



STRATEGIC PLAN 2016-2018

JULY 2015

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1. Executive Summary

The current Strategic Plan has been developed while **SBC Greece (Sustainable Building Council Greece)** is in the final process of establishing its legal identity. Consequently, it broadly addresses key strategic issues concerning its development. A comprehensive 3-year Business Plan will be developed within 2016 incorporating the basic principles, structures and the processes described in this Strategic Plan.

Amidst a severe economic crisis and political instability in Greece there is an ever increasing need for a sustainable built environment. As a consequence, **SBC Greece**, a nonprofit organisation with the aspiration to become a WGBC member, was founded with the mission to lead and facilitate the transformation of the built environment and its communities to plan, develop, construct, maintain and operate sustainably.

The numerous high energy consuming existing building stock in Greece, the unsustainable practices for developing, constructing and operating buildings, the inefficient and lagging urban planning, the slack state control, the slow adaption rates of EU regulatory framework, the public perception that sustainable buildings cost more, the climate change experienced daily, the high pollution levels and the low level of sustainability awareness, identify market gaps and the strategic objectives and role of **SBC Greece**.

SBC Greece strategic objectives will be deployed in three pillars:

- Research and Education
- Certification and Rating Systems
- Advocacy & Consultation.

Although bound to be focused during implementation, a flexible approach will be operationally facilitated through frequent review processes. This will enable to align operations according to the Greek market maturity (today a sustainability laggard). Furthermore, it will serve the dynamic nature of sustainability issues in a national and international level while enabling to accommodate shock and opportunities.

The building industry in Greece is highly fragmented. Identifying, engaging and bridging the interests of stakeholders is a great challenge for **SBC Greece**. On early development high and medium significance stakeholders such as Construction Industry, Certification Bodies, Universities, Media, WGBC etc. will be given priority with the objective to create value for them and respond to market needs.

Currently, **SBC Greece** faces various threats and opportunities on its external environment. The severe economic crisis creates exceptionally low market activity, depression and lack of Government funding. There is a distorted public perception on sustainability costs and lack of available information on sustainability benefits.

On the other hand, the greatest opportunities are the favorable global trend and public image for sustainability, the expansion of sustainability certification and rating systems, the market differentiation which is encouraged by crisis, the low level of sustainability awareness and knowledge (regarding Education) and the opportunity to be a significant player in the Greek sustainability movement.

Within its internal environment **SBC Greece** has various inherent weaknesses and strengths. Termination of operations of the previous national GBC set its members in an awkward position, lack of initial funding, low market presence, low brand recognition and low availability of member's time are key areas for improvement.

Nevertheless, **SBC Greece** has motivated, experienced and diverse market background founding members. Additionally, there is a mix of previous national GBC and new members. Furthermore, the biggest ever Sustainability Forum for the built environment organized in October 2014 made a great impact to industry stakeholders demonstrating know-how, enhanced sustainability network and capacity to deliver.

The organisational structure of SBC Greece has been set fully from the outset by developing Articles of Association (AOA) adopting also best practice from WGBC guides and other GBC's. Furthermore, governance experience gained from the previous national GBC helped to identify critical issues and incorporate internal regulations and bodies such as appropriate legal form selection for the Council, rotational program for BoD members, Internal Auditing Committee, Code of Conduct & Ethics etc.

SBC Greece AOA has already been approved by Athens City Court. It is anticipated that the remaining bureaucratic processes will be completed within September 2015 where **SBC Greece** will be fully operational. Meanwhile, its operational and financial plan is already underway.

2. Organisational overview

2.1. Vision

SBC Greece vision is to establish a sound sustainable culture and behavior throughout the diverse nature of the built environment stakeholders in Greece.

2.2. Mission

SBC Greece mission is to lead and facilitate the transformation of the built environment and its communities to plan, develop, construct, maintain and operate sustainably.

2.3. Strategy and its review process

2.3.1. Goals

SBC Greece is an independent non-profit organisation body, governed by the Greek law and is planned to be associated with the international non-governmental organisation World Green Building Council (WGBC). Subject to final approval, **SBC Greece** will constitute the corresponding Greek Council and sole official member of WGBC in Greece. This specific attribute is deemed fundamental and necessary condition for the creation, existence and operation of **SBC Greece**.

SBC Greece is bound to serve, adapt and promote the environmental protection principles and the sustainable development, design, construction, refurbishment, operation and management of the built environment within its communities.

Through a voluntary membership approach and agreeing with this direction, the adoption of these principles will positively contribute to the transformation of the industry and will improve the social image of the built environment along with its relevant stakeholders.

2.3.2. Objectives

SBC Greece strategy will be deployed in three main pillars

- **Research and Education**
- **Certification and Rating systems**
- **Advocacy and Consultation**

The key objectives of this strategy mix can be summarised as follows

- The engagement and strengthening of scientific activities that will promote sustainable development in the building industry, the built environment and infrastructure, emphasising on social impact, energy saving, environmental protection, the conservation of natural resources, the reduction of pollution, the health and well-being of building occupants and the protection of cultural heritage.
- Supporting and promoting contemporary principles, methods, practices and techniques for sustainable buildings, built environment and infrastructure throughout their lifecycle stages.
- Organising training seminars, workshops, training and educational events, knowledge transfer and exchange with the purpose to inform and raise awareness among

members and stakeholders.

- The development of co-operational activities and research at national and international level with institutions, universities, professional unions, organisations, associations and similar bodies such as the World Green Building Council (WGBC) and other National Green Building Councils operating in Europe and internationally, with emphasis on know-how and experience exchange.
- The support, promotion, adoption and development of rating systems and sustainability certification of buildings and infrastructure. The rating and certification systems with which **SBC Greece** will be involved shall either occur through the support and/or adoption of existing and future international rating systems for sustainable buildings and infrastructure, or through the development of rating/certification systems by **SBC Greece** itself.
- The engagement and involvement of all productive bodies in the building industry and related or associated activities of business and market towards sustainable design of buildings and infrastructure, as well as the substantiated promotion and reward of outstanding and innovative applications.
- Consultation and lobbying with institutional, state and governmental bodies to influence and support in a regulatory context.

As set in **SBC Greece Articles of Association** (AOA) in Article No11 and Article No17 and within the organisational structure of **SBC Greece** there are specific provisions for the development of the following Specialised Committees. These Committees which will be responsible for achieving the described goals and objectives are

1. The Certification Committee
2. The Committee of Experts
3. The Education Committee
4. The Consultation / Lobbying Committee
5. The Research Programme Committee

Provision for the development of further Committees has been made in order to serve the objectives of **SBC Greece** while dynamically developing in the future.

2.3.3. Strategy review process

The strategic planning set forth by **SBC Greece** admittedly addresses a broad range of issues. In that aspect, considering best practice principles for strategic frameworks, it could result in lack of focus and ineffective implementation.

Nevertheless, after thoroughly considering the maturity level of sustainability in the built environment in Greece, currently laggard level, it is anticipated that this strategy mix implemented on early stages will mobilize, attract and engage the largest number of stakeholders providing **SBC Greece** with the opportunity to be established as the leading body for sustainability in the built environment.

Through a process of probing, gauging and consultation, **SBC Greece** will be able to identify opportunities so to capitalize on its strengths and identify and remedy its weaknesses. This

flexible approach will be institutionalized and operationally facilitated, through consultation, by a yearly review of strategic objectives, in order for **SBC Greece** to be able to:

- a) Align its operations according to the maturity level of sustainability in the Greek market.
- b) Address and serve the dynamic nature of sustainability issues in a national and international level.
- c) Focus on important issues and developing needs for greater effectiveness.

2.4. History, formation and the Founding Members

SBC Greece was founded in May 2015 by 20 founding members representing different sectors such as architects, building services engineers, civil engineers, university professors, developers, contractors, sustainability consultants & auditors, product manufacturers and suppliers, legal professionals and nonprofit institutes. Beyond a shared vision, commitment to actively participate in **SBC Greece** activities and drive for a sustainable built environment, the founding members have significant knowledge, experience and achievements in sustainability of the built environment.

Additionally, many of the founder members have already established their participation in broad national and international sustainability networks and exert influence within its one sector on a local, national and international level. Indicatively stated here, four **SBC Greece** founding members in October 2014 organized and participated in the biggest ever forum organized in Greece for the “Implementation & the business case for sustainable buildings in Greece” with 25 national and international speakers and 365 participants.

Additionally, one of the founding members of **SBC Greece** is the General Manager of Knauf Insulation Greece, part of Knauf Insulation, a European Regional Partner of World Green Building Council.

SBC Greece founding group members have already formed relationships with the WGBC, GBC Italia, USGBC, Serbia GBC, DGNB and Emirates GBC.

Furthermore, founding group members have already formed relationships and collaborate with bodies for sustainability certifications and labels (product, building and corporate level) including USGBC, BRE, DGNB, GRESB and Passive House Institute, Considering that building certifications is a fundamental pillar of **SBC Greece** strategic plan, collaboration and enhancement of relationships with these bodies, and others that may emerge, will be an ongoing concern.

Finally, as described above, the founding members have already developed through a transparent consultation process, the AOA for **SBC Greece** and provided initial funding.

3. Market Assessment

This current market assessment has been developed using the collective knowledge and experience within the founder members group. Among them there is a high degree of experience, knowledge and diversity in professional background, within the industry of the built environment, and a full market assessment, analysis and plan will be developed as part of the 3-year Business Plan.

3.1. Stakeholder Mapping & Assessment

Figure 1 shows the main Stakeholder Groups of SBC Greece.

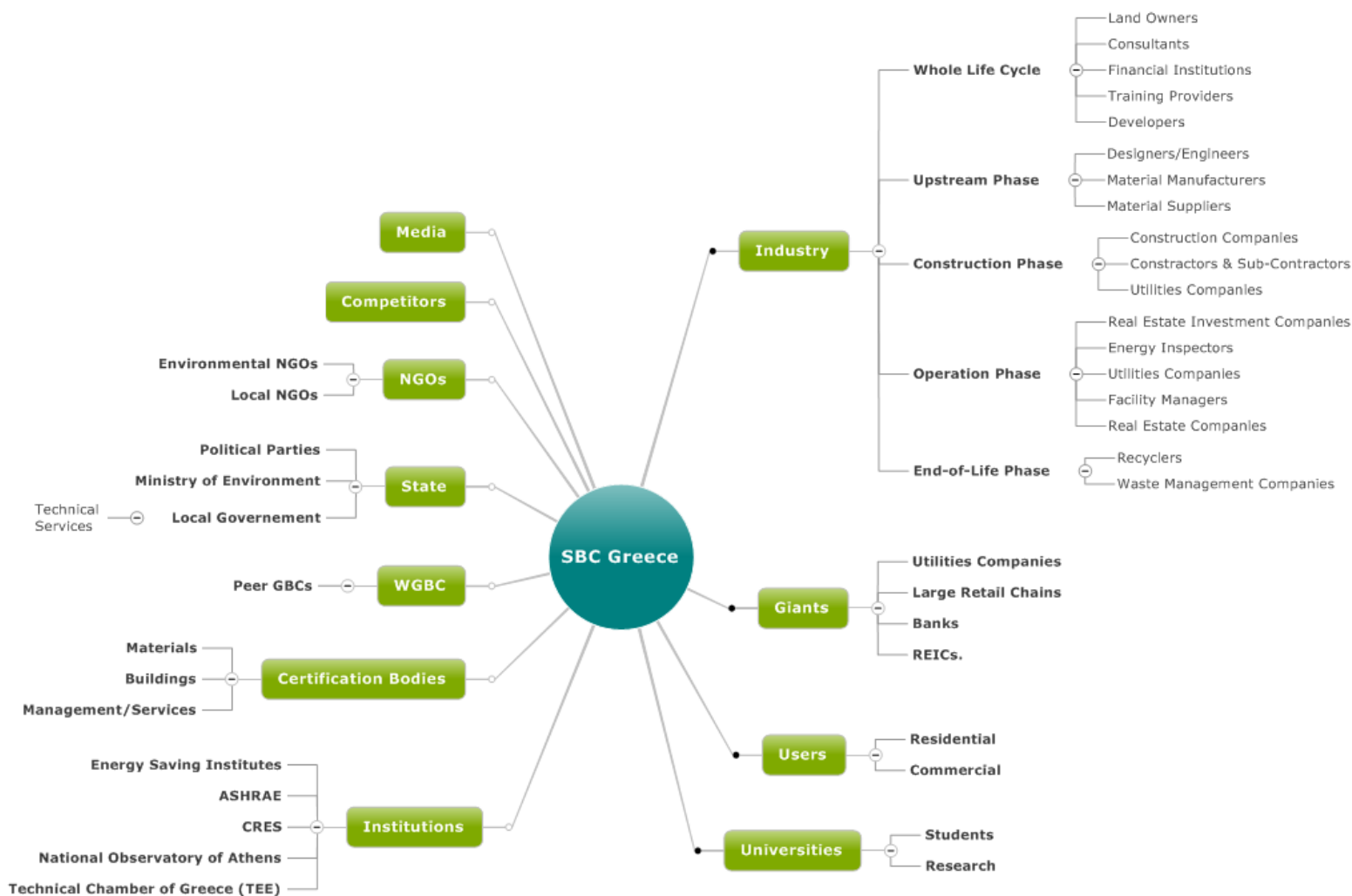


Figure 1 Stakeholder Map of SBC Greece

It is noted that the Built Environment Industry has been organized in sub-groups according to their relations with the Life-Cycle phases of the Built Environment (Upstream, Construction, Operation and End-of-Life) including those that have a horizontal, Whole Life Cycle Scope.

As it can be seen the industry in Greece is highly fragmented. Consequently, bridging the interests of all stakeholders will be a great challenge and a priority. Additionally, for **SBC Greece** to facilitate the transformation of the built environment it has to effectively engage these stakeholders according to the business and operational plan and priorities.

Furthermore, it is important on the early development of SBC Greece to identify the main influencers of the market that can advance **SBC Greece** priorities.

Figure 2 shows a qualitative assessment of the significance of each stakeholder group in terms of their influence on the Sustainable Built Environment in Greece and their interaction with **SBC Greece**.

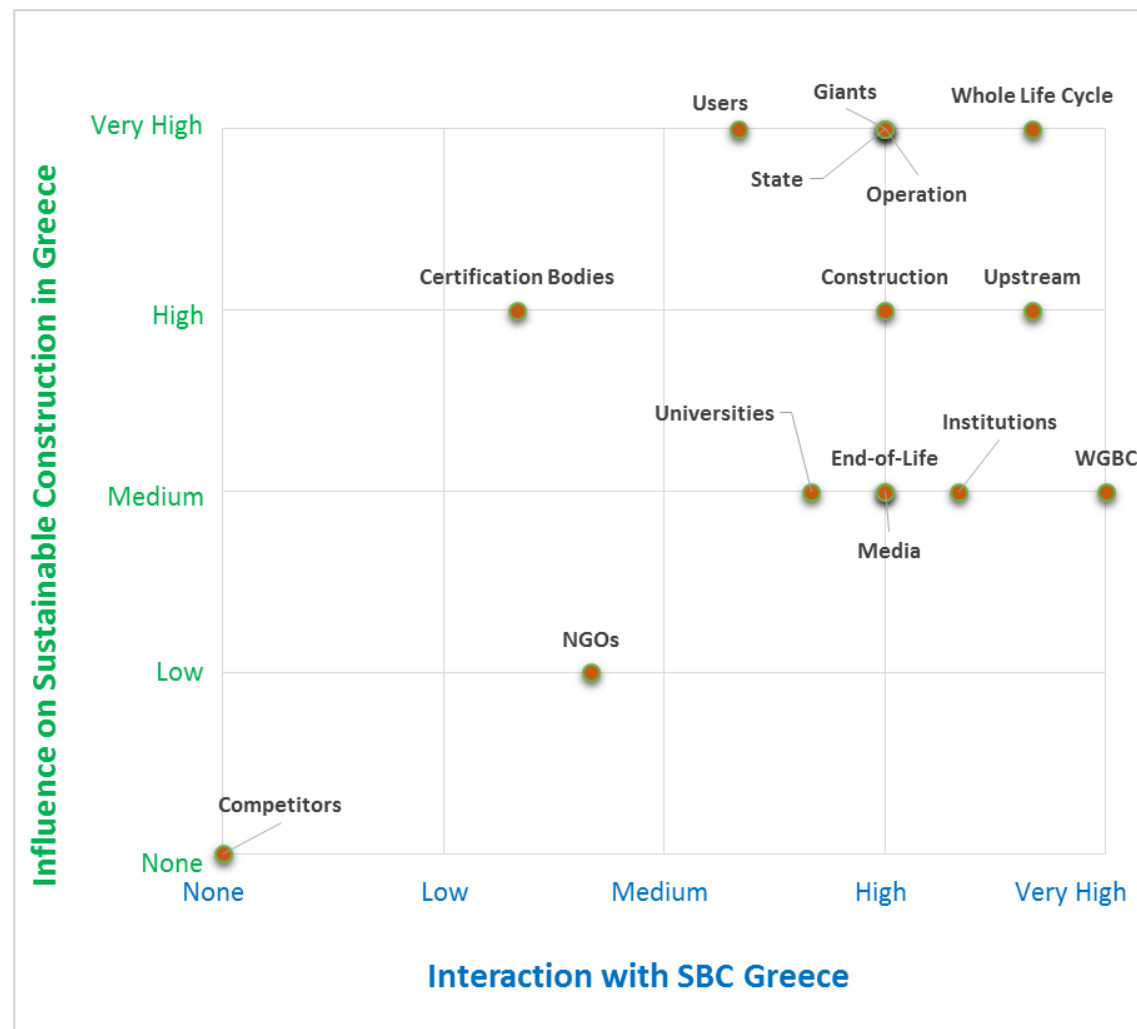


Figure 2 Stakeholder Assessment

According to Figure 2, the Stakeholders of **SBC Greece** can be organized in three groups considering, among other factors, their significance:

- **High Significance:** It includes WGBC and the whole Built Environment Industry, except for the End-of-Life companies, the Giants, the Users and the State. SBC Greece should give priority to enhance its relations with these stakeholder groups.
- **Medium Significance:** It includes the Certification Bodies, the Universities, the Media, the Institutions and End-of-Life companies.
- **Low Significance:** It includes the NGOs and Competitors. These stakeholder groups are not currently a priority for SBC Greece.

SBC Greece will monitor and create value for all stakeholders.

3.2. STEER analysis

3.2.1. Social/Cultural factors

Greek traditional architecture is characterised by bioclimatic design. However, in the past five to six decades mass production and the heavy reliance on heating and cooling systems has resulted in high energy consuming buildings. At the same time, the majority of Greek people have invested in unsustainable development practices, thus demonstrating a low concern regarding the environment. This is now changing due to the severe deterioration of the quality of life in cities. However, there is still low awareness of sustainable building practices.

3.2.2. Technological factors

There exists a low quality and energy inefficient building stock, coupled with a lack of green building skills. However, there is ample availability of international solutions, best practices and imports waiting to be diffused / applied to the market. **SBC Greece** can and must play the role of the catalyst. Relevant academic R&D is substantial in Greece, but with a low diffusion to the construction industry, due to the minimal cooperation of Greek universities with the private sector.

3.2.3. Ecological factors

The vast majority of buildings are brown consuming a lot of energy, large part of which use electricity for heating and cooling. Electricity in Greece is mainly produced by high emitting lignite burning, even though renewables have started to enter slowly in the mix. A large number of greenfield developments are illegal (without a building licence). Urban sprawl characterises most cities. This unsustainable model of development can change. Greece enjoys a high level of biodiversity and has a very high level of renewable energy potential (solar, wind, etc.). Climate change is expected to have a large impact on certain areas of Greece, including lack of water availability. There is a need for further studies and research on these climate change threats and mitigation strategies.

3.2.4. Economic factors

The acute financial crisis in Greece over the past five years has almost completely halted building construction activity. New constructions have declined by approximately 90%. Additionally, the acute cash flow crisis has halted house owners' and companies' energy efficiency improvements. Greece has been left out of the global trend towards more sustainable buildings.

Any cost premium in an extremely depressed market is difficult to be decided on. Furthermore, there exists a public perception (even among Greek engineers) that sustainable buildings cost significantly more than they actually do.

3.2.5. Regulatory factors

There exists an inefficient and lagging urban planning by the Greek state. Furthermore, state control is slack. These two factors, coupled with the aforementioned low concern for the environment by the majority of Greek society has led to the development of a large percentage of buildings (mainly houses) without issuing a building licence. Many communities have been built, with a low percentage of building licences and without any urban planning. The necessary infrastructure has been constructed after the majority of houses in these communities have been built. Furthermore, the Greek state has enforced laws and regulations

that provide the option to legalise unlicensed buildings, through the payment of (relatively low) fines.

The EU regulatory framework provides the Greek state with directives and tools for a more sustainable development and in particular sustainable built environment. However, the adoption rates of these directives yielding legislation is slow.

Efforts by the Greek state to promote sustainable buildings through the New Building Regulations, which provides incentives for buildings certified with international rating systems such as LEED and BREEAM, had no yet yielded any results since it is very difficult to implement these specific regulations.

3.3. SWOT analysis

SBC Greece is called to operate in a challenging and unique environment, which is shaped by a number of parameters. Some of these factors can undoubtedly act as agents of positive change and strong forces that will assist **SBC Greece** in establishing and maintaining a leading position within Greece. Other factors, mainly of external origin nature, cannot be controlled and affect greatly the discounts making. Bellow the most important challenges that **SBC Greece** currently faces are presented and a SWOT analysis framework is given in Figure 3.

SWOT Analysis		
	Positive Points	Negative Points
Internal Environment	Strengths <ul style="list-style-type: none">• Motivated and experienced Founding Members• Members from different market backgrounds• Mix of previous national GBC and new members• SBG Forum in October 2014 great impact resulting in raised expectations for a new GBC.	Weaknesses <ul style="list-style-type: none">• Lack of initial funding• Low availability of members' time• Low market presence and brand recognition
External Environment	Opportunities <ul style="list-style-type: none">• Favorable Global Trends and public image for Sustainability• Expansion of Green Building Certifications/Benchmarks (BREEAM, LEED, GRESB) in the Greek market• Be part of developing further the Greek sustainability movement• Crisis encourages market differentiation• Low level of sustainability awareness and knowledge	Threats <ul style="list-style-type: none">• Severe crisis creates very low market activity and depression• Political instability & lack of Government funding• State's indifference and inflexibility• Distorted public perception on sustainability costs• Lack of available information on sustainability benefits• Other "similar to WGBC named" entities

Figure 3. SWOT analysis framework

Severe economic crisis

Within the European Union, Greece in the last 5 years experiences a severe economic crisis. GDP has plunged by 25% since 2010, reported unemployment rate is at 25% and country debt to GDP ratio is 177%. As this Strategic Plan is written Greece is facing the possibility to exit the Eurozone, banks are closed and capital controls are imposed.

Political instability & lack of Government funding

In the last 6 years Greece has suffered from relative political instability. The periods of Government service have become very short resulting in a lack of policy continuity, national strategic planning and implementation. In addition, institutional roles such as government officials and Ministers, change very frequently making difficult to form binding relationships between institutions, associations, councils etc. and the Government.

Real Estate industry crisis

Compared with other industries in Greece, the real estate industry has been affected the most. Regardless of termination of most related activities, real estate continues, within the crisis, to be a significant economic source for governments through high taxation. As a result, owning real estate has become unpopular and a burden considering also the fact that prices continuously plunge on an otherwise inert market. Consequently, this situation creates a great challenge for developing **SBC Greece**.

Other “similar to WGBC named” entities in Greece

Upon approval, **SBC Greece** will be the sole and official Greek member of WGBC. This by default will render, in many aspects, the Council unique for Greece.

However, an entity named GGBC (Greek Green Building Council) currently exists in the Greek market. This entity has never been recognised as an official WGBC member. Obviously this creates confusion since the specific acronym is used only by official WGBC members in more than 90 countries worldwide.

Low level of sustainability awareness and knowledge

The financial and real estate crisis in Greece has driven the relevant market to inactivity. Business activities have been minimal; some companies have ceased activities and professionals are actively seeking career abroad or change careers paths.

Consequently, the last 10 years of worldwide vivid development of sustainability in the built environment has not been picked up by Greece. As a result, Greece is currently considered a sustainability laggard imposing for **SBC Greece** the great challenge to awake and engage all relevant stakeholders and transform the industry.

4. Marketing Plan

A full marketing plan will be within the scope of the 3-year Business Plan addressing key issues such as:

1. Branding of SBC Greece
2. International relationships
3. Engaging business stakeholders
4. Government relations (lobbying) and advocacy
5. Increasing awareness on Sustainable built environment

by employing appropriate analysis tools (such as the 4P's etc.).

Furthermore, a clear positioning strategy as described in 2.3. will be clearly demonstrated with the help of a big launch event.

Finally, in order to engage business stakeholders at early stages, utilization of personal contacts and influence of **SBC Greece** founding members is a top priority and already underway.

5. Management and Organisation

5.1. Organisational Structure & Chart

SBC Greece is a non-profit organisation based in Athens, Greece. It has the legal identity of Association governed by the Greek law. Upon approval from WGBC, it will be the official Greek WGBC member.

Considering **SBC Greece** nature, the expert legal advice sought and the hands on experience of the founding members, it was decided that **SBC Greece** legal form should be that of Association to ensure transparency and perpetual operation.

According to Article 11 of the AOA the bodies of **SBC Greece** are:

A. The General Assembly, which is the supreme body of **SBC Greece**.

B. Elected

1. The Board of Directors
2. The Internal Auditing Committee

C. Non - Elected

- a. The Executive Management
- b. The following Specialised Committees (on the full future development of **SBC Greece**)
 1. The Certification Committee
 2. The Committee of Experts
 3. The Education Committee
 4. The Consultation / Lobbying Committee
 5. The Research Programme Committee

The non-elected bodies are revocable, upon justification. Furthermore it is possible to develop other Committees in the future to serve the objectives of **SBC Greece**.

Details for the structure, responsibilities, rights, management procedures etc. for each of the bodies above are described in detail in the AOA.

Finally, with the development of the Operational Plan (within 3-year Business Plan) a full Organisational Chart/diagram will be developed illustrating the relationships between the described bodies above.

5.2. Board of Directors

The Board of Directors will comprise of 9 members elected by the General Assembly among its regular members (Article No 13 in AOA). Considering **SBC Greece** entry level of prospective status, the number of BoD members is relatively high. However, this is combined with a recurrent annual rotational programme for transitioning 1/3 of the BoD members (Article No13 paragraph E). This aligns with the founding member's culture and WGBC best practice guides for representation on the Board of Directors of a balanced cross-section of the building

industry, safeguarding openness and the introduction of new ideas, while strategic and operational continuity is maintained.

Finally, to increase integrity and transparency a Code of Conduct and Ethics for the Board of Director's will be developed as set out in Article No19 in AOA.

5.3. Committees

Description of the Committees is given in sections 5.1 and 2.3.2 above. Their operation, mandates etc. are described in Article No 17 in AOA.

5.4. Board of Advisors and Staff

Advisors and Staff will be formally assigned upon completion of the current procedures for the establishment of **SBC Greece** legal identity, to manage the implementation of the Business Plan and the Operational Plan.

Furthermore, according to Article No 16 in AOA, provisions have been made for an Executive Management team consisting of the Director and the Deputy Director, which will be assisted by necessary staff.

6. Operational Plan

The Operational Plan will be a key subject of the 3-year Business Plan identifying and describing in detail the activities of **SBC Greece** including a timeline for delivering these activities.

The key areas of the plan, according to the strategy mix mentioned in 2.3.2 will include:

- **Membership development and engagement** (Setting quantitative goals i.e. membership development as well as qualitative ones such as increased member diversity).
- **Advocacy, Communications and Consultation** (Covering internal and external communication and consultation with all relevant stakeholders, relevant media and various events held locally and internationally).
- **Education and various programs** (Objectives, type, frequency and financial viability).
- **Research** (mapping local market conditions and identifying sustainable buildings opportunities through participation in various national and international programs including WGBC and ERN programs).
- **Certification and Rating Systems** (Introduction of existing certification and rating systems such as BREEAM, DGNB and LEED establishing formal relationships with certification bodies and develop working groups within **SBC Greece**).

Thorough consideration will be given to identify which activities will be an ongoing concern for **SBC Greece** and which ones will be project like or planned.

Finally, the feasibility of these activities will be examined considering current and future capacity and resources including financial ones.

Relationship forming for support and exchange of knowledge will be an ongoing concern for SBC especially when being part of a global network of GBC's sharing a common vision and mission.

7. Financial Plan & Risk Assessment

7.1. Financial Plan

A detailed financial plan will be a key subject of the 3-year Business Plan. From the outset the AOA in Article No9 identifies financial resources targets for **SBC Greece** (indicatively here stated membership dues, sponsorships, donors, training, education workshops etc.). Identification of resources will be subject of an in depth analysis within the Business Plan.

Furthermore, Article No10 in AOA describes the regulations and processes relevant to setting the fiscal year, the yearly annual balance sheet and financial report disclosed to all **SBC Greece** members, report of the Audit Committee and approval by the General Assembly.

Finally the Business Plan will include an annual operating budget with the target to become self-sustainable after the first 3 years of **SBC Greece** operation.

7.1.1. Securing initial funding and soliciting further support

As noted in section 2.4, the founding members will initially provide funding for the establishment of the legal identity and early stages of **SBC Greece** operation. Thereafter, additional funding will be obtained through public relations, marketing and fundraising campaigns targeted to larger national and international companies.

7.2. Risk Assessment

Considering the very challenging status of the Greek economy a realistic and comprehensive business risk assessment will be conducted, with a prudent approach.

Budget scenarios, risk mitigation measures and best practices from mature GBC's will be utilized to allow **SBC Greece** plan wisely for the future.