

ASSETS

2025



IMPACT REPORT

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“ The ASSETS 2025 programme explored how social enterprises can drive change in low-carbon heating. We discovered inspiring enterprises ready to join corporate supply chains and began paving the way for them to be supply-chain ready within the UK’s retrofit expansion model. It has been an energetic journey, and I feel inspired, elated, and grateful to be part of ASSETS. ”



Mouli Chatterjee

Senior Programmes Manager,
 Impact Hub London



“ This year’s focus on low carbon heating enabled us to bring together a cohort with strong alignment to each other. This has led to greater opportunities for collaboration and a chance to consider together how to develop a future fit workforce ready to take on the challenges of decarbonisation within the construction sector such as more accessible training and progression pathways. It has been a privilege to see this year’s cohort overcoming challenges, defining new direction and preparing to grow. ”

Suzanne Pickerill

Head of Social Value, Wates

Highlights

Impact Hub London and Wates have successfully completed the ASSETS programme, centred on low carbon heating in 2025 and supported by The People’s Postcode Lottery, in partnership with Travis Perkins and Resonance. ASSETS 2025 brought together five diverse organisations, ready to drive growth and impact within the construction supply chain, focusing on retrofit and low carbon heating.

Throughout the 5-month programme, purpose driven organisations engaged in workshops, mentorship, and networking to encourage growth and meaningful collaboration.

Key achievements:

- **3 out of 5 won new contracts/raised funds**
- **75% of organisations improved business model**
- **100% of organisations gained in building new relationships**
- **75% acknowledged strong cohort support**

ASSETS’ legacy extends beyond enterprises, emphasising a collaborative ecosystem and lasting connections within the social enterprise and construction sectors. Alumni testimonial, like Nuneaton Signs , highlight the network’s role in opening commercial opportunities and providing vital support throughout their growth journey.

The 2025 cohort consistently appreciated the support within the group, and 100% acknowledged that they gained useful contacts and relationships during the programme.

- **60% gained clarity on scaling strategy**
- **50% integrated further sustainability plans towards NETZERO goals**

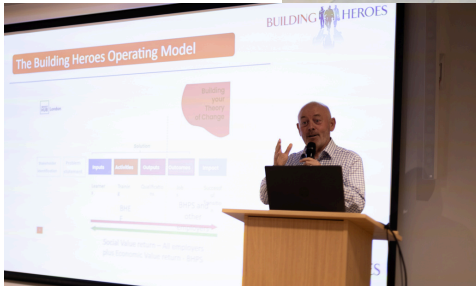
Input

- **5 Organisations**
- **20 Mentors**
- **>70 Support hours**
- **>390 Mentoring hours**

Participants ASSETS 2025



Building Heroes, a Queen's Award-winning social enterprise, empowers service leavers, veterans, and military families into successful civilian careers. They provide funded, accredited training in construction, property maintenance, and green skills, removing barriers and fostering social mobility through partnerships with trusted providers.



<http://buildingheroesps.org.uk>

Construction and Engineering Opportunities (CEO) CIC

is a social enterprise providing transformative training, mentoring, and skill-building in construction and engineering. It empowers young people, refugees, ex-offenders, and other vulnerable groups through hands-on learning experiences that build confidence, resilience, and employability.



<https://www.ceopportunities.co.uk/>



As Wales' first plumbing and heating social enterprise, **CAFgas CIC** operates as a dedicated vehicle for commercial projects reinvesting the revenue in community food initiatives, community cohesion projects. Mainly providing crucial relief in areas such as poverty, health and wellbeing, veteran support, and aid for terminally ill children. Its commitment to social good has earned CAFgas CIC national recognition, including the 'Best Covid-19 Delivery Innovation' award at the Third Sector Awards 2021, a 'Welsh Veterans Bronze' award in 2022, and a finalist spot for the 'National Diversity Award' in 2022.



<https://cafgascic.com/>

Participants ASSETS 2025



CYD Innovation delivers specialist consultancy and support for net-zero housing retrofit projects, with a strong emphasis on social value. The firm provides services such as retrofit assessments and coordination, strategy development, investment planning, procurement, quality assurance, and social value consultancy. This comprehensive approach enables clients, particularly social landlords, to efficiently access expert capabilities, thereby enhancing project impact without the necessity of developing extensive in-house teams.

 Cyd Innovation <https://cydinnovation.com/>

Limitless Energy is a socially-oriented Limited Company, operating as a 100% trade-based entity. It specializes in installing solar PV, heat pumps, battery systems, and car chargers across Swansea, Neath, Bridgend, Cardiff, Carmarthenshire, and Brecon. Committed to sustainability, Limitless Energy runs an entirely electric fleet and exclusively installs renewable products. Its primary aim is to provide fantastic customer service and comprehensive support, facilitating a positive transition to renewables for all clients. The company's staff possess specialist knowledge and genuine care, driven by a shared interest in the transition away from fossil fuels.



<https://www.limitlessenergy.org/>

Limitless  Energy

Background



Launched in 2021, the ASSETS programme is designed to support social enterprises within the construction industry supply chain, helping them scale their operations nationally and secure larger contracts. It brings together Wates's leadership in social value procurement and Impact Hub London's expertise in scaling social enterprises.

For the fifth consecutive year, ASSETS has broadened its impact through key partnerships, including Travis Perkins plc, People Postcode Innovation and Resonance. Through mentorship, workshops, and a commitment to systemic change, partners have added invaluable industry expertise to the programme.

Resonance as a social investment partner brought immense knowledge to the social enterprise space this year. These partnerships are essential for creating a supportive ecosystem for social enterprises within the social value procurement space. They also encourage the construction sector to broaden its social value agenda in the years ahead.

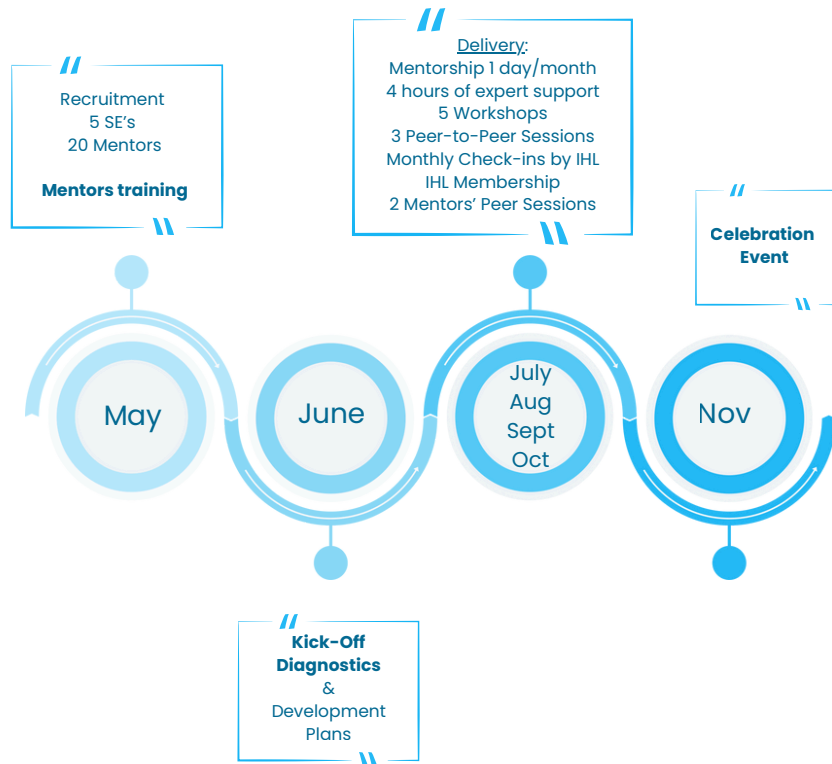
ASSETS 2025 participants were the first cohort focused on low carbon heating space. Recognizing the emerging needs of retrofit to meet 2030 targets, it became the relevant topic to explore. With the aim of the programme, to understand the pathways for social enterprises to become agents of change as supply chain members on this journey.



Programme Overview

This year, we introduced additional mentors from Resonance and included experts to offer broader insights into the social investment & low carbon heating sector, benefiting not only the participants but also mentors from Wates, Travis Perkins Plc and Resonance. The expert list was additional support beyond dedicated mentorship hours to provide customized support to the organisations.

ASSETS 2025 TIMELINE



"It has been a privilege to be part of the ASSETS programme as we as look to create new shorter training pathways for veterans in the low carbon heating space. The development goals in the programme have been aggressive and mentoring has been excellent."

-Brendan Williams, Founder, Building Heroes

Delivery

To accomplish the goals of the enterprises, the participants received a tailored programme of workshops, expert consultancy and resources:

Business Diagnostics & Development Plan

Each organisation completed a comprehensive analysis of the business's current state, identifying key areas for development, strategic growth opportunities, and potential challenges.

5 Online Expert-Led Workshops

Workshops were delivered by Wates, Impact Hub London, Travis Perkins, Resonance and external experts. Results from the diagnostics and development plan informed the content delivered during the programme. This year, workshop topics were as follows:

- Pathways & Opportunities in Low Carbon Heating Pathways
- Bidding & Access to finance
- Impact Measurement
- Value Proposition & Tips to pitch to the corporates
- Marketing & Website reviews

Mentoring Sessions

20 mentors (12 from Wates/ 6 Travis Perkins/ 2 Resonance) were grouped in teams of four based on their expertise and proximity (where feasible) to the social enterprises, ensuring tailored guidance.

Expert Sessions

We introduced expert hours for the organisations this year. Each could access 4 hours of expert support. we provided a list of 5 experts covering social investment, HR, apprenticeships, renewables and business acumen.

27 hours Programme Coach Check-ins and Connection Building

Each enterprise holds monthly virtual meetings with its Programme Manager from Impact Hub London to ensure that their targets are realistic and to support timely progress in achieving their goals.

Peer-to-Peer Sessions

3 Peer-to-peer sessions were for participants and alumni to exchange knowledge, experiences, and insights with one another to support mutual learning and growth. We had No Going Back and Skill Mill, our alumni joining us in one of the sessions. We collaborated with Inspire Education Group to know more training opportunities.

The 2 for **Mentors' Peer sessions** enhanced skills sharing and strengthened mentor relationships, fostering a collaborative environment for mutual support and growth.

Kick-off/Celebration Events

The programme began with an in-person kick-off event to build strong connections between mentors and mentees from the start, encouraging face-to-face interactions whenever possible throughout the programme.

A highly valued, by participants and mentors alike, final celebration event allowed participants to pitch their ideas to their mentors, Wates Group, Travis Perkins Plc, Resonance and few other members from low carbon heating ecosystem.



Alumni Engagement

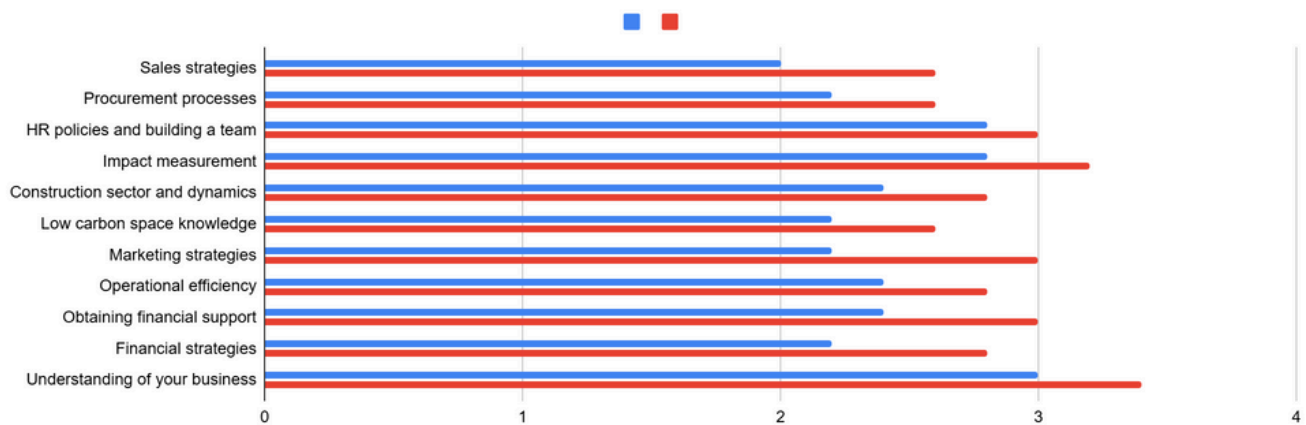
Alumni have been invited to peer-to-peer sessions and events to encourage engagement and connections and to enrich the ecosystem.

Programme Outcomes

ASSETS 2025 programme has significantly improved participants' strategic understanding of their business strengths, sales tactics, low carbon heating sector knowledge, and marketing strategies, with additional improvements in financial support, growth opportunities.

Participant Knowledge Ranking: (average rating out of 5)

Before and After



"Its an intense programme but it does challenge businesses to look at growth and thats important."

"We gained from exploring opportunities of collaboration with other Welsh organisations in the cohort. The mentorship has been amazing as a third set of eyes to look into the business and support to map it ahead."

-Robert Harvey, Founder, Limitless Energy

Empowering Growth with Strategies to Scale

The ASSETS programme has played a pivotal role in preparing participants for sustainable growth and financial stability, with **60% gaining clear strategy to scale**. Participants have reported improvements in their business models and development of services relevant to the low carbon heating sector. For most, it reflects improved business practices, confidence in new opportunities, and strategic expansion within the social enterprise and construction sectors.

The programme also helped participants secure valuable cohort relationships. A few have begun working in collaboration and are engaged in potential discussions to expand their partnerships. In addition, **75% acknowledged strong cohort support.**

"The ASSETS programme has helped me to identify a resilient and viable business model as we sort to branch out our renewable arm. We now have a roadmap for CAF Gas CIC to scale and become investment ready"

*-James Hunt, Founder
CAFGAS CIC*



Contract acquisition and Accreditations has been another highlight, with several enterprises successfully securing **new contracts and partnerships during ASSETS**. Participants reported expanding into new avenues, which was a result of the learnings on marketing and pitching as part of the programme. Social enterprises gained compliances and accreditations important for their growth.

Overall, **participants gained knowledge of the scaling growth plans through the ASSETS programme**, citing the valuable connections made and insights gained from mentors and industry leaders. **The programme has strengthened their confidence and also equipped them with strategies for scaling, financial readiness, and effective market positioning.** These outcomes emphasise the programme's impact in creating scalable, resilient social enterprises for future success.

Case Study: CYD Innovation

CYD Innovation delivers specialist consultancy and support for net-zero housing retrofit projects, with a strong emphasis on social value. The firm provides services such as retrofit assessments and coordination, strategy development, investment planning, procurement, quality assurance, and social value consultancy. This comprehensive approach enables clients, particularly social landlords, to efficiently access expert capabilities, thereby enhancing project impact without the necessity of developing extensive in-house teams.

During ASSETS, CYD Innovation received their social enterprise status and Bcorp certification. CYD Innovation secured their first national contract during the programme. They are in their growth phase and in a fast scaling stage. The mentors supported them to build new market entries in the UK.

For me, I realized that I am not alone in this journey. Meeting amazing organisations during this programme was a great win.

ASSETS 2025 showed us the routes to the market in terms of low carbon heating and helped us understand the demands in the supply chain"

-Steven Reynolds, Founder, CYD Innovation



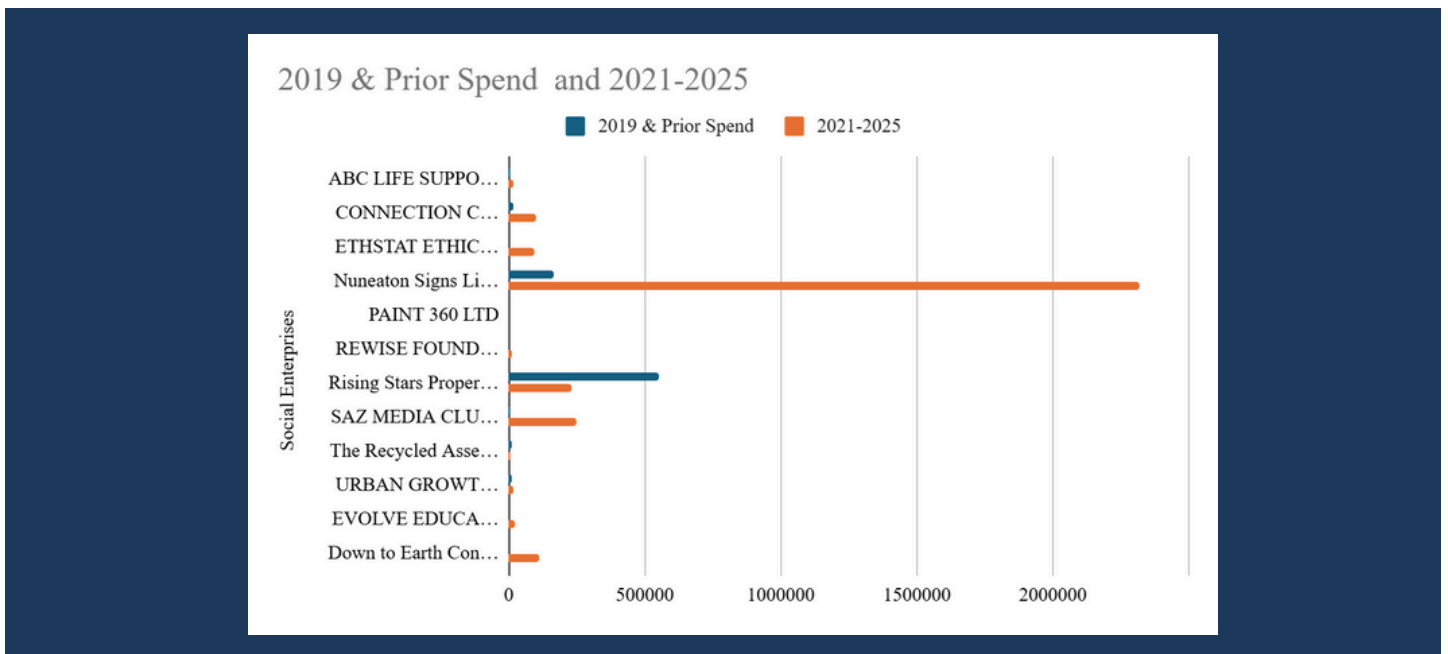
During the programme, CYD Innovation, with the support from their mentor from Travis Perkins Plc, managed to present at several showcase events, which paved the way for a longer relationship to engage and scale in London.

Ultimately, **ASSETS provided CYD Innovation with avenues to build relationships and understand the potential trends in the low carbon heating space.** Now ready to embrace new opportunities, CYD Innovation's transition into a social enterprise is a victory for the programme, as it provided them with the right knowledge to enter the sector with confidence.

Commercial Outcomes

Wates commitment to accelerating growth for social enterprises in the sector is reflected in their consistent spending. **In 2025, Wates spent over £674,815 with the ASSETS alumni.** Wates has invested almost £5.3 million in ASSETS alumni, helping social enterprises grow and create social impact. Major spending includes £3.1 million with Nuneaton Signs Ltd and £1.09 million with Down to Earth Construction, both making a big difference in their industries. Other enterprises, like Saz Media and Evolve, have also benefited from Wates' commitment to social procurement.

Wates Spend with ASSETS Alumni till 2025



This spending goes **beyond financial support**—it helps social enterprises gain credibility, expand, and make a real impact in their communities. Newer participants, in this year have grown relevant relationships to nurture and be part of the low carbon heating journey towards NET ZERO Goals 2030. Wates is committed to ensure their procurement supply chain for retrofit aligns with their social value goals.

"I found the ASSETS programme very beneficial – it gave me the chance to learn new skills and talk to other social enterprises about common issues and solutions. I've gained a lot, and now we have a much clearer structure for scaling up the business. My confidence has grown to review our current practice, improve it, and focus on how we can achieve our scaling-up aims"

–Becky Anderson, Commercial Sales Manager, Nuneaton Signs Alumni



Case Study: CEOpportunities CIC

Construction and Engineering Opportunities

(CEO) CIC is a social enterprise providing transformative training, mentoring, and skill-building in construction and engineering. It empowers young people, refugees, ex-offenders, and other vulnerable groups through hands-on learning experiences that build confidence, resilience, and employability.

The ASSETS 2025 programme provided a great opportunity for this social enterprise (SE), focusing on strategic reflection, scaling impact, and creating connections within the construction sector. The founder joined the programme facing struggles with resourcing and delegation. The programme supported her with team planning, and she recruited two members during the journey.

Through the programme, the SE deepened its understanding of relevant services and programmes that are resilient and strategic. **CEOpportunities** benefitted from **the guidance on pitching, which helped them raise £6,000 at a recent event.**

"I found that the ASSETS programme showed me what I was looking for. No matter which stage, this kind of programme allows you to get started, or rejuvenates you to grow. ASSETS supported me to start working on my business rather than in my business."

-Vivienne Bish-Bedeau, Founder, CEOpportunities



Engaging directly with the partners and social enterprises has opened new avenues and begun a new journey. They **highly appreciated the commitment from mentors** and their willingness to be in touch beyond the programme.

The programme helped the organisation to integrate policies and processes to become ready for scaling. CEOpportunities gained accreditations from City & Guilds during the programme, which expanded their scope in running certified training courses for young adults.

The overall gains acknowledged were greater clarity on offered services, branding, confidence in positioning the organisation. This was ultimately brought together in a business plan. The business plan serves as a the toolkit to capitalize on the scaling of the organisation in the coming years.

Mentorship Outcomes

The ASSETS programme provided each organisation with tailored mentorship, offering one day per month with a dedicated team of mentors from Wates, Travis Perkins & Resonance. This structure helped organisations establish clear scaling plans, and explore new services in the low carbon heating space.

Organisations reported that mentors actively expanded their networks, introducing them to key contacts, suppliers, manufacturers, with resources expected to play a pivotal role in future projects. Mentors also offered strategic guidance on market positioning and confidence-building, preparing organisations for challenges within the construction sector and beyond.

Mentors found the experience rewarding, reporting a **45% increase in their understanding of social enterprises' unique challenges and mission-driven growth**. They noted that supporting the organisations reminded them of the value of knowledge sharing and purpose. Mentors consistently mentioned the need of corporate collaborations in order to scale purpose driven enterprises.

Organisations rated the mentorship highly, with an average score of 4.5/5, noting that supportive relationships with mentors significantly boosted their confidence, strategies, and networks, laying a strong foundation for sustainable growth beyond the programme.

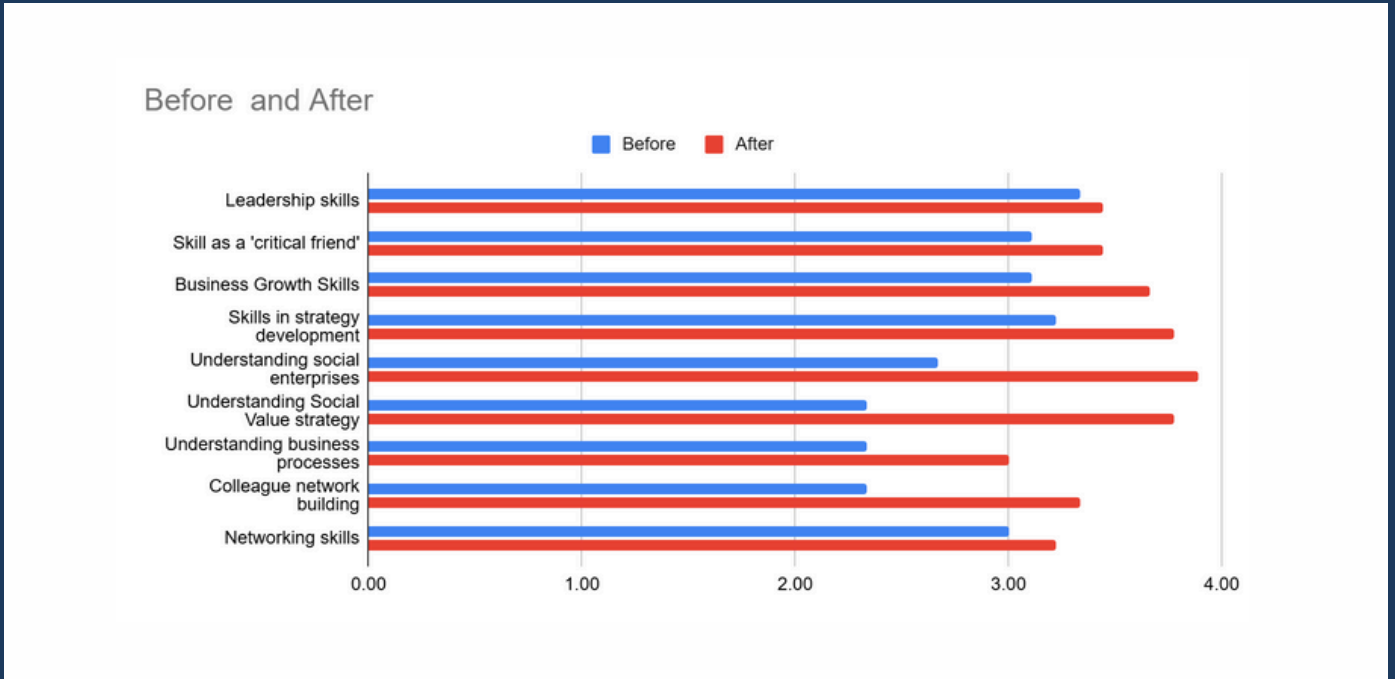


"I do think the programme has had an impact through my mentorship. The social enterprise I worked with is now in a position where it's very likely they could apply for investment for growth, which is one of the key things they need and this will be a concrete output. We worked through a lot of unnecessary confusion around their legal structure, and took a strategy-led approach to come up with a structure that I believe will work"

-Martin Lawson, Head of Strengthening Impact, Resonance



Mentors knowledge ranking (out of 5)



Survey results from the ASSETS 2025 programme highlight the significant impact of mentorship on improving understanding on the opportunities and scope within the low carbon heating sector.

Our partners Wates, Travis Perkins & Resonance experienced a **62% increase in mentors' understanding of their social value strategies**, along with a **46% rise in understanding social enterprises**. This mutual learning enhanced the mentorship experience and promoted a more inclusive approach, allowing mentors to better grasp the unique challenges faced by the organisations and strengthen their integration with relevant stakeholders in the journey towards NETZERO 2030 targets.

Additionally, cross-company mentoring broadened perspectives, enabling corporate mentors to engage meaningfully with the organisations while exploring social investment and access to finance as another key pillar this year.

“From a personal perspective, just being able to engage with different people from different backgrounds, different business owners, founders, it’s an interesting space to be in, from that perspective, it does provide really good opportunities. So for me, I’m really happy with the experience”

Alex Szukalski
Pre-Construction Director- Wates Group



In conclusion

The ASSETS 2025 programme is of the first to focus on social enterprises and their role in meeting the low carbon heating sector needs of the UK. This programme supported organisations in exploring different possible routes for their business models to expand, reviewing their value proposition and services to align with corporate goals in retrofitting.

The unique mentoring structure, bringing insights from our partners, enabled organisations to achieve development milestones and promoted vital networking opportunities that paved the way for impactful partnerships and client relationships. Meanwhile, corporate mentors gained invaluable insights into social value strategies, achieving a remarkable 39% improvement in alignment with their companies' social procurement objectives. This reciprocal learning experience connects the corporate and social sectors, emphasising the importance of diverse skills and perspectives in developing meaningful and sustainable enterprises.

Finally, the ASSETS 2025 programme equips organisations with relevant knowledge and connections to become agents of change in meeting the UK targets of NETZERO 2030. It encourages a broader, more inclusive approach within the corporate construction world. By cultivating a thriving ecosystem of forward-thinking entrepreneurs, mentors, and partners, ASSETS establishes a solid foundation for ongoing collaboration, innovation, and meaningful social impact in the years to come.



What's Next . . .

If you are looking to connect with social enterprises that are ready to enter corporate supply chains, click here to know our Alumni network.

The ASSETS programme is our flagship accelerator, and we are committed to replicate this model to support social enterprises to become supply chain ready and resilient!

Interested in co-designing a programme with Impact Hub London?

Reach out to Mouli Chatterjee at:

mouli.chatterjee@impacthub.net

ASSETS

ASSISTING SOCIAL ENTERPRISES TO SUCCEED

Thank You!

Our sincere appreciation goes to our co-delivery partner, **Wates**, along with **Postcode Innovation Trust**, **Travis Perkins & Resonance**. Collaborations like these empower us to create impactful programmes that make a difference in communities.

We are also deeply thankful to the **ASSETS Alumni** for being a crucial part of this journey, helping shape our ecosystem and offering essential feedback that allows us to grow and enhance our work.



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