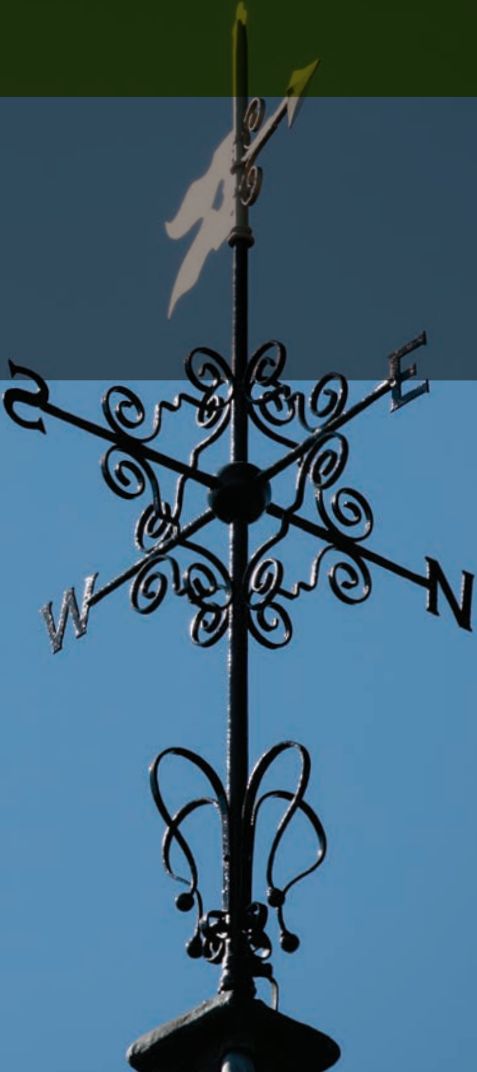


BRE Group Strategy 2017-2021



Building a better world, workplace and business together

We have come a long way since 2012, when our first five year strategy was developed and disseminated. We have embraced the core values, behaviours and recipe for success and as a consequence our business has grown and is now in much better shape. There is a great deal we can be proud of and a lot we can build on and I'd like to thank you all for playing your part in this sometimes tough but ultimately rewarding journey. As we look forward to the next five years and 2021, the year in which BRE will celebrate its 100th anniversary, we have refined and evolved the strategy now approved by the BRE Group Board to build further on this progress. This document sets out our refreshed approach.



Over the past five years the quality, direction and positive impact of our BRE Trust and other funded science has significantly improved. We now run a research programme of over £20m which is delivered by us and our research partners. Recommendations from key studies like the *Cost of Poor Housing* and our *Healthy Cities* and *Resilience* programmes are being applied across the UK and beyond. In 2014 two of our University Centres were recognised as top for their research specialisms under the Government's Research Excellence Framework.

This science and research base is being deployed on our flagship products LPCB and BREEAM which contribute significantly to the protection of people, property and our planet in the UK and around the world. It also feeds into our BRE Academy with its new online platform www.bre.ac which is upskilling those working in the international built environment, and into our SmartSite tools which are being used to consistently improve productivity, resource management and the wellbeing of people on construction sites in the UK and beyond. These tools now collectively generate more than 50% of our total income.

Our strategic objective to drive international growth has seen overseas income rise to a significant 40% of our total. We now have bases in the US, China, India, the Middle East and Brazil, as well as partnerships in Norway, Sweden, Germany, the Netherlands and Spain. These give us a strong platform for growth beyond the EU. International growth and impact will continue to be a key priority for us.

Digital products by our in-house team now generate 25% of our income. Becoming digitally enabled had been a major priority for us which we will strengthen significantly over the next 5 years. We see it becoming embedded in our culture and the way in which we work and deliver for our customers and collaborators. We have a key objective to become the organisation that puts data and analytics at the heart of built environment decision making in the UK and internationally. This is likely to transform the performance of the built environment in a way we've been unable to do at any time in our history. This is now reflected as a new ingredient.

Merging with CEEQUAL, YellowJacket, Constructing Excellence, Apres and the Institute for Sustainability has brought a helpful consolidation within our industry extending our reach and positive influence. Going forward we will look to merge with carefully-selected partners to further improve our collective impact on our industry.

We've worked very hard to create a diverse, capable and motivated team and this is the most critical and important factor underpinning our success. Building on these achievements will remain a top priority. To emphasise this we have written a new objective around becoming an employer of choice – providing our people with skills, development pathways, career opportunities, more flexibility and great places to work in.

We've improved business operations through significant investments in our facilities, systems and digital capabilities which enable us to run our business efficiently, effectively and accountably. We recognise that there is still significant investment required to meet the future demands of our business and this will remain a key priority.

Our research and tools will address health and wellbeing and its relationship to homes, buildings and communities around the world. In relation to this we are developing and growing a new stream around smart homes and buildings.

Our mission to build a better world, workplace and business together remains unequivocally at the heart of all we do. I very much look forward to working with you all on this next stage of our journey.



Niall Trafford
CEO

We are committed to the health and wellbeing of our staff, customers, suppliers, partners and consumers.

Key achievements from the last 5 years



Images top left to bottom right:
 Ravenscraig Innovation Park
 Home Quality Mark launch
 New homes on the Watford Innovation Park
 New partners now part of BRE
 bre.ac website
 Gu'an Innovation Park
 BRE China
 BRE America

CEEQUAL
 delivered by bre

CONSTRUCTING EXCELLENCE
 delivered with bre



YellowJacket
 delivered by bre



Our objectives

1

Create a positive environment for our people, with a reputation to match for the strength and diversity of our talent, which makes us an employer of choice

2

Increase our positive impact on the present and future built environment through research and data driven products

3

Build our international business to 60% of our income

4

Quadruple the income from our training and education business in response to global demand for built environment skills

5

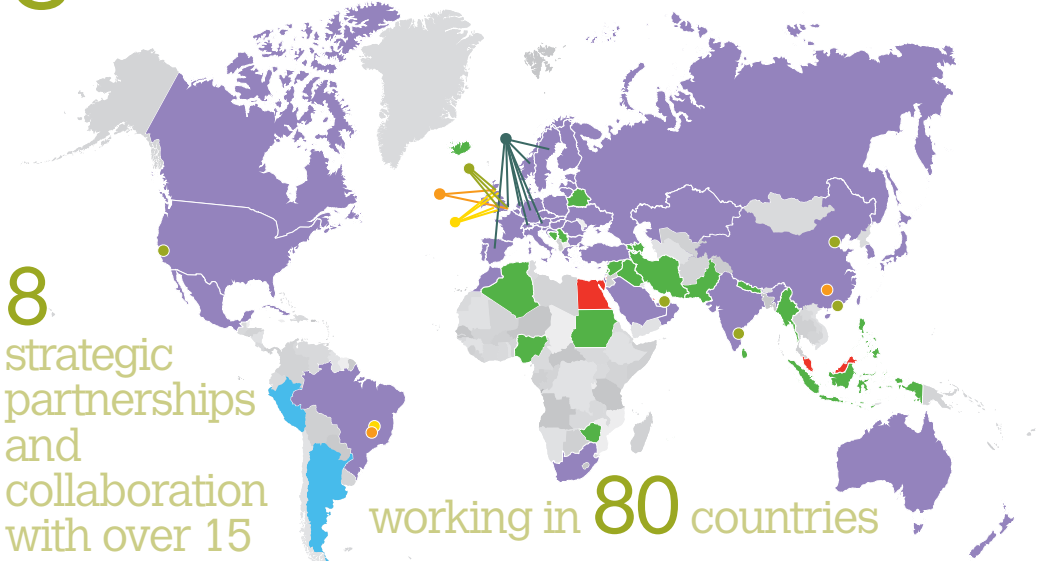
Put data and analytics at the heart of built environment decision-making

6

Strengthen our commercial independence and financial sustainability

At a glance

- BRE Office
- BREEAM Presence
- LPCB Presence
- BRE Academy Presence
- BREEAM/LPCB/BRE Academy Presence
- Innovation Park
- BREEAM National Scheme Operator
- BRE Trust Strategic Research Partner



8 strategic partnerships and collaboration with over 15 other academic institutes globally

working with **3000⁺** BREEAM and code assessors

300⁺ studentships supported by the BRE Trust

35,000⁺ people trained by BRE Academy

working in **80** countries

5 BREEAM National Scheme Operators in Europe

over **11,500** products and services certified by LPCB

630⁺ people directly employed by BRE

26 million data records held on UK housing stock

BRE making a positive difference in the built environment since 1921

Our vision:

To be the world leading research organisation enabling a better performing built environment.

Our mission:

To build a better world together.

Who we are:

BRE is an international, multi-disciplinary, building science organisation with a mission to improve buildings and infrastructure through research and knowledge generation and their application. We are owned by a charity called the BRE Trust, which delivers one of the largest programmes of built environment education and research for the public good.

What we do:

We use our cutting edge collaborative research to develop a range of digital products, services, standards and qualifications which are adopted around the world to bring about positive change in the built environment.

Our values:

- Passionate about the **health and wellbeing** of our colleagues, customers, customers, suppliers and partners.
- **Collaborative** with our customers, colleagues and the many stakeholders and partners we work with.
- **Customer focused:** delivering excellent customer service.
- **Agile:** responding with pace, dexterity and innovation to meet the needs of customers and colleagues.
- **Beyond reproach:** individually and collectively taking responsibility for working to the highest quality and ethical standards.

These values underpin all we do.

The wider context

1 in 6 buildings in the UK are at risk of flooding



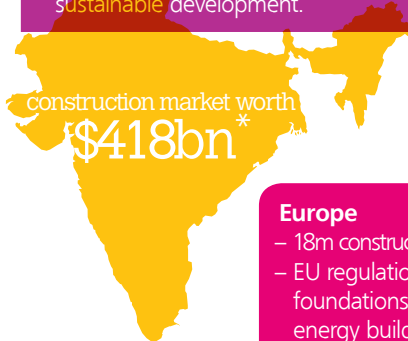
UK

- Manufactured housing systems (MMC) are seen as a key solution to the UK's housing crisis
- The cost of poor housing to the NHS is £1.4bn
- Over 10% of households in the UK are in fuel poverty
- Government has committed to invest £100bn in infrastructure projects like Crossrail, HS2 and a third runway for Heathrow airport.

40-50% of total emissions in the UK are derived from buildings

India

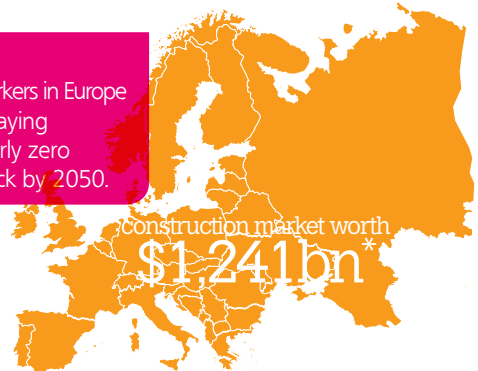
- Key focus, development of Infrastructure
- India figured in the top three countries affected by climate risk
- Energy security, climate resilience and sustainable consumption are the three pillars of India's approach to sustainable development.



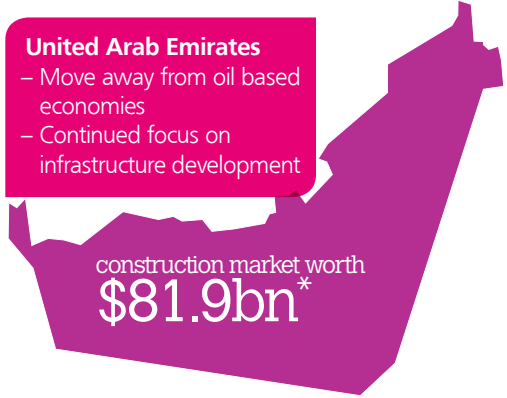
by 2050, 22% of the world's population will be over 50

Europe

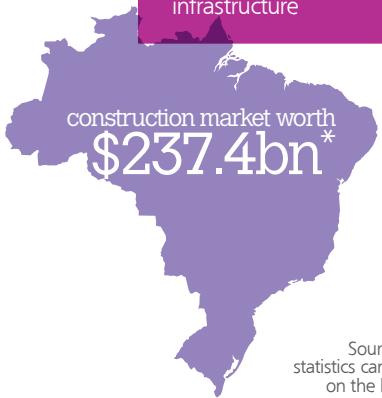
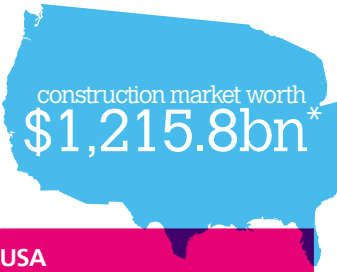
- 18m construction workers in Europe
- EU regulations are laying foundations for nearly zero energy building stock by 2050.



The global e-learning market will exceed **\$240bn** by 2023



current world population **7.5bn+** growing to **9.7bn+** by 2050



by **2050, 70%** of the world's population will live in **cities**

Sources for the statistics can be found on the back cover

Our CORE business areas

- High performance buildings and infrastructure
- Life safety, property protection, fire, physical and cyber security
- Knowledge and skills
- Smart homes and buildings
- Health and wellbeing and healthy cities
- Construction process, supply chain and project management
- Management of existing assets
- Adaptation and resilience



Key sectors we serve:

- Product manufacturing
- Construction: built environment professionals and contractors
- Property sector: buildings and infrastructure owners, managers and developers (public and private sectors)



Ingredients for success



Our people
are the
lifeblood
of our
organisation.



People

We recognise that our people are the lifeblood of our organisation. Our aspiration is to support our employees to be excellent in their chosen field through the development of new skills, providing development pathways, career opportunities, more flexible ways of working and great places to work in. We will continue to positively encourage diversity in our staff profile – this is how strong teams, who deliver great things, are formed.



Products

We will continue to focus on and invest in products that meet, exceed and anticipate market challenges. These products will exploit the knowledge generation that comes through our own research and that of our partners. At the same time, we will offer our existing products; certification, training and standards to new customers using digital methods by default.



Brand

Brand is the emotion behind what someone feels and sees when they interact with us on any level. Our ethical practices underpin the trust our stakeholders have in us. We will continue to recognise that our people and everything we say and do is central to the value, and therefore the success, of our brand. We will continue to unify our brand family under one recognisable mark. With stronger, more focused brand management we will build awareness of our core brands to enable faster growth.



Research & Data

In a rapidly changing and challenging built environment there is a growing strategically critical role for BRE, in collaboration with its partners, to deliver credible research and science based solutions. This is our differentiator and underpins the products, services, standards and educational programmes we deliver.

Going forward we have significant new opportunities to contribute more to improving the performance of the built environment. We will drive and grow the acquisition and digital storage of data from our extensive array of partners – this will enrich our knowledge base and help position us at the heart of data and analytics for built environment decision making.

Creating products that meet, exceed and anticipate market challenges.



Operational excellence

We will continue to optimise our organisational design, customer journeys, management processes, project delivery and customer satisfaction. We will be more agile in bringing new products and services to market, whilst maintaining and growing our internationally recognised accreditations for quality, testing, environment, health & safety and data security.



Partnerships

Partnerships will be at the core of our strategy, enabling us to extend the reach of our products into new markets around the world and enabling positive outcomes for those we work with. Our digital platforms will be more open to partners to link into and benefit from, whilst BRE will benefit from the ideas and innovations of partners and customers.



Digital

Digital is the key to how we reach more customers and communities globally whilst also increasing the speed, quality and financial margin of our products and services. Digital will be at the heart of everything we do – the way we capture and develop knowledge, create communities of advocates and deliver services and products to our customers worldwide.

Partnerships
will be at the
core of our
strategy.



International strategy

We believe our products align strongly with global challenges. Our international strategy will be focussed on bringing existing products like YellowJacket, CEEQUAL, BREEAM, LPCB and BRE Academy training to new markets. This will make us more robust by having less reliance on a single UK economy.



Facilities

Our ambition is to provide great spaces for all our people to work in whatever their role or wherever they are. We will further consolidate our assets and develop our headquarters site into an open, collaborative future forward science park, and will continue to invest in and support our offices and facilities in the UK and beyond.

Our future is supported by a sector-led international strategy.

Playing your part

Work with
excellence
and to the
highest ethical
standards.

We are where we are today because of one thing – our people. Our people form the strong foundations which underpin the BRE brand and everyone has an essential part to play in delivering BRE's future success. It is important that we all:

- Be responsive to the **health and wellbeing** of our colleagues, customers, suppliers, partners and customers.
- Focus on our **customers** – proactively seek understanding of industry challenges and customer needs and provide excellent service.
- **Collaborate** – we are one BRE – be proactive in how you work and engage with colleagues, customers, partners and others.
- Be **agile** – respond with pace and reliability to the needs of customers and colleagues.
- Work with excellence and to the highest ethical standards – make sure we are all **beyond reproach** in all we say and do.

Everything we do is in keeping with our Code of Conduct - The BRE Way. It sets out our guiding principles and explains how our values and working ethos steer our behaviour and decisions. Visit www.bregroup.com/bre-way

We want to hear from you

Do you have a success story in relation to this strategy or need assistance so that you can reach your goals?

Email feedback@bre.co.uk

Do you have an idea that you think could help BRE reach its objectives? Email suggestions@bre.co.uk

The wider context statistic sources

Improving property level flood resilience:
Bonfield action plan, 2016, Defra

Construction labour market in the UK:
The Farmer Review, 2016

The Full Cost of Poor Housing, 2016,
BRE

Fuel Poverty Statistics December 2016,
BEIS

National Infrastructure Delivery Plan
2016 to 2021, Government Policy Paper,
2016

UKGBC: www.UKGBC.org/resources

* Global Construction 2030 Forecast,
Oxford Economics, GCP

Global Market Insights www.gminsights.com/industry-analysis/elearning-marketsize

Worldometers: www.worldometers.info/world-population

World Health Organisation: www.who.int/world-health-day/2012/toolkit/background/en/

bre

BRE

Watford, Herts
WD25 9XX

T +44 (0)333 321 8811
E enquiries@bre.co.uk
W www.bregroup.com



Part of the BRE Trust

The BRE Trust uses profits made by the BRE Group to fund new research and education programmes that will help to meet its goal of 'building a better world together'.

The BRE Trust is a registered charity in England and Wales.
No. 1092193 and Scotland No. SCO39320