



# IMPACT REPORT 2023/24



# Introduction

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Each year keeping within the threshold of 1.5 degrees looks ever more challenging and the impacts of climate change escalate, with the implications for the built environment becoming more apparent. So, as we reflect on progress in the sector, the work of the BBP becomes even more essential, providing practical solutions, sharing knowledge and demonstrating leadership to help drive industry transformation.

This year, our membership has grown, now reaching 74 organisations across the Better Buildings Partnership and Managing Agents Partnership. Our delivery of projects, toolkits, and guidance through a highly collaborative process, underscore our dedication to driving progress and sharing knowledge, all in the pursuit of our aim to improve the sustainability of commercial buildings.

Our impact continues to grow through the work of our dedicated members and stakeholders, who have contributed over 2,700 Member Hours and 480 External Hours to BBP and MAP Meetings over the last year. Our online presence has also widened significantly, with our LinkedIn following increasing by 20%, and our website users growing by over 100% since 2023.

The BBP Climate Commitment's impact is an important demonstration of leadership in the sector - there are now 36 signatories with net zero carbon pathways for their portfolios representing more than £420 billion AUM. Of course, commitments are only helpful if they deliver real impact and our Real Estate Environmental Benchmark (REEB), now in its 9th year continues to provide a yardstick of performance across member portfolios this year. With data from 40 BBP members and 9 MAP members covering 1,742 properties and 16.6 million square meters of floor area, some significant improvements were evident with consumption and emissions below pre-COVID levels. This year REEB also provided important comparative analysis with other benchmarks, helping owners to navigate through the plethora of different benchmarks available.

In this reporting year, we also launched three impactful Toolkits aimed at offering comprehensive approaches to property management, green leasing, and the commercial property acquisition process. Together, these freely accessible tools, which have already garnered a combined 15,000 website visits, support not only our members, but also the wider industry. We have also kicked off a new project with our Net Zero Carbon Working Group to develop a BBP Net Zero-Aligned Offsetting Procurement Guide. Our programme upskills our members in many ways – this year we were delighted to hit an important milestone with our BBP ESG for Real Estate Professionals training course, delivered by Hillbreak, having trained over 1,000 real estate professionals from over 120 organisations since its launch.

As a small team with big ambitions, collaboration with other organisations is critical and a stand-out from this year is the collective industry effort that has gone into developing the UK Net zero Carbon Building Standard. We are proud to contribute to both the Governance Board and the Technical Steering Committee and look forward to the publication of the first version of this groundbreaking standard.

As we look to the future, our 2030 vision is forming, focused on delivering commitments, scaling up action, and fostering radical collaboration across our network.

This report is a testament to the dedication and hard work of our members, executive team, and external stakeholders, and we hope our collective efforts continue to lay the foundations for better buildings in the years ahead.



**Sarah Ratcliffe**  
CEO, The Better Buildings Partnership

# Our Impact at a Glance

**56**

BBP Members

**18**

MAP Members

Represented at

**10+**

Industry events & conferences



**8,250**

LinkedIn followers

**+20%**

Compared to previous years



**£344bn**

In Assets Under Management

**+15%**

Compared to  
previous years



**2,700**

BBP & MAP Member hours

**480**

External hours contribution to BBP  
& MAP meetings

# 97%

Of Members agree that the BBP plays a leadership role in driving the sustainability agenda within the UK real estate industry

Source: BBP Member Impact Survey 2023/24

# 100%

Of Members are satisfied with the benefits they receive from being members of the BBP

Source: BBP Member Impact Survey 2023/24

# 97%

Of Members believe the BBP work programme is successful in 'retaining focus on our core membership – commercial property owners'

Source: BBP Member Impact Survey 2023/24

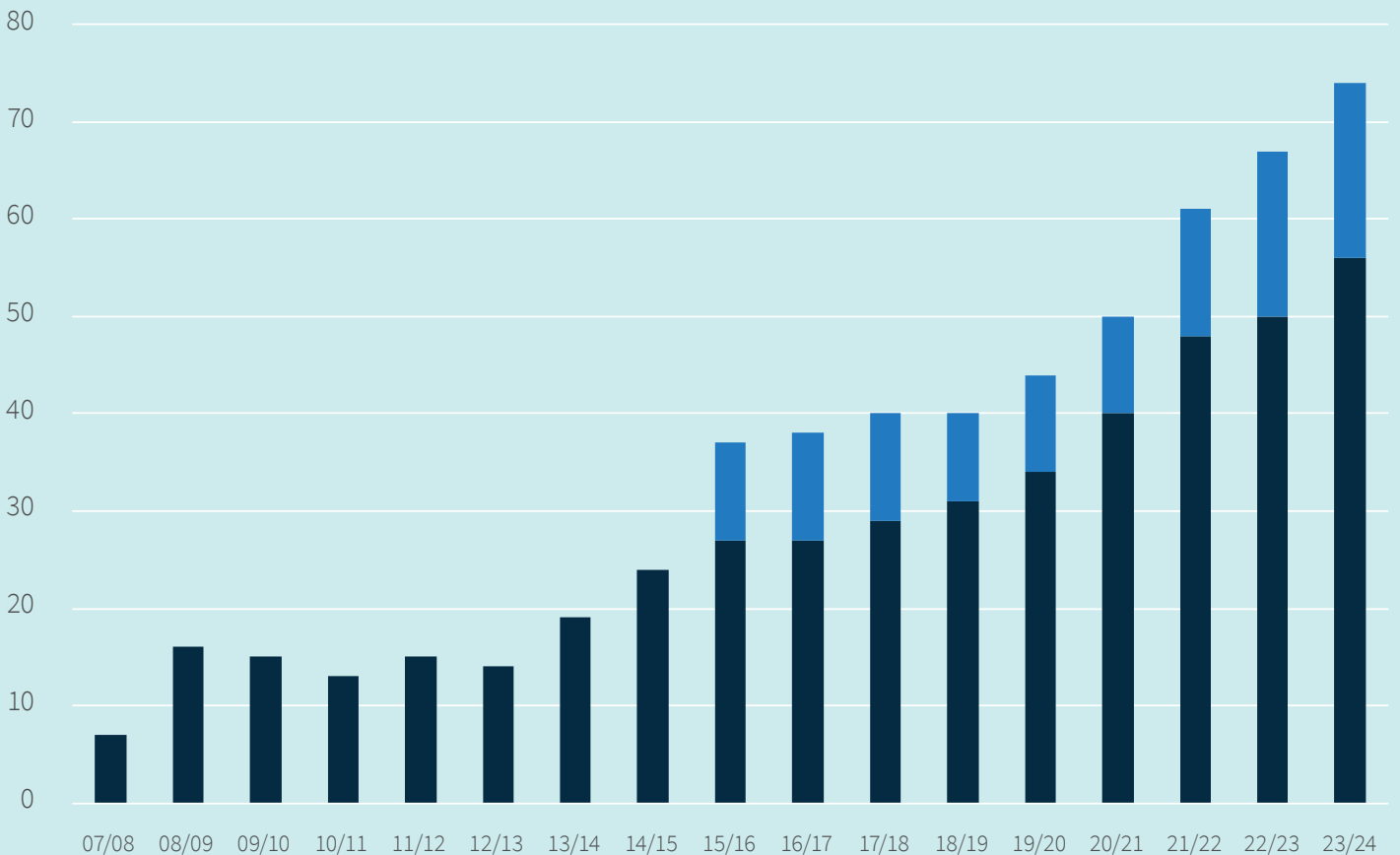
# 97%

Of Members believe they have sufficient opportunity to be involved in BBP activities and outputs

Source: BBP Member Impact Survey 2023/24

## OUR MEMBERSHIP OVER TIME

■ BBP members ■ MAP members



# Our Work Programme

At BBP, we're dedicated to delivering impactful change through a robust work programme spanning six critical sustainability areas. Designed to meet the needs of both our members and the industry alike, our work programme focuses on equipping the sector with practical tools to drive tangible results. Within each workstream, you'll find major projects, collaborative working groups, and transformative initiatives that are driving market transformation. Explore the impact of each throughout our report.

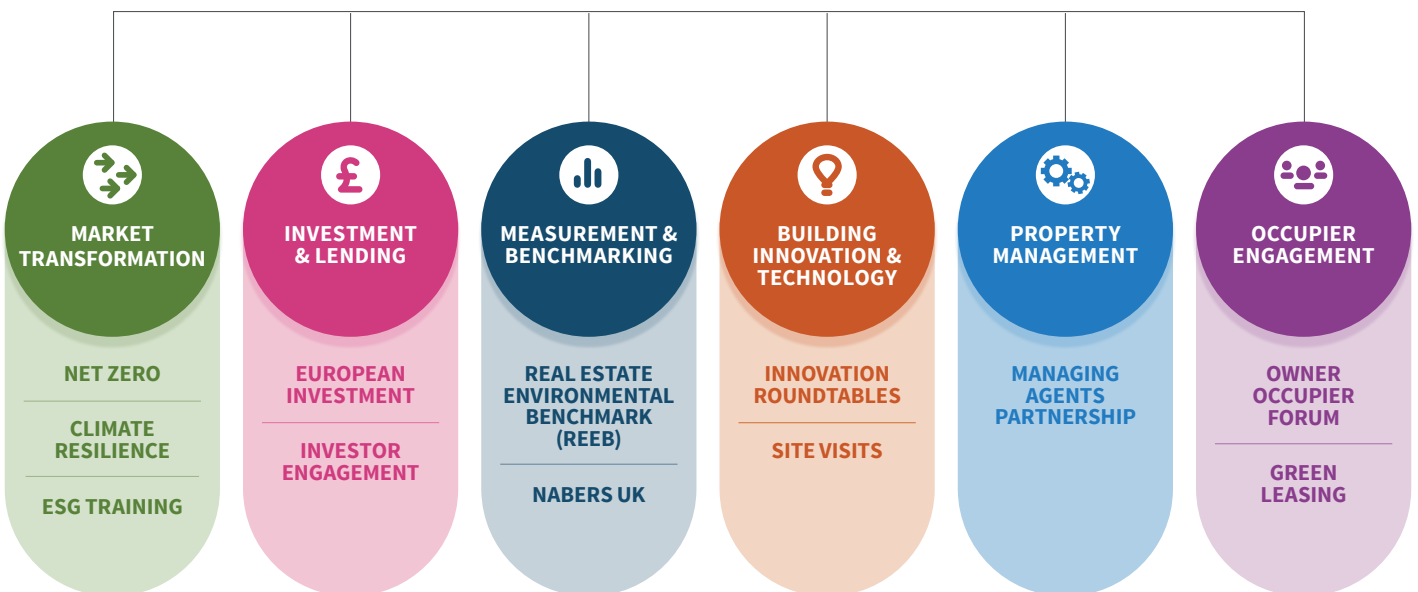
*"BBP are a great organisation. They provide real benefits to their membership in understanding and delivering against real transformative sustainability ambition. I am sure many organisations wouldn't be where they are today on their sustainability journey if it wasn't for the support and guidance that the BBP have given."*

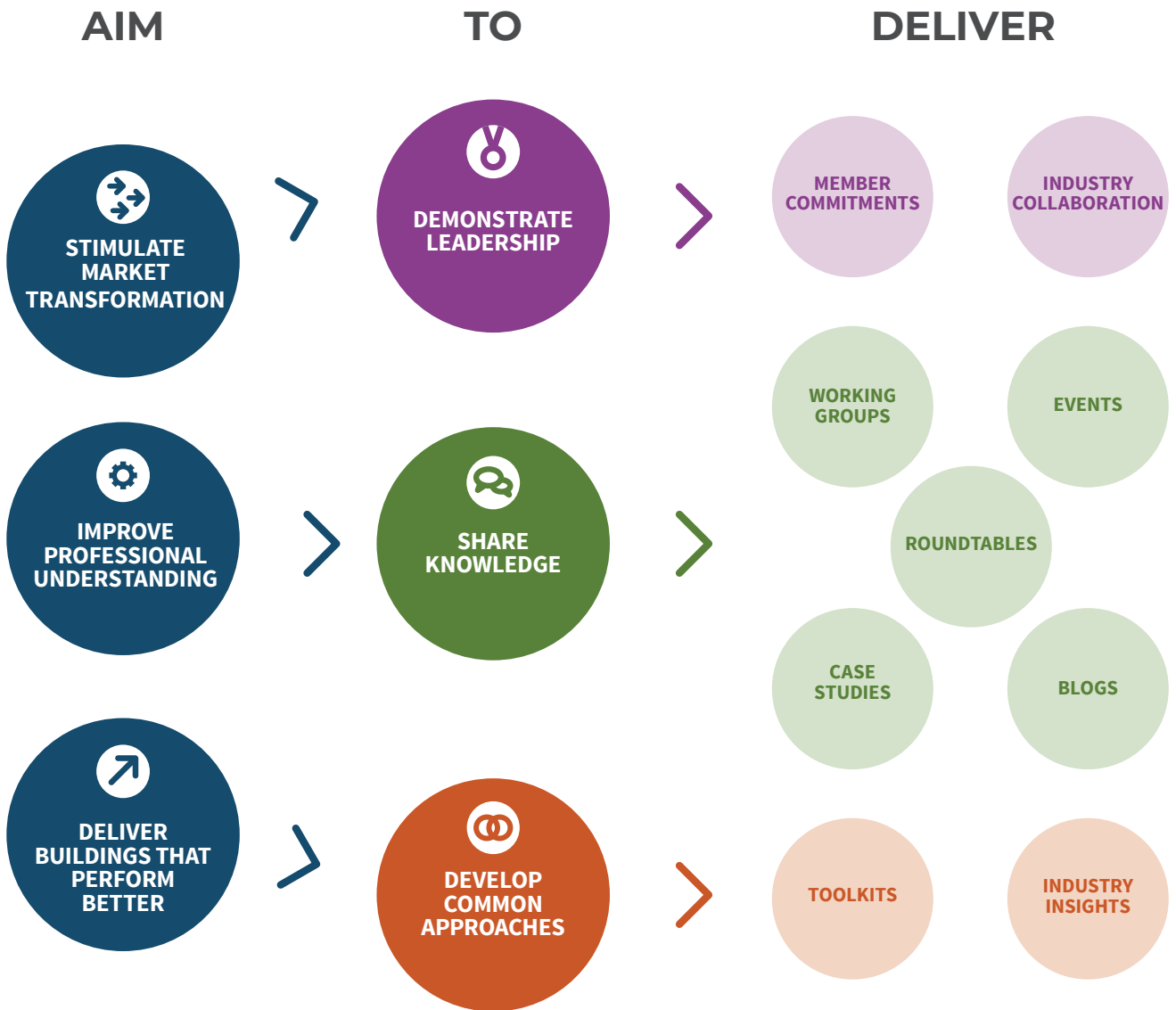
**Andy Haigh, Director, Climate Positive Solutions, Grosvenor.**

*"BBP is solely focussed on improving sustainability within commercial property. With a focused remit and collective knowledge of leading organisations, its offer is extremely valuable."*

**Sonal Jain, Head of Sustainability, Workspace.**

## BBP WORK PROGRAMME





Our Major Projects:

- [Climate Commitment](#)
- [Design for Performance](#)
- [ESG Training for Real Estate Professionals](#)
- [Managing Agents Partnership](#)
- [Owner & Occupier Forum](#)
- [Real Estate Environmental Benchmark](#)

Working Groups & Roundtables:

- Building Innovation & Technology
- Climate Resilience
- European Investments
- GRESB
- Investor Engagement
- Managing Agents Partnership
- NABERS UK
- Net Zero Carbon
- Owner & Occupier Forum
- Reeb Benchmarking

Our Market Transformation workstream addresses the critical shift required across the sector to deliver better buildings, and ultimately, a more sustainable built environment.

This workstream encompasses our work across **Net Zero Carbon**, **Climate Resilience** and **ESG Upskilling**. Read on to learn more about our key impacts in these areas.

## Net Zero Carbon



**Andy Haigh**  
Director  
Climate Positive Solutions  
Grosvenor Group



**Alan Page**  
Associate Director  
Real Estate ESG  
M&G Real Estate

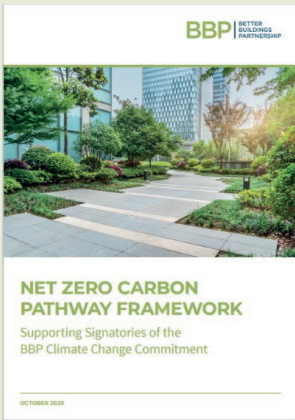


For this reporting year, our Net Zero Carbon Working Group was chaired by **Andy Haigh**, Director, Climate Positive Solutions at Grosvenor Group and **Alan Page**, Associate Director, Real Estate ESG, M&G Real Estate. The Group's key initiative is the BBP [Climate Commitment](#) – a pledge for property owners to deliver Net Zero Carbon before 2050. As part of the Commitment, signatories agree to publish net zero carbon pathways and delivery plans, disclose the energy performance of their assets and develop climate resilience strategies. The scope of the commitment makes it one of the most ambitious pledges that property owners can adopt. Introduced in 2019, there are now 36 signatories representing more than £420Bn AUM.

The Net Zero Carbon Working Group supports BBP members including signatories to the Climate Commitment, as they work to reach Net Zero Carbon across their businesses and portfolios. We've had a productive year with our Working Group members. Some of the key highlights include:

- Implementing clearer compliance and enforcement measures for the Climate Commitment, in particular relating to annual reporting and climate resilience
- Launching a project to develop a BBP Net Zero-Aligned Offsetting Procurement Guide, which aims to produce an output in 2025.
- Making a significant contribution to the development of the [UK Net Zero Carbon Buildings Standard](#), including publishing a BBP joint response to the [UK Net Zero Carbon Buildings Standard Consultation](#).
- Publishing a BBP joint response to [Science-Based Targets Initiative Consultation on buildings sector guidance](#)
- Knowledge sharing and working group meetings on topics including:
  - Carbon pricing mechanisms
  - SBTi Building Sector guidance
  - The UK Net Zero Carbon Buildings Standard
  - RICS Whole life carbon assessment for the built environment

Access our popular resources produced by the BBP Net Zero Carbon Working Group below:



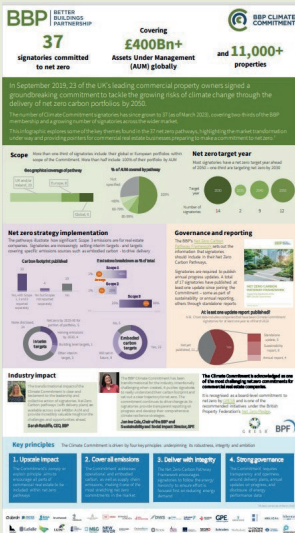
Our Net Zero Carbon Pathway Framework supports BBP Climate Commitment signatories and outlines the information we expect to see in a Net Zero Carbon Pathway. Designed to be used by any property owner, we hope it provides much-needed clarity and consistency for the sector. Access [here](#).

More than

# £420bn

Assets Under Management represented across all signatories

Source: BBP Member Impact Survey 2023/24



Our infographic explores some of the key themes found in our signatories' net zero carbon pathways, showcasing the market transformation underway and providing pointers for property owners preparing to make a commitment to net zero carbon. Access [here](#).

# 97%

Of Members believed the BBP Climate Commitment was 'moderately' or 'very impactful' to the industry

Source: BBP Member Impact Survey 2023/24

Looking into next year, the Net Zero Working Group is planning a range of activities to support signatories in meeting their climate commitments. We will tackle Scope 3 measurement and reporting challenges net zero carbon audits, and embodied carbon. Additionally, the Group will deliver and socialise the Net Zero Aligned Offsetting Procurement Guide and expand the Net Zero Carbon Pathway Framework to incorporate governance changes and provide more guidance for investment management firms. Continued engagement with partner associations will ensure alignment and complementarity with the BBP work programme and other industry standards and guidance.

# 83%

Of BBP Members have used the Net Zero Carbon Pathway Framework in 202/24

Source: BBP Member Impact Survey 2023/24



## BBP Climate Commitment Signatories

 abrdrn

 AVIVA  
INVESTORS

 British  
Land

bruntwood

 CADOGAN

 CANARY WHARF  
GROUP PLC

 C&R CAPITAL &  
REGIONAL

DERWENT  
LONDON

 DTZ  
INVESTORS

 DWS

 Federated  
Hermes

 FIERA  
REAL ESTATE

 FRASERS  
PROPERTY

GPE.

 GROSVENOR

 GROSVENOR

 Hammerston

HELICAL

hibernia  
REIT

 Landsec

 LaSalle  
INVESTMENT MANAGEMENT

 lendlease

 LGIM

 LOW  
CARBON  
WORKPLACE  
Partnership

 M&G  
Real Estate

NEW  
RIVER

nuveen  
REAL ESTATE

OrchardStreet  
INVESTMENT MANAGEMENT

 PICTON

 ROYAL  
LONDON  
ASSET MANAGEMENT

 savills  
investment  
management

Schroders

SEGR O  
WHERE BUSINESS WORKS

 SHAFTESBURY  
CAPITAL

THE CROWN  
ESTATE

 Transport  
for London

 WORKSPACE®

## Climate Resilience



**Janine Cole**  
Sustainability & Social Impact  
Director and BBP Board Chair  
GPE



**Shuen Chan**  
Head of Responsible Investment &  
Sustainability, Real Assets  
Legal & General Investment Management



The Climate Resilience Working Group is chaired by **Janine Cole**, BBP Chair and Sustainability & Social Impact Director at GPE and **Shuen Chan**, Head of Responsible Investment & Sustainability, Real Assets at Legal & General Investment Management. The Group is responsible for developing the BBP's approach to defining climate resilience, outlining how it is best delivered and - importantly - measured, and how working together BBP members can support each other to evolve best practice.

Highlights from this year include:

- Throughout the year, the BBP Executive and Climate Resilience Working Group have supported signatories in developing and publishing their climate resilience strategies by promoting the Climate Resilience Guide. As a result, three signatories have completed their strategies, with many more in progress.
- Roundtables and working group meetings on topics such as:
  - How real estate companies are integrating climate resilience into their acquisition due diligence processes. Members heard from Climate Commitment signatories GPE, Royal London Asset Management, and Savills IM on their progress in developing climate resilience strategies.
  - A roundtable bringing together BBP members and the [London Climate Resilience Review](#) team to discuss challenges and solutions for building climate resilience in London's commercial properties.
  - An in-person working group meeting on climate modelling and leveraging climate data for resilience and adaptation, hosted by Marsh Advisory in London.
- The meeting featured insights from BBP members, advisors, and technology providers on practical application, and roundtable discussions on practical challenges and applications.

Looking ahead to next year, the Climate Resilience Working Group will hold meetings to explore city-level adaptation and resilience, examples of climate resilience strategies from BBP members, and to better understand climate resilience metrics. We will continue to engage with partner associations and the Transition Plan Taskforce and ensure ongoing alignment with the work of industry partners.

# 94%

Of BBP Members believe the Climate Resilience Guide has been “moderately” or “very” impactful to the wider industry in 2023/24

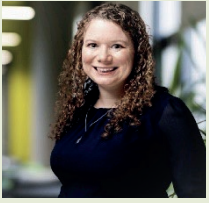
Source: BBP Member Impact Survey 2023/24

# 66%

Of BBP Members have used the [Climate Resilience Guide](#) in 2023/24

Source: BBP Member Impact Survey 2023/24

## ESG Training for Real Estate Professionals



**Emily Hamilton**  
Chief Sustainability Officer  
Savills Investment Management



Upskilling the industry – [Training to integrate ESG into property investment management.](#)

Driven by global trends like biodiversity collapse, climate emergency, social injustice, and technology-enabled lifestyles, Environmental, Social & Governance (ESG) factors have become essential in real estate investment. Real estate professionals must address ESG risks and opportunities across the investment lifecycle, as investors, regulators, and stakeholders now see it as a fundamental requirement.

There is, however, a significant skills gap within the industry, and so in response to demand from our members, in 2021 the BBP launched a training programme to help real estate professionals integrate ESG into property investment management. Originally, the programme had two distinct pathways for Asset Owner & Manager Organisations and Advisory or Consultancy firms.

In 2022, the programme was redeveloped to merge these pathways, fostering radical collaboration and enhancing peer to peer learning. By merging the Pathways, our goal is to elevate the crucial peer-to-peer learning component of the programme and harness the diverse experiences and perspectives of each participant through in-depth discussions and tailored group exercises.

The course has now been delivered to nearly 1000 real estate professionals, representing more than 120 organisations in the sector. The course is delivered by Hillbreak, a market leading ESG training and advisory firm.



Find out more about the course in our short video [here](#).

# 97%

Of BBP Members believe the ESG Training Programme has been Impactful to the wider industry in 2023/24

Source: BBP Member Impact Survey 2023/24

### Participant Feedback:

*“Thought the course was fantastic on every level; the knowledge of the presenters and their engagement with the attendees was superb.”*

*“Really useful and informative course covering a hugely diverse and increasingly important area that has major implications for everyone in the industry going forward. Difficult to cover such a wide topic from so many stakeholder perspectives, but did a really good scene setting job, highlighting so many of the key areas in a relatively short period of course time. Good group interaction tasks helped break up the volume of information.”*

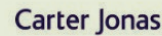
*“A really good introduction to a very broad and complex subject. I felt like the content gave me the tools to feel confident understanding how ESG applies to my current role as an Asset Manager and how the company I work for is incorporating ESG into its everyday life. I feel like there is still a lot to learn but this has given me a good start!”*

## Founders & Supporters

This training programme has been made possible by funding and input from the following members who also help to oversee the ongoing development of the course.



The Advisors pathway of the course has been made possible by funding and input from the following members of the Property Advisors Forum.





Investors and lenders are the financial powerhouses behind the commercial real estate sector. They provide the capital to acquire, develop, redevelop, refurbish and manage commercial property. There are a wide range of investors and lenders, from large pension funds to sovereign wealth, private equity and banks.

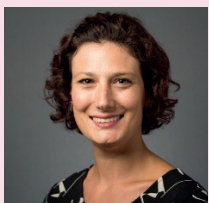
Many of these investors have developed ESG strategies for their equities portfolios and are now looking towards their real estate assets to understand the investment risks and opportunities associated with sustainability issues. Many lenders are also looking to incorporate sustainability and ESG requirements into their lending criteria. One of the challenges in this regard is managing the ESG strategies of pan-European investment and lending activities, with different regulation and market conditions across countries and regions.

To stimulate market transformation in this area, the BBP provides the Investment & Lending Workstream. This workstream covers our **European Investments Working Group** and **Investor Engagement Working Group** – relaunched in 2023.

## European Investment Working Group



**Georgie Nelson**  
Head of ESG  
Real Estate  
abrdn



**Abigail Dean**  
Head of Strategic Insights  
Real Estate  
Nuveen



Our European Investment Working Group is a knowledge sharing forum, which in this reporting year, was chaired by Georgie Nelson, Head of Real Estate ESG (Core and Residential) at abrdn and Abigail Dean, Global Head of Strategic Insights for Nuveen Real Estate. The Group brings together members to share and discuss common challenges and solutions associated with investing in real estate across Europe.

Highlights from the last year include:

- Working group discussions on the EU Taxonomy and Sustainable Financial Disclosure Regulations, and ESG regulation across Europe
- Convening a subgroup of members to review and assess EU Taxonomy Technical Screening Criteria to real estate development and acquisition in detail

We continue to engage closely with investor and lender-focused industry partners including GRESB, CREFCE, AREF, INREV and the LMA to keep our members informed and support broader collaboration between lenders and asset owners and managers.

Looking ahead to next year, we will be collating and distributing a list of key resources for real estate companies on EU Taxonomy and SFDR and working to develop an output from the group's work on EU Taxonomy Compliance, as well as continuing to support members on the subject of European legislation.

## Investment Engagement Working Group



**Brett Ormrod**  
Net Zero Carbon (NZC) Lead for Europe,  
LaSalle Investment Management



**Julie Townsend**  
Executive Director, Sustainability  
Lead Europe & Asia, PGIM Real Estate



In 2023 the BBP relaunched its **Investor Engagement Working Group**. The primary purpose of the working group is to provide a focus for the BBP’s activities concerning investment and investor engagement. The Investor Engagement Working Group is chaired by **Brett Ormrod**, Net Zero Carbon Lead, LaSalle Investment Management and **Julie Townsend**, ESG Lead for Europe and Asia Pacific, PGIM Real Estate.

As a major output of the Working Group, in February this year, we relaunched our Acquisitions Sustainability Toolkit; a tool providing commercial property owners with practical guidance on how to ensure sustainability risks and opportunities are reviewed as part of the acquisition process.

The Toolkit is split into three main sections:

1. **Sustainability Investment Checklist:** setting out the information which should be requested and reviewed as part of the due-diligence process, from initial pre-bid through to transaction. Provided in a checklist format, it aims to complement any existing due-diligence processes by setting out the questions that should be asked; where such information is best sought or requested; follow on questions to support further investigation of potential risks; as well as providing additional notes and links to supplementary industry guidance.
2. **‘Investment Critical’ Decision Trees:** For a number of ‘Investment Critical’ items included within the Sustainability Investment Checklist, a set of decision trees have been developed to support property owners in identifying the risks, considering the potential impacts, and determining whether any mitigation measures are required. These are presented as flowcharts setting out the sequence of events typical in assessing these items as well as the key decisions that may need to be made.
3. **Asset Onboarding:** setting out the key questions that should be considered post-acquisition to ensure a smooth transition into on-going management. This centres around reviewing all information that was gathered during due diligence, identifying key information gaps, and considering how this information should feed into property management regimes and future asset management plans.



# 88%

of BBP Members believe the Acquisitions Sustainability Toolkit has been ‘Moderately’ or ‘Very’ Impactful to the wider industry in 2023/24

Source: BBP Member Impact Survey 2022/23

# 50%

increase in BBP Members utilising the Acquisitions Sustainability Toolkit in 2023/24 than the year before

Source: BBP Member Impact Survey 2022/23

# 2,700

views of the Acquisitions Sustainability Toolkit between February – April 2024

Source: BBP Member Impact Survey 2022/23

*“Sustainability considerations have become a critical factor in a typical acquisition, and this updated Toolkit will provide greater support to, often time constrained, transactions teams and their advisors as they aim to make informed sustainability decisions.”*

**Brett Ormrod**, Net Zero Carbon Lead at LaSalle Investment Management and Co-Chair of BBP’s Investor Engagement Working Group

*“The due diligence process at acquisition is the most important phase for ESG in the lifecycle of an investment (or loan). It is the chance to identify risks, realise opportunities, underwrite associated CAPEX and business plan for any transition of the asset during ownership. The BBP Acquisition Sustainability Toolkit has been evolved and updated to aid navigation of this hugely important process in today’s marketplace”*

**Julie Townsend**, Executive Director, Sustainability Lead Europe & Asia at PGIM Real Estate and Co-Chair of BBP’s Investor Engagement Working Group

Measuring and benchmarking the environmental impact of portfolios and assets is fundamental to improving their performance.

It is also increasingly critical for understanding investment risks and opportunities. In order to measure and analyse environmental performance data effectively, it is essential to have accurate data gathering tools and robust benchmarks that enable property owners to compare assets, set targets and report on progress. Our measurement and benchmarking workstream covers two of our biggest projects at the BBP, the **Real Estate Environmental Benchmark (REEB)** and **NABERS UK**.

## Real Estate Environmental Benchmark (REEB)



**Quinten Babcock**  
Environmental Manager  
TfL



The Real Estate Environmental Benchmark (REEB) project collects annual asset level environmental data from the portfolios of commercial properties within the BBP and MAP Membership.

For over 10 years, the REEB dataset has been expanding, providing critical insights for property owners on how their portfolios compare to industry peers. It also helps track decarbonisation progress and offers valuable insights into environmental performance trends in the UK's commercial property sector.

With the permission of our members, the data is made available on an anonymised basis to support the sector, and a wide range of research projects and initiatives.

The REEB project is governed by our Sustainability Benchmarking Working Group, chaired by **Quinten Babcock, Environmental Manager at TfL**. To ensure a broad range of views and expertise can support and guide the future development of the project, the working group is made up of member representatives and consultant organisations.

Highlights from the last year include:

- 1,742 assets submitted to REEB in 2023, across office, retail, and industrial property types. The data was provided by 40 BBP members and 9 managing agents and covered 16.5 million square metres of commercial real estate.
- Key findings were reviewed by the Benchmarking Working Group, and the analysis from the 2023 cycle was presented to BBP members and our Managing Agent Partnership at dedicated 'eyes only' sessions at TfL and Cushman & Wakefield respectively.
- We used the REEB data to publish updated benchmarks for the sector in June 2024

We recently completed the collection of another years' data into [the REEB Benchmark, for 2023](#), comprising data submitted from 40 BBP members, and 9 MAP members. The dataset included a total of 1,742 properties covering 16.6m m2 of floor area, and (insert) GWh of energy consumption.



An exciting addition to this update shows REEB in the context of other benchmarking initiatives, including NABERS UK, CIBSE, CRREM, Deepki, EPRA, GRESB, Urban Land Institute, NABERS, and Energy Star, so that readers can see the extent to which different initiatives align on what 'typical' performance looks like.

Additionally, this collection marks the first update since the Covid-19 Pandemic, and in line with this, the benchmarks demonstrate some significant reductions (e.g. 15% reduction for AC Offices).

The key findings from the Analysis include:

- Data Quality remains a challenge for the sector, with our benchmark sample for energy utilising 842 of the 1,742 buildings submitted
- Benchmark energy intensity values show a significant reduction between 2020 and 2023, with post-pandemic energy use decreasing across all property types
- Looking at the energy intensity values from REEB in the context of other benchmarking initiatives, there is good alignment on expected energy intensity for offices, but less consensus for retail, and very little correlation for industrial properties
- The performance of assets vs. decarbonisation pathways is heavily influenced by the metrics and pathways used in their assessment. Many buildings still have a long way to go to align with these future pathways.
- Deployment of renewables and electrification of buildings continue to be key challenges across the dataset

# 100%

Of Members believe the Real Estate Environmental Benchmark is 'impactful'

Source: BBP Member Impact Survey 2023/24

*"REEB continues to offer a valuable insight into the performance of operational real estate assets across the country and a yardstick against which to assess the energy use intensity of properties against their peers."*  
**Carl Brooks, Head of Sustainability – Property Management, CBRE**

## NABERS UK



**Malcolm Hanna**  
Senior Sustainability Manager  
Real Assets  
Legal & General Investment



**Peter Williams**  
Technical Advisor  
Stanhope



Our BBP NABERS UK Working Group, chaired by **Malcolm Hanna**, Senior Sustainability Manager, Real Assets, LGIM and **Peter Williams**, Technical Advisor, Stanhope, which supports our members to shape the evolution of the scheme in the UK, and successfully implement it in their own portfolios.

The Better Buildings Partnership has been dedicated to helping our members enhance the energy performance of their property portfolios for over a decade. In 2020 NABERS UK was launched, a key initiative from our Design for Performance (DfP) programme, which was created to address the gap between a building's design intent and its actual performance.

NABERS UK is an energy efficiency rating scheme for existing office buildings that rates the actual energy performance of commercial offices based on metered energy consumption. The scheme provides ratings for Whole Buildings, Tenancies and Base Buildings, enabling both owners and occupiers to get their spaces rated.

Administered by CIBSE, NABERS UK is supported by the Better Buildings Partnership, which continues to act as an ambassador for the scheme. We organise engagement events with stakeholders and have established a dedicated NABERS UK Working Group to assist our members. Additionally, we participate in the NABERS UK Steering Committee, which is responsible for the ongoing governance and strategic direction of the scheme.



Over the past year, the BBP has been actively involved in the delivery of NABERS UK, some of our highlights include:

- In June 2023 we held a series of engagement events to coincide with experts visiting the UK from Australia, including Carlos Flores the Director of the scheme. These included:
  - A NABERS UK Breakfast Briefing, hosted by Legal & General Investment Management. Key topics included the implementation experience of NABERS UK by Malcolm Hanna, LGIM, insights from Carlos Flores, on NABERS' market usage in Australia, and a panel discussion on using performance ratings in leasing and valuation, featuring Sam Carson, CBRE, and Kirsty Draper, JLL. [More here](#)
  - Government engagement meetings and in-house sessions with BBP member teams
  - A public event in collaboration with CIBSE to look at the challenges for NABERS assessors working on UK buildings, compared to those in Australia
- Between September 2023 and March 2024, we worked with NABERS to transition the administration of NABERS UK from BRE to CIBSE, and look forward to seeing CIBSE build on the positive momentum that has been achieved since the scheme launched. Since March 2024 we have been supporting CIBSE in their new role as scheme administrator, with various public webinars and events
- We have convened our BBP NABERS UK Working Group throughout the administrator transition to provide feedback to the scheme, and updates to our members.

The NABERS UK scheme continues to grow, with around 150 Design for Performance projects representing a significant proportion of UK Office development activity since the scheme launched in 2020. Energy for Offices ratings are starting to grow, and will continue to do so as DfP projects move into operation. Around 300 people have been through the NABERS UK training, with around a third of these licensed as assessors for the scheme.

# 100%

Of Members believe the Design for Performance (NABERS UK) initiative is 'impactful for the wider industry'

Source: BBP Member Impact Survey 2023/24

*"The DfP scheme and the NABERS UK rating system are a critical part of the toolkit to deliver net zero carbon buildings and will provide much needed transparency to real estate investors and building occupiers on the actual operational energy performance of buildings. Nuveen is proud to be a DfP Pioneer and look forward to using the NABERS rating system for our buildings."*

**Abigail Dean, Global Head of Sustainability, Nuveen Real Estate**

Our Building Innovation & Technology workstream is dedicated to helping our members enhance the sustainability performance of commercial property through cutting-edge technology – including innovation topics such as SMART building technology, AI, Digital Twins, and more.

By offering a dynamic blend of inspiring site visits and collaborative knowledge sharing working group meetings, we provide members with real-world examples and insights into the latest sustainable technologies – empowering our members to lead in this rapidly evolving field.



**Neil Pennell**  
Head of Design Innovation & Property Solutions  
Landsec



**Madeleine Velupillai**  
ESG Strategy Director  
Savills



**Etienne Humphries**  
Head of Building Performance  
Bruntwood



Our Building Innovation & Technology Working Group is Chaired by **Neil Pennell**, Head of Design Innovation & Property Solutions, **Landsec**, **Madeleine Velupillai**, ESG Strategy Director, **Savills**, and Etienne Humphries, Head of Building Performance, **Bruntwood**. Over the operational year we have hosted a number of inspiring site visits including:



In October 2023, we visited Warwick Court in Paternoster Square, hosted by Savills, where sustainability played a central role in the refurbishment brief. We learned about the steps taken to achieve an EPC A rating and BREEAM excellent certification, all while maintaining a strong focus on minimising embodied carbon in the fit-out process.

Read more [here](#).

In November 2023, we toured Paradise Birmingham, hosted by MEPC Limited, Federated Hermes' development arm. We learned about the unique characteristics of each plot and the innovative "structural gymnastics" as buildings were erected, and lots more.

Read more [here](#).



In December 2023, we explored the cutting-edge approach at Berkeley Estate Asset Management (BEAM)'s net zero carbon development, 38 Berkeley Square. The 83, 0000 sq.ft. 8 floor, all electric office building is a testament to forward thinking design and sustainability.

Read more [here](#).



*"I found it really helpful to join and it will help to drive the sustainability agenda forward further internally"*

**John Hammond, IM Properties**  
Paradise Birmingham site visit

*"It was brilliant to see the Site and what a fantastic office space it will be! It was great to hear about all the initiatives and design features. Many thanks for the visit."*

**Alice Hands, JLL**  
Visit to 38 Berkeley Square

Property Management is pivotal in realising the sustainability goals of both property owners and occupiers alike. It involves translating corporate commitments into tangible actions within commercial real estate portfolios, enhancing energy performance, and driving collaboration among property owners, facilities managers, occupiers and suppliers.

To support our members in making a significant impact in this area, we have a workstream dedicated to Property Management. This includes the **Managing Agents Partnership**, the **Managing for Performance Working Group**, and various associated projects, all designed to drive progress and innovation in property management.

## Managing Agents Partnership



**Vicky Cotton**  
ESG Director, Workman  
MAP Board Chair



Our **Managing Agents Partnership** (MAP) is a collaboration of leading property managers who are committed to improving the sustainable management of commercial property assets - MAP has 18 members. Chaired in this operational year by **Vicky Cotton**, ESG Director at Workman, MAP facilitates an open forum for managing agents to collaborate and develop common approaches to industry challenges.

During the operational year MAP welcomed [Sanderson Weatherall](#) as a member, taking the total Membership to 18 Members.

Throughout the year, the Managing Agents Partnership has actively participated in various working groups and roundtables. Recognising the importance of collaboration between property owners and managers in driving sustainable transformation, we have invited MAP members to join many of our BBP meetings. Some of these meetings include:

- The Future of Sustainability – skills, knowledge & Purpose
- Internal launch of the Acquisitions Sustainability Toolkit
- REEB Benchmarking Working Group
- UK Net Zero Carbon Building Standard
- Owner & Occupier Forum
- Roundtable on Science-Based Targets Initiative

*“The MAP continues to be an invaluable forum for Tandem to interact and collaborate with our fellow managing agents. It is great to be able to share ideas with other managing agents who have the common goal of delivering sustainable property management solutions”*

**Oli Williams, Partner, Tandem Property Asset Management**



## Managing for Performance Working Group



**Vicky Cotton**  
ESG Director, Workman  
MAP Board Chair



**Carl Brooks**  
Global Head of ESG  
Property Management, CBRE



Our Managing for Performance Working Group is made up of MAP and BBP Members, along with technical experts, with the aim of developing and publishing industry guidance on driving optimal in-use energy performance of commercial buildings. During the year, the Working Group, Chaired by **Carl Brooks** from **CBRE** and **Vicky Cotton** from **Workman** led a project to develop our [Managing for Performance framework](#).

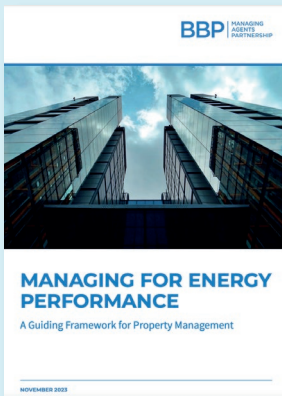
Focusing particularly on multi-let offices, our [Managing for Performance Framework](#) is designed in three key stages, offering practical guidance on: (1) assessing a buildings current performance relative to industry benchmarks and its own specification, (2) enhancing the management and operational aspects of a building for optimal energy performance, and (3) maintaining and achieving peak in-use performance, with a focus on identifying areas for strategic focus and investment to enhance building efficiency.

Designed to increase professional understanding, our Framework links to other BBP guidance including the [BBP Responsible Property Management Toolkit](#), which offers additional practical guidance on embedding sustainability within property management.

# 100%

Of BBP Members believe the Managing for Performance Framework has been 'impactful' for the wider industry

Source: BBP Member Impact Survey 2023/24



*"The launch of the Managing for Performance Framework marks a significant milestone for the Managing Agents Partnership. There has been a growing need for guidance that can credibly support property managers in closing the performance in-use gap, so we are thrilled to have launched a Framework designed to meet that demand."*

**Vicky Cotton**, ESG Director at Workman, Chair of the BBP's Managing Agents Partnership, Co-Chair of the Managing for Performance Working Group

*"Property owners are increasingly setting targets for the energy performance of their assets linked to wider ambitions toward net zero. We hope this Framework provides Property Managers with practical guidance on how to assess building performance today, and clarity around where investment is needed to drive energy reduction and efficiency aligned with those ambitions."*

**Carl Brooks**, Global Head of ESG – Property Management at CBRE, and Co-Chair of the Managing for Performance Working Group

Positive owner and occupier engagement and alignment on sustainability is critical to the delivery of more sustainable buildings and integral to the BBP's Climate Commitment and the BBP's 2030 vision.

To support the industry in pushing boundaries and making a difference, we have our Occupier Engagement workstream. This includes our Owner & Occupier Forum, work on green leases and our owner and occupier insights work.

In 2023, we collaborated with members of our Owner & Occupier Forum to formally publish the industry insights paper, [“Owner-Occupier Engagement on Sustainability: Unlocking potential for collaboration”](#) which includes a downloadable action list based on the key themes areas that emerged from the report. The paper is based on a series of structured, in-depth interviews with eight property owners, representing £34.42bn AUM and 9 property occupiers from the FTSE 250-100 across various sectors. It aims to better understand the challenges and opportunities for collaboration between property owners and occupiers. Find out more [here](#).



**Emily Hamilton**  
Chief Sustainability Officer  
Savills Investment Management



**Allan Wickham**  
Global Integrated Sustainability  
Director  
CBRE



The Forum comprises over 50 organisations, including owners, occupiers, and partners, and in this reporting year, was chaired by **Emily Hamilton**, Chief Sustainability Officer at **Savills Investment Management**, and **Allan Wickham**, Global Integrated Sustainability Director **CBRE**.

Additionally, in January 2024, in collaboration with our Green Lease Toolkit Steering Committee chaired by Jane Wakiwaka and our Legal Working Group comprising legal experts from a range of top UK law firms, we launched our updated Green Lease Toolkit, a major piece of guidance to support the delivery of better buildings across the commercial real estate sector.

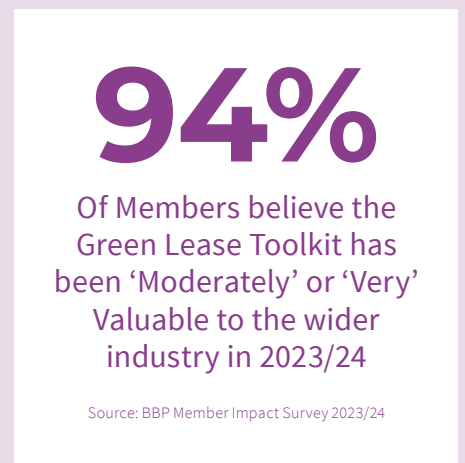
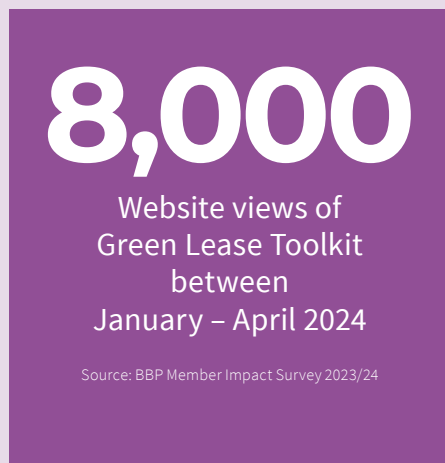
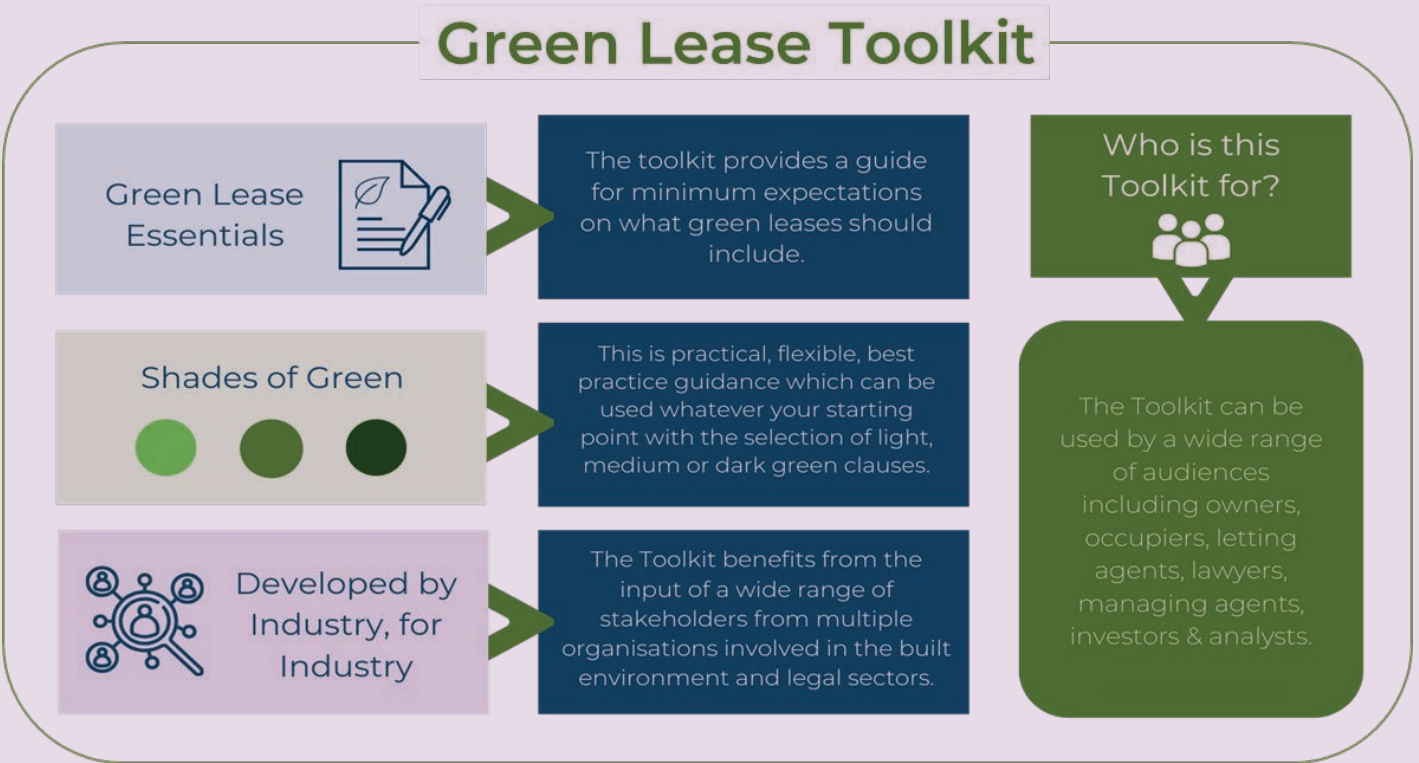
Containing legal clauses in nearly 20 key sustainability areas, covering topics such as building management, circular economy, waste and renewable energy, its dynamic approach offers suggested drafting variations categorized as “light”, “medium” or “dark”, accommodating users at various stages of their green leasing journey. Additionally, the Toolkit introduces a new Green Lease Essentials section, outlining a vision for minimum expectations on what green leases should include across 10 key areas

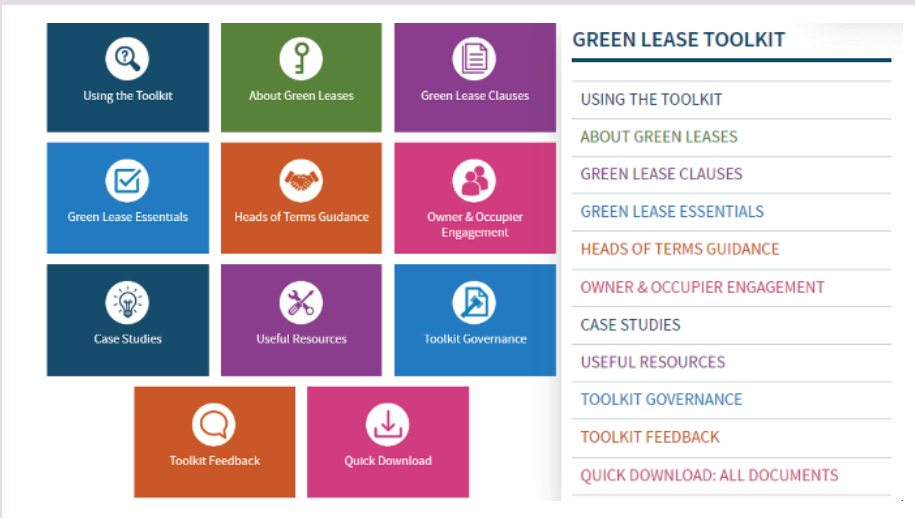


*“Only through aligning agendas and working together will we hit the net zero and science-based targets that so many across the industry have committed to. This study, drawn from a range of owners and occupiers demonstrates the challenges and the opportunities ESG collaboration can bring and sits alongside the fantastic new Green Lease Toolkit which the BBP are developing. The future is collaboration and we have welcomed being part of the teams brought together to deliver these essential industry tools.”*

**Kirsty Draper** Head of Sustainability - UK Agency JLL

Catering to a diverse audience, including property owners, occupiers, letting agents, lawyers, managing agents, investors and analysts, the Toolkits overall objective is to identify actions of mutual value, fostering greater alignment and co-operation to improve the sustainability of commercial buildings. [Access freely here.](#)





*"We all know the industry needs radical collaboration in order to deliver on sustainability. The toolkit encourages and helps provide a framework for that owner occupier collaboration. On a personal level, it has been amazing being part of a team which has put that collaboration into practice to help develop and deliver such an exciting key industry tool."*

**Kirsty Draper, Head of Sustainability-UK Agency, JLL**

## Green Lease Toolkit Steering Committee



*"This toolkit is the perfect springboard for property owners and occupiers wanting to take the next step in their sustainability journey. In simple terms it explains how we can work together to transform the built environment, while recognising different organisations are in different stages of their journey. With over 260 of our occupiers on a green lease, we know this is a highly effective mechanism to support collaboration and progress."*

**Ed Green, Sustainability Director, Grosvenor**

## Green Lease Toolkit Legal Working Group



*"With tenants' and landlords' interests increasingly aligned when it comes to reducing carbon emissions and with this decade being critical for significant emissions reductions, this update is timely. It is balanced and will be an important tool as tenants and landlords work together to shift the dial on the environmental performance of leased buildings."*

**Siobhan Cross, Partner, Pinsent Masons**

# Bbp Working Groups & Roundtables

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The BBP Work Programme aims to facilitate knowledge sharing and deliver transformational initiatives and guidance to drive our membership and the commercial property sector forward. We work collaboratively with our members through working groups, roundtables, and steering groups, setting clear goals and deliverables to achieve this. Through these forums, our members also benefit from networking opportunities, and hear from inspirational leaders in the industry.

Year after year, our meetings are consistently ranked as one of the most valuable aspects of the work programme by our members. This high level of engagement and transparency enables us to identify and address the most pressing sustainability issues within our membership, driving improvement across the sector.

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**3,213**

Hours contributed by Members & Stakeholders

**48%**

Increase from last year

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**2,700**

Hours contributed by BBP and MAP Members

**38%**

Increase from last year

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**40+**

Meetings held by the BBP

**c.400**

Individuals participated in BBP & MAP meetings

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# 94%

Of Members believe that Working Group Meetings / Roundtables have been 'Moderately' or 'Very' Valuable to them

Source: BBP Member Impact Survey 2023/24

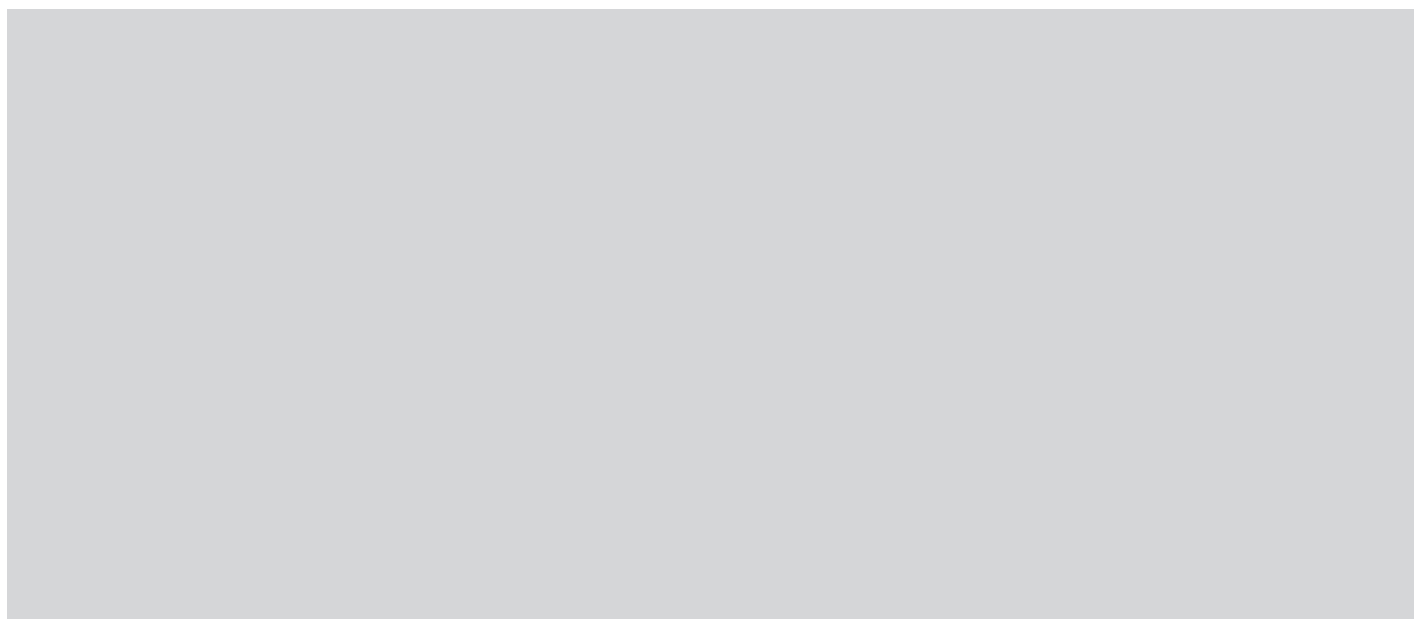
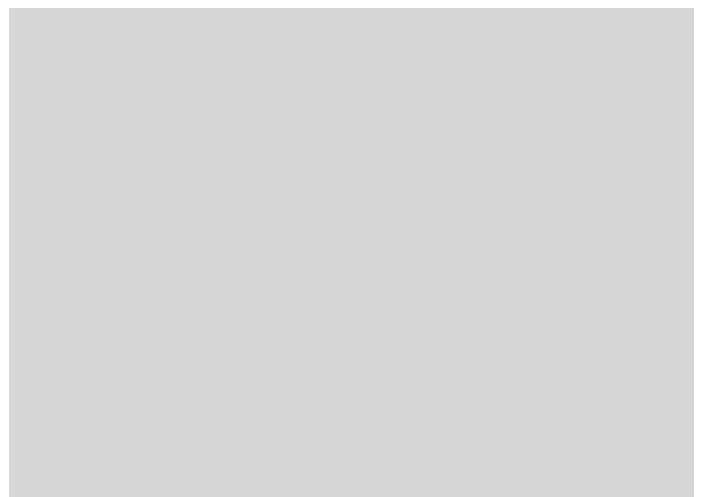
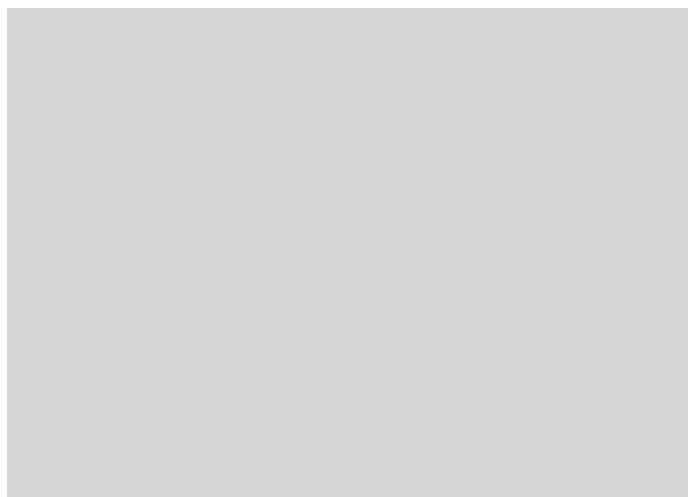
# 97%

Of Members believe the BBP Working Groups have an impact on their programme of work, with 46% believing they 'resulted in changes to the way they operate their business'

Source: BBP Member Impact Survey 2023/24

*"If you want your business to be at the forefront of sustainability in the built environment then membership of the BBP is critical in realising this ambition."*

Laura Beaumont, Head of Sustainability, Helical PLC



# Stakeholder Engagement

To create meaningful change for the industry, we work hard to deliver an extensive stakeholder engagement programme. From publishing case studies on industry leading initiatives from our members through to working in partnership with our industry peers to develop new guidance – we approach sustainability with collaboration at every step.

**100%**

Of Members believe the BBP “provides networking opportunities that effectively support their organisation’s sustainability goals”

Source: BBP Member Impact Survey 2023/24

**91%**

Of Members find the BBP case study programme valuable

Source: BBP Member Impact Survey 2023/24

**94%**

Of Members find the BBP Weekly Newsletter valuable

Source: BBP Member Impact Survey 2023/24

**6**

Case Studies Published

**3**

Major Events

**730**

Weekly Newsletter Subscribers

**24%**

Increase from Last Year

**1,828**

Quarterly Newsletter Subscribers

**6%**

Increase from Last Year



### **IM PROPERTIES PROVE SUSTAINABLE REFURBISHMENTS ARE BETTER FOR PEOPLE, PLACE AND PLANET**

As the sector increasingly focuses on refurbishments to meet climate goals, The Bourn building in Coventry is a prime example of successful sustainability-driven refurbishment which reduced 14,000 tonnes CO<sub>2</sub>e compared to a new-build alternative. With a £9 million investment by IM Properties (IMP), the asset has been transformed into a modern workplace with a focus on occupier collaboration to deliver sustainability, wellbeing and community benefits.



### **DERWENT LONDON ACHIEVES NET ZERO SUCCESS AT 80 CHARLOTTE STREET**

80 Charlotte Street is Derwent London's first net zero carbon development and one of the largest all-electric schemes in London. It is heated and cooled using air source heat pumps and powered by renewable electricity from certified sources – significantly reducing emissions compared to traditional gas boilers. More than a year after the first occupiers moved in, there have been zero hot and cold complaints, reflecting the huge success of the building's low carbon heating and cooling systems, combined with high performance fabric.



### **LANDSEC COLLABORATING WITH OFFICE OCCUPIERS TO DELIVER ENERGY AND CARBON REDUCTIONS**

In an effort to cut carbon emissions and costs while improving the experience for its office occupiers, Landsec has invested in optimising its Building Management Systems (BMS) and delivering customer energy audits across its office portfolio. As a result, Landsec expect to report an impressive 2,500 tCO<sub>2</sub>e reduction in emissions which supports positive progress towards achieving Net Zero by 2040.



### **MANAGING FOR PERFORMANCE: REDUCING ENERGY INTENSITY AT EDINBURGH HOUSE**

Situated in Kennington, London, Workspace's Edinburgh House provides a modern, high quality and flexible work space for 78 small and medium sized businesses. Last year, an unusually high energy intensity was detected at the site. As a BBP Climate Commitment signatory and an organisation committed to achieving Net Zero carbon by 2030, this prompted investigation and the implementation of cost-effective measures to drive the energy consumption down. These measures included tenant engagement and optimising controls within the building.



### **WORKMAN'S IBOS DRIVES ENERGY SAVINGS ACROSS 4M SQ FT**

Workman has partnered with clients to roll out its Intelligent Building Operating System (IBOS) across more than 4 million sq ft of commercial space. Results prove the power of smart tech to immediately improve building performance.

This is particularly pertinent in the context of spiralling energy prices, the climate emergency and hybrid working patterns that have made traditional operating practices deeply inefficient. Clients adopting the technology include Blackrock, Columbia Threadneedle and Federated Hermes.



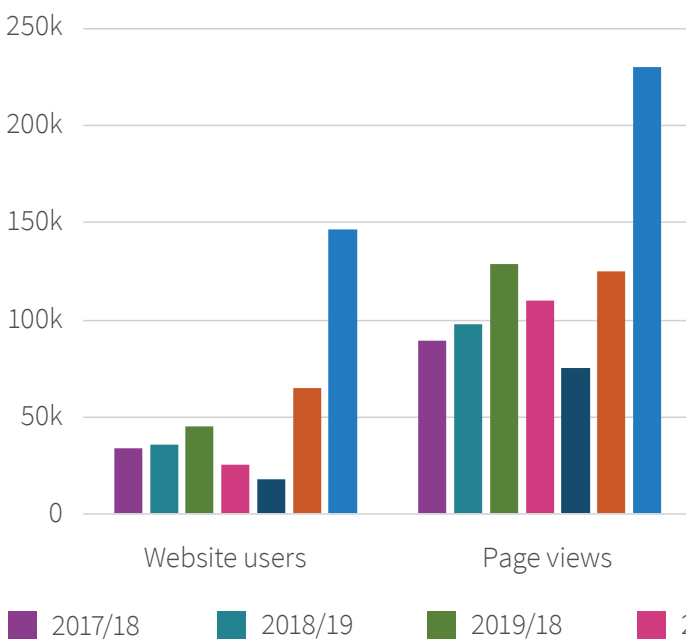
### **LASALLE DEVELOPS TRI, MUNICH'S FIRST TIMBER OFFICE BUILDING**

LaSalle Investment Management (LaSalle) and Accumulata Real Estate Group (Accumulata) are developing Munich's first hybrid timber office building, TRI. TRI is designed to demonstrate the power of timber to deliver both environmental benefits and commercial value, with a much lower embodied carbon profile than conventional buildings and strong interest from occupiers. CBRE is acting as the lead leasing agent.

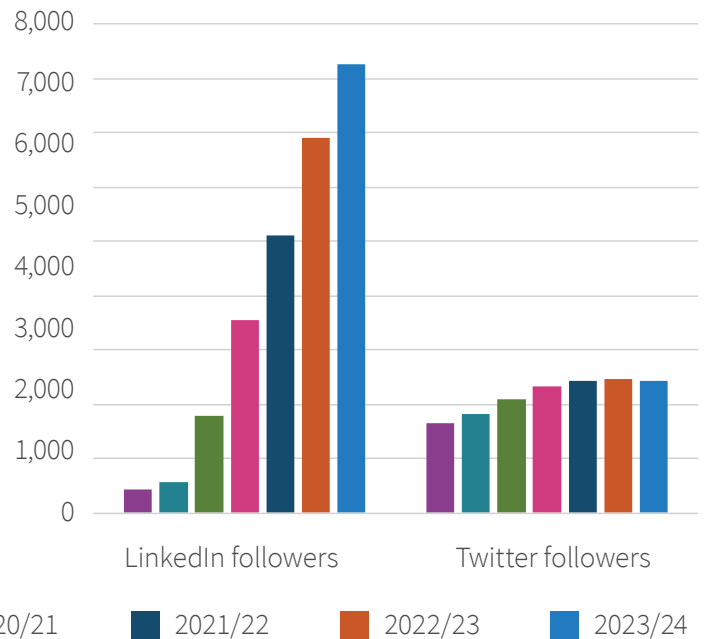
# Digital Impact

As an organisation we're passionate about shifting the dial on industry-wide sustainability goals. We achieve this by showcasing our members' pioneering initiatives through our case study programme, encouraging knowledge sharing via members and team blogs, and harnessing our members' collective expertise to respond to consultations. We regularly share resources across our digital platforms, making them freely accessible to everyone.

## WEBSITE ENGAGEMENT



## SOCIAL MEDIA ENGAGEMENT



**147,000**  
Website users

**126%**  
Increase from 2022/23

**8,252**  
LinkedIn followers

**20%**  
Increase from 2022/23



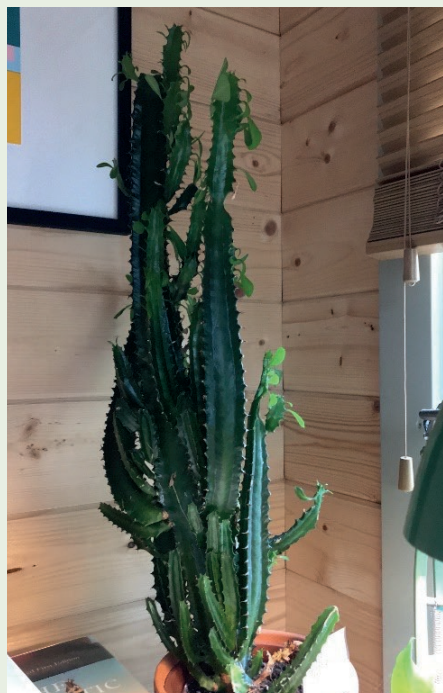
# BBP Impact

We like to think our impact extends beyond our work in the commercial real estate sector and into the lives of our valued team members. We embrace sustainability at our core, and we have organisational initiatives to support team wellbeing, charitable giving and tracking our environmental impact. Although we're a small (but mighty!) team of 10, we recognise the significant impacts that small changes in our team's lives can have.



## House Plant Scheme

House plants are known to improve air quality, reduce stress levels, and in turn enhance wellbeing, so in 2022 we initiated our House Plants Scheme – where each team member gets an annual budget to select plants to enrich their workspace.

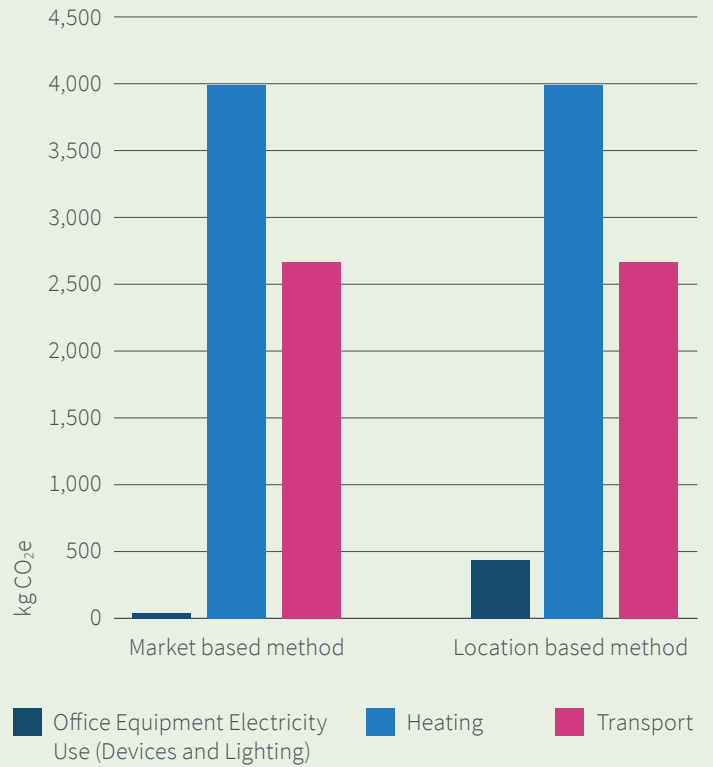


## Our Carbon Footprint

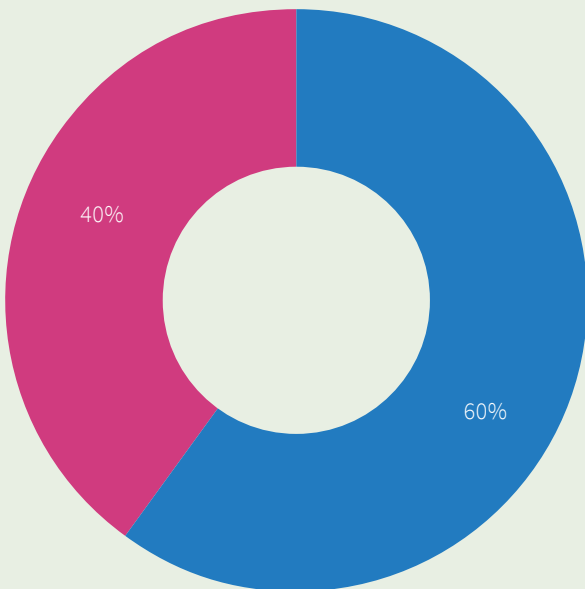
In 2022, we started reporting on the carbon footprint for the home working carbon emissions of our executive team. The BBP executive is comprised of a relatively small group of 10 people operating fully remotely. This results in a comparatively small carbon footprint compared to a traditional office-based workspace. In calculating our carbon emissions, we utilised EcoAct's Homeworking emissions methodology to calculate the emissions of our office equipment and heating. Additionally, we factored in our transport emissions using standard greenhouse gas factors.

Looking ahead, we are committed to further reducing our carbon footprint and exploring ways to minimise our environmental impact. In alignment with industry best practices, we report our carbon emissions using both market and location-based methodologies, recognising that this approach aligns with how many of our members report as well.

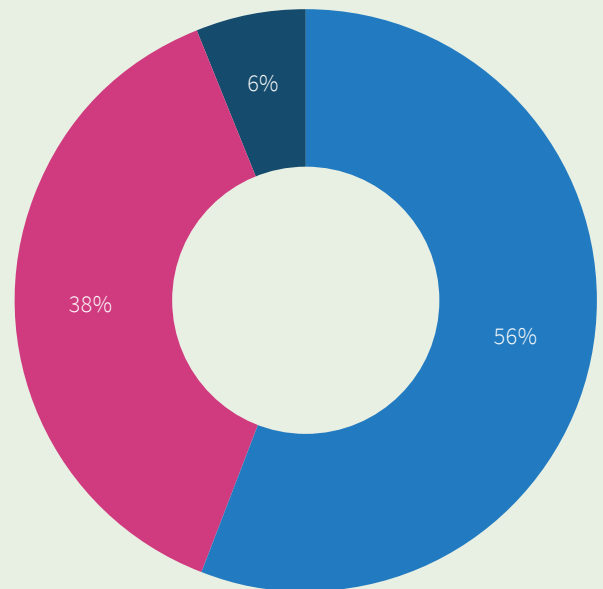
### BBP EXECUTIVE HOMEWORKING EMISSIONS 2023-24



### BBP FOOTPRINT - MARKET BASED METHODOLOGY



### BBP FOOTPRINT - LOCATION BASED METHODOLOGY



■ Office Equipment Electricity Use (Devices and Lighting)
 ■ Heating
 ■ Transport



## Volunteering

At BBP, our team culture is driven by a commitment to meaningful change. We are passionate about fostering wellbeing for people and the planet, and we understand that collaboration is key to achieving our goals. To support this, our team each have a dedicated day per year to volunteer with charitable organisations.

This year, we enjoyed a rewarding day of volunteering focused on biodiversity conservation at the historic Kilmorey Mausoleum, organised by Habitats & Heritage. Our activities included planting flowers for pollinators, installing bird boxes for vulnerable species, clearing overgrown areas, picking up litter, and rejuvenating a wildlife pond (see the cute frog picture below!). We also had the opportunity to take a guided tour of the mausoleum, exploring its rich history and interior.

Over the next financial year, we will be ramping up our impact in this area, as we look to organise BBP Hosted Volunteer Days for our members to participate in. Watch this space!

## Prioritising Employee Wellbeing

We understand that a healthy and happy workforce is crucial for our collective success. Here are just a few of our favourite initiatives:

- **Vitality Partnership:** We partner with Vitality Health Insurance to offer access to high quality medical care while promoting a proactive and preventative approach to health. (Though the step counts can get a little competitive!)
- **Birthday off:** We believe your birthday is a day to celebrate, so we give all our team members the day off to celebrate however they wish, in addition to their regular annual leave allowance.
- **Professional Development:** We view professional development as personal development, and we actively encourage it within our team. From sending team members on relevant training courses to supporting their enrollment in professional memberships, we are dedicated to their growth.



# Industry Engagement

To deliver on our ambitious work programme, we actively engage with a wide range of industry stakeholders. By collaborating on innovative initiatives and sharing knowledge on sustainability, we ensure that we build on existing efforts and avoid reinventing the wheel. Achieving our shared sustainability goals requires collective action to drive meaningful progress.

This year, we have contributed to industry-wide initiatives, been represented at numerous industry events, and collaborated with various organisations across the sector and beyond. Here are just a few of the highlights:

- **Net Zero Carbon Building Standard (NZCBS):** The NZCBS is being developed through collaboration across 13 building sectors and aims to establish a framework for assessing buildings' net zero status. We have joined forces with leading organisations including, BRE, The Carbon Trust, CIBSE, IstructE, LETI, RIBA, RICS and UKGBC to champion this initiative. The BETA test is set to launch shortly, and we look forward to providing an update in our next report. For now, you can find out more about it [here](#).
- **Green Property Alliance (GPA):** This year, our CEO, Sarah Ratcliffe, was appointed Chair of the Green Property Alliance, a committee of the Property Industry Alliance, whose purpose is to stimulate industry-wide engagement relating to the sustainability challenges and opportunities that impact upon commercial property investment, development, management and occupation. Find out more about the GPA's aims [here](#). Members of the GPA include:
  - Association of Real Estate Funds (AREF)
  - Better Buildings Partnership
  - British Council for Offices (BCO)
  - British Property Federation (BPF)
  - British Retail Consortium (BRC)
  - Commercial Real Estate Finance Council Europe (CREFCE)
  - European Real Estate Association (EPRA)
  - Investment Property Forum (IPF)
  - European Investors in Non-Listed Real Estate (INREV)
  - Loan Market Association (LMA)
  - Royal Institute of Chartered Surveyors (RICS)
  - UK Apartment Association (UKAA)
  - UK Green Building Council (UKGBC)
  - Urban Land Institute (ULI).

# +100

Organisations engaged with in 2023/24

Source: BBP Member Impact Survey 2023/24

Represented at

# +10

Industry Events between 2023/24

Source: BBP Member Impact Survey 2023/24

# 90%

Of Members believe the BBP work programme is successful in “collaborating with other organisations in the industry to educe duplication and support collective action”

Source: BBP Member Impact Survey 2023/24

*“BBP brings together organisations across the industry and is a core driver of positive change within the built environment”*

**Samantha Carlsson, Senior Sustainability Manager, Derwent London**

# IN 2023/24 THE BBP COLLABORATED WITH OVER 100 ORGANISATIONS TO DELIVER ITS WORK PROGRAMME

## ADVISORY

AECOM	Climate Change Committee	Hilson Moran	PWC
ARUP	CMS	Hollis	Quinn and Partners
BeZero	DeltaQ	Hydrock	Verco
Built Physics	EVORA	Igloo	Watkins Payne
Buro Happold	Hillbreak	Inkling	WSP
Carbon Intelligence		Marsh Advisory	

## ENGINEERING & CONSULTING

CUNDALL

## GOVERNMENT, CAMPAIGNS & ACADEMIA

BEIS	London Climate Resilience Review	Reading University	SSEE
Cass Business School	NABERS	The EDGE	
CISL	Oxford Climate	Transition Plan Taskforce	
FCA		University of Oxford	

## LEGAL

The Law Society	The Chancery Lane Project	Pinsent Masons
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## INDUSTRY BODIES

Accessible Retail	CGFI	IPF	Risk Coalition
Alternative Credit Council	CIBSE	iStructE	SBTI
AREF	CREFCE	IWFM	Skills For a Sustainable Skyline
ARL	CRREM	LCBI	SPR
BCO	E-CREDA	LETI	TNFD
Better Buildings Partnership (Australia)	EPRA	LMA	UK NZCBS
British Property Federation	GLA	LOTUF	UKGBC
British Retail Consortium	GPA	NABERS	ULI
BSRIA	GREEN	OID	UNEP FI
Building Performance Network	GRESB	PCAF	Wild West End
C40 Cities	ICVCM	REVO	Green Finance Institute
	IIGCC	RIBA	WBCSD
	Impact Investing Insitute	RICS	
	INREV	RICS Europe	

## RE OWNERS OCCUPIERS & LENDERS

Carbon Reduction Forum	ING	Alliance	(EEA and UKH)
CoreNet Global	Innovation Gateway	The Climate Group	
	Legal Sustainability	The Hospitality Sector	

The content in this report covers the Better Buildings Partnership's operational year which is from 1st April 2023 to 31st March 2024.

[info@betterbuildingspartnership.co.uk](mailto:info@betterbuildingspartnership.co.uk)  
[www.betterbuildingspartnership.co.uk](http://www.betterbuildingspartnership.co.uk)

**BBP** | BETTER  
BUILDINGS  
PARTNERSHIP