



WORLD  
GREEN  
BUILDING  
COUNCIL

# **Building a Better Future**

## Annual Report 2016/17



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### WORLD GREEN BUILDING COUNCIL

The World Green Building Council is a global network of Green Building Councils which is transforming the places we live, work, play, heal and learn.

We believe green buildings can and must be at the centre of our lives. Our changing climate means we must reshape the way we grow and build, enabling people to thrive, both today and tomorrow.

We take action – championing local and global leadership, and empowering our community to drive change. Together, we are greater than the sum of our parts, and commit to green buildings for everyone, everywhere.

### GREEN BUILDING COUNCILS

Green Building Councils are independent, non-profit organisations made up of businesses and organisations working in the building and construction industry. As members of the World Green Building Council, they work to advance green building in their own countries, as well as uniting with other Green Building Councils to achieve environmental, economic and social goals on a larger, global scale.

**Discover more about the World Green Building Council at [worldgbc.org](http://worldgbc.org)**

# Foreword from our CEO and Chairman



**Terri Wills**  
CEO



**Tai Lee Siang**  
Chairman

Looking back on the last year, we both are filled with amazement at the accomplishments of our movement in such a short time. We feel incredibly fortunate to work with such a passionate, inspirational, dedicated, action-oriented, diverse – and fun – global community. Never has there been a group of people better poised to transform the world’s built environment than today.

And transform we must. New data from the International Energy Agency now shows that buildings and construction are responsible for almost 40% of global greenhouse gas emissions. And that is only today – by 2060, the floor area of buildings will double, adding more than 230 billion m<sup>2</sup> in new buildings construction, with the majority built in Asia and Africa.

The good news is that we are now ready. Over the last year, we have undergone significant changes to create the global infrastructure needed for this transformation. We are particularly proud that we now have in place all five of our Regional Heads, positions dedicated to supporting the unique attributes of the green building movement in our five regions – Africa, Americas, Asia Pacific, Europe, and Middle East and North Africa. Our global projects structure now provides thought leadership, global influence, research and resources, and support to Green Building Councils in designing and applying the levers needed to drive change in their markets – focusing on health and wellbeing, cities, and net zero carbon buildings. Our marketing and communications function, strengthened by the GBCs’ own voices, reached an estimated potential 24 million people through our most inspiring

World Green Building Week campaign yet. And importantly, we have strengthened our own governance, ensuring that every member GBC has a voice in the organisation and our Board holds us to account on delivering to our important mission.

It is not just WorldGBC ourselves poised for transformation, but also our 73 Green Building Councils – working with their 49,000 members. They have certified over 1.2 billion m<sup>2</sup> of floor space, which has had a knock-on impact on a far higher number of

**“Green Building Councils are now better equipped with the right knowledge and language to communicate the benefits and the business case for green buildings.”**

buildings around the world. They have influenced policy change in over 30 countries. Through training and events, they have changed the awareness and skills of over 200,000 people in one year alone. And in many countries, they have strengthened their own governance and leadership to become truly independent NGOs which effectively represent the entire green building sector, proving their value as a critical partner for governments, and influential organisations locally, regionally and globally.

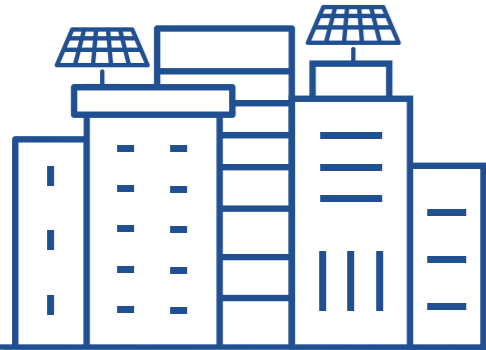
As both of us have spent time with many GBCs in over 30 cities around the world this year, we have been struck by some common trends. Firstly, there is greater representation by building industry players in pushing the green building agenda forward. We now see the entire building value chain from owners, developers, consultants, real estate agents to facilities managers contributing to the success of green building. Secondly, participation by governments. It is increasingly clear that governments want to

lead or facilitate the creation of better places for people, and our Green Building Councils – with their comprehensive expertise – are helping them.

Thirdly, the ability to more effectively reach markets and the end users of buildings – people. Green Building Councils are now better equipped with the right knowledge and language to communicate the benefits and the business case for green buildings – so vital to our mission.

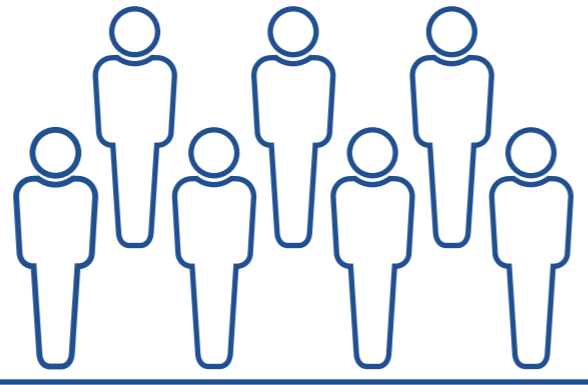
We hope you enjoy reading about our collective impact in this Annual Report – impact which we believe will help to deliver green buildings for everyone, everywhere.

# Our highlights from 2016/17



## 5 NEW NET ZERO BUILDING CERTIFICATIONS

Launched through our Advancing Net Zero project.



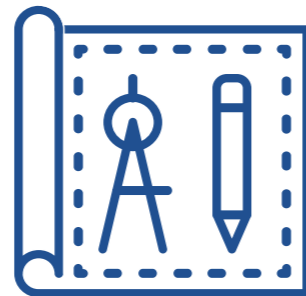
## 7 NEW MEMBERS OF STAFF

The number of WorldGBC staff greatly expanded from 10 to 17 in the past year.



## 5 REGIONAL HEADS ESTABLISHED

This means each region of WorldGBC is now benefiting from local leadership.



## 8 NATIONAL RENOVATION STRATEGIES LAUNCHED

With support from the BUILD UPON project in Europe.

# GREEN BUILDING COUNCILS AND THEIR IMPACT



# Introduction

Across the world, there are 73 member Green Building Councils carrying out incredible work to push forward green building in their own country and on a global level. As members of the World Green Building Council, each stands at one of our three levels of development:

# 26

## PROSPECTIVE

An organisation that is in the early stages of development but has still put in place a comprehensive strategy on how it will operate and advance green building in its country and has a strong founding group of industry stakeholders. It is expected to progress to Emerging status within 24 months.

# 11

## EMERGING

An organisation open to membership and that has a strong foundation, such as an elected board and staff to manage day-to-day operations. It is expected to progress to Established status within 24 months.

# 36

## ESTABLISHED

A fully developed and operational organisation that is running impactful green building programmes of work which are delivering change on a national level. An Established GBC also adopts best practice across all areas of its work and has good governance, accountability and transparency.



# Green Building Councils' achievements

The WorldGBC's global network of Green Building Councils makes a real difference to our planet and those who inhabit it. Comprised of 777 dedicated members of staff, the network has a positive impact on the way that billions of people around the world live, work, play, heal and learn.

Throughout 2016/2017, and in previous years, our GBCs have worked tirelessly to advance the green building movement and change lives in many different ways. This has resulted in many outstanding achievements, examples of which we are delighted to share with you.

## PROVIDING EXPERT LEADERSHIP

Our GBCs have 49,000 members. These include major companies, institutions and individuals which encompass the entire value chain across the building and construction sector. As well as drawing on the support and expertise of these members, GBCs inspire, encourage, motivate and lead them so they go faster, go bigger and go greener.

### In practice: UK, Europe

UKGBC conducted reviews of the sustainability commitments and performance of 42 of its biggest members. Following this process, nearly 70% of the members committed to address one to three of the recommendations presented by UKGBC. This includes adopting science-based targets, incorporating circular economy principles and measuring the health and wellbeing benefits of green buildings.

## CERTIFYING GREEN BUILDINGS

More than half of our GBCs continue to develop and implement certification for green buildings. We know this can be critical to kick-starting a market for green building and encouraging industry professionals to build the most sustainable buildings possible. Certification is also key to influencing governments at all levels and paving the way to more ambitious green building standards and codes.

### In practice: India, Asia Pacific

The green building certification schemes developed by Indian GBC received important backing from state governments including Rajasthan, West Bengal, Punjab, Maharashtra and Uttar Pradesh. They committed to offering developers a higher floor area ratio (FAR) for projects which meet the requirements of the Indian GBC's schemes. This is a vital incentive for developers to adopt green building practices in a country that has many densely populated areas.

## DEVELOPING SKILLS & CAPACITY

Education and training is at the heart of most GBCs' strategies to deliver green buildings. GBCs continue to educate and support a wide range of individuals and organisations from the public and private sectors to ensure the building and construction industry has the skills and capacity it needs to bring about a green building revolution.

### In practice: Jordan, MENA

Jordan GBC's educational arm, the Green Academy, provided green building training to professionals in Jordan, as well as Lebanon, Egypt, Qatar, Oman, Bahrain, Saudi Arabia and the UAE. So far, it has trained more than 4,300 people. This training has enhanced the skills, salaries and positions of participants, which is vital in Middle Eastern countries like Jordan, which has an unemployment rate of 15%.

## RAISING AWARENESS & UNDERSTANDING

The collective voice of our GBCs is huge. Together, they reach hundreds of thousands of people through a variety of communications, such as events, publications and social media. This activity is absolutely critical to educating and influencing everyone, from high-profile politicians, to business leaders, to the general public.

### In practice: South Africa, Africa

The My Green Home campaign saw Green Building Council South Africa, with co-funding from the German government and other sponsors and partners, spend six months working with a South African suburban family (pictured below) to 'green' their home. The results – which included reduced energy and water use, and lower energy bills – were shared widely online through videos, fact sheets and social media.

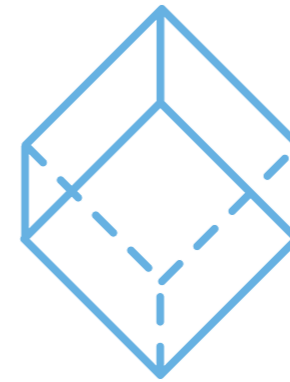
## IMPROVING GREEN BUILDING POLICY

Our GBCs continue to join forces with city, regional and national governments, as well as other key industry players, to influence and shape strong green building policies. Already, this significant work has led to policy change at a city level in Bogotá, Colombia, Mandaue in the Philippines and Chicago, at a state level in California and Hawaii in the US, and on a national level in Costa Rica, India, Palestine, Panama (see below), Qatar, Rwanda and Singapore.

### In practice: Panama, Americas

Panama GBC was the catalyst behind an alliance between Panama's National Energy Secretariat and the World Bank Group which resulted in the passing of a national law called the 'Green Building Guide'. This law states that any new building must reduce energy consumption by 15% in the first two years and by 20% thereafter.

# An increasing influence



Certifying more space  
**1.24**  
BILLION M<sup>2</sup>

of green building space around the world has been certified by member GBCs.\*



Influencing policy change  
**31**  
COUNTRIES

have made green building policy changes at either the city, regional or national level, with contributions from our GBCs.



Raising awareness  
**152,000**  
PEOPLE

attended GBC events in 2016 – an increase of 68% from 2015.



Improving skills  
**52,000**  
PEOPLE

participated in GBC training courses in 2016 – an increase of 34% from 2015.

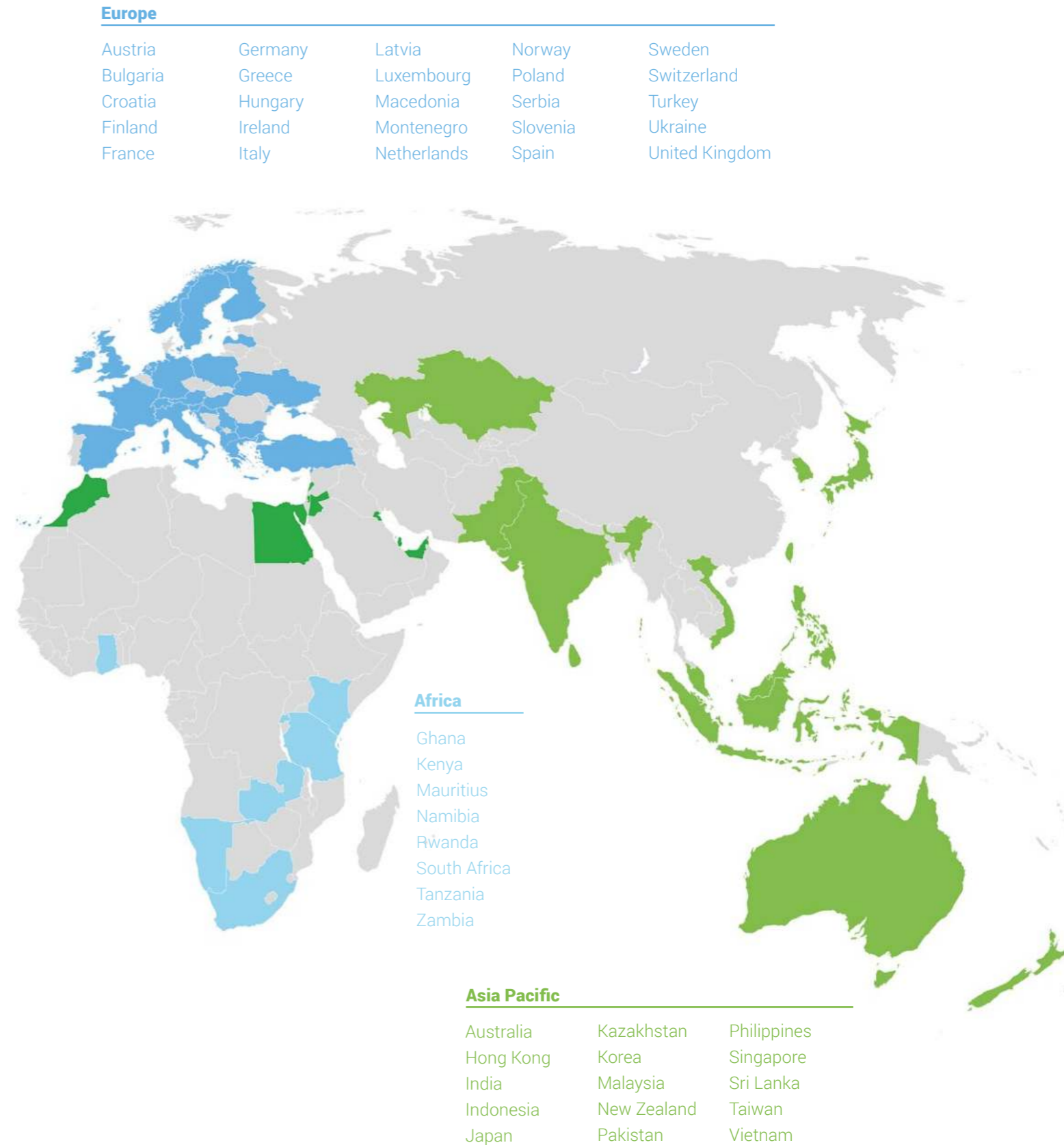
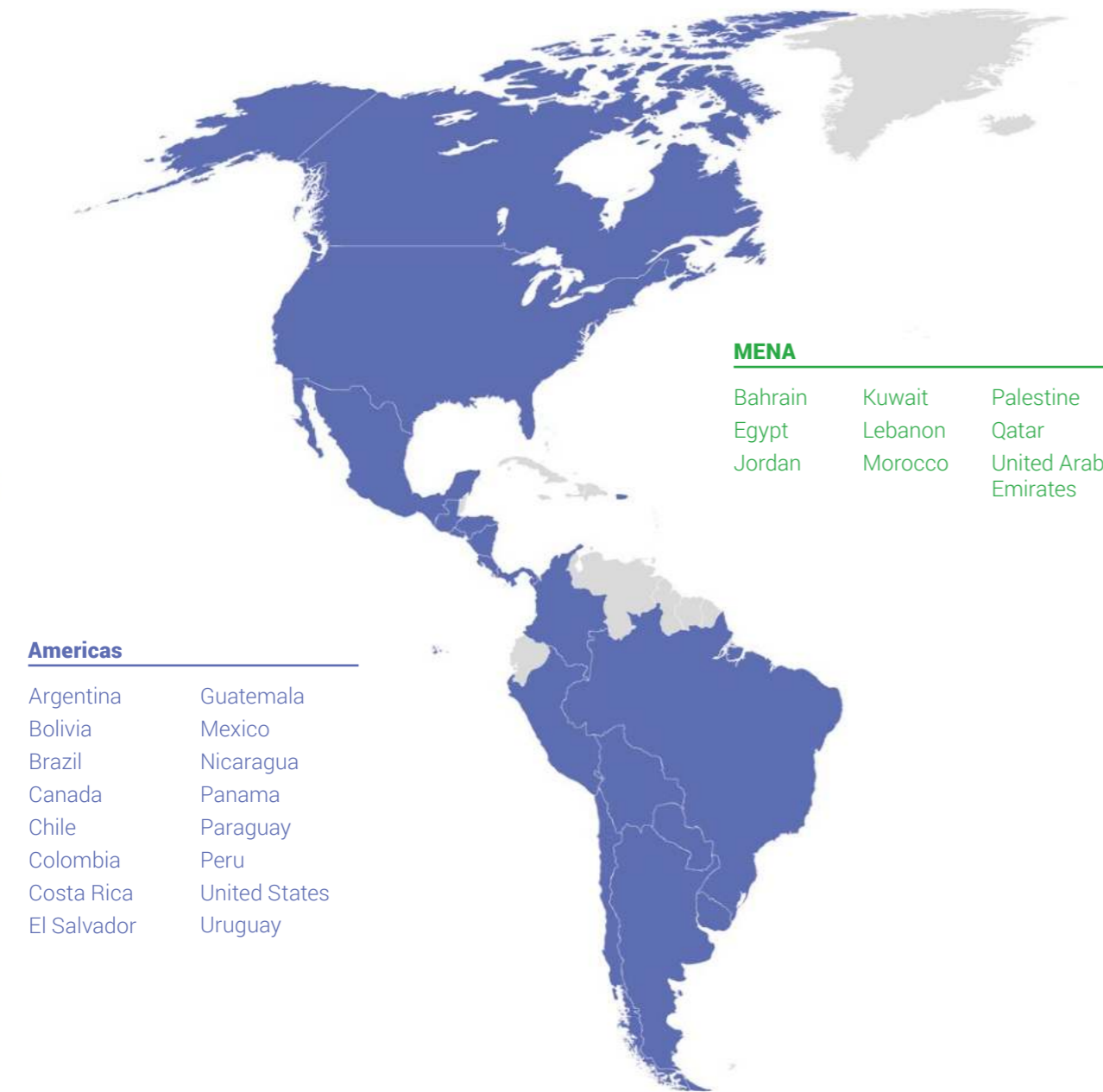


Credit: GBCSA

\*This figure is based on certification data provided by all member Green Building Councils which support the administration of a rating tool.



# Our Green Building Councils



Map correct as of December 2017.

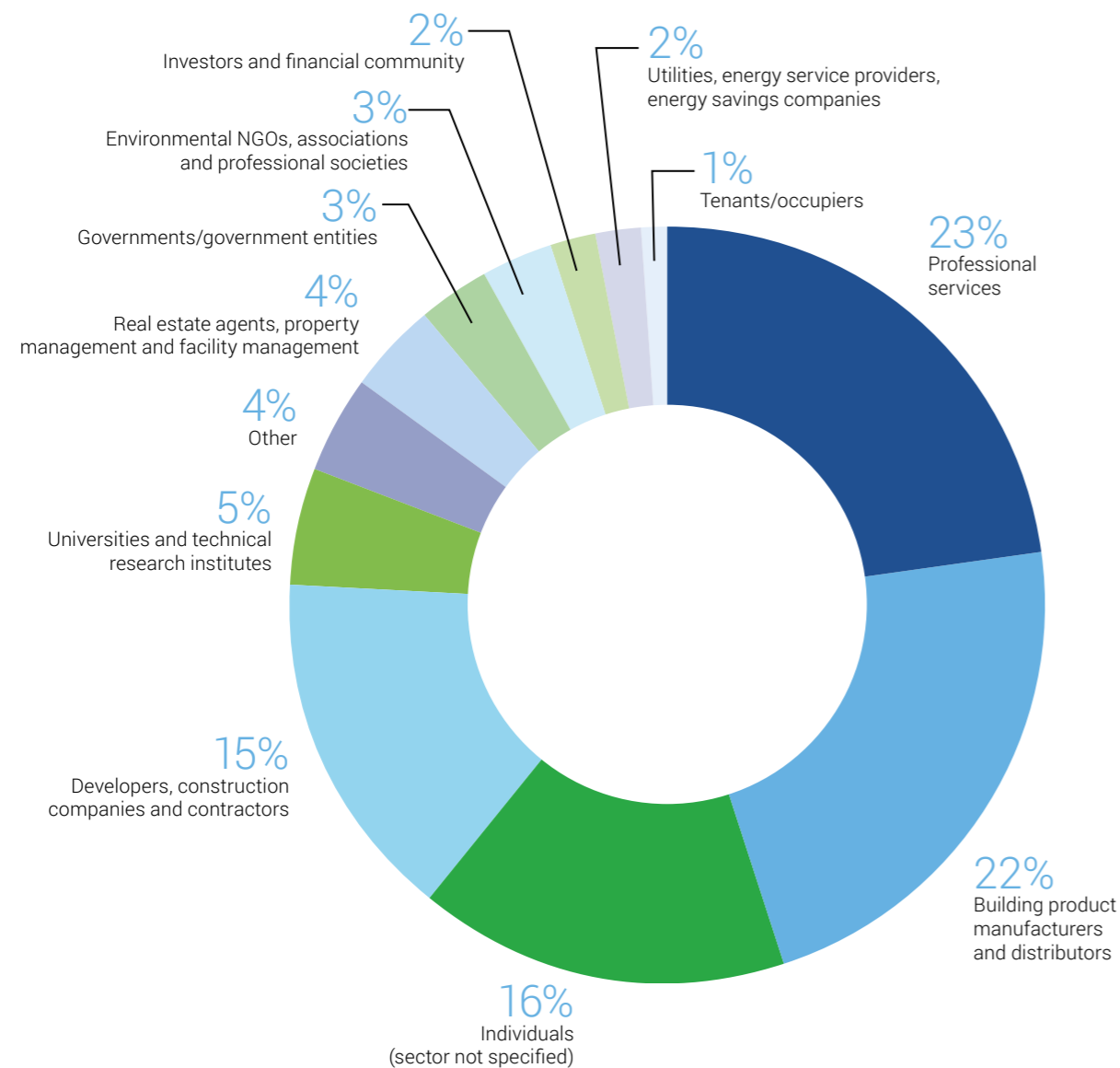
# The members of Green Building Councils

Our 73 GBCs from around the world have 49,000 members (25,000 member companies and 24,000 individual members).

Historically, these members have come from the 'supply side' of the built environment sector – materials manufacturers, construction

companies, consultants, engineers and architects. But increasingly, our GBCs are involving the 'demand side' – real estate agents, investors,

tenants and occupiers – as we aim to influence major decision makers throughout the green building value chain.





# Introduction

The World Green Building Council is the organisation driving forward the green building movement around the globe, and we demonstrated this again and again throughout 2016/17.

We communicated to millions around the world the power of green buildings, which included reaching more people than ever before, including those beyond the building and construction industry. Key to this success was our revamped website, our growing influence on social media, and the most successful World Green Building Week yet. Critically, we increasingly brought green building into the mainstream by securing major press mentions and speaking at highly influential events.

The hard work of our Green Building Councils, together with businesses and governments, saw our global

projects expand, and their impact deepen. Commitments turned into actions, as GBCs launched new certifications through our Advancing Net Zero project. The business case for green buildings grew stronger because our Better Places for People project highlighted the benefits they bring to people. And GBCs provided support and expertise to cities across the globe to reduce their buildings' energy consumption and CO<sub>2</sub> emissions, through the Building Efficiency Accelerator programme.

To keep pushing the green building movement forward and in the right direction, we made vital structural

changes to our organisation over the past year. We put in place Regional Heads in all five of our Regional Networks, laying the foundations for even greater impact on the ground in the future. We also expanded the WorldGBC team, conducted a major governance review and significantly increased our revenue.

Today, the World Green Building Council and our network of GBCs are in a better place than ever before to transform the places we live, work, play, heal and learn. We are confident we will reshape the way the world builds to tackle climate change and improve the lives of billions of people.



# Marketing, communications and influence

To inspire and mobilise a global movement, we work extremely hard to educate the building and construction industry, policy makers and the public about the life-changing benefits of green building and the urgent need to take action now.

Building sustainably is one of the most effective means of tackling many pressing environmental, social and economic issues, and essential to achieving both the aims of the Paris Agreement on climate change and the UN's Sustainable Development Goals. We will continue to tell our positive story until green buildings are in place for everyone, everywhere.

## In 2016/17, we achieved major breakthroughs in:

- 1 clearly communicating our key messages
- 2 reaching a larger and more diverse audience
- 3 converting more and more influencers to green building.

## 1. A window into the world of green building

**In January 2017, we were delighted to launch our revamped WorldGBC website, the new face of green building.**

The website is designed to not only showcase the work of the WorldGBC and our Green Building Councils but also be the platform people instinctively go to if they want to find out more about green building. We believe it features the best information if you want to know what a green building is; what the benefits of building green are; what the latest research

The new WorldGBC website has attracted over 300,000 page views since its launch in January 2017.

reveals about green building; and what is being done across the world to advance green building.

Already, in less than a year, the new site has attracted over 300,000 page views, almost double the number our old website received in the whole of 2016. A major reason for this fantastic success is our regular production of engaging content, including news stories and thought leadership pieces from our global green building community.

Our increasing presence and activity on social media is also helping to drive traffic to our new website and connect us with many more people. Currently, we have almost 10,000 followers on Twitter, and we've received nearly 7,000 likes on our Facebook page.





## 2. World Green Building Week 2017

Our annual flagship campaign went from strength-to-strength this year and helped us engage with over 24 million people from the green building community and beyond.

Key to this success was the theme of World Green Building Week 2017 – Our Hero Is Zero. As well as effectively communicating how net zero carbon buildings are key in the fight against climate change, it brought personality, emotion and inspiration to what is a very technical subject. This proved particularly popular with the media, who reported on the campaign online, in the press, and on the radio and TV.

To make sure the Week had as big an impact as possible, we developed a range of campaign resources which were used extensively by GBCs and other parties across social media, on their websites, and at events. This activity was supported by the Week's first ever Thunderclap social media campaign. It involved people coming together on Twitter, Facebook and Tumblr to deliver a simultaneous worldwide call for net zero buildings. This resulted in a staggering 3.2 million people seeing this important message, more than three times the number of people we reached through social media in 2016.



Fantastically, 41 GBCs from across our five regions actively participated in World Green Building Week 2017, an almost 30% rise on the previous year. Our Established GBC Communications Network, which helps communications professionals from 20 GBCs work together and support each other, provided valuable support to help raise awareness of the event.

World Green Building Week 2017's messaging reached a staggering 24 million people worldwide.

We were also delighted that major corporations, members of our Green Building Councils, partners of the WorldGBC and influential individuals supported the Week by launching new reports, hosting high-profile events and achieving mainstream media coverage throughout the world. These supporters included the UN, The Climate Group, We Mean Business, The B Team, C40 Cities, the European Commission and French Environment Minister Nicolas Hulot, who was the Patron of this year's World Green Building Week in France.

Overall, nearly 250 events and activities were held by GBCs and companies around the world to promote Our Hero Is Zero and the need to make all buildings net zero by 2050. These activities were all featured on our website's innovative Hero Action Map, which helped to showcase World Green Building Week activities across 46 countries and the global influence of the WorldGBC.

Thank you to everyone who made World Green Building Week 2017 such a wonderful success!

## 3. Bringing green building into the mainstream

Throughout the past 12 months, WorldGBC has significantly expanded its influence by gaining vital support for the green building movement from outside the building and construction sector.

Key to this hugely important development was our work with mainstream media to connect with new audiences and new influencers. This included us securing coverage of our European BUILD UPON project in the highly respected *Forbes* business magazine, which reaches over six million people; our important message that green buildings can lead to major health and wellbeing benefits was featured in *Monocle* magazine, a popular global affairs and lifestyle magazine; and an article on our exciting European green mortgages project was published in the UK's *Financial Times*.

We were also delighted that a number of prominent figures from our Green Building Councils obtained high-profile media coverage about their involvement in WorldGBC projects. This included GBC Australia's Romilly Madew speaking to Sky News and GBC Brazil's Felipe Faria appearing on the primetime news programme *Jornal Nacional*, while the Irish GBC featured in the *Sunday Times Ireland* newspaper.

During 2017, we secured over 300 media mentions in a wide range of publications, helping us to reach millions of people in hundreds of countries.



Another aspect of our work that is critical to converting influencers to green building are the talks we deliver at high-profile events across the world. Over the past 12 months, we have spoken at over 60 national and international events, including Buildings Day at COP22 in Marrakech, Morocco. Held in November 2016, this prestigious event gave our CEO and a number of GBCs a valuable platform to speak to many powerful people about how green buildings can combat climate change.

During the past year, we also promoted the green building movement at September 2017's Climate Week NYC, where we partnered with We Mean Business and The Climate Group to showcase the action business leaders and policy makers are taking to deliver net zero carbon buildings. And we championed

“Our strong partnership with WorldGBC on a dedicated building-focused event for Climate Week NYC allowed us to showcase the action that business leaders and policy makers are taking, firmly placing the necessity for net zero buildings centre stage in the fight against climate change.”

**Helen Clarkson,**  
Chief Executive Officer,  
The Climate Group

building sustainably at the FT Future of Construction Summit in London, EU Sustainable Energy Week in Brussels, and the New Cities Summit in Incheon Songdo, South Korea.





# Global projects and partnerships

Over the past year, our global projects have enabled Green Building Councils to work together to tackle key environmental, economic and societal challenges. We also developed more key partnerships with major organisations from across the world, helping to multiply the impact of our projects, improve the knowledge and skills of our GBCs, and ultimately create a global green building movement.

## ADVANCING NET ZERO

Advancing Net Zero is WorldGBC's global project which aims to promote and support the acceleration of net zero carbon buildings to 100% by 2050. This outcome is critical to limiting global temperature rise to 2°C, and ideally 1.5°C, by the midpoint of the 21st century.

### In 2016/17, Advancing Net Zero gained considerable momentum, thanks to:

- 1 GBCs launching net zero carbon certification schemes
- 2 WorldGBC publishing a major 'call to action' report
- 3 greater focus being placed on corporate policy and regulations.

### 1. From commitment to action

**At COP21 in 2015, we were proud to announce that three GBCs had committed to implement a net zero carbon building certification in their country.**

In 2016, we reported that this number had more than tripled to 10. Now, we're thrilled to report that five of these GBCs have converted their commitment into action and launched a certification scheme recognising net zero carbon performance:

- Alliance HQE-GBC France's Label E+C- Bâtiment à Énergie Positive et Réduction Carbone (launched November 2016)
- Canada Green Building Council's Zero Carbon Standard (May 2017)
- Green Building Council Brasil's Zero Energy Standard (August 2017)
- the Australia Government's National Carbon Offset Standard for Buildings and Precincts, developed with Green Building Council of Australia (October 2017)
- Green Building Council South Africa's Net Zero Certification (October 2017), which compliments the existing Green Star Africa rating system.

13 buildings have already achieved certification under the new schemes, demonstrating market readiness to deliver net zero buildings.

What is particularly impressive about a number of these certification schemes is their tremendous scale: GBC Australia worked with federal and state governments, voluntary rating systems and the property industry to develop a national standard; GBC South Africa's Green Star Net Zero add-on is available throughout Africa and will be supported by our GBCs in the region. These examples clearly demonstrate what is possible in this area.

We look forward to the launch of more net zero carbon building certification schemes soon, including from DGNB (Germany), Indian GBC, Dutch GBC, Sweden GBC and USGBC.



Credit: Renato Cobucci/Imprensa-MG

### 2. A rallying call

**This year, we launched our much-anticipated *From Thousands to Billions* report, which was developed with 10 Green Building Councils and corporate partners. It calls on businesses, governments and NGOs to take immediate, coordinated action to make sure all buildings are net zero by 2050.**

The report is proving incredibly influential on a global scale and has successfully raised the profile around what is possible in terms of net zero.

Already, it has been downloaded over 5,000 times, mentioned in the press over 35 times and promoted via social media to over 250,000 people during the week it was published. In addition, the United Nations Framework Convention on Climate Change posted the report on its website and issued a press release at COP23 that highlighted how important net zero buildings are to reach the goals set out by the Paris Agreement.

**In the week it was published, our *From Thousands to Billions* report reached over 250,000 people through different social media channels.**

### 3. Influencing corporate policy

**We recognise net zero certification on its own will not lead to the growth in net zero carbon buildings that is needed to win the fight against climate change.**

We must influence governments and major corporations to achieve the scale that is desperately required. That is why we have expanded the scope of the project to recognise GBC activities to promote net zero building through policy development, corporate engagement and advocacy. As a result, we have welcomed five additional GBCs to the project.

We are positive their work will result in more organisations like JPMorgan Chase, a member of our Corporate Advisory Board, making hugely important green building commitments to help save our planet.

In July 2017, it announced a major drive to reduce the energy use of its property portfolio (over 5,500 properties in 60 countries) and committed to sourcing 100% of its energy from renewables by 2020.

This year, we were also delighted to see another member of our Corporate Advisory Board, Majid al Futtaim, become the first Middle Eastern company to adopt a net positive strategy.

**//The Advancing Net Zero project is showing businesses, governments and civil society that a future of net zero carbon buildings is not only possible, but that it can bring about major economic, environmental and political benefits.//**

**Nigel Topping, CEO, We Mean Business**





## BETTER PLACES FOR PEOPLE

Our Better Places for People project aims to support Green Building Councils and their members to increase the demand and supply of green buildings which are supportive of the health, wellbeing and productivity of the people within them.

### In 2016/17, Better Places for People reached new heights, thanks to:

- 1 the project becoming truly global in its scale
- 2 the development of a more rigorous evidence base
- 3 WorldGBC highlighting the links and trade-offs between environmental and health and wellbeing objectives.

### 1. A truly global project

**As part of our Better Places for People project, we published a major study called *Building the Business Case: Health, Wellbeing and Productivity in Green Offices* at the end of 2016. This report features groundbreaking case studies which show how attributes of green buildings can improve the health and wellbeing of the people who use and occupy them, as well as lead to direct economic benefits.**

Since publication, the English version of the report has been downloaded over 4,000 times from our website and received over 35 press mentions. A number of GBCs have also helped to translate the full report or its major findings into their local language to increase its impact. Currently, the full report is available in Chinese and its major findings have been tailored and made available in Poland, Vietnam, Singapore and Ireland.

Our Green Building Councils rated Better Places for People as the 'highest impact' activity of the World Green Building Council in 2017.

Overall, 25 Established GBCs from across the world are now fully participating in our Better Places for People project. We are providing these GBCs with resources such as presentations, infographics and toolkits to help them educate people who design, build, own, occupy, manage or sell buildings about the potential buildings possess to enhance health and wellbeing.

Our support has already resulted in 12 GBCs setting up local programmes to bring together companies and individuals to examine the evidence linking green buildings to healthier and happier lives. In addition, GBCs around the planet have carried out a wide range of exciting activities linked to the Better Places for People project:

- Indian GBC has launched its own healthy green building certification scheme. This is based on extensive results produced through the use of the project's metrics framework and guidance on surveys.
- Panama GBC carried out a refurbishment of its office in Panama City based on the project's metrics framework. This dramatically reduced CO<sub>2</sub> levels and moderated variations in temperature and humidity. As a result, the health and wellbeing of staff has improved and energy costs have been cut by 50%.
- Singapore GBC developed a toolkit using recent reports produced by the project. The GBC actively distributes this toolkit to government officials and businesses through their own local Better Places for People programme.
- UKGBC completed a 'wellbeing lab' which brought together experts to measure the impact of green offices on people. This involved the use of the framework outlined in the WorldGBC's 2014 landmark report on health, wellbeing and productivity in offices.



### 2. Increasing the rigour of our evidence base

**To increase recognition of the positive impact green buildings can have on health and wellbeing, it's critical we have a strong evidence base that connects and resonates with our wide range of audiences. This is why we are currently developing a new Better Places for People case study report which will be published in the spring of 2018.**

To create the report, we asked our GBCs and companies for case studies that bring to life the significant health and wellbeing benefits that green buildings deliver to the people who use them and their local communities. The response we received was tremendous, with over 60 expressions of interest submitted to us.

Following a rigorous evaluation process, we selected 15 case studies from around the world to feature in the report. They offer good quality data on either a new green building or before and after data on a building that's been renovated. The areas covered include indoor environments, human experience and economic impact.

### 3. Sparking dialogue and debate

**For Better Places for People to be successful, we know we must get more and more people talking about the project and the issues it focuses on.**

One of the ways we achieved this during the past year was by commissioning a series of thought-provoking blogs which have already been viewed over 1,000 times. These focused on whether green buildings can attain both environmental and health and wellbeing objectives, or whether there has to be trade-offs between the two, and what these trade-offs may be.

Academic and industry experts who contributed articles to the series include Joe Allen, Assistant Professor of Exposure Assessment Science at Harvard University, Harry Verhaar, Head of Global Public and Government Affairs at Philips Lighting, and Jenn McArthur, Assistant Professor in the Department of Architectural Science at Ryerson University in Toronto. They covered topics such as energy use, carbon emissions, ventilation and indoor air quality, lighting, thermal comfort and overall occupant health and wellbeing.

// Better Places for People continues to have a powerful and tangible impact on how businesses are supporting the health and wellbeing of their employees and customers through greener, more responsive buildings. //

**Despina Katsikakis, renowned workplace design consultant**



## BUILDING EFFICIENCY ACCELERATOR

One-third of the world's energy is consumed by buildings, many of which are located in cities. The Building Efficiency Accelerator (BEA) is a partnership of businesses, NGOs and multilateral organisations, which aims to help cities take action to improve their buildings. The programme, which is led by the World Resources Institute, aims to avoid millions of tonnes of CO<sub>2</sub> and so far, involves 25 cities around the world.

**In 2016/17, WorldGBC and its Green Building Councils played an influential role in the progression of the Building Efficiency Accelerator programme by:**

- 1 brokering important relationships between cities and the private sector
- 2 providing deep technical expertise to cities
- 3 helping cities to advance policies or projects.

### 1. Brokering key relationships

**Our Green Building Councils have been instrumental in connecting cities with the private sector. For many cities, engagement with the private sector can be challenging; but GBCs can independently broker relationships which serve to provide the perspective of all industry rather than one specific interest.**

For example, Indian Green Building Council connected public and private sector representatives around a draft green building policy and technical guidebook for the city of Rajkot, and Green Building Council South Africa linked the city of Tshwane together with businesses on plans to renovate municipal buildings. These GBC-brokered connections were hugely valuable to the BEA process, with cities eager to consult the private-sector, and the building industry interested to input into the development of city policies.

### 2. Providing unrivalled technical expertise

**Each city joining the BEA commits to implement three building efficiency actions: a policy; one or more demonstration projects; and a method to track progress.**

Our GBCs are working with participating cities to identify and support the development and implementation of these projects, policies and reporting mechanisms.

Colombia Green Building Council is providing expertise to the city of Bogotá on their policy by helping to integrate the national regulation for building construction into a local regulation which will significantly improve energy and water efficiency in new buildings, as well as a monitoring, reporting and verification mechanism for this.

Emirates Green Building Council is collaborating with Dubai to adopt a policy for the energy performance labelling of existing buildings. As part of this, Emirates GBC and the Dubai Supreme Council of Energy are working on a project to benchmark the energy performance of 100 buildings such as hotels, schools and shopping malls in Dubai, which will inform this policy.



### 3. Advancing policies

**With eight participating GBCs, working with 10 cities, WorldGBC is one of the largest and most active supporters of the BEA programme.**

So far, 25 cities around the world have joined the Building Efficiency Accelerator programme. These include 10 cities supported by our GBCs.

Five of these GBCs have already had a major impact, helping five cities to move from the stage of committing to a policy or project, through to its development. Over the course of 2018, WorldGBC and its GBCs will continue to help cities to implement these policies and projects, and we will grow the number of GBCs involved to ensure new policies and projects are identified and come into effect with the support of local GBC member companies.

**//**In our efforts to improve energy and water efficiency in Bogotá's buildings, we chose the Colombia Green Building Council to work with us on the BEA programme, because of its vast experience and technical expertise in sustainable construction and urban planning. Its decade of experience in this area will undoubtedly help us to create a greener, more energy and water efficient Bogotá for years to come.**//**

**Enrique Peñalosa, Mayor of Bogotá**





## INFLUENTIAL GLOBAL PARTNERSHIPS

**In 2017, WorldGBC participated in two major global partnerships which enabled us to expand the influence of our Green Building Councils, collaborate with other NGOs, and engage with the UN and senior officials from national governments from around the world.**

The Global Alliance for Buildings and Construction aims to gather the support of countries, cities and public and private organisations to implement the buildings component of the nationally determined contributions required to meet the Paris Agreement. We sit on the Interim Steering Committee of the Alliance, developing strong governance to support the 24 countries and 72 non-state organisations which are affiliated with it.

**“Changes in how we approach architecture and construction have a huge role to play in increasing efficiency and cutting emissions, and we urgently need a transformation in buildings in order to limit global warming to well below two degrees. The World Green Building Council and the global network of members and partners are an essential part of accelerating this change.”**

**Erik Solheim, Executive Director, United Nations Environment**

During the past year, we also attended key events as part of the Alliance. This included the COP22 in Marrakech, Morocco; while Hong Kong Green Building Council and Peru Green Building Council held regional events linked to the Alliance.

The 10YFP Sustainable Buildings and Construction Programme is a UN programme which is currently led by the Finland Ministry of Environment and Green Building Council Finland. It aims to foster a mutual understanding of sustainable buildings among relevant stakeholders and identify the knowledge, resources and incentives required to build, maintain and use them. WorldGBC sits on the Multi-Stakeholder Advisory Committee for the programme, providing valuable expertise and support.

## ESTABLISHED GBC CEO NETWORK

**Following its foundation in 2016, our Established GBC CEO Network has helped leaders of the green building movement collaborate more, gain new insights and inspire each other during the past year.**

In total, 32 chief executives of GBCs participated in the Network, through face-to-face meetings and webinars. Working closely together, they considered opportunities and challenges such as developing a strategy and business plans for their GBCs; recruiting and retaining members and partners; and providing support to cities to help them reduce their greenhouse gas emissions.

We believe this Network is absolutely vital to driving the green building movement forward in the best way possible, and it is a forum that’s greatly appreciated by our GBCs.

**“I have found the Established GBC CEO Network to be a great resource. It’s inspiring to learn from peers around the world how they approach their own leadership challenges and opportunities on green building – many of which are remarkably consistent. It also provides a useful sounding board for new ideas.”**

**Julie Hirigoyen, Chief Executive, UKGBC**

# Membership and regions

The World Green Building Council is only as strong as its members, which is why we do all we can to grow and support every one of our Green Building Councils. We are determined to help them progress from Prospective to Emerging to Established levels, and once they are at our Established level, continue to inspire and encourage them so they have the greatest impact and most positive influence possible.

**In 2016/17, we continued to successfully strengthen and grow our membership and Regional Networks. This was reflected by:**

- 1 the significant progression of our GBCs
- 2 WorldGBC establishing a new regional management structure
- 3 our Regional Networks increasing their regional influence and greater collaboration taking place between GBCs.

### 1. New and progressing members

In 2016/17, we were thrilled to welcome two new members to the WorldGBC family and see four Green Building Councils progress to the next level of membership.

Serbia GBC joined the Europe Regional Network and Rwanda GBO became a member – a particularly exciting development for us, given our strong desire to increase the number of Green Building Councils in our Africa region. In Africa, we were also pleased to see our Kenya GBS advance from Prospective to Emerging level, making it the

second African GBC to achieve this milestone, with South Africa being the first.

Reaching our Established level is a reflection of a GBC’s hard work, good practices and ability to deliver change on a national level. Last year, GBC Italia, SUMe (Mexico) and Costa Rica GBC progressed to this important stage, increasing our number of Established GBCs from 33 to 36.

### 2. Appointment of Regional Heads

One of our greatest achievements in 2017 was the appointment of three new staff members to support the growth and influence of GBCs in each of our regions.

In the past, the support we offered our GBCs was provided centrally, which often made it difficult to gain a comprehensive insight into a GBC’s local area and the issues they face. In addition, as the number of member GBCs has grown, so has the need for dedicated and tailored support which will help each GBC grow and advance its work in its own country and the wider region.

In our 2015 strategy, we outlined the need to increase our capacity at a regional level to tackle these issues and make it easier to

develop more partnerships with businesses and organisations who can help drive forward the green building movement. Following a rigorous recruitment process, we were delighted to appoint our Asia Pacific Regional Head in January (based in Singapore), our Americas Regional Head in July (based in Colombia), and our Africa Regional Head (based in Kenya) in November this year.

Added to our existing full-time Europe Regional Director (based in London) and MENA Regional Head (based in Jordan), these appointments mean we are now at full strength on the ground in our five regions for the first time ever. We’re positive this significant development will have a huge impact on our engagement with and the advancement of GBCs in 2018 and beyond.

### 3. Increasing regional influence and greater collaboration

Throughout 2016/17, our five Regional Networks and their GBCs achieved many important results and continued to drive forward green building in individual countries and on a regional level. See pages 26–30 for further information.



# Africa



**Jane Afrane**  
Regional Head



8  
GBCs

30  
GBC staff

1,176  
Member companies

By 2050, Africa's population is projected to reach 2.4 billion, and by 2030, urban populations will increase by an additional 350 million people.

Unless this growth is coupled with a shift to renewable resources, climate change will bring more food, health and economic insecurity to a continent that is already struggling with these issues.

In 2016/17, GBCs across Africa continued to work hard individually and as part of our strengthened Africa Regional Network to tackle these issues. This work included GBCs developing and implementing green building certification and products, as well as supporting governments to incorporate green building standards into national regulatory frameworks.

Importantly, the first Regional Head for the Africa Regional Network was appointed in November 2017. Based in Nairobi, Kenya, we're positive this position will add strength to the region by supporting the development of existing GBCs, creating new GBCs in many of the countries which lack one, improving the development and coordination of projects, and establishing influential partnerships.

Other significant highlights from 2016/17 in Africa included seven of the region's eight GBCs attending the Africa Regional Network meeting at the UN in Nairobi, Kenya,

in April 2017; the Green Building Council of South Africa launching a net zero certification in October 2017; and the establishment of a partnership with the International Labour Organization, which is keen to support green building training in the region and other parts of the world.

GBCs from our Africa Regional Network also provided the WorldGBC with valuable insights into how green building can contribute to meeting the Sustainable Development Goals. Many of the 17 Goals set out by the UN are particularly relevant to African nations, as they focus on poverty, hunger, education, and clean water and sanitation.

Even though the green building movement is in its infancy in Africa, the past year's developments show that great work is already taking place there. We have no doubt that our Africa Regional Network will become our fastest growing network over the coming years. We're also sure that the Paris Agreement and UN's strategy to channel funding into promoting low carbon growth in Africa will lead to a significant increase in green building developments throughout the continent.

**“Green Building Councils play a pivotal role in bringing together different actors, from both public and private sector and civil society, and enhancing local capacities, while supporting the emission reduction goals set out by the Paris Agreement.”**

**Vic van Vuuren, Director Enterprises Department, International Labour Organization**

# Americas



**Juanita Alvarez**  
Regional Head



16  
GBCs

419  
GBC staff

14,446  
Member companies

2  
Regional Partners

The Americas are home to ancient civilizations, entrepreneurs and innovators, and communities of dazzling diversity.

Yet North, Central, and South America all share the risks that come with growing cities, climate change and resource scarcity. And all recognise that buildings offer a key opportunity to address problems, mitigate risk and improve communities.

In the past year, our Americas Regional Network gained real momentum in tackling many of these issues.

One major step forward for the Network during the past year was the appointment of its first Regional Head. This key development has already led to a regional meeting hosted by the new Head, in which GBCs of the Americas began to forge a joint strategy for the future. This plan includes potentially establishing a Regional working group to help more GBCs take part in the Building Efficiency Accelerator (see page 22), the global programme which aims to develop partnerships between cities and businesses to reduce the energy consumption of buildings.

Another key achievement for the Network in 2016/17 was to significantly increase the support it receives from the private sector. So, the Network was absolutely delighted to secure two new Regional Partners to provide valuable support and expertise to drive forward the green building movement in the Americas.

Green Building Councils from our Network also continued to work closely with other NGOs to help improve the lives of people in the region. This included collaborating with the global housing charity Habitat for Humanity to exchange knowledge, best practices and market intelligence on the housing sector in the region, and particularly social and affordable green housing. Currently, this has led to six countries in Latin America forming official partnerships with Habitat for Humanity, with support from WorldGBC and the Americas Regional Network.

**“Habitat for Humanity has helped more than five million people to improve their housing conditions and to have a suitable place to live. Our strong partnership with the Americas Regional Network allows us to promote green building best practices and strengthen ties with the private sector to achieve housing that is better for the environment and society.”**

**Karen Foreman, Vice President of Area, Latin America and the Caribbean, Habitat for Humanity International**

# Asia Pacific



**Joelle Chen**  
Regional Head

Over half of the world's population – an estimated 3.8 billion people – live in the Asia Pacific region.

With high levels of development and increasing urbanisation, there is a huge opportunity for our Asia Pacific Regional Network to make a significant impact on climate change by ensuring as many buildings as possible are built sustainably.

During the past 12 months, the Network has accomplished a number of major goals to strengthen the green building movement in the region.

One extremely positive development over the past year was the appointment of the first Regional Head in January 2017. Since her appointment, the new Head has played a key role in developing a robust strategy for the region that is clearer for its GBCs and well aligned with our wider organisational strategy. Key aspects of this include significantly raising the profile of the Network and its GBCs within local markets and securing more project collaborations and partnerships to strengthen the Network overall.

Throughout 2016/17, Green Building Councils from the region

**“As Singapore assumes the ASEAN Chairmanship in 2018, we will work closely with our ASEAN members and dialogue partners, the Asia Pacific Network of Green Building Councils, and companies to raise awareness and share best practices to develop sustainable buildings and cities.”**

**Teo Chee Hean, Deputy Prime Minister of Singapore, Minister in Charge for National Climate Change Secretariat**

became increasingly involved in WorldGBC's Advancing Net Zero project (see page 18). This included GBC Australia, which led the way by launching a net zero building certification scheme with the Australian Government. Now, the Asia Pacific Regional Network is establishing an Advancing Net Zero Regional working group to help GBCs work with businesses, governments and other key players to achieve net zero carbon buildings in their own countries by 2050.

Another major success for the Asia Pacific Network during 2016/17 was raising awareness of green buildings among members from the 'demand side' of the building and construction sector. The aim of this important work is to gain a much deeper insight into what benefits real estate agents, investors and tenants/occupiers believe green buildings offer, and to work with this group to prove the strong business case for going green.

The Asia Pacific Regional Network also secured its first Regional Partners from the private sector in 2016/2017.



15  
GBCs

181  
GBC staff

4,701  
Member companies

3  
Regional Partners

# Europe



**James Drinkwater**  
Regional Director

Europe is a region of diverse cultures with an increasingly common vision.

The EU's influence in the region is a strong unifying factor, and it has its sights set on the shift to a circular economy. 2017 was hugely significant for our Europe Regional Network, with its work increasingly influencing the political, industry and banking spheres.

This summer the European Commission launched a world first: a region-wide approach to assessing the sustainability performance of buildings, and recognised the leading role our Network and GBCs have played in establishing this groundbreaking new policy. Known as 'Level(s)', the policy is helping to move Europe's mainstream political debate on building performance beyond energy use to wider sustainability issues such as resource and water use, health, resilience and value.

Our EU-funded BUILD UPON project smashed all of its goals for 2016–17, engaging over 2,000 major organisations at 100 events across Europe to support local and national governments in establishing long-term strategies to renovate existing buildings to high standards of energy efficiency. Led by GBC España and 12 other European GBCs, with WorldGBC support, the initiative received praise from European Commissioners, ministers, city mayors and industry

leaders, with over 300 organisations joining the project's call for stronger national renovation strategies to support the Paris Agreement.

A unique partnership fostered by BUILD UPON and our Network also received financial backing from the EU to launch a new project that aims to establish a Europe-wide 'energy efficient mortgage'. The Energy Efficient Mortgages Action Plan (EeMAP) initiative has already received vocal support from some of the world's largest banks, and uniquely brings together the banking, valuation, energy utility and GBC communities to design energy efficiency into Europe's best known financial instrument – the mortgage. In October 2017, we published our first report under the project *A Review of Building Performance Indicators that Impact Mortgage Credit Risk*, alongside recommendations and actions needed to establish a European green mortgage market. EeMAP has already earned mainstream media coverage in *Bloomberg* and the *FT*.

The Europe Network is our longest existing and most advanced network, and WorldGBC is excited to see the newer networks follow the model set by Europe in growing the strength of its GBCs, the influence in the region, and the impact through meaningful projects on the ground.



25  
GBCs

127  
GBC staff

4,058  
Member companies

8  
Regional Partners

**“Expertise provided by the WorldGBC has significantly helped the European Commission in moving closer to achieving circular economy goals in the building sector. I am confident that with further help of Green Building Councils across Europe we can turn our ambitious plans into a reality.”**

**Karmenu Vella, European Commissioner for Environment, Maritime Affairs and Fisheries**



# Middle East and North Africa (MENA)



**Mohammad Asfour**  
Regional Head



9  
GBCs

20  
GBC staff

304  
Member companies

1  
Regional Partner

The MENA region is expected to be hit particularly hard by the negative impacts of climate change, due to its lack of natural water resources, political instability and many armed conflicts.

As a result, our MENA Regional Network's efforts to increase resource efficiency, mitigate the negative impacts of climate change and encourage sustainable reconstruction in areas affected by war are extremely important.

The future direction of the Network was given a huge boost in November 2016 when its first Regional Head was appointed. Already, the Head's work and influence has helped to better coordinate the efforts of the entire Network and increase collaboration between Green Building Councils.

Another significant achievement for the Regional Network during the past 12 months was the hosting of a regional meeting at COP22 in Marrakesh, Morocco, in November 2016. This was the first time the Network had held such a meeting alongside a high profile United Nations climate change conference. The meeting provided GBCs with a great opportunity to discuss local and regional challenges and opportunities, and talk about how they could work more closely together in the future.

**“Majid Al Futtaim is proud to be the first partner for the MENA Regional Network. We put our support in action through our work with the Green Building Councils to transform our buildings and help to secure a healthier, more sustainable and equitable future for people across our great region.”**

**Alain Bejjani, CEO, Majid Al Futtaim**

The Network's productive event in Morocco was followed by another regional meeting in Dubai in May 2017. This was significant as for the first time in a number of years, the gathering was attended by every one of the region's nine Green Building Councils, highlighting the strong desire of the Network's members to champion green building and its benefits in this part of the world. As well as discussing key issues at their regional meeting, GBCs from the MENA region also gathered in Dubai during the same month for the MENA Green Building Awards. Organised by the Emirates Green Building Council in partnership with the Jordan Green Building Council and Lebanon Green Building Council, the Awards helped to put green building in the spotlight and honoured organisations from the region that have implemented sustainable design, construction and operation of buildings and structures.

The MENA Regional Network also secured its first Regional Partner from the private sector in 2016/2017.

# Governance, operations and funding

Our Governance, Operations and Funding team are the backbone of the World Green Building Council. Throughout the past year, their remit covered everything from governance, coordinating Members' Day, managing accounts and partnership agreements, human resources and much more. Their vital work in these areas helped us stay true to our mission, be more organised, improve the support we provide to our GBCs and plan more confidently for the future.

## WORLDGBC MEMBERS' DAY

**In October 2017, we held another very successful WorldGBC Members' Day and Annual General Meeting in the Indian city of Jaipur.**

Hosted by the Indian Green Building Council, our Members' Day and AGM saw GBCs from 28 countries gather to forge stronger relationships, share best practices and work together on a shared vision for green building. Other highlights of WorldGBC's trip to India included a fruitful Established GBC CEO Network meeting, Board and Corporate Advisory Board meetings, a wonderful gala dinner at the stunning Taj Rambagh Palace hotel, and a three-day Indian GBC conference featuring expert speakers from around the world.

We were also delighted to announce Romilly Madew, CEO of Green Building Council of Australia, as the winner of the WorldGBC Chairman's Award, and Professor Dr Michael Braungart and William McDonough as joint recipients of the David Gottfried Global Green Building Entrepreneurship Award.





## STRONGER FOR THE FUTURE

**In 2017, we conducted a major governance review to strengthen the voice of every member Green Building Council and heighten the impact and accountability of WorldGBC's Board of Directors.**

This important development included the establishment of new formal roles for our five Regional Networks and Established GBC CEO Network, as well as creating a consistent and transparent process for the election of Regional Chairs and Vice Chairs to Regional Networks.

As part of our review, we also developed clear guidance on the roles, responsibilities and fiduciary duties of our Board members and approved a new model for the Board. This model still involves GBCs nominating people to be considered for the Board, but there is a greater focus on recruiting candidates who have the skills, influence and experience needed to guide the next phase of the WorldGBC's strategy.

## GROWING A HAPPIER, MORE EFFECTIVE TEAM

**Over the past 12 months, the WorldGBC's number of staff expanded, from ten at the end of 2016 to a total of 17 today.**

This highly successful recruitment drive was a huge achievement for our Operations team, and something that will greatly benefit our organisation, Green Building Councils and the overall green building movement.

As part of our aim to grow, support and motivate our fantastic WorldGBC team, we hosted a staff retreat in the English countryside in April 2017. This provided attendees with a great opportunity to bond, improve communication, share ideas and strategise for the future.

At the end of 2016, we also launched our first staff survey, which revealed to our delight that 100% of our staff members feel "proud to work for Team WorldGBC". However, the survey did indicate that we could do more to encourage creativity and innovation in our organisation. In response to this finding, we created our 'Inspiration Days' initiative, which allows each employee to take one day out of the office a year to reconnect with their inspiration for our mission.

Another important human resources focus this year was enhancing the health and wellbeing of everyone who works for us and helping them achieve a better work-life balance. This led to WorldGBC stipulating that our dedicated staff should never work at a weekend or when they are on holiday.

Finally, as part of our drive to grow a happier and more informed team, we introduced a 'micro-training' programme which involved staff members providing coaching and education to each other. Areas the programme has covered so far include graphic design, building certification, mindfulness, facilitation and balancing inner peace with ambition.

## OUR BOARD MEMBERS

**We believe in strong governance and accountability – to our mission, to the green building movement, and to our member Green Building Councils.**

And this is the role of our Board of Directors, a group of highly experienced building industry professionals who hold senior positions on the staff or Boards of our Established member Green Building Councils (or who are still closely affiliated with them).

The Board's role is to advise and oversee WorldGBC's organisational strategy and governance, and to ensure we are operating effectively as a not-for-profit organisation and delivering on our mission.



### Tai Lee Siang

Chair of the Board,  
Past President, Singapore Green Building Council

### Christine Lemaitre

Secretary of the Board,  
CEO, German Sustainable Building Council (DGNB)

### Felipe Faria

CEO, Green Building Council Brasil

### Sebastian Danino Beck

Former Director, Peru Green Building Council, & CEO DANBECK E.I.R.L.

### Sundaresan Raghupathy

Deputy Director General of Confederation of Indian Industry & Indian Green Building Council

### Lisa Bate

Vice-Chair of the Board, Regional Managing Principal of North America at B+H Architects & Past Chair of Canada Green Building Council

### John Alker

Campaign and Policy Director, UKGBC

### Ilari Aho

Vice President, New Business Development & CSR, Uponor & former Chair, Green Building Council Finland

### Cristina Gamboa

CEO, Colombia Green Building Council

### Bruno Sauer

CEO, Green Building Council España

### Tanya Cox

Treasurer of the Board, former COO, DEXUS Property Group & Director, Green Building Council of Australia

### Saeed Al Abbar

Director, AESG & Chair, Emirates Green Building Council

### Snježana Turalija

Head of Department of City Development, Economy & EU Funds, City of Karlovac & former CEO, Croatia Green Building Council

### Rudolf Pienaar

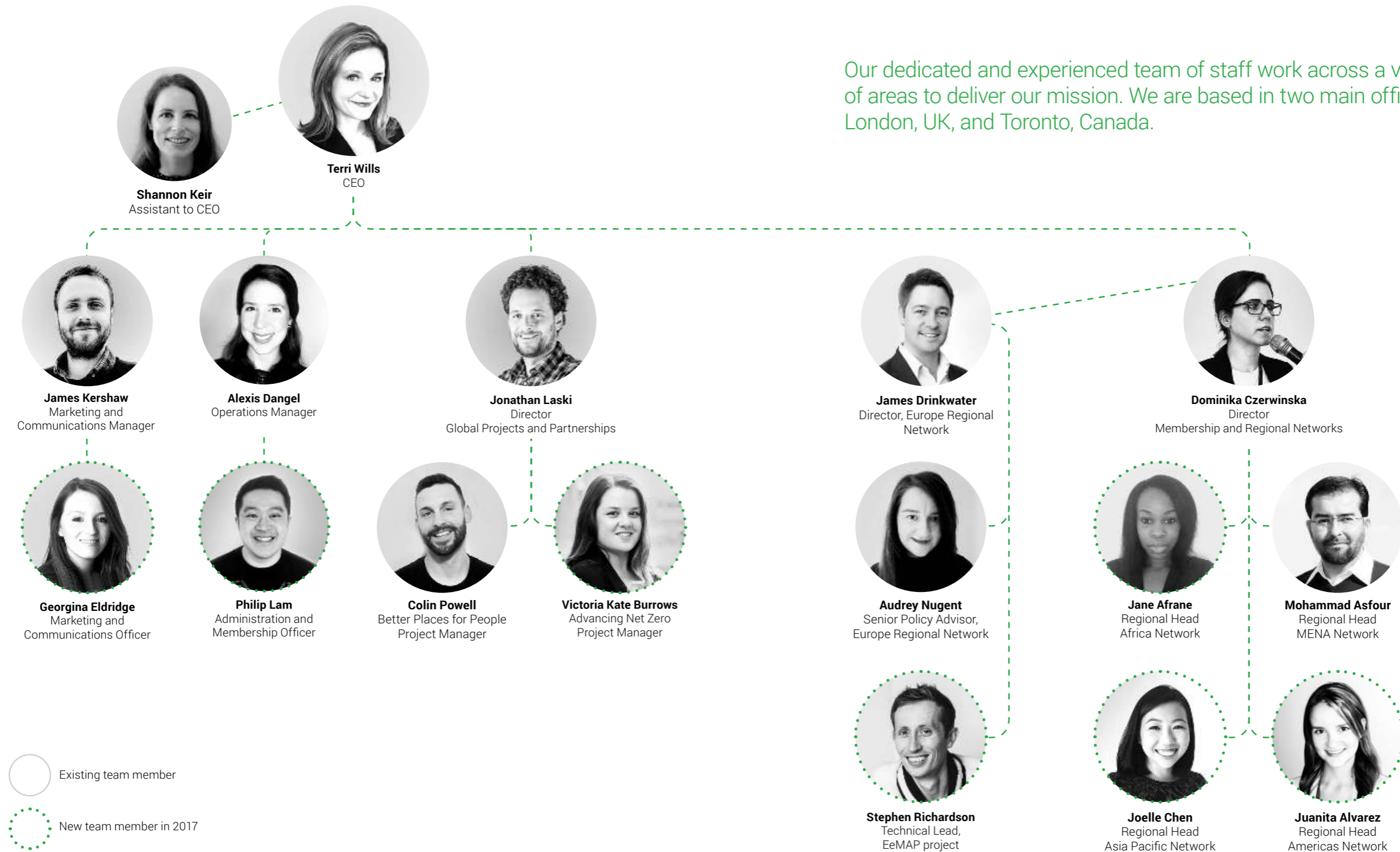
Director, Growthpoint Properties Limited and Deputy Chair of the Green Building Council of South Africa

### Peter Templeton

Senior Vice President of Global Market Development, U.S. Green Building Council

# Our growing team

Our dedicated and experienced team of staff work across a variety of areas to deliver our mission. We are based in two main offices in London, UK, and Toronto, Canada.



Existing team member

New team member in 2017



# Team spirit



- 1. A Bollywood-inspired energiser session at WorldGBC Members' Day in India
- 2. Victoria Kate Burrows visits the University of Nottingham's carbon neutral laboratory
- 3. The WorldGBC team at their annual retreat in the Kent countryside
- 4. Green building leaders celebrate International Women's Day at Ecobuild



# Our financial review

(Financial year 2016)

In 2016, WorldGBC significantly increased revenue, following the roll out of its new regional and project funding structure.

Revenue grew to \$1.8m in 2016 – a 28% increase from 2015 and almost a 50% increase from 2014. Revenue growth came from a number of sources: a 14% increase in membership revenue from new member Green Building Councils; increased sponsorship through an increase in corporate partners in the MENA and Asia Pacific regions; and most significantly, an increase of over 300% in grants from 2015 (actual 304%) primarily from foundations investing in our Advancing Net Zero project supporting our objective to reduce greenhouse gas emissions from buildings globally. World Resources Institute and the Global Environment Facility also funded WorldGBC and GBCs jointly to consolidate and administer impact funding in multiple regions under one grant to support cities.

WorldGBC increased expenditure by 31% primarily on high impact areas, with key savings in a number of areas. We redirected expenditure towards fundraising to grow programmes and services, and marketing to better communicate the benefits of – and urgency for – green building, while reducing Board and other administration costs. We also moved from a reliance on contract workers in 2015 to employing more permanent resources, including the first dedicated Operations Manager, as well as programme and regional staff. We invested in the refurbishment of our London office, shared with the UK Green Building Council, which achieved the lowest embodied carbon footprint ever recorded for an office refurbishment in the UK, as well as embracing health and wellbeing principles and providing a better working environment for the team.

Overall, WorldGBC increased the proportion of expenditure devoted to programme services – membership, regional management and projects – to 48% of overall expenditure, up from 40%. As we increasingly focus on both our members and our mission, the support we provide to strengthening the impact of member GBCs, as well as influencing the market globally and regionally, becomes ever more important.

WorldGBC also significantly increased its Unrestricted Net Assets by over 60% to almost \$1m (circa 71% of 2016 expenses). The WorldGBC Cash Management Policy requires that WorldGBC retains the equivalent of a minimum of 30% of its annual expenses in unrestricted net assets.

WorldGBC now has the necessary infrastructure and strong foundation required to achieve even greater impact.

World Green Building Council is a not-for-profit organisation registered in the United States of America. The financial statements of WorldGBC have been prepared on the accrual basis of accounting, including all assets, liabilities, net assets, and financial activities of the WorldGBC, and in accordance with the accounting principles generally accepted in the United States of America. The WorldGBC Auditor for the financial year 2016, KPMG, has issued an unqualified opinion on the 2016 audited financial statements: "KPMG Opinion: In our opinion, the financial statements present

fairly, in all material respects, the financial position of World Green Building Council, Inc. as at December 31, 2016, and its results of operations and its cash flows for the year then ended in accordance with U.S. generally accepted accounting principles."

The following financial information has been summarised from the World Green Building Council's audited financial statements. To obtain copies of the completed audited financial statements, please contact the WorldGBC team.

Revenue\*

# \$1,760,880

Revenue increase over previous year

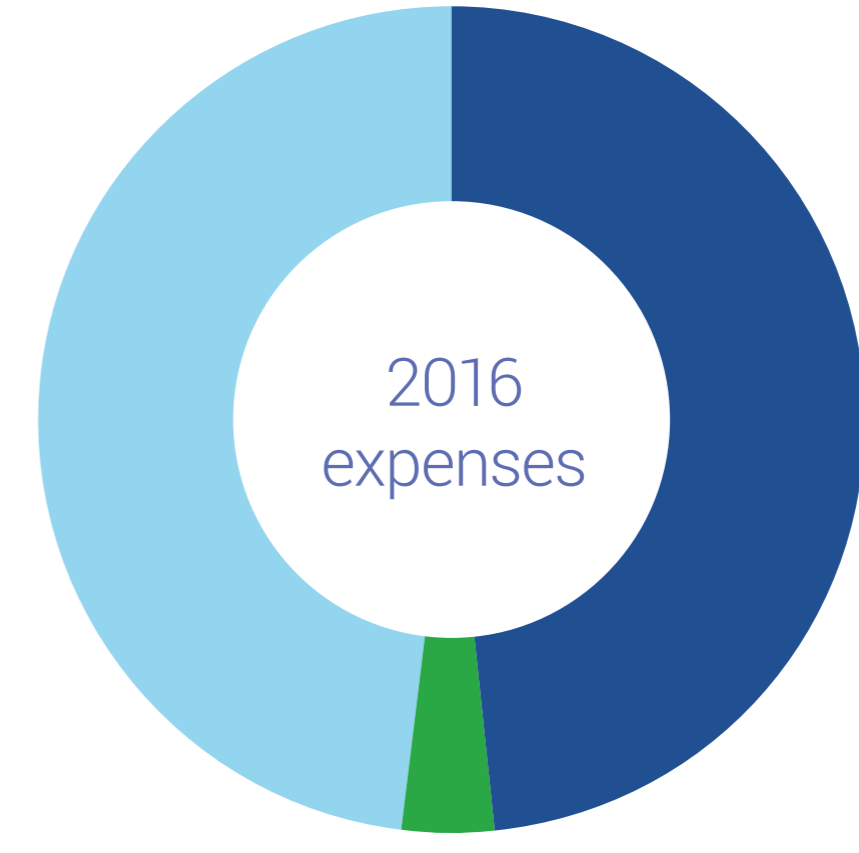
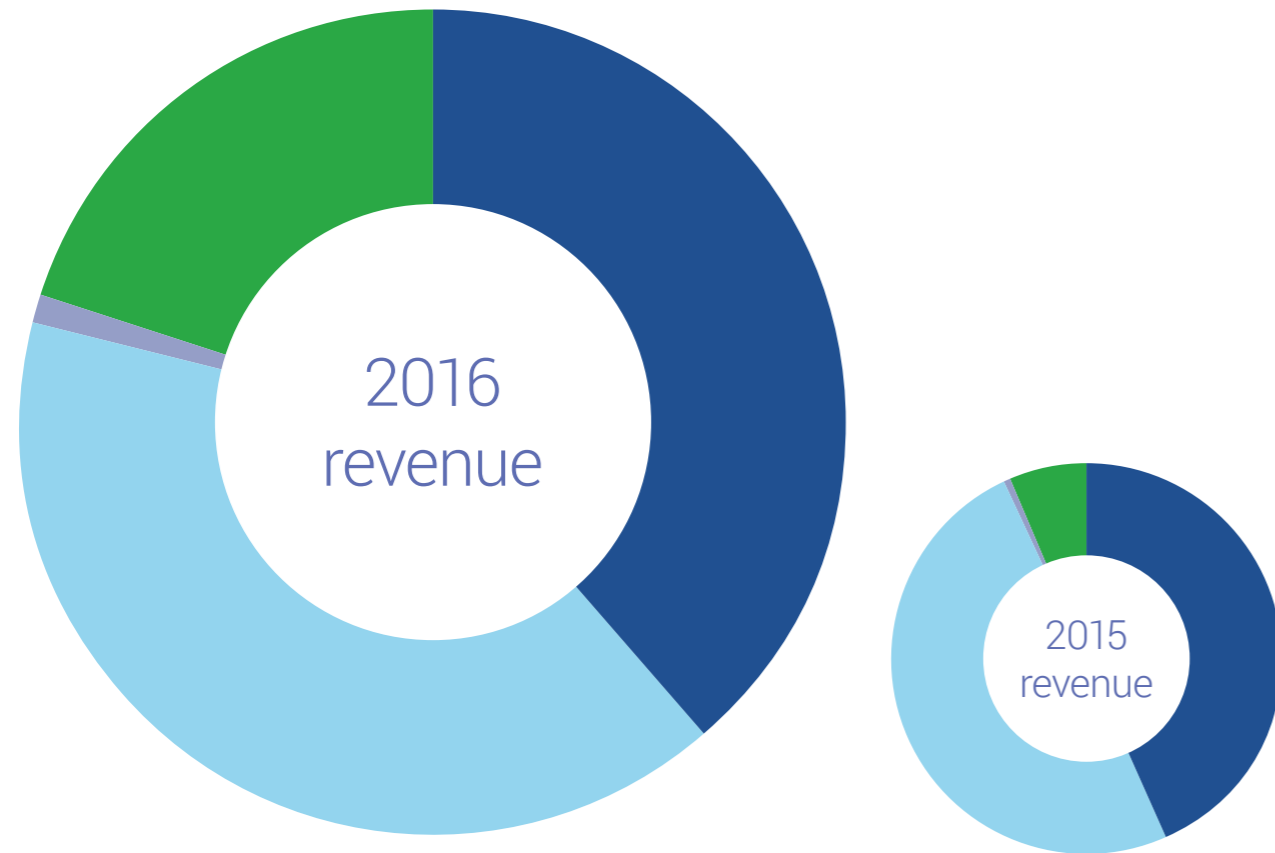
# 28%

\*Revenue includes income and support



# How we raised our money

# How we spent our money



## 2016 REVENUE

- **Membership**  
\$680,992  
This is the money raised from Green Building Council membership dues.
  - **Other**  
\$18,659  
This is for reimbursement and interest
  - **Sponsorship**  
\$712,922  
This is global partnerships, global project sponsors, and Regional Network funders.
  - **Grants**  
\$348,307  
We received grants for Advancing Net Zero, BEA and Asia Pacific Network
- Total revenue**  
**\$1,760,880**

## 2015 REVENUE

- Membership \$597,250
  - Sponsorship \$680,372
  - Other \$8,044
  - Grants \$86,070
- Total revenue \$1,371,736**

## 2016 EXPENSES

- **Programme services**  
\$632,473  
This consists of council development, Regional Networks, projects, and research and development.
  - **Supporting services**  
\$623,852  
This includes administration and operations, communications and marketing.
  - **Fundraising**  
\$49,086  
This accounts for resources spent on fundraising.
- Total expenses**  
**\$1,305,411**

# Statement of financial position

Years ended 31 December	2016 (in US\$)	2015 (in US\$)
<b>Assets</b>		
<b>Current assets:</b>		
Cash and cash equivalents	1,045,298	631,748
Accounts receivable	35,504	37,737
Prepaid expenses	75,931	19,704
	<b>1,156,733</b>	<b>689,189</b>
<b>Property, plant and equipment</b>	<b>75,660</b>	<b>7,580</b>
	<b>1,232,393</b>	<b>696,769</b>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	162,628	59,571
Due to Toronto and Region Conservation Authority	23,470	9,907
Deferred revenue	15,000	51,465
	<b>201,098</b>	<b>120,943</b>
<b>Net assets:</b>		
Unrestricted	924,120	575,826
Temporarily restricted	107,175	–
	<b>1,031,295</b>	<b>575,826</b>
	<b>1,232,393</b>	<b>696,769</b>

# Statement of activities

Years ended 31 December	Unrestricted	Temporarily restricted	2016 (in US\$)	2015 (in US\$)
<b>Revenue and support</b>				
Grants	129,146	219,161	348,307	86,070
Sponsorships	712,922	–	712,922	680,372
Membership dues	680,992	–	680,992	597,250
Other	18,659	–	18,659	8,044
Net assets released from restrictions	111,986	(111,986)	–	–
<b>Total revenue</b>	<b>1,653,705</b>	<b>107,175</b>	<b>1,760,880</b>	<b>1,371,736</b>
<b>Expenses</b>				
<b>Program services:</b>				
Membership and regional management	310,430	–	310,430	303,423
Global projects and partnerships	322,043	–	322,043	93,749
<b>Total program services</b>	<b>632,473</b>	<b>–</b>	<b>632,473</b>	<b>397,172</b>
<b>Fundraising</b>	<b>49,086</b>	<b>–</b>	<b>49,086</b>	<b>17,995</b>
<b>Supporting services:</b>				
Administration and marketing	583,442	–	583,442	510,468
Board expenses	27,271	–	27,271	53,735
Depreciation and amortization	9,562	–	9,562	2,624
Foreign exchange loss	3,577	–	3,577	12,191
<b>Total supporting services</b>	<b>623,852</b>	<b>–</b>	<b>623,852</b>	<b>579,018</b>
<b>Total expenses</b>	<b>1,305,411</b>	<b>–</b>	<b>1,305,411</b>	<b>994,185</b>
Increase in net assets	348,294	107,175	455,469	377,551
Net assets, beginning of year	575,826	–	575,826	198,275
<b>Net assets, end of year</b>	<b>924,120</b>	<b>107,175</b>	<b>1,031,295</b>	<b>575,826</b>



# Our supporters

We'd like to say a huge thank you to all of our 2017 sponsors and funding partners from around the world. It's only because of your fabulous support that we can increasingly position green buildings as an effective solution to environmental, social and economic issues and help national GBCs grow and flourish.

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“WorldGBC has been a valuable partner to JPMorgan Chase and a terrific resource as we shaped an industry leading renewable energy strategy spanning 75 million square feet in over 60 countries. WorldGBC has ambitious goals and their leadership brings a zero emissions future closer at hand.”

Alec Saltikoff, Executive Director, Global Head of Sustainability, JPMorgan Chase

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