



WARMWORKS

# IMPACT REPORT

2025



**INVESTORS IN PEOPLE™**  
We invest in people Platinum





## Impact Report 2025

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# WHO WE ARE



**We're committed to providing affordable warmth to homes, families and communities nationwide.**

Founded in 2015 as a joint venture partnership between Energy Saving Trust, Changeworks and Sureserve, Warmworks began as an organisation delivering a single contract for a single client, with a total of 41 people in a single location. Today, we employ 187 people across six office locations in the UK, from Lerwick to Edinburgh and Stornoway to Newcastle upon Tyne.

10 years on, we continue to stand firmly behind our founding mission, which is centred on tackling fuel poverty and being an active enabler of a just transition to net zero.

# FOREWORD

We are pleased to present Warmworks' second annual impact report, which brings to life the difference that has been made to homes and communities across the country by the work that the team has undertaken in the last 12 months.

This report sets out the detail of how Warmworks – and its supply chain of dozens of registered, accredited and locally based SME installation companies throughout the UK – has delivered support to a record number of people and families in 2025. This work has tangibly lowered energy bills, sustainably reduced carbon emissions and created meaningful new jobs, apprenticeships and training and development opportunities in communities across the UK.

It is easy to talk about green jobs and to theorise about the best way to tackle fuel poverty at scale. As this report shows, Warmworks is already leading the way in showing how it can be done – the team carried out work in more properties than ever before in 2025, breaking records in its delivery of Warmer Homes Scotland by assisting more households than in any other year since the scheme began.

Even more importantly from our perspective as joint venture partners, this record year was achieved while Warmworks was continuing its journey to becoming a net zero business. The team will end 2025 with more than three quarters of its entire operating fleet now fully electric and its largest office space, located in Edinburgh, now a fully zero carbon site following the installation of an air source heat pump and a solar PV system.

Of course, none of the record results achieved in 2025 would have been possible without the support and guidance provided by our clients and funders, whose aims and objectives we share and will continue to keep uppermost in our strategy for the year ahead.

A key element of our role as joint venture partners and Board members is to provide oversight, insight and a fresh perspective that adds value from the three very different organisations – Energy Saving Trust, Sureserve and Changeworks – that we represent. With millions of homes and families still dealing with the daily realities of fuel poverty – and no immediate prospects of the energy price horizon bringing any relief from this constant struggle – we understand the importance of the Warmworks team having produced such impactful results over the last year. We look forward to seeing these efforts strengthened and spread further as we address the challenges and opportunities ahead.

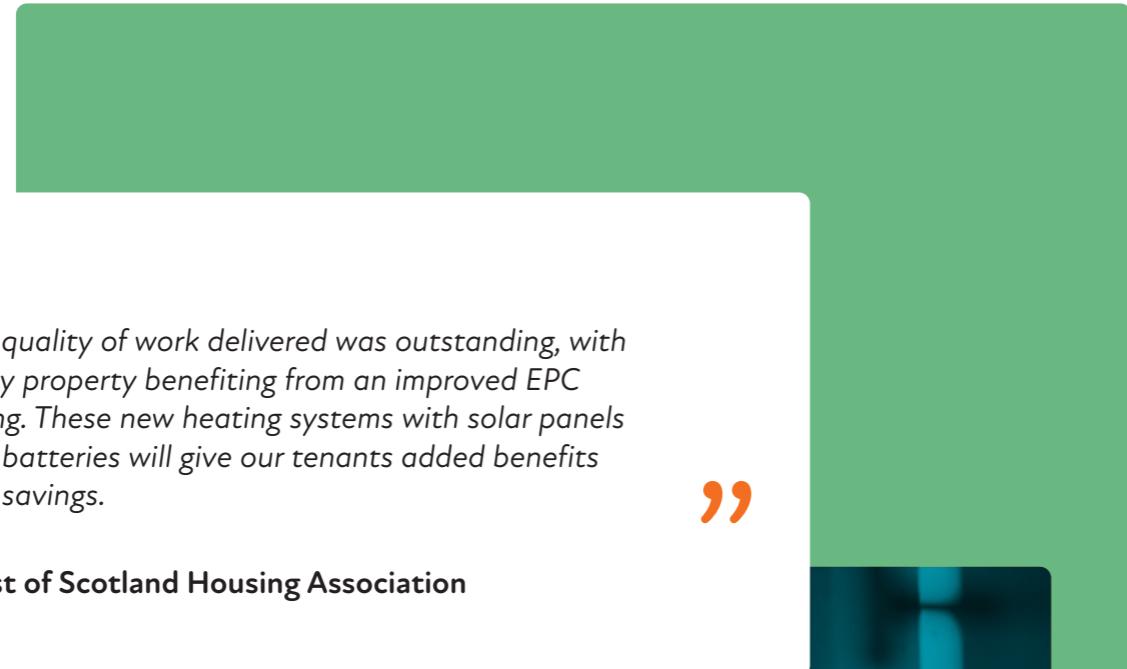
**David Green, OBE**  
Independent Chair of the Warmworks Board

**Mike Thornton, OBE**  
Chief Executive, Energy Saving Trust

**Graham Levinsohn**  
Chair and Group CEO, Sureserve Group

**Josiah Lockhart**  
Chief Executive, Changeworks

# INTRODUCTION



**“**  
The quality of work delivered was outstanding, with every property benefiting from an improved EPC rating. These new heating systems with solar panels and batteries will give our tenants added benefits and savings.  
**”**

**West of Scotland Housing Association**

This has been a record year of delivery for Warmworks, with more than 9,000 homes and families across the UK getting the vital help and support they needed to make their homes more energy efficient and cheaper to heat. This year has also included the milestone of our 10th anniversary – 10 years of delivering successful energy efficiency schemes across the country, 10 years of creating a place to work where people feel valued and are encouraged to succeed and 10 years of helping people and families across the country to stay affordably warm.

In this report, we set out not only the numbers in terms of families helped, bills reduced and jobs created, but more detail about how we have done that whilst still retaining a core focus on quality and exacting standards. In a year when elements within the energy efficiency industry have faced criticism for the quality of work being carried out, the trust and confidence created by having those exacting standards in place have been hugely important to our customers. In that context, Warmworks has been proud to deliver record results this year not just in terms of job numbers, but also in the independent quality inspection pass rates being delivered by our teams and our supply chain.

The following pages also recount the tangible progress that Warmworks has made as a business in our journey towards net zero and in our goal to becoming an employer of choice – commitments we have made to ensure we are leading by example and helping to set the standard within the industry.

A key part of our record delivery this year has been our supply chain partners, who are spread across the length and breadth of the country and who help us deliver a first-class, quality service. We have asked more of them this year in terms of creating jobs and apprenticeships and providing training opportunities, as well as reducing their own carbon footprint, and they have taken this challenge on board and are already delivering impressive results.

We are acutely aware that our role involves going into people's homes at a vulnerable time when energy prices continue to be a constant source of worry and anxiety. That is why we are determined to provide a service where customers receive support that is tailored to them and their needs, while also benefiting from warmer, more energy efficient and cheaper to heat homes. You will hear from some of these customers in this report about the difference our work has made to their lives.

In a year where demand for the largest contract we deliver, Warmer Homes Scotland, was at an all-time high and in a year where the UK Government is setting out its ambition to tackle fuel poverty and achieving net zero through the Warm Homes Plan, this report highlights the impact that large-scale energy efficiency schemes have in reducing fuel poverty, while at the same time creating jobs and providing training opportunities in local communities across the country.

The task ahead is significant, but it can be done. The imperative now must be on scaling up activity across the country as we strive to provide warmer, healthier and more affordably heated homes for all.

More than  
**9,000**

homes and families across the UK received the vital help and support they needed to make their homes more energy efficient and cheaper to heat.

# OUR GOALS

Warmworks started the 2024/25 year with a clear set of headline goals and targets, both internally and externally. All of them relate back to our mission to reduce fuel poverty and provide a market-leading service to the fuel poor homes and families that we support across the UK. **Our top six goals for 2024/25 are included below:**

**1.** Goal: **To go further in enhancing our status as a values-driven organisation and an employer of choice, deepening and openly evidencing our commitment to market-leading employee engagement as our business grows and diversifies.**

## How did we do?

- Achieved Investors in People re-accreditation to the Platinum standard – becoming one of very few organisations to ever reach this level on its first three consecutive assessments
- Rolled out an Employer Net Promoter Score (eNPS) system to better track our internal engagement scores and priorities, posting a market-leading score of 75 in August 2025
- Launched the Warmworks Leaders' Academy in April 2025, an internal centre of excellence for bespoke, values-driven leadership training to enhance and strengthen our current and future leadership team
- Welcomed 28 new people to the business, including 15 new roles
- Delivered 27 internal opportunities for development – more than 35% of our current team have had at least one opportunity for career growth (including promotion, career change and secondment) since joining Warmworks

**2.** Goal: **To proactively increase the proportion of renewable and zero carbon technologies in the mix of our work, incorporating and developing new technologies for fuel poor homes as we aim to pass the milestone of 50,000 households receiving support under schemes we deliver.**

## How did we do?

- Surpassed the milestone of having installed energy efficiency improvements in more than 50,000 UK households
- Delivered a record-high percentage of zero emissions heating systems installed under Warmer Homes Scotland, with almost one third of all heating installations in September 2025 made up of zero emissions systems
- Overall, we installed more than 1,400 zero emissions systems across our contract base in 2025, which is more than in any other year to date
- Hosted an innovative Warmstart event in partnership with Vaillant and Developing the Young Workforce in October 2025 that was focused on renewable technologies, interacting with more than 85 visitors and young people over three days
- Achieved the milestone of completing our 15,000th installation of the innovative HeatSage system from Connected Response, providing greater charging flexibility and control for fuel poor homes using electric storage heating

**3.** Goal: **To drive the next steps on our internal journey to net zero, further decarbonising our office spaces, electrifying our fleet of vehicles, and adding to the support we provide our people as they make changes in their own lives to address the climate emergency.**

## How did we do?

- Completed a major investment in our largest office space in Edinburgh, installing a commercial air source heat pump and a solar PV system to ensure that the building is now a net zero working environment – the first of its kind in the area
- Moved both our London and Newcastle offices to more energy efficient buildings
- Achieved the milestone of more than three quarters of our fleet moving to fully electric vehicles, further decarbonising the largest element of our carbon footprint
- Introduced a Cycle to Work and Electric Vehicle Salary Sacrifice scheme for our people to help reduce commuting emissions

**4.** Goal: **To maximise the impact of Warmer Homes Scotland and the Area Based Schemes that we deliver across Scotland, supporting as many fuel poor homes as possible with the available budgets and delivering on wider social impacts.**

## How did we do?

- Provided support to more homes and families (7,334) through Warmer Homes Scotland in 2024/25 than in any other year since the scheme began
- Delivered average cost savings of £466 per household, a total of £3.4 million saved on energy bills in a single year
- Secured a customer satisfaction score of over 99% on Warmer Homes Scotland and saw more than 96% of installed works pass an independent inspection at the first time of asking
- Extended our supply chain of registered local installers to 31 companies, covering the length and breadth of Scotland
- Surpassed the milestone of having provided more than 2,000 training, development and upskilling opportunities to people in Warmworks and our supply chain
- Fully spent allocated budgets for Orkney Islands Council, Comhairle nan Eilean Siar, Inverclyde Council and East Renfrewshire Council in 2024/25, supporting nearly 300 homes and families in the process
- Won a new contract with Shetland Islands Council, extending Warmworks' ability to enhance the delivery of fuel poverty schemes in all of Scotland's major island communities, some of whom have the highest rates of fuel poverty in the UK

**5.** Goal: **To work closely with the new Government in Westminster to extend the impact and effectiveness of Government-funded fuel poverty schemes in England.**

## How did we do?

- Extended our multi-year partnership with Newcastle City Council and commenced delivery of their Warm Homes: Local Grant (WHLG) scheme in the local community
- Worked closely with key officials and industry bodies to provide input to both the Government's Warm Homes Plan and on the design of future fuel poverty schemes, emphasising the need for scale and pace in every step of the process in order to meet the challenges ahead
- Mobilised and delivered support under WHLG throughout the Newcastle City Council region at pace, pressing ahead as one of the first funded schemes to fully spend its allocated budget for 2025/26
- Delivered average cost savings to applicants under WHLG of over £400 per household through the installation of a wide range of energy efficiency improvements

**6.** Goal: **To provide a greater range of long-term, sustainable outcomes for local communities through successful project delivery for social landlords across diverse areas including Dumfries and Galloway, the Scottish Borders and Caerau in Wales.**

## How did we do?

- Worked with Wheatley Group, West of Scotland Housing Association, Waverley Housing Association and Langstane Housing Association to deliver more than £5 million of energy efficiency improvements to hundreds of fuel poor homes and communities throughout Scotland
- Continued our partnership with SGN on the H100 hydrogen project in Fife, breaking new technical and compliance ground in completing technical surveys and installation design work for all properties in scope of the project
- Delivered average SAP improvements of more than 23 points in some of the social housing projects that have been completed this year
- Completed the next phase of a £3.5 million project with Bridgend County Borough Council to repair and make good a series of failed insulation works in Caerau, a community that has waited a decade for wrongs to be righted in their community. All failed insulation has now been removed for households in the project, and their homes have returned to normal moisture levels

# OUR YEAR ON MEMBERS

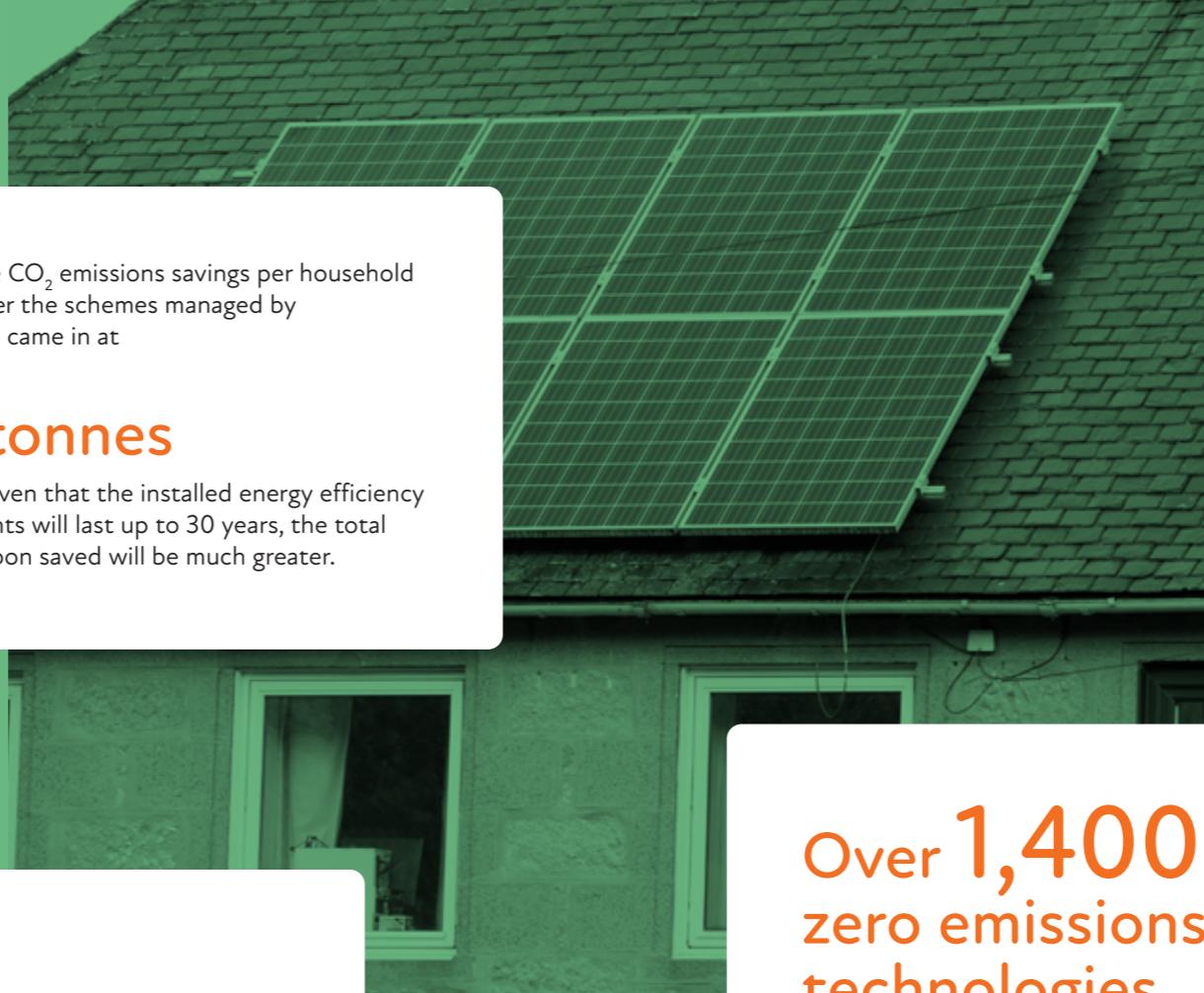


**9,396**  
households helped

Warmworks helped 9,396 households to become, warmer, happier and healthier across 2024/25.

**Average annual bill  
saving of  
c.£485**

The average fuel bill saving of £485.26 per household that received assistance under the schemes and projects we managed in 2024/25 clearly demonstrates the financial savings our work can generate for local people and communities.



The average CO<sub>2</sub> emissions savings per household helped under the schemes managed by Warmworks came in at

**1.1 tonnes**

However, given that the installed energy efficiency improvements will last up to 30 years, the total lifetime carbon saved will be much greater.

**Over 1,400  
zero emissions  
technologies  
installed**

1,419 zero emissions technologies were installed under the schemes and projects we managed last year, illustrating a collective shift towards renewable technologies as a means of heating and powering our homes.

The average increase in energy efficiency rating per household that received support through our work, as measured by the Standard Assessment Procedure (SAP), was

**7.9 points**

## Geographical spread of delivery

Warmworks' operational presence spans the length and breadth of Scotland and England. The map below highlights the areas where we are actively delivering schemes and projects that aim to address fuel poverty and make homes more energy efficient. This map shows where in the country our installations took place in the last year:



# OUR IMPACT

## Our customers

The true measure of our impact has been, and will always be, the difference we have been able to make in people's lives across the country. Below are comments from our customers, in their own words, about the impact receiving energy efficiency improvements has had on their lives.

### Warmer Homes Scotland

*"I was very impressed by the efficiency of Warmworks in assessing my home's needs, arranging the fitters, and chasing any issues before the work was thoroughly reviewed and tweaks made. The results of the improvements made on our home are simply wonderful; we are warmer and healthier – our breathing and wellbeing have vastly improved, as have our bills."*

### Renewable Heat Project with Langstane Housing Association

*"The whole house is warm now! Before, some rooms were okay with the storage heaters and then others were cold. Our bills were massive – £70 a week in winter and £35 a week in summer. Now, we are paying £2 a day. Before, we were having to top up the meter so often, and now we can't remember when we last had to put credit into the meter. The savings are massive!"*

### Warm Homes: Local Grant with Newcastle City Council

*"The morning started as planned, and all the fitting and related activities were carried out efficiently and at a good pace. The whole job, checks, and subsequent clean-up were all brilliant, so the prospect of a warmer winter seems very likely indeed. Thanks to all involved at every stage. I really am most grateful."*

### Warmer Homes Scotland

*"From day one, the communication was excellent. The workmanship went way above my expectations. By the time the engineers left my home, everything was immaculate, and I have a full new central heating system that is super-efficient. I can't thank the team enough. The whole experience went like a dream."*

### Heat and Energy Efficient Scotland: Area Based Scheme in the Western Isles

*"We have noticed a huge difference; two rooms that were previously uninhabitable due to the cold are now being used by our family. Our home only takes 20 minutes to fully heat up, and we have also noticed that our oil usage is a fraction of what it was three years ago."*



## Our clients

Warmworks has always sought to build collaborative relationships with our clients, one that adds value and can flex according to their needs. We recognise that these are challenging times in terms of budgets and resources and we are pleased that our clients have placed their confidence in us to deliver a quality service while also providing value for money. A selection of client feedback over the last 12 months is included below:



### Orkney Islands Council

*"Having worked closely with Warmworks for the last five years to deliver the Area Based Scheme across Orkney, we are delighted with the standard of work completed this past year and the difference they have made in the lives of families and communities here."*

### Comhairle nan Eilean Siar

*"We have enjoyed a positive working relationship with Warmworks and are thankful for the work they have completed across the Western Isles under the Heat and Energy Efficient Scotland: Area Based Scheme. We also greatly appreciate their commitment to working with local contractors."*

### West of Scotland Housing Association

*"We have been delighted by the results of our project with Warmworks and see them as a trusted partner. The quality of work delivered was outstanding, with every property benefiting from an improved EPC rating. These new heating systems with solar panels and batteries will give our tenants added benefits and savings, putting more money in their pockets and keeping their utility bills down."*

### Scottish Government

*"Warmworks has delivered the Warmer Homes Scotland scheme since 2015, having been re-appointed as Managing Agent for the second phase of the scheme in October 2023."*

*"A sharp increase in demand for the scheme this year proved challenging, but we are pleased with how Warmworks responded and ultimately achieved an all-time record year of delivery, with over 7,300 homes across the country receiving vital support."*

*"We look forward to continuing our work with Warmworks in the months and years to come – helping more people make their homes more energy efficient and save money on their bills and making progress towards Scotland's net zero future."*

### Newcastle City Council

*"We are pleased with the strong partnership we have with Warmworks, who have been instrumental in the successful delivery of our energy efficiency schemes. We look forward to continuing our work together to help deliver warmer homes and reduced energy bills for more homes and families across the city."*

# Our supply chain

Warmworks' delivery model relies on our supply chain of local companies that cover the length and breadth of the country – in this record year of delivery, their commitment to quality workmanship ensured that our customers continued to receive a first-class service that was tailored to their needs. Some of their stories and their feedback on the last 12 months is shown below:

## DALEX Systems (based in Penicuik)

*"Our partnership with Warmworks has been hugely beneficial to our business. Not only has working with them opened us up to new work, but they have offered a great deal of support and guidance when it comes to taking on apprentices and offering work placements. As a result, we've been able to take on a new plumbing and heating apprentice and are playing our part to develop the next generation of heating engineers."*

## Walker Renewables (based in the Outer Hebrides)

*"Working with Warmworks has been a great experience for the Walker Renewables team. We've taken on more work across the islands, completed our solar PV and battery storage accreditation, welcomed a new full-time member of staff, and have expanded into a larger office space – none of which would have been possible without Warmworks' continued support. It's greatly reassuring to know we have their backing as we deliver for communities across the Western Isles."*

## EnviroGlaze (based in Strathaven)

*"EnviroGlaze recently became a member of Warmworks' supply chain, and we've been very happy with our experience so far. We know that we can reach out to them for support when needed and we're positive it's going to help us grow our business in the years ahead."*

## McInnes Group (based in Inverness)

*"Being part of Warmworks' supply chain has allowed us to install new and emerging low carbon technologies in more homes across the Highlands, making them more energy efficient and affordable to heat."*

## TK Murray (based in Kilsyth)

*"Warmworks has consistently been great to work with. They're always there when we need support and have played a key role in helping us expand our skills. We really value their insights, coaching and guidance, and how it has helped us grow and develop our business over the years."*

## Thrift Energy (based in Gateshead)

*"It's been excellent partnering with Warmworks to help people and families in the North East save crucial money on their energy bills and reduce their carbon footprint. We have worked closely with their team and it's really good to see they have such a strong commitment to using local companies to undertake the work, and the impact that has on local communities."*

## South East Heating Services (based in Selkirk)

*"Warmworks have been a breath of fresh air to South East Heating. They've helped us manage change, embrace it, and remove those obstacles that might have been more difficult to manage on our own. It really is a team effort, and we appreciate that."*

**“**We've taken on more work across the islands, completed our solar PV and battery storage accreditation, welcomed a new full-time member of staff, and have expanded into a larger office space – none of which would have been possible without Warmworks' continued support.

## Walker Renewables (based in the Outer Hebrides)



Looking ahead to 2026, our overarching objective will be to sustain the momentum we've built in our values-based delivery; working hard with our people to extend, enhance and embolden the impact of our work as we seek to deal with the realities of improving lives in fuel poor homes and communities.

Our headline goals for 2026 are as follows:

- 1.** To **strengthen and enhance our commitment to our people and our customers** as the central feature of our growth, pushing to further increase both our Net Promoter Score and Employer Net Promoter Score beyond their already market-leading levels.
- 2.** To **further increase the share of renewable and zero carbon technologies** in the overall mix of work carried out under our contracts, further promoting access and removing barriers to future-facing technologies and tariff arrangements for fuel poor homes and families.
- 3.** To **complete, as far as reasonably practicable, the electrification of our entire fleet and launch the next phase of our supply chain development programme** that will help our partners along their path to net zero.
- 4.** To **amplify the impact of Warmer Homes Scotland and the Area Based Schemes** that we provide for our clients in Scotland, providing help to as many homes as possible by maximising the available budgets and enhancing the wider social impacts of those schemes, such as employability and social inclusion.
- 5.** To **increase the breadth and the influence of our Local Authority and Registered Social Landlord (RSL) work** in local communities, completing major projects in Wales, Scotland and England in a way that can eventually extend the scale of the activity that needs to reach those most in need.