



GBCI **2024-2026** Strategic Plan

2023 GBCI BOARD OF DIRECTORS

Jacquelynn (Henke) Wolff, Chair

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Introduction

Green Business Certification Inc.™ (GBCI®) is a nonprofit provider of third-party certification, verification, and credentialing services based on leading global standards for sustainable practice and performance in business, buildings, and communities. GBCI provides independent oversight of two dozen certification, credentialing, and certificate programs, including the U.S. Green Building Council®'s LEED® green building rating systems. GBCI is headquartered in the United States with offices in Asia, Europe, Latin America, and the Middle East.

The 2024-2026 Strategic Plan calls for new investments and scalable approaches to accelerate the widespread delivery of programs that recognize and verify sustainable practices. Those strategies include establishing new capabilities that create value within the corporate environmental, social, and governance (ESG) space related to portfolio-scale performance assessment and verification; executing partnerships that expand market reach and serve needs across all communities; strengthening capabilities in targeted geographic markets outside of the United States; and executing a long-term digital transformation strategy to provide best-in-class digital tools and experiences for our customers.

The Strategic Plan was developed in collaboration with the GBCI board of directors with input from GBCI stakeholders.

2023 STRATEGIC PLANNING COMMITTEE

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Vision, Mission, Guiding Principles, and DEI

Vision

GBCI's vision, mission, guiding principles, and diversity, equity, and inclusion (DEI) vision define who we are and what we do. They create our identity, embody our culture and values, and define the impact we seek to achieve.

VISION

The built environment enhances health, equity, resilience, sustainability, and prosperity for all life and all communities.

MISSION

To independently recognize excellence in performance and practice globally while promoting adoption of building and business practices that continually and measurably improve health, equity, resilience, and environmental wellbeing for all.

GUIDING PRINCIPLES

- Reconcile Humanity with Nature: GBCI will endeavor to create and restore harmony between human activities and natural systems.
- Ensuring Validity and Quality: We ensure rigor in the design, development and implementation of the processes and tools used to measure performance (certification) and practice (credentialing). Our approaches and methodologies deliver consistency and objectivity to assure the validity of those certifications and credentials.
- Operating with Transparency and Clarity: We are open and transparent in both the way we do business and in the information we share. We conduct our business with a deep sense of integrity and ethical responsibility that creates predictability and confidence in the marketplace and for our stakeholders.

- Adapting to Change: We continually adapt to the changing needs of the global marketplace, advancing our knowledge and expertise to accelerate the adoption of green business practices and enhance their effectiveness around the world.
- Providing Excellence in Service: Through our responsiveness and excellence in service, we are committed to establishing high-quality, enduring relationships with our customers and clients.
- Driving Change to Create Lasting Benefits for the World: We drive market transformation on a global scale that is economically, environmentally, and socially sustainable. We recognize leadership through third party verification of green business performance, the accreditation / credentialing of individual green business knowledge and business expertise, and the verification of green performance buildings, communities, cities, states, and countries through our performance certification platform.

DIVERSITY, EQUITY, AND INCLUSION (DEI) VISION STATEMENT

It is our vision that our work provides equitable access to the benefits of green building to all, including people who have been denied or without access due to their race, sex, identity, age, disability, or socioeconomic background.

Our workplace and the global built environment are transformed to be equitable and inclusive through consistent dismantling of systems that enable these barriers, particularly for marginalized people and under-resourced frontline communities disproportionately burdened by the health and well-being and financial impacts of poor indoor environmental quality, environmental hazards, and climate change.

Strategic Imperatives

GBCI's strategic imperatives are key organizational strategies to advance our mission. We have identified three strategic imperatives to guide our work from 2024 to 2026:

1. Evolve business model and offerings to support market transformation drivers, stakeholder needs, and verification of sustainable performance and practice at scale.
2. Expand organizational partnerships and embrace innovation to maximize the reach, speed, scale, value, and impact of green building and business knowledge, performance, and accountability globally.
3. Achieve organizational excellence and effectiveness.

These strategies are critical enablers for the organization to improve its program service and delivery model, drive value creation for its customers, facilitate positive impact, and generate mission-aligned revenue. Each strategy includes key implementation approaches that will guide the development of our annual work plans, partnership initiatives, and stakeholder engagement.

Strategic Imperative 1: Evolve business model and offerings to support market transformation drivers, stakeholder needs, and verification of sustainable performance and practice at scale.

For 15 years, GBCI has been the global leader in third-party verification services for sustainability-driven certification and credentialing programs. GBCI commits to leverage its market knowledge and program delivery expertise to achieve greater impact and scale by:

- Developing new offerings focused on the measurement and improvement of building performance that drive demand for high-performance certifications.
- Evolving product offerings to address unmet market needs related to the verification of voluntary carbon reduction pledges and ESG commitments.
- Establishing long-term strategies to strengthen and scale professional accreditation offerings according to stakeholder needs.
- Strategically investing in the growth of certification programs outside of the United States.
- Continuing to build and emphasize technical expertise, global consistency, verified outcomes, and innovation.

Strategic Imperative 2: Expand organizational partnerships and embrace innovation to maximize the reach, speed, scale, value, and impact of green building and business knowledge, performance, and accountability globally.

The markets within which GBCI operates are rapidly evolving as environmental sustainability intersects with decarbonization, climate resilience, public health, social equity, and other mission-driven issues. We will embrace partnership and innovation to expand our value proposition by:

- Strengthening the adaptability, quality, and continuous improvement of certification and credential programs.
- Developing new partnerships with leaders in the finance, insurance, real estate, housing, and related sectors as well as with community-based organizations to grow the market and strengthen program delivery and access.
- Expanding global partnerships and operations to support international market entry and long-term growth.

- Building pathways to deliver educational content and certification and credential programs to traditionally under-resourced populations and communities.
- Investing in digital transformation initiatives and exploring artificial intelligence to create a best-in-class digital customer experience.

Strategic Imperative 3: Achieve organizational excellence and effectiveness.

GBCI's ability to promote green building market transformation is based on its ability to operate effectively, demonstrate programmatic excellence, and create value for its community of users and stakeholders. We will achieve and maintain organizational excellence and effectiveness by:

- Investing in our people and maintaining a supportive, inclusive, and diverse organizational culture that attracts and retains talent and develops leaders.
- Optimizing our programs for speed, scale, and impact and measuring outcomes.
- Supporting organizational transparency and accountability to our stakeholders.
- Leveraging data analytics to improve certification and credentialing program delivery, digital customer experience, and product quality and value.
- Generating mission-aligned revenue and maintaining fiscal discipline to ensure the long-term viability of the organization.

Methodology

The 2024-2026 Strategic Plan was developed at the direction of the GBCI board of directors. La Piana Consulting was selected to facilitate the strategic planning process, which involved the following activities:

