

2030 STRATEGY



DECEMBER 2025

UK Green Building Council

2030 STRATEGY

SIMON MCWHIRTER, CHIEF EXECUTIVE

UKGBC has hit a pivotal age – but our fundament and our purpose remains the same. Now eighteen, our coalition of members spanning the built environment - developers and designers, councils and consultants, financiers and future-thinkers, continue to be united by one goal: a more sustainable built environment.

Since our earliest days, we've brought together the UK's most ambitious players to challenge, collaborate, campaign for and co-create the pathways to a net zero, climate-resilient future. Our work has ranged from landmark publications like the Net Zero Whole Life Carbon Roadmap at COP26, to our latest UK Climate Resilience Roadmap – each piece a crucial building block in a broader shift we've helped catalyse across both public and private sectors.

But as we head into our next chapter, the alarm bells clamour ever-louder. The next five years – closing out this 'decade of action' - will see us cross Rubicons impacting on the future of the planet - and of our sector. We need to rapidly course-correct on emissions and biodiversity loss and the scale and pace of change required means we can no longer afford to nibble at the edges - we need to embed long-term, progressive and brave thinking into how we shape, finance, construct and live in our homes, offices, neighbourhoods and cities.

This 2030 strategy will inform our next chapter; where we will need to accelerate the transition from a high-carbon present to a sustainable, or even regenerative, future with a rabid focus on action and implementation. This will demand more than technical fixes or siloed wins - it



requires serious investment in long-term, systemic transformation. That means future-proofed homes, resilient infrastructure and safe and healthy communities. But despite the clarity of this need, short-termism continues to dominate, visible in abundance in our political electoral cycles and business behaviours, all of which currently reward the quick win over the lasting solution.

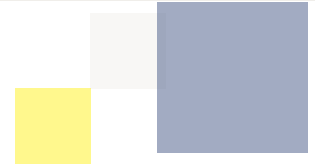
Let's be clear: the economic and social logic for urgent climate action is now irrefutable. It costs more to retrofit down the line. So, delays cost money. And lives. A lot of both. Breaking this cycle will take more than vision - it'll take leadership, cross-sector alignment and courage. We need to hardwire long-term thinking into how decisions are made, from ministerial offices through boardrooms and on to local planning desks. That means making sustainability smooth to deliver, rewarding for those involved and equitable in its outcomes.

UKGBC's strength lies in our members, and in our convening power and our shared belief that systemic change is both necessary and possible. So, as set out in this document, over the next five years our mission will help us push past the inertia of short-termism and help industry unlock the transformation required. Not just for our buildings, but also for a healthier and happier society over the longer term.

A handwritten signature in black ink, appearing to read 'SMW', with a horizontal line underneath.

Simon McWhirter
Chief Executive of the UKGBC

OUR MISSION & VISION



Our vision at the UK Green Building Council is to see a built environment that enables people and planet to thrive. Together with our members, we are on a mission to achieve this through radically improving the sustainability of the built environment, by transforming the way it is planned,

financed, designed, constructed, operated and repurposed. Simply put; this means that we acknowledge that business as usual is unviable for people or the planet, and that we need to rapidly transition toward a built environment that is sustainable and equitable.

OUR STRATEGY

Our 2030 strategy sets out how will we work towards our vision of a thriving built environment. It builds on and improves our legacy of work, such as our industry defining roadmaps (carbon and resilience), which were created to help define the political and industry pathways to zero carbon and resilience by 2050. Working with our members and partners, we'll continue to co-create innovative policies, frameworks, toolkits

and standards to help shift the dial ever-faster towards action and implementation.

Our pioneering leadership and learning offering creates the space for industry transformation and holistic systems thinking, expressed through our Theory of Change [set out in the appendix to this strategy], which is designed to help in transforming practices and mindsets.

STRATEGIC GOAL 1

A SHARED SUSTAINABILITY VISION

Foster collaboration and consensus across sector

STRATEGIC GOAL 2

MOVING FROM INTENT TO ACTION

Accelerate industry-wide action toward sustainability

STRATEGIC GOAL 3

INFLUENCING POLICY AND ADVOCACY

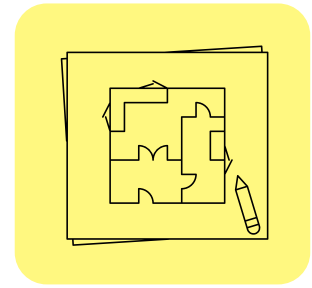
Influence progressive policy frameworks and business models

STRATEGIC GOAL 4

BUILDING CAPACITY AND LEADERSHIP

Build skills and leadership for systemic change

GOAL 1: A SHARED SUSTAINABILITY VISION



UNITE MEMBERS AND THE BUILT ENVIRONMENT COMMUNITY AROUND A SHARED VISION THAT RESPONDS TO THE CLIMATE AND ECOLOGICAL CRISES.

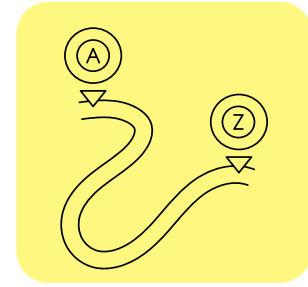
WE WILL	INDICATORS OF SUCCESS
Use our role as a trusted convener to bring diverse groups together and foster a holistic view of climate challenges and opportunities.	Alignment and shared language around sustainability principles with members and the wider sector.
Define a unifying and equitable vision for a sustainable built environment, engage industry and celebrate signals of change.	Wider sector adoption of UKGBC's work and vision, as reflected in surveys, feedback, and industry dialogue.
Collaborate with members, partners and the wider sector to promote co-creation of a shared vision across sub-sectors.	Growing engagement from new and previously unengaged audiences.
Use innovative collaboration and communication to expand reach, awareness and understanding of the UKGBC vision.	Increased collaboration across disciplines and sub-sectors with visible participation in UKGBC activities from relevant under-represented groups.

OUTCOME



By 2030, members and the wider sector have adopted UKGBC's vision for a thriving and sustainable built environment.

GOAL 2: MOVING FROM INTENT TO ACTION



COLLABORATE WITH UK BUILT ENVIRONMENT STAKEHOLDERS TO ACCELERATE THE TRANSITION TO A SUSTAINABLE BUILT ENVIRONMENT.

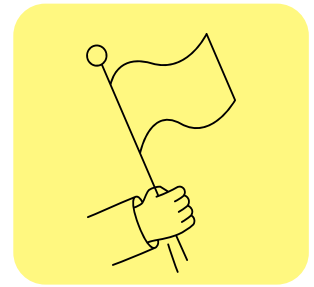
WE WILL	INDICATORS OF SUCCESS
Develop and evolve tools and resources to guide industry action.	Wider adoption and use of UKGBC tools, frameworks, roadmaps and guidance.
Support members and stakeholders in articulating the moral and financial case for climate action.	Showcase of case studies and assessment tools to demonstrate success against science-led targets and action plans and work to help demonstrate commercial value.
Collaborate with industry bodies and other organisations to accelerate industry change.	Cross-disciplinary engagement and peer-to-peer support through forums and communities of practice.
Share success stories, solutions and innovations that inspire industry action and progress.	Activities that demonstrate the value of sustainable and regenerative approaches.

OUTCOME



By 2030, industry transformation across the sector is visible through the widespread adoption of our action pathways for a sustainable built environment.

GOAL 3: INFLUENCING POLICY AND ADVOCACY



LOCAL, NATIONAL AND INTERNATIONAL BODIES ARE DEVELOPING PROGRESSIVE POLICY FRAMEWORKS ALIGNED TO A SUSTAINABLE BUILT ENVIRONMENT.

WE WILL	INDICATORS OF SUCCESS
Be the voice of our sustainable built environment and ensure members' views are heard at the highest levels of government(s).	UKGBC represented at senior levels in relevant policy fora.
Advocate for policy change at the international, national, devolved, regional and local level.	Governments at all levels are defending existing progressive policy and adopting UKGBC policy asks.
Collaborate with members and partners to shape new policy and implementation models.	Evidence of wider collaboration leading to policy change.
Partner with peer organisations across the sector to reduce duplication on policy asks.	New and dynamic relationships formed to increase political engagement and advocate for policy change.

OUTCOME



By 2030, we will have influenced government policy frameworks at all levels to enable a sustainable built environment.

GOAL 4: BUILDING CAPACITY AND LEADERSHIP



HELP CHANGE LEADERSHIP BEHAVIOURS AND THE MINDSETS NEEDED FOR TRANSITION AT BOTH INDIVIDUAL AND ORGANISATIONAL LEVEL.

WE WILL	INDICATORS OF SUCCESS
Create learning tools and initiatives that enhance people’s capability to take action aligned with UKGBC guidance and reports.	Participants report increased confidence and competence to lead transformative change.
Tackle practical and psychological barriers to change across individual, organisational and systemic levels.	Expanded number and diversity of participants, with frequent repeat participation and referrals.
Deliver leadership programmes and networking opportunities tailored to support individuals at differing stages of their careers and journeys.	Curation of leadership stories and insights, demonstrating successful embedding of sustainability and cultural shifts.
Provide learning and support to enhance individual agency and organisational readiness to embed sustainability.	Increased engagement in leadership networks, through ongoing collaboration, knowledge-sharing and joint initiatives.

OUTCOME



By 2030, we have demonstrated significant change in leadership behaviours and mindsets at both individual and organisational level.

EMBEDDING THE STRATEGY

Our Theory of Change informed our 2025-26 Annual Operating Plan, the first year of the new strategy. We will continue to draw on it for all our annual planning until 2030, but will review our assumptions and aims as appropriate and as events unfold.

We'd like to thank all our members, past present and future, for all your hard work and support over the years!

ABOUT UKGBC

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

Since 2007, the UKGBC has proudly worked hand-in-hand with members and partners to drive innovation and transformation across the built environment. For the past 18 years, our collective impact has been amplified through deep collaboration, bringing together a diverse community of stakeholders to share knowledge, overcome barriers and co-create solutions. Together, we have harnessed our shared expertise and passion to deliver meaningful progress on the most pressing sustainability challenges facing our industry.



"Our refreshed strategy is published at a pivotal moment - for both UKGBC and the entire built environment. The next five years will demand bold leadership, deep collaboration, and a fundamental rethinking of how we design, build, use and manage our places. As Chair, I'm inspired by the energy and clarity of purpose within the coalitions that UKGBC brings together - and confident that, together, we can drive the long-term, systemic change needed."

Judith Everett, Chair of UKGBC's Board of Trustees

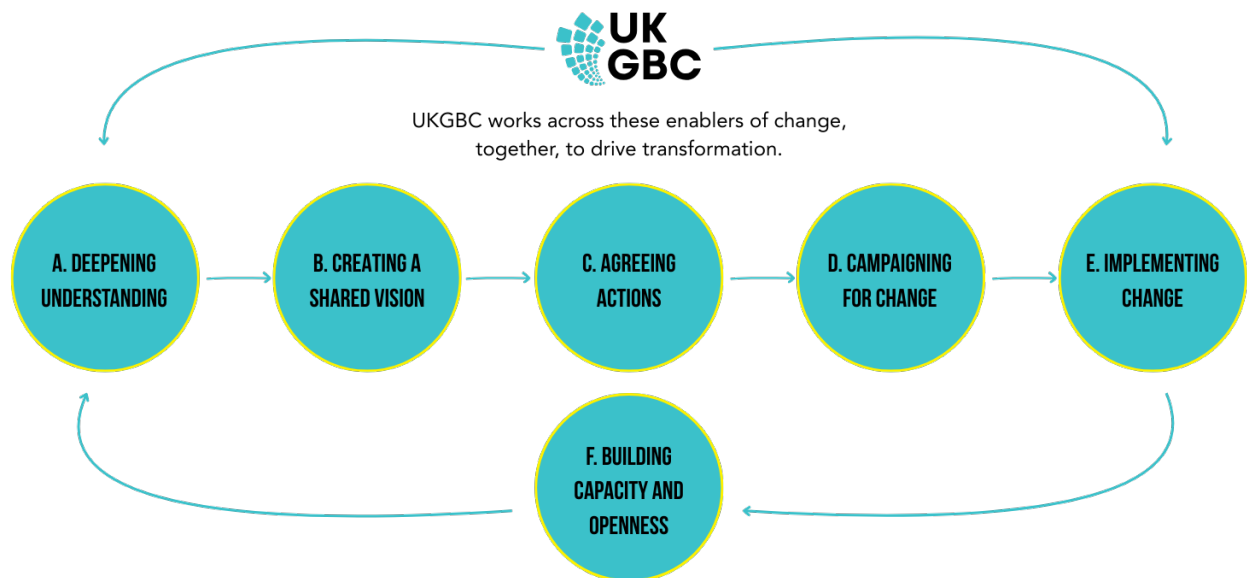


Members of the UKGBC 'dream team' at the launch of the UK Climate Resilience Roadmap, June 2025.

APPENDIX: UKGBC THEORY OF CHANGE

Our Theory of Change (ToC) flows from our mission and utilises systems thinking to accelerate the transition to a sustainable built environment. Our strategy aims are informed by this theory,

and explored by our programmatic work. By 2030 we hope to expand this area of work through collaboration with industry and government.



A. DEEPENING UNDERSTANDING

Progress is held back by limited awareness and fragmented knowledge about the crisis we face. UKGBC helps the sector develop a shared understanding to ensure action is collaborative and approached in a holistic way, with long-lasting impacts.

B. CREATING A SHARED VISION

Without a shared vision for a sustainable built environment, industry pulls in different directions and works in siloes. UKGBC builds consensus within industry around a shared and equitable vision to help align efforts, clarify and raise ambition, and foster collaboration.

C. AGREEING ACTIONS

Translating commitments and vision into strategy is a widespread challenge. UKGBC supports industry to understand and agree the bold and immediate action needed.

D. CAMPAIGNING FOR CHANGE

A sustainable built environment requires a supportive regulatory backdrop and cross-sector alignment. UKGBC advocates and campaigns for the regulatory shifts needed, and for alignment and collaboration with other sectors we interact with and rely upon.

E. IMPLEMENTING CHANGE

Industry requires greater support in delivering tangible action on-the-ground. UKGBC unpacks and helps to remove barriers to action within industry, and showcases what success looks like.

F. BUILDING CAPACITY AND OPENNESS

Initiatives designed to create change can fundamentally fail due to a lack of capacity; including insufficient resources, time, skills, or openness. UKGBC strengthens the sector's willingness and capability to act and embrace new ideas, raising individual and organisational capacity to lead transformative change.