.

Our work on EEI continues to convene industry experts and ecologists to better understand the impacts from extraction and manufacturing of construction materials and find pathways towards regenerative material cultures. We will also expand our work with our university network to bring about research that is needed to inform material choices and impact strategies within our sector.

Our Writing Whole Life Carbon Assessment Reports in the Built Environment workshops are continuing with workshops in April and October 2025.



## THREAD

## 3

## INFRASTRUCTURE

## BACKGROUND

UKGBC is advancing sustainable infrastructure with a focus on renewable energy procurement and materials passports. In both cases, the key shift is away from buildings as simply consumers or endpoints serviced by infrastructure, towards buildings as active participants. For energy, materials, components, or any resources, buildings are users or consumers, but also producers or contributors of energy and resources into the system.

By building consensus on the critical role of infrastructure, we continue to strive for the built environment industry to deliver the UK's infrastructure upgrade needs with climate resilient, net zero buildings and developments that support halting the decline of nature.

Our ongoing infrastructure-based learning initiatives include embedding renewable energy procurement and developing a clear vision on how infrastructure can support a sustainable built environment while advancing the integration of sustainable infrastructure into new buildings and energy systems.



1,985

**downloads** of our Materials  
Passports guides

500

**downloads** of our Renewable  
Energy Procurement Part 2 reports

51

**attendees** for our ANZ Essential  
Knowledge Series on Renewable Energy  
Procurement and Carbon Offsets



## KEY ACTIONS

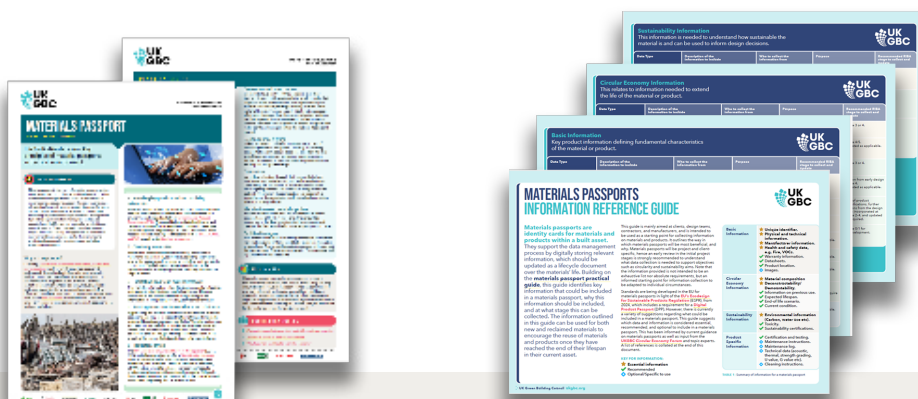
With input and support from the Circular Economy Forum, we released a Materials Passports Practical Guide and associated Information Reference Guide in January 2025. The practical guide sets out what a materials passport is and provides insights as to why and how they can be included within built assets. The information reference guide builds on the practical guide to outline the data which can be included within a materials passport and the benefits having that data can offer.

UKGBC's rating system for the quality of a building's renewable energy procurement was enshrined within the UK Net Zero Carbon Buildings Standard, when the pilot version launched in September 2024. The Renewable Energy Procurement Part 2 guidance was also presented at a variety of events including those hosted by Granular Energy, Rutland Forums, Institute of Directors, and UN Global Compact Network UK.

## THE YEAR AHEAD

In 2025, we aim to run a project on secondary materials markets. Secondary materials markets were identified as a key enabler to unlock the circular economy in our System Enablers for a Circular Economy report and further work is needed to understand how these currently work in practice. This would also support our existing outputs, Circular Economy How-To Guides and the Material Passports Guides, in helping to mainstream materials reuse.

At present, there is a lack of systems-scale thinking on electrification from the built environment. There is a significant opportunity to focus on energy infrastructure and distribution systems and buildings' role in grid decarbonisation in 2025. UKGBC is uniquely positioned to support organisations in the energy systems space with insight from the entire built environment value chain.





## THREAD

## 4

ORGANISATIONAL  
CHANGE

## BACKGROUND

Our Organisational Change workstream is based on the premise that individual leaders have substantial power to drive change in their areas of work and across their wider organisations. We support this by bringing together small cohorts with diverse perspectives and backgrounds, helping to connect often siloed workstreams to see the bigger picture. We tap into their personal motivations, provide a safe space for exploring the sustainability challenge and build their confidence in their capacity to be changemakers. Participants report moving from a reactive to a proactive mindset on sustainability, from imposter syndrome to a belief in their ability to lead without being technical experts. We emphasise action-oriented outcomes and have seen impacts range from sustainability considerations being strengthened across projects and operations to dedicated innovation funding being made available - and even to an organisation's wider value proposition being reviewed.





## KEY ACTIONS

The UKGBC Bespoke Leadership & Development programmes have covered a range of businesses in our membership including Leadership Programmes for Wates, JLL, Colliers, Hollis and the AtkinsRéalis Global Carbon Academy. The Leadership work focusses on personal empowerment, while identifying improvements at an organisational level.

The Carbon Academy delivered technical upskilling and practical application on major infrastructure projects essential within the programme. Supporting Atkins Réalis to upskill their project leads and engineers has been a highlight, pushing 'beyond the brief' to assess decarbonisation pathways with clients while nurturing a new awareness and ability among delegates to think differently about complex challenges.

## ONGOING AMBITIONS

Our Bespoke work is an exciting and emerging area of impact that UKGBC is offering further and wider across our membership and across the value chain to support leaders, businesses and professionals on their own sustainability journeys.

**"IT IS NOT AN OVERSTATEMENT TO SAY THIS PROGRAMME HAS LITERALLY CHANGED WATES, IT IS INCREDIBLE TO SEE THE CHANGE OVER THE TWO YEARS."**

**BEKIR ANDREWS**  
ENVIRONMENTAL SUSTAINABILITY DIRECTOR  
WATES GROUP



## THREAD

## 5

SYSTEMS  
CHANGE

## BACKGROUND

At UKGBC, everything we do plays a part in supporting our vision and mission to radically transform the sustainability of the built environment at the whole system level. Several of our workstreams particularly seek to pull on levers that encourage government, industry, and individuals to realise their agency in supporting this shift. This year we have particularly focused on the following ambitions and workstreams:

- Individuals and organisations are activating systemic change towards a sustainable built environment at the sector scale
- A climate resilient, net zero, nature-positive built environment is part of all major parties' manifestoes.
- Cities and regions are developing and delivering joined-up, place-based strategies for a just transition.
- Industry consensus on and adaptation of definitions of Net Zero, Nature Positivity and Resilience.







# 90+

**C-suite individuals** actively attended our Leaders Network.

## KEY ACTIONS

### SYSTEMS CHANGE PROGRAMME

Our Systems Change Programme invites all built environment stakeholders to support a positive shift away from the 'business as usual' approaches to design and construction that often leave us falling short of environmental and social goals. Over the second year of the programme, a network of forward-thinking practitioners has come together with UKGBC following their participation in our Systems Change and Recalibrate programmes to date. We have begun supporting bold client and project teams delivering two live real estate projects, to showcase how innovative ways of working, collaborative problem-solving, and systems thinking can tackle complex sustainability challenges and lead to enhanced value for all stakeholders.

**"THE PROGRAMME HAS BEEN TRANSFORMATIVE FOR ME AND GIVEN ME A RENEWED SENSE OF AGENCY. I HAVE HAD THE OPPORTUNITY TO ADOPT A SYSTEMS CHANGE MINDSET AND TRY TO DO THINGS DIFFERENTLY. THE CONNECTIONS I'VE MADE AND THE PEOPLE I'VE MET, AS WELL AS THE INTERNAL SHIFT, HAVE BEEN INVALUABLE."**



**GIULIA JONES**  
ASSOCIATE DIRECTOR -  
ESG PROJECTS  
MAPP  
(SYSTEMS CHANGE  
PROGRAMME)

### NZCBS/NZ FRAMEWORK DEFINITION

Following on from UKGBC's Net Zero Carbon Buildings Framework (launched in 2019), UKGBC participated as a Technical Steering Group member and Governance Board member for the UK Net Zero Carbon Building Standard (UKNZCBS). The pilot was launched in autumn 2024.

### SUPPLY CHAIN DECARBONISATION

We have begun work this year on a multi-year workstream to tackle the huge opportunity for decarbonisation across the supply chain. We convened a task group of 42 members from across the build environment to explore opportunities within procurement and supplier engagement.

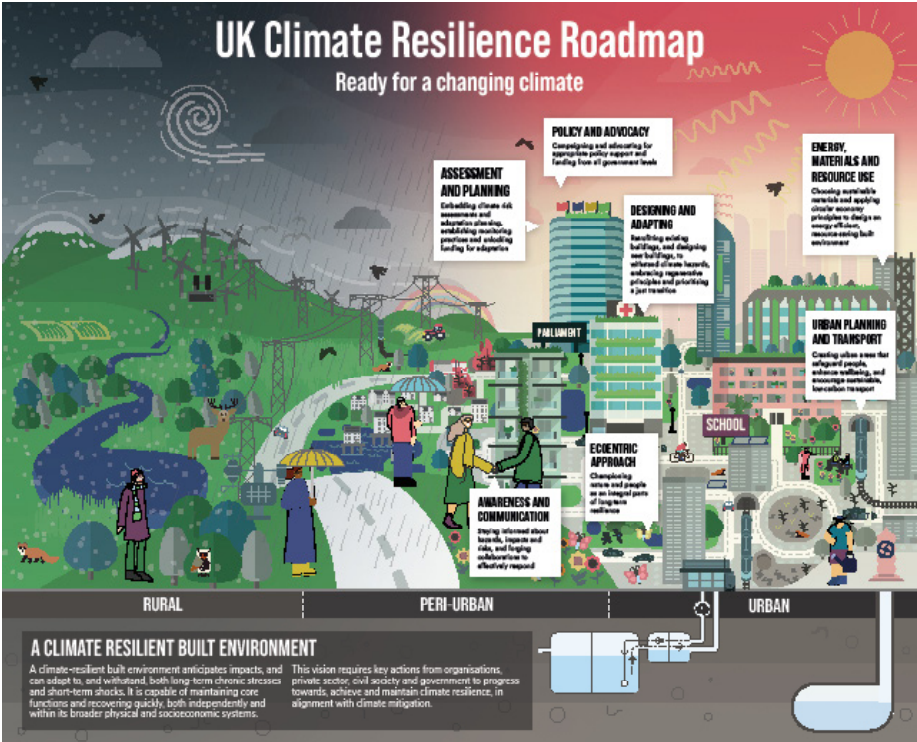




# KEY ACTIONS CONTINUED

## UK CLIMATE RESILIENCE ROADMAP

The UK Climate Resilience Roadmap is a powerful, actionable pathway that empowers organisations and project teams to future-proof their assets within both local and industry-wide and systemic contexts. It ensures the safety of people and readiness for extreme climate hazards and long-term, uncertain climatic changes. Developed with over 50 industry experts, the Roadmap fuses cutting-edge adaptation strategies with key policy recommendations, tackling vulnerabilities to wildfire, flooding, overheating, drought, and storms, while making nature central to building resilient, sustainable futures.



Our Vision of a Sustainable Built Environment



## CLIMATE RESILIENCE ROADMAP

59

member organisations engaged in Roadmap consultations

82

individuals engaged in Roadmap Activities this year





## INTERNATIONAL IMPACT

We participated in the inaugural UN Buildings and Climate Forum launch in Paris in the spring, and its launch at COP29 as the International Council with Buildings and Climate. During COP29 in Baku, we undertook an intense programme of advocacy and engagement, including around the UK Climate Resilience Roadmap and its role in helping inform resilient building thinking on the global stage. We have had rolling involvement and support throughout the year for WorldGBC in their shaping of elements of the Buildings Breakthrough. Our CEO Simon McWhirter's appointment as co-chair of the Climate Action Coalition with Chris Skidmore, acted as a fulcrum to amplify the technical and policy innovations and solutions of our members on an international stage.

## LEADERSHIP PROGRAMMES

UKGBC's Leadership Programmes support built environment professionals at all career stages to embrace their individual agency to lead sustainable change not only within their organisation, but across the built environment sector. Change Accelerator 2025 was a deeply moving programme, with leaders from a range of businesses committing to lead transformational change in their businesses. Future Leaders 2024, closed with courageous 'calls to action' from the cohort both through heartfelt leadership stories and innovative ideas, and the 2025 programme already seeing a different 'level' of business model design and innovative thinking which makes this programme so exciting to be part of. Recalibrate 2024 closed in the autumn with our executive cohort already implementing far reaching change in their respective businesses. Recalibrate 2025 kicked off with deep conversation and provocation with Jonathon Porritt, this programme continues to balance deep individual reflection and radical change.

1,098 212

**total hours** of learning for our Future Leaders cohort

**individuals** engaged in our Systems Change work



## THREAD

# 6

# CROSS CUTTING

## LEARNING

UKGBC's Learning and Development portfolio aims to provide a suite of learning across multiple formats to support industry to develop the knowledge and skills needed for the radical transformation of the built environment. We believe that every job is a sustainability job. Therefore, we make our learning suitable for people across our membership and wider industry, and across many different types of roles.

Based on how we know people learn best, we aim for our learning to be as interactive and engaging as possible. Our masterclasses include lots of space for discussion, and our on-demand courses include activities and group discussions.

This year, 7,731 people accessed our learning - either downloading our Bitesize guides, attending a workshop, or watching our new video series - and clocked up 8,040 learning hours.

7,731

people accessed our Learning offerings

8,040

total learning hours

36

face-to-face learning opportunities

**"THIS IS A VERY ENGAGING COURSE WHICH WILL TEACH YOU ABOUT ESG EFFORTS THAT CAN BE TAKEN IN COMMUNITIES, IN BUILDING DESIGN AND IN INDUSTRY. IT IS IMPORTANT TO EDUCATE OURSELVES AND TAKE ACTION TO MEET THE GOVERNMENT TARGETS IN PLACE FOR THE NEAR FUTURE, NO MATTER YOUR SECTOR."**

**Kimia Alexis**

Junior Embodied Carbon Consultant  
Atkins Realis

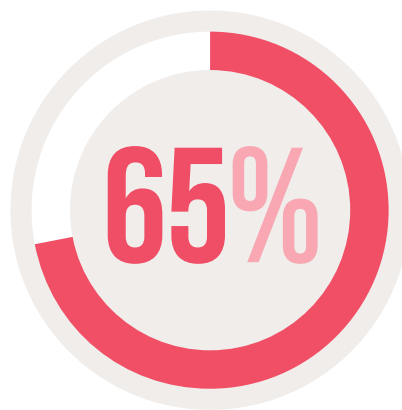


## KEY ACTIONS

This year we built on the previous year's work and offered a varied, engaging and impactful portfolio of on-demand, virtual and face-to-face learning opportunities. Our Level 1 learning (which is aimed at building knowledge and networks) featured on-demand courses and a release of our 'So, what can I do?' video series. We also ran a mixed programme of masterclasses and workshops at Level 2 (which is aimed at delivering action), covering biodiversity, social value, and learning associated with key Advancing Net Zero outputs. Fresh off the press is a new Learning & Development programme on climate resilience to complement the consultation and launch of the UK Climate Resilience Roadmap.

## ONGOING AMBITIONS

Next year, our learning will complement and strengthen UKGBC's new strategy. We'll be working across the different goals to deliver learning that reaches broad audiences and supports people across industry to deliver action. Specifically, we will emphasise nimble and accessible Learning & Development offerings including learnings from case studies, and case stories from leaders and experts.



.....

**of UKGBC members** say they joined "To collaborate with other organisations across the built environment value chain and find ways of overcoming barriers to sustainable outcomes. This is an increase on 59% last year.

.....



400+

**strategic introductions** and bespoke opportunities for innovators

110+

**innovative** Start-Up Members.

230+

**solutions** featured in our Solutions Library

## SOLUTIONS

A step-change in the sector's environmental and social impact is needed to achieve UKGBC's vision for a sustainable built environment. This requires innovation in technology, business models and ways of operating, and, critically, greater adoption of sustainability solutions across the built environment.

To address this, UKGBC's Solutions & Innovation workstream seeks to identify and review sustainability solutions and showcase them to wider industry. Through this work, we collaborate across UKGBC to identify key trends in sustainable innovation and identify challenges being faced across industry.

Many sustainable innovations are brought to market by innovative start-ups, so UKGBC continue to provide support to this through a dedicated membership category.

## KEY ACTIONS

UKGBC's Solutions & Innovation work has focussed on sourcing and profiling solutions to sustainability challenges across the built environment. Activities in this area include the continual expansion of our Solutions Library (including the creation of grouped pages to cluster similar solutions together), the publication of the Trends in Sustainable Innovation Report, and the running of four Innovative Showcase webinars, providing profiling opportunities for 37 innovators.

UKGBC has also been supporting our growing community of 110+ innovative start-up members, providing them with access to market insights. This includes hosting five Innovative Start-up Forums, including a speed networking event with investors, two sessions highlighting live project opportunities and two roundtables identifying challenges start-ups face in scaling up.

## ONGOING AMBITIONS

Whilst it is important we continue to find innovative ways to address sustainability challenges, it is also true that many of the sustainability solutions we need already exist, but they aren't scaling at the pace required.

To address this, UKGBC's work on Solutions and Innovation will be evolving beyond showcasing solutions towards leveraging our network to understand and address the systemic barriers to solutions scaling in the built environment. This will be achieved through our 'Scaling Sustainable Solutions for the Built Environment' initiative, launching in April 2025, with the goal of enabling and increasing widespread adoption of solutions.

In this decade of action, the Solutions and Innovation team will also seek to engage more with live projects, matching solution providers with live project opportunities and sharing key learnings.



**"WE'VE FOUND THE UKGBC INNOVATIONS SUPPORT AN INVALUABLE RESOURCE IN CONNECTING US WITH THE LATEST SUSTAINABLE TECHNOLOGY START-UPS. A FOCUS ON SOLUTIONS, TOGETHER WITH THE ABILITY TO CONVENE DIVERSE COLLABORATORS THROUGH NETWORKING, IS EXACTLY WHAT IS REQUIRED TO MEET THE CHALLENGE OF RADICALLY DECARBONISING THE BUILT ENVIRONMENT."**

**DAVID NICHOLSON**  
DIRECTOR  
NATURAL BUILDING SYSTEMS



## INSIGHTS

This year we have developed Insights at UKGBC. Insights curates and shares the compelling, interesting, and actionable value that emerges from the human stories shared during UKGBC events and activities, but which often go uncaptured. Every quarter we provide a glimpse into these conversations, curating them into common themes and trends with a focus on key debates, challenges, ideas, and leadership stories that sit behind the industry's effort to transform the sustainability of the built environment.

## KEY ACTIONS

Insights were gathered at a range of UKGBC's industry-convening events and member engagement opportunities. Our first Winter and Spring editions were launched, exploring a range of topics such as carbon and social value-based offsetting, embodied ecological impacts, sustainability 'activation gaps', capacity for systemic change, defining 'value', and data.



## ONGOING AMBITIONS

Curating these insights over the year helps us reveal common themes and trends around built environment sustainability challenges, solutions, and opportunities. UKGBC members can keep an eye out for upcoming events where we will explore and unpack these insights further, to help facilitate our collective ability to turn insight into action.



# THE YEAR AHEAD



The year ahead demands bold decisions and action. As the challenges facing people, nature, and climate intensify, so too must our resolve to drive systemic change across the built environment. Our focus now is on accelerating impact - deepening collaboration, embedding holistic thinking, and supporting progress that is both equitable and enduring.

We will continue to bring together stakeholders across the value chain to align on priorities, share solutions, and remove barriers to change. From decarbonisation and circular economy to resilience and nature-positive design, we're committed to supporting the transition not just in principle, but in practice - on the ground, in policy, and through leadership.

This is a decisive moment. We have the tools, the knowledge, and the collective will to shape places that protect and empower people, restore ecosystems, and build long-term value. In the year ahead, we will keep pushing for progress that is ambitious, inclusive, and grounded in real-world impact.

We're ready - and we invite everyone across the built environment to step forward with us.

.....

Elfrida Hamilton-Russell

Director of Experiential Learning & Leadership









2024-2025

# PROGRAMME AND PROJECT PARTNERS

## ORGANISATIONAL PARTNERS

**BURO HAPPOLD**

**HOARE LEA** (H.L.)



## ADVANCING NET ZERO PROGRAMME PARTNERS



**BURO HAPPOLD**

**CBRE**

**HOARE LEA** (H.L.)



## RESILIENCE AND NATURE PROGRAMME PARTNERS

**BURO HAPPOLD**

**HOARE LEA** (H.L.)



## REGENERATIVE PLACES PROGRAMME PARTNERS

**BURO HAPPOLD**



**CLARION**  
HOUSING GROUP

**HOARE LEA** (H.L.)



## UK CLIMATE RESILIENCE ROADMAP PROJECT PARTNERS

**ARUP**



**PRP**

**RIDGE**



## SUPPLY CHAIN DECARBONISATION PROJECT PARTNERS



## EMBODIED CARBON PROJECT PARTNERS



## EMBODIED ECOLOGICAL IMPACT PARTNERS



## RENEWABLE ENERGY PROCUREMENT PROJECT PARTNERS



## BIODIVERSITY NET GAIN PARTNERS



## NON-DOMESTIC RETROFIT PROJECT PARTNERS

FRAMEWORK DEFINITION FOR A NATURE-POSITIVE  
BUILT ENVIRONMENT PROJECT PARTNEROPERATIONAL BUILDING  
OPTIMISATION PROJECT PARTNERSLEADERSHIP STRATEGIC  
PARTNERS

## SOLUTIONS LIBRARY PARTNER

LOCAL AREA RETROFIT  
ACCELERATOR PARTNER

## POLICY INITIATIVE PARTNERS



The background of the page features a photograph of a concrete bridge structure on the left, with a steep, grassy hillside rising to the right. The sky is clear and light blue. A large teal speech bubble shape is overlaid on the right side of the image, containing the text.

# 2024-2025 TRUSTEES REPORT AND FINANCIAL STATEMENTS





## TRUSTEES REPORT

Reference and Administrative Details	36
Trustees' Report	37

## FINANCIAL STATEMENTS

Independent Auditor's Report	46
Statement of Financial Activities	50
Balance Sheet	51
Statement of Cash Flows	52
Principal Accounting Policies	53
Notes to the Financial Statements	56

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 (appointed 23/07/24) Basil Demeroutis Clifford Ellis Judith Everett (Chair from 23/07/24) Sam Ewuosho Jerome Frost OBE Tara Gbolade David Partridge James Pearce (resigned 23/07/24)	Sunand Prasad OBE (Chair to 23/07/24) Victoria Quinlan Mark Robinson Lorna Walker Miles Lewis (Co-Opted) (appointed 15/01/25) Eva MacNamara (Co-opted) (appointed 15/01/25) Jennifer Waterhouse (Co-opted) (appointed 25/09/24)
COMPANY SECRETARY AND CHIEF EXECUTIVE	Simon McWhirter	
SENIOR MANAGEMENT TEAM Chief Executive Director of Experiential Learning & Leadership Director of Industry Transformation	Simon McWhirter Elfrida Hamilton-Russell Yetunde Abdul	
REGISTERED OFFICE	The Building Centre, 26 Store Street, London WC1E 7BT	
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 3BN	
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 2025

The trustees present their annual report and the audited financial statements of UKGBC Limited (UKGBC) for the year ended 31 March 2025.

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 53 to 55 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, Educating, Campaigning for 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

UKGBC incurred a deficit of £161,623 (2024 a deficit of £216,897). Charitable funds decreased to £304,115 (2024: £465,738).

Despite a challenging economic environment in which to raise funds and subsequent cost constraints, UKGBC reduced the deficit, year on year while maintaining the impact of recent years.

The Resilience Roadmap programme gained momentum and the Regenerative Places programme got underway. Support continued for the launch of the Zero Carbon Building Standard, a presence was maintained in Scotland and the regions. The Solutions Library expanded considerably and a series of smaller initiatives were funded.

Total income for the year decreased by £13,636 (0.4%) to £3,511,665 (2024: £3,525,301) compared to the previous year.

Membership subscriptions are the primary source of income, accounting for 58% of total income (2024: 59%). These have decreased by £44,680 over 2024, with total membership fees in the year amounting to £2,035,552 (2024: £2,080,232). There were fewer new members and a small number of members left UKGBC.

Grant income has increased by £14,991 to £247,579 (2024: £232,588).

Partnership income decreased by £103,601 to £591,045 (2024: £694,646), due to a smaller number of outputs being completed.

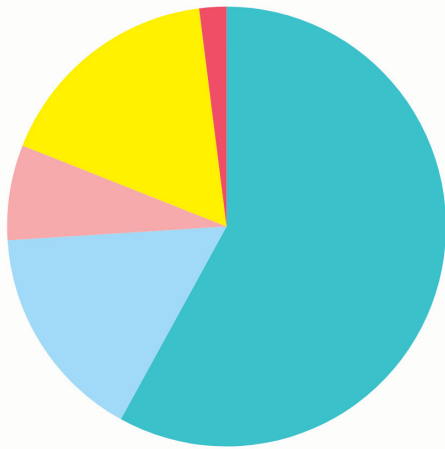
Education course and leaders network sponsorship income increased by 30% to £553,483 (2024: £425,021) following increased fulfilment of demand for bespoke training.

The value that we have received from expert members speaking at educational courses, the venues which have been donated to use

without charge and secondees from member organisations who worked for UKGBC during the year, have been recognised as voluntary (in kind) donations. The value of these donations amount to £56,133 (2024: £65,247).

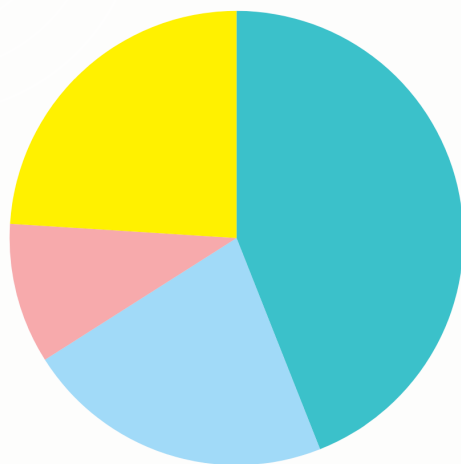
Total expenditure decreased by £68,910 in the year to £3,673,288 (2024: £3,742,198) with efforts made to contain staff costs. Staff costs remain the biggest single cost, comprising 71% (2024: 70%) of costs at £2,611,993 (2024: £2,638,180) a decrease of £26,187. A cost of living increase of 3.9% was mitigated by reorganisation of the team.

Support costs in the year came to £878,711 versus an equivalent of £850,766 in the previous year.



#### WHERE OUR FUNDS COME FROM

- 58% Membership
- 16% Education Course Fees
- 7% Grants
- 17% Partnership
- 2% Other Income



#### ANALYSIS OF OUR EXPENDITURE

- 44% Improving Sustainability
- 22% Education
- 10% Raising Awareness
- 24% Support Costs

# FINANCIAL REVIEW

## CONTINUED

### 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 2024-5 financial plan was designed to trim reserves, following a similar approach in 2022-3 and 2023-4.

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 be 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 methods recommended for calculating the minimum level of reserves and deferred membership income (which fall under the Charity Commission's recommended reserve policy guidelines for less complex charities) are that:

- 1 The policy addresses the risk of the need for unforeseen expenditure
- 2 The policy addresses 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, based on four months of UKGBC's FY2025-26 budgeted unrestricted expenditure (excluding depreciation) is approximately £740,000.

#### Risks associated with the loss of a source of income

Membership fees constitute 58% of UKGBC's income. With tough economic conditions, membership fees decreased by £44,680 (2%).

However, the trustees view the political landscape as volatile and recognize the pressure on member's budgets due to the ongoing cost of living crisis. Based on the total budgeted income from membership renewals in FY2025-26 being £1.96m, applying a worst-case scenario of 20% attrition would give rise to a budgeted loss of income of approximately £56k. If membership attrition is greater than 20%, cost-mitigating strategies will be implemented to reduce the impact of this on the charity.

UKGBC propose a budget for FY2025-26 with a reduced deficit, with the aim of matching expenditure to income in future years.

The trustees consider that, based on current estimates, the minimum level of reserves plus deferred income for 2025/26 would be between £56,000 and £740,000, as determined by the two tests above.

At 31 March 2025, deferred membership income was £1,004,556 (2024: £1,018,235) which is in excess of the minimum requirement. In addition, free reserves (excluding the net book value of fixed assets of £13,306) amounted to £290,809 (2024: £452,361).



## 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 requirement (see above), funds are held that exceed the short-term expense requirements and forecast programme costs, but to which access may be required at short notice. Therefore excess funds are placed in fixed deposit financial instruments within UK banks. The maturity of these funds is designed to correspond with forecast expenditure and reserve requirements, whilst the nature of these investments ensures that no unnecessary risks are being taken with our 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 fixed deposit financial instruments together with those in interest-bearing current financial instruments achieved an average rate of return 2.00% (2024: – 4.97%).

## Fundraising statement

Over the course of FY2024-25, UKGBC did not undertake any public fundraising activity, nor do 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 (2024 – none) in relation to our fundraising.

# FINANCIAL REVIEW

## CONTINUED

### 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. So, 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 Leadership 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 and qualitative indicators will be reviewed by the R&A Committee at least twice a year.

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
<b>FINANCIAL:</b> Not meeting Membership Income Targets	A comprehensive review of membership value proposition is under way and alternative sources of income continue to be sought.
<b>PEOPLE</b> Staff turnover	Investment in a Senior People & Culture Manager with some support underneath - enables us to dedicate time on people related initiatives including health & wellbeing, training, D&I, team get togethers, socials etc - all of which are crucial components of a People Centric culture. There is a focus on career development, succession planning and salary benchmarking.
<b>FINANCIAL:</b> Economic downturn & market uncertainty	UKGBC has substantial reserves and significant deferred income - offering some protection against external financial shocks. The member value proposition is under review. Attrition levels are reviewed regularly by CEO, LT and R&A committee. Alternative funding sources (philanthropic, governmental) constantly being sought.
<b>FINANCIAL:</b> Increased competition is likely to reduce our efficacy in all 'impact' areas as well as financial resources	We are actively working with organisations with whom we can form strategic partnerships to accelerate our and their missions in all our programmes. For example Supply Chain Sustainability School, collaborators on the NZCBS, Aldersgate Group etc.
<b>ATTRITION:</b> Inflationary increase results in unacceptable attrition	Impact can be reviewed on monthly renewal.



# FINANCIAL REVIEW

## CONTINUED

### 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 2024 and up to the date of approval of this report, except where shown.

**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.

TRUSTEE	APPOINTED/RESIGNED
Estelle Bailey MBE	Appointed 23 July 2024
Basil Demeroutis	
Clifford Ellis	
Judith Everett (Chair)	
Sam Ewuosho	
Jerome Frost OBE	
Tara Gbolade	
Miles Lewis	
Eva MacNamara	
James Pearce	
David Partridge	Co-opted 15 January 2025, for election at next AGM
Sunand Prasad	
Victoria Quinlan	
Mark Robinson	
Lorna Walker	Co-opted, resigned 23 July 2024
Jennifer Waterhouse	
	Co-opted 25 September 2024, for election at next AGM

## 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 6 to the financial statements.

The pay of the Senior Management Team and all staff are reviewed annually by the Personnel & Nominations Committee and normally increased in accordance with average earnings to reflect a cost of living adjustment. In view of the nature of the charity, the trustees benchmark 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:

Chair:   
Date: 5 September 2025

# FINANCIAL REVIEW

## CONTINUED

### 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 2025 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 2025 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.



### 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.

# FINANCIAL REVIEW

## CONTINUED

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

#### 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 Charity and the sector in which it operates and considered the risk of the Charity 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 Charity this included compliance with the Charities Act 2011 and Companies Act 2006.

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.

A further description of our responsibilities is available on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://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:**



# FINANCIAL STATEMENTS

## STATEMENT OF FINANCIAL ACTIVITIES YEAR TO 31 MARCH 2025

	Notes	Un-restricted funds £	Restricted funds £	2025 Total funds £	Un-restricted funds £	Restricted funds £	2024 Total funds £
<b>Income from:</b>							
Donations and legacies	1	56,133	-	56,133	68,122	-	68,122
Charitable activities	2	3,180,080	247,579	3,427,659	3,199,899	232,588	3,432,487
Investments		27,523	-	27,523	24,692	-	24,692
Other		350	-	350	-	-	-
<b>Total income</b>		<b>3,264,086</b>	<b>247,579</b>	<b>3,511,665</b>	<b>3,292,713</b>	<b>232,588</b>	<b>3,525,301</b>
<b>Expenditure on:</b>							
Charitable activities	3						
- Improving sustainability		1,963,348	288,664	2,252,012	1,813,753	356,842	2,170,595
- Education		929,741	-	929,741	1,134,351	-	1,134,351
- Raising awareness		491,535	-	491,535	437,252	-	437,252
<b>Total expenditure</b>		<b>3,384,624</b>	<b>288,664</b>	<b>3,673,288</b>	<b>3,385,356</b>	<b>356,842</b>	<b>3,742,198</b>
<b>Net income (expenditure) and movement in funds</b>	5	(120,538)	(41,085)	(161,623)	(92,643)	(124,254)	(216,897)
<b>Transfer between funds</b>		(41,085)	41,085	-	(124,254)	124,254	-
<b>Reconciliation of funds</b>							
Brought forward at 1 April		465,738	-	465,738	682,635	-	682,635
Carried forward at 31 March		304,115	-	304,115	465,738	-	465,738

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 2025

	Notes	2025 £	2025 £	2024 £	2024 £
<b>Fixed assets</b>					
Tangible fixed assets	7		13,306		13,377
<b>Current assets</b>					
Debtors	8	647,550		648,807	
Short term deposits		411,254		497,015	
Cash at bank and in hand		966,930		1,018,787	
<b>Total assets</b>		<b>2,026,004</b>		<b>2,164,609</b>	
<b>Current liabilities</b>					
<b>Creditors:</b> amounts falling due within one year	9	<b>(1,735,195)</b>		<b>(1,712,248)</b>	
<b>Net current assets</b>			<b>290,809</b>		<b>452,361</b>
<b>Net assets</b>			<b>304,115</b>		<b>465,738</b>
<b>The funds of the charity:</b>					
<b>Unrestricted funds</b>	14				
- General funds			<b>304,115</b>		<b>465,738</b>
<b>Restricted funds</b>	14		-		-
<b>Total charity funds</b>			<b>304,115</b>		<b>465,738</b>

The principal accounting policies and notes on pages 53-62 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: 

Date: 5 September 2025

UKGBC LIMITED

COMPANY REGISTRATION NUMBER: 01029239 (ENGLAND AND WALES)

## STATEMENT OF CASH FLOWS

### YEAR TO 31 MARCH 2025

	Notes	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Net cash provided by (used in) operating activities	A	(155,880)	(338,747)
<b>Cash (used in) investing activities</b>			
Interest received		27,523	24,692
Purchase of tangible fixed assets		(8,991)	(4,660)
Proceeds from the sale of fixed assets		-	-
<b>Net cash (used in) investing activities</b>		18,532	20,032
<b>Change in cash and cash equivalents in the year</b>		(137,348)	(318,715)
Cash and cash equivalents at 1 April	B	1,515,802	1,834,715
<b>Total cash and cash equivalents at 31 March</b>	B	1,378,454	1,515,802

#### 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

	2025 £	2024 £
<b>Net (expenditure) income (as per the statement of financial activities)</b>	(161,623)	(216,817)
<b>Adjustments for:</b>		
Depreciation charges	9,063	9,823
Loss/(Profit) on disposal of fixed assets	-	-
Investment income receivable	(27,523)	(24,692)
Decrease/(Increase) in debtors	1,256	113,625
Increase/(decrease) in creditors	22,948	(181,114)
Decrease in creditors (prior year adjustment)	-	(39,747)
<b>Net cash (used in) provided by operating activities</b>	(155,879)	(338,922)

#### B ANALYSIS OF CASH AND CASH EQUIVALENT

	2025 £	2024 £
Cash at bank and in hand	966,930	1,018,787
Short term deposits	411,524	497,015
<b>Total cash and cash equivalents</b>	1,378,454	1,515,802

#### C ANALYSIS OF CHANGES IN NET DEBT

	At 31 March 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	1,018,787	(51,857)	966,930
Short term deposits	497,015	(85,491)	411,524
<b>Total</b>	1,515,802	(137,348)	1,378,454



## PRINCIPAL ACCOUNTING POLICIES YEAR TO 31 MARCH 2025

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: The Building Centre, 26 Store Street, London, WC1E 7BT.

### BASIS OF PREPARATION

These financial statements have been prepared for the year to 31 March 2025 with comparative information provided for the year to 31 March 2024.

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 membership. Consequently fee income is calendarised so that only the income for the accounting year is recorded and the balance carried as an accrual.

## PRINCIPAL ACCOUNTING POLICIES

### YEAR TO 31 MARCH 2025 (CONTINUED)

#### Donated services

Donated services and facilities are included as 'donations income' 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 allocated to the 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 cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## 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 2025

#### 1 INCOME FROM DONATIONS AND LEGACIES

	2025 Total £	2024 Total £
Donations	-	2,875
Services donated	56,133	65,247
<b>Total income</b>	<b>56,133</b>	<b>68,122</b>

Included within donations and legacies are goods and services which have been donated to the charity during the year. This consists of venue hire £22,301 (2024: £34,090) and Consultancy £33,832 (2024: £31,157). All donations and legacies for both years above are in relation to unrestricted funds.

#### 2 INCOME FROM CHARITABLE ACTIVITIES

	2025 £	2024 £
<b>Improving sustainability</b>		
Membership income	2,035,552	2,080,232
Partnership income	591,045	694,646
Grant & contract income	247,579	232,588
Education course income	512,983	405,021
Leaders Network Sponsorship Income	40,500	20,000
<b>Total charitable income</b>	<b>3,427,659</b>	<b>3,432,487</b>

Of the amount shown above, £247,579 is in relation to restricted funds (2024: £232,588).

### 3 EXPENDITURE ON CHARITABLE ACTIVITIES

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

Of the improving sustainability expenditure noted above, £288,664 is in relation to restricted funds (2024: £356,842)

	Direct costs Other £	Direct costs Staff £	Support Costs (see Note 4) £	2024 £
Improving sustainability	427,775	1,212,887	529,932	2,170,594
Education	409,216	504,646	220,489	1,134,351
Raising awareness	107,242	229,666	100,345	437,253
	<b>944,154</b>	<b>1,947,199</b>	<b>850,766</b>	<b>3,742,198</b>

### 4 ANALYSIS OF SUPPORT COSTS

	Premises £	IT/Comms £	Admin Staff £	Governance £	2025 £
Improving sustainability	101,924	34,274	214,287	216,972	<b>567,457</b>
Education	36,017	12,111	75,722	76,671	<b>200,521</b>
Raising awareness	19,889	6,688	41,816	42,340	<b>110,733</b>
	<b>157,830</b>	<b>53,073</b>	<b>331,825</b>	<b>335,983</b>	<b>878,711</b>

	Premises £	IT/Comms £	Admin Staff £	Governance £	2024 £
Improving sustainability	99,434	29,373	198,527	202,598	529,932
Education	41,372	12,221	82,601	84,295	220,489
Raising awareness	18,828	5,562	37,592	38,363	100,345
	<b>159,634</b>	<b>47,156</b>	<b>318,720</b>	<b>325,256</b>	<b>850,766</b>

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

	2025	2024
Improving sustainability	64%	62%
Education	23%	26%
Raising awareness	13%	12%

## NOTES TO THE FINANCIAL STATEMENTS

### YEAR TO 31 MARCH 2025 (CONTINUED)

#### 5 NET EXPENDITURE FOR THE YEAR

This is stated after charging/crediting:

	2025 £	2024 £
Auditors remuneration	24,325	13,475
Depreciation	9,064	9,823
Staff costs	2,611,993	2,638,180

#### 6 STAFF COSTS AND REMUNERATION OF KEY MANAGEMENT PERSONNEL

Staff costs during the year were as follows:

	2025 £	2024 £
Salaries and wages	2,174,937	2,181,301
Social security costs	232,119	247,822
Pension contributions	165,047	141,446
Other employee costs	39,890	67,611
	2,611,993	2,638,180

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

	2025 Number	2024 Number
Charitable activities	35	35
Support	6	8
	41	43

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

	2025 Number	2024 Number
£60,001 – £70,000	-	2
£70,001 – £80,000	-	2
£90,001 – £100,000	-	2
£100,001-£110,000	1	1
£110-001-£120,000	3	1
£130,001-£140,000	1	-
£180,001-£190,000	1	-
	6	8

The Senior Management Team comprises 6 people. These 6 roles are accruing pension contributions totalling £89,842 (2024: 6 employees, accruing £37,502).

The trustees consider that they together with the Executive comprise the key management personnel of the charity. The total remuneration payable to the key management personnel of the charity was £678,991 (2024: £636,188).

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 FY2024-25 or FY2023-24.

## 7 TANGIBLE FIXED ASSETS

	Office equipment £	Computers £	Leasehold Refurb £	Total £
<b>Cost</b>				
At 1 April 2024	60,904	71,990	133,343	<b>266,237</b>
Additions	-	8,993	-	<b>8,993</b>
Disposals	-	(24,207)	-	<b>(24,207)</b>
Balance at 31 March 2025	60,904	56,776	133,343	<b>251,023</b>
<b>Depreciation</b>				
At 1 April 2024	60,149	59,368	133,343	<b>252,860</b>
Charge for the year	189	8,875	-	<b>9,064</b>
Released on disposal	-	(24,207)	-	<b>(24,207)</b>
Balance at 31 March 2025	60,338	44,036	133,343	<b>237,717</b>
<b>Net book value</b>				
<b>At 31 March 2025</b>	566	12,740	-	<b>13,306</b>
At 31 March 2024	755	12,622	-	<b>13,377</b>

## 8 DEBTORS

	2025 £	2024 £
Trade debtors	<b>531,923</b>	560,813
Prepayments	<b>87,022</b>	82,921
Other debtors	<b>28,605</b>	5,073
	<b>647,550</b>	648,807

## 9 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade creditors	<b>98,772</b>	167,970
Other taxation and social security	<b>196,328</b>	189,830
Deferred income (Note 10)	<b>1,265,485</b>	1,251,582
Accruals	<b>174,610</b>	102,866
	<b>1,735,195</b>	1,712,248

## 10 ANALYSIS OF DEFERRED INCOME

	2025 £	2024 £
Deferred income at 1 April	<b>1,251,582</b>	1,479,064
Applied during the year	<b>1,265,485</b>	1,251,582
Released during the year	<b>(1,251,582)</b>	(1,479,064)
<b>Deferred income at 31 March</b>	<b>1,265,485</b>	1,251,582



## NOTES TO THE FINANCIAL STATEMENTS

### YEAR TO 31 MARCH 2025 (CONTINUED)

#### 11 FINANCIAL INSTRUMENTS

	2025 £	2024 £
Financial assets measured at fair value	<b>1,910,377</b>	2,077,646
Financial liabilities measured at amortised cost	<b>(98,772)</b>	(167,970)

#### 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	
	2025 £	2024 £	2025 £	2024 £
<b>Leases which expire:</b>				
Within one year	<b>3,512</b>	1,978	<b>31,000</b>	30,282
Within two to five years	<b>6,445</b>	1,159	-	-
	<b>9,957</b>	3,137	<b>31,000</b>	30,282

In July 2025, a new operating lease commitment was entered into for a value of £126,996 excluding VAT for a one year period (2024: £124,000).

#### 13 ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Restricted Funds £	General funds £	Total funds 2025
Fixed assets	-	13,306	<b>13,306</b>
Current assets	-	2,026,004	<b>2,026,004</b>
Current liabilities	-	(1,735,195)	<b>(1,735,195)</b>
Net assets at 31 March 2025	-	304,115	<b>304,115</b>
	Restricted Funds £	General funds £	Total funds 2024 £
Fixed assets	-	13,377	13,377
Current assets	-	2,164,609	2,164,609
Current liabilities	-	(1,712,248)	(1,712,248)
Net assets at 31 March 2024	-	465,738	465,738

## 14 ANALYSIS OF FUNDS

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	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 II	-	119,959	(161,044)	41,085	-
- Co-created Outputs	-	25,839	(25,839)	-	-
<b>Restricted Funds Total</b>	-	247,579	(288,664)	41,085	-
<b>Charity total</b>	465,738	3,511,665	(3,673,288)	-	304,115

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfer £	31 March 2024 £
Unrestricted funds					
- General funds	682,635	3,292,713	(3,385,356)	(124,254)	465,738
Restricted funds					
- Circuit	-	29,563	(29,563)	-	-
- Local Area Retrofit Accelerator	-	56,000	(95,690)	39,690	-
- Whole Life Carbon Roadmap	-	34,330	(37,763)	3,433	-
- Building Life II	-	97,287	(154,379)	57,092	-
- Co-created Outputs	-	15,408	(39,447)	24,039	-
<b>Restricted Funds Total</b>	-	232,588	(356,842)	124,254	-
<b>Charity total</b>	682,635	3,525,301	(3,742,198)	-	465,738

## NOTES TO THE FINANCIAL STATEMENTS

### YEAR TO 31 MARCH 2025 (CONTINUED)

#### 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 building in the City of London.

###### **Drastic**

**Demonstrating Real and Affordable Sustainable Building Solutions with Top-level whole life cycle performance and Improved Circularity**

An Horizon Europe project, co-funded by the European Union (EU) via the Built4People partnership, Drastic plans to address the untapped potential for decarbonisation and significant transformation within the European built environment via the reduction of whole life cycle carbon.

###### **Local Area Retrofit Accelerator**

MCS Foundation fund the initiative which promotes retrofit at a local level. The approach ranges from fostering collaboration of local authorities to the provision of guidance to enable the creation of resource hubs for proactive homeowners with the ability to pay.

###### **Co-created Outputs: Project Delivery**

Funding from the Laudes Foundation is allowing UKGBC to design a series of standardised

processes and project management templates and embedding these into the organisation through documentation and training.

###### **Building Life II**

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

#### 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

There were no outstanding balances with related parties as at 31 March 2025 (2024: £nil). During the year, £62,398 (2024: £60,117) was received by UKGBC from related companies of trustees in relation to memberships. £36,223 (2024: £13,773) was received by UKGBC from related companies of trustees for partner programmes. In addition, £14,220 (2024: £nil) was paid by UKGBC to a trustee for technical work (2024: £nil). The total amount of donations received from trustees in the year was £nil (2024: £nil). There are no other related party transactions (2024: None).

#### 17 POST BALANCE SHEET EVENTS

The following amounts were incurred in relation to the finalisation of staff contracts due to redundancy or termination of employment after the year-end. This amounted to £107,325 (2024: £Nil) and was fully paid at the date of signing.



# THE VOICE OF OUR SUSTAINABLE BUILT ENVIRONMENT

**UK GREEN BUILDING COUNCIL**

THE BUILDING CENTRE 26 STORE STREET  
LONDON WC1E 7BT

020 7580 0623  
INFO@UKGBC.ORG



UK Green Building Council  
[ukgbc.org](https://ukgbc.org)