



ĒKUBIROJS SUSTAINABILITY REPORT 2024

EXECUTIVE SUMMARY

Organisation: Ēkubirojs (Building and Energy Conservation Bureau) operates as a non-profit intermediary supporting the engagement for advancing deep building renovation across Latvia and the Baltics to address energy poverty, health disparities, and climate imperatives aligned with the EU Green Deal and UN Sustainable Development Goals.

Financial & Operational Performance

Ēkubirojs' operating expenses totalled €92,527, with 61% allocated to core team compensation. Funding sources include EU project grants (EU Peers, DE-JĀ!), national co-financing, and international partnerships.

Key Impact Metrics (2024)

- **Health & Safety:** Eliminated dampness and mold in homes; over 40% of beneficiaries were health-vulnerable populations; reduced childhood asthma risk exposure
- **Capacity Building:** Trained 46 stakeholders across 4 municipalities + 1 regional online session
- **Digital Reach:** Over 33,000 users engaged via Facebook, Instagram, and LinkedIn in 2024

Strategic Portfolio

- **DE-JĀ! Project:** Municipal capacity-building across five municipalities (Bauska, Aizkraukle, Rēzeknes City, Rēzekne's novads, and Kuldīga), strengthening local actors' ability to design and finance multi-apartment renovations while navigating EU funding instruments.
- **EU Peers Project:** Expanded from national to **Baltic leadership** in integrated home renovation services; established a Baltic Community of Practice with Estonia, Lithuania, and Latvia; developed an OSS sustainability index and financial instrument assessment for eight European financing tools.

Strategic Priorities (2025–2027)

- **Mobilizing Private Capital:** Scale innovative financing (EPC+, blended finance, 20–40-year loans) to meet the €2 trillion EU renovation investment gap
- **Addressing Energy Poverty:** Focus on engaging and strengthening EPC models with guaranteed comfort, health, and affordability outcomes for vulnerable communities
- **Policy Stability & EU Representation:** Secure Baltic voice in EU policy discussions; advocate for legal safeguards protecting innovative financing tools; support EU Energy Performance of Buildings Directive (EPBD) transposition in Latvia

Critical Challenge

The **renovation rate gap** remains stark: the current deep renovation rate stands at 0.2% annually versus the EU target of 3%. Across Eastern and Central Europe, 75% of the building stock remains energy inefficient, perpetuating energy poverty and climate vulnerability.

Competitive Advantages

- **Supporting Innovative financing models** (EPC with performance guarantees, blended finance, OSS frameworks)
- **Strong partnerships** with Renovate Europe, Housing Europe, New European Bauhaus, and EU networks, ensuring alignment with European best practices
- **Inclusive model** demonstrating that each €1 million invested in renovation generates 18 full-time jobs while advancing health, equity, and climate outcomes

Outlook: Ēkubirojs positions itself as a critical enabler for engagement in Baltic building renovation, leveraging EU platforms, financial innovation, and community-led engagement to close the implementation gap and accelerate the continent's path to climate neutrality while improving housing equity.



CEO Letter

A Message from Our Team and Chairperson

Dear Stakeholders and Partners,

This past year, 2024, has reinforced our mission's importance: deep renovation is not just about buildings; it is about people, and it is even more important in the face of mounting resistance and shifting national priorities. It is about creating homes that provide safety, health, and comfort for decades to come, especially as our world faces compounding challenges. While the headwinds are strong, our resolve and our impact have only grown stronger. We persist.

This year we deepened our impact across Latvia and the Baltics. Through our DE-JĀ! project, we worked with municipalities from across Latvia, identifying local barriers and sharing practical solutions for renovation financing. With the EU Peers project, we successfully expanded our national focus to create a Baltic Community of Practice, uniting stakeholders from Estonia, Lithuania and Latvia to share knowledge on integrated home renovation. We carried this Baltic perspective to key European forums in Brussels, Paris, and Frankfurt, ensuring our region's voice contributes to EU-wide policy. This work was amplified by our digital outreach. We grew our online presence, demonstrating a huge and growing public appetite for change.

None of these actions would be possible without our incredible partners. We extend our deepest gratitude to the municipalities, housing managers, and community leaders who work with us on the ground. Our strategic alliances with organisations like Renovate Europe, Housing Europe, the Covenant of Mayors, and the New European Bauhaus magnify our vision and connect our local work with a powerful European movement. Above all, we thank the residents and apartment owners who place their trust in us. You are the true agents of this transformation.

Looking ahead, we must be clear-eyed about the challenges. The EU's Renovation Wave calls for a deep renovation rate of at least 3% annually, yet the current rate stands at a mere 0.2%. This implementation gap is widening as national priorities shift and private finance retreats from peripheral regions. In this context, our role as a trusted, non-profit intermediary has never been more critical.

Our 2025–2028 Strategic Plan sets a clear course to meet this challenge. Our priorities are to:

Drive Policy Implementation: We will actively support Latvia in transposing the landmark EU Energy Performance of Buildings Directive (EPBD) and promote the creation of effective One-Stop-Shops for renovation.

Mobilise Capital: We will continue to build innovative financing pipelines that serve the communities commercial lenders leave behind.

Empower Communities: We will expand our research into neighborhood-level self-organization and launch new platforms, including a podcast, to empower citizens with the knowledge they need to take action.

Our work on the ground directly contributes to the EU's Green Deal and the UN's Sustainable Development Goals—particularly those for sustainable cities, innovation, and strong institutions. Every building we help renovate is a step toward a healthier, more resilient, and climate-neutral future for Latvia and for Europe.

Thank you for your continued support.

Nicholas Stancioff, Chairperson, Ēkubirojs – Building and Energy Conservation Bureau

MISSION, VISION & VALUES

Mission

Through reducing energy consumption and carbon emissions, Ēkubirojs seeks to improve the health, safety, and comfort of residents, their buildings, and their cities. We provide evidence-based models of sustainable development that link the well-being of people and the planet. We demonstrate what can be done today to mitigate climate change and revitalise our buildings and cities. All analyses indicate that the housing industry must reduce emissions and increase the quality of the indoor environment. Our research and experience reveal unequivocally that long-term, extensive renovations contribute to economic and social development by generating better-paying, specialised jobs and minimising their environmental impacts.

Vision

A future in which every person in Europe has access to safe, healthy, and comfortable living environments, contributing to a sustainable and equitable society. A future where people have direct implications in the life and development of the city, where they have comprehensive and useful tools to make decisions by consensus in their communities. A future where the city grows the built environment and its climate-neutral pathway to green solutions. Urban environments must become exemplary centres of sustainability and virtuous cycles.

Core Values

- **Core Values:** We strive to transform buildings into comfortable homes, enhancing the social fabric of both the building and its neighbourhood.



- **Be transparent:** We prioritise transparency to build trust, enable collaboration, and ensure efficiency. We work to make the building renovation processes more transparent.
- **Keep it simple:** our solutions are designed to be easy to understand and implement, reducing costs for everyone.
- **We develop all our initiatives to be scalable, enabling stakeholders to grow.**

SUSTAINABILITY FRAMEWORK ALIGNMENT

SDG alignment: primary focus areas

SDG 3 For Health and Well-being: Eliminating dampness, improving indoor air quality, and creating healthy living environments.

2024 Impact:

- Renovation projects eliminated dampness and draughts, improved indoor air quality, and increased thermal comfort.
- Prioritisation of high-risk buildings to prevent health issues (asthma and respiratory diseases) from mould and poor ventilation.

SDG 9 Industry, Innovation and Infrastructure: Streamlining renovation processes and developing innovative financing models.

2024 Impact:

- The introduction of innovative financing models (EPC++, blended finance, and 30–40-year loans) by LABEEF has facilitated engagement.
- LABEEF has built capacity for large-scale, high-quality renovations and upskilled local market operators.

SDG 11 Sustainable Cities and Communities: Creating safe, inclusive, and sustainable housing.

2024 Impact:

- Promoted “deep renovations” for lasting community resilience and climate adaptation.
- The One-Stop Shop renovation model has been expanded to enhance accessibility and impact at the city scale.
- The implementation of participatory approaches strengthened the resilience of neighbourhoods.

SDG 13: Climate Action: Reducing energy consumption with advocacy and Implementation

2024 Impact:

- Participation in EU-level advocacy initiatives such as EEDAL'24 and Renovate Europe, as well as policy roundtables and strategies for climate adaptation, is crucial.
- CO₂ and energy savings directly contribute to climate mitigation targets.

SDG 16: Peace, Justice, and Strong Institutions: Fostering trust through transparent governance and stakeholder engagement.

2024 Impact:

- Introduced open, participatory decision-making and stakeholder engagement in renovation planning.
- The initiative also fostered transparent governance and inclusive policy frameworks.

SDG 17 Partnerships for the Goals: Building international partnerships for knowledge sharing.

2024 Impact:

- Deepened engagement with EU networks (ECEEE, Housing Europe, Renovate Europe, New European Bauhaus).
- We have established partnerships with both local and international entities such as municipalities, research institutions, and community groups.
- EU Peers and DE-JÄ! projects: fostering cross-border and regional knowledge sharing.

GRI Standards Implementation

GRI 2 General Disclosures: Organisational profile, governance structure, and stakeholder engagement processes are detailed in this report.

GRI 103 Management Approach: Launch of a new 2024–2027 plan, and digital content engagement grew by +2,600% (Facebook) and +39,700% (Instagram) in 2024 overall, while LinkedIn content generated 3,283 impressions in the last quarter of 2024.

GRI 401 Employment: Multiple ongoing contractor training programmes, Multiple on-site and online workshops for municipal, building managers, and community groups



GRI 404 Training and Education: Stakeholders Trained/Engaged Referenced as a Dashboard Metric (see the participant list for the “DE-JÄ” project), contractor and stakeholder training programmes are strategic activities.

2024 IMPACT DASHBOARD

Social Performance

Metric	2024 Achievement	Breakdown	Impact
Capacity Building	Multiple training sessions and workshops held	5 municipalities and multiple Contractors, municipal staff, community leaders trained	Enhanced local expertise
Community Engagement	Multiple regional workshops	Bauska, Aizkraukle, Rēzekne, Kuldīga, more than 33,000 reached via digital platforms	Increased awareness and trust; enabled participatory planning and advocacy

MATERIALITY ASSESSMENT

Stakeholder Prioritization

Primary Stakeholders: Residents in energy-inefficient buildings, HOAs, municipal partners, EU project consortium partners

Secondary Stakeholders: Financial institutions, construction sector partners, energy agencies and policymakers.

Key Stakeholders: EU networks: Housing Europe, Renovate Europe, Covenant of Mayors, research institutions, and civil society organisations.

Double Materiality Analysis

Material Issue	Impact on Society/Environment (Outward)	Financial/Organisational Significance (Inward)
Energy Efficiency & CO ₂ Emissions	<ul style="list-style-type: none"> - Improved indoor comfort - Supports EU/SDG climate targets 	<ul style="list-style-type: none"> - Projects meet/exceed EU energy targets - Reduces exposure to carbon regulations - Enhances reputation in sustainable financing, opens doors to new funding
Social Inclusion & Energy Poverty	<ul style="list-style-type: none"> - Reduced inequalities, improved quality of life 	<ul style="list-style-type: none"> - Broadens support base - Access to targeted funding (public/EU/social investment) - Mitigates social risks; positive policy relationships
Health Outcomes (Indoor Air Quality)	<ul style="list-style-type: none"> - Reduced mold/damp in homes - Decreased exposure to respiratory and asthma risks for children/elderly - Participatory health and comfort improvements 	<ul style="list-style-type: none"> - Strengthens brand value - Reduces project risk (e.g., liability from poor conditions) - Aligns with health-focused grants, partnerships
Community Engagement & Partnerships	<ul style="list-style-type: none"> - Over 33,000 reached digitally - Multiple workshops with diverse stakeholders - Participative, trust-building actions 	<ul style="list-style-type: none"> - Increases stakeholder buy-in & legitimacy - Drives pipeline growth via local demand - Supports compliance with stakeholder engagement regulatory expectations
Capacity Building	<ul style="list-style-type: none"> - Local contractors and staff upskilled - Sector quality standards elevated - Empowers future local projects 	<ul style="list-style-type: none"> - Improves delivery quality/efficiency - Strengthens organisational knowledge base - Attracts and retains talent
Innovation in Finance (EPC++, Leverage, OSS)	<ul style="list-style-type: none"> - Accessible renovation via innovative finance and one-stop-shops for more people - Fosters systemic change 	<ul style="list-style-type: none"> - Financial leverage attracts private and EU capital - Risk-sharing spreads long-term costs - Diversifies and stabilises revenue streams



DETAILED PROJECT IMPACT

DE-JĀ Project - Municipal Capacity Building

Project Overview

In 2024, Ēkubirojs implemented the DE-JĀ! project to strengthen municipal capacity for scaling building renovation rates across Latvia. Junior policy analysts Lāsma Zaikovska and Klīta Aploka led comprehensive knowledge transfer sessions titled "Financing Options in Building Renovation Projects", educating municipal officials, property managers, and residents about available financing instruments and practical implementation strategies.

Using a bottom-up learning methodology (specific to general concepts), the project ensured participants could independently apply financing knowledge to their renovation contexts and serve as facilitators in their communities.

Engagement Metrics

Total Reach: 46 stakeholders across 4 municipalities + 1 regional online session

Session Breakdown:

- **Bauska** (June 7): 2 participants (municipal energy manager, development department head)
- **Aizkraukle** (June 10): 11 participants (6 residents, 3 property management companies, 1 utilities commission expert, 1 building manager)
- **Rēzekne** (June 13): 17 participants (5 residents, 2 municipal officials from Rēzekne city/district, 6 property management staff, 2 Preiļi municipality officials, 2 independent developers)
- **Rēzekne Online** (June 17): 10 participants (regional stakeholders, focus on ELENA program technical details)
- **Kuldīga** (date per original): 6 participants (municipal energy manager, 3 development agency staff, 2 municipal utility company representatives)

Stakeholder Diversity: Municipal energy managers, development officials, property management companies, housing cooperatives, building residents, utilities commission experts, and independent developers—representing the full renovation ecosystem.

Educational Content

Each session comprised two components. First, participants learnt about standard renovation project lifecycles, where different financing instruments enter the process, and how to evaluate options from end-user and market operator perspectives. The Latvian instruments covered were Renesco (energy performance contracting), Altum (national development finance), LABEEF (receivables-based renovation financing), and ELENA (European technical assistance programme).

Second, interactive discussions assessed participant readiness to utilise these instruments, identified local barriers, explored municipal structural improvements needed to build resident trust, and discussed One-Stop-Shop establishment. Participants also outlined concrete next action steps tailored to their municipal contexts.

EU Peers Project - European Knowledge Leadership

Through EU Peers, Ēkubirojs expanded from national to Baltic-wide leadership in Integrated Home Renovation Services (IHRS), actively engaging stakeholders from Estonia, Lithuania and Latvia while contributing to EU-wide policy development.

Strategic Contributions:

- **Baltic Community of Practice** establishment with Estonian, Lithuanian and Latvian partners
- **OSS Sustainability index** development
- **Eight European financing tools** comprehensively evaluated
- **EU Peers website launch:** <https://www.eu-peers.eu> with knowledge hub and success cases

Knowledge Products Delivered:

- Financial instruments assessment methodology
- Community Roadmap and Charter development
- Advisory board strategy formulation
- Transnational mutual learning session facilitation

In 2024, Ēkubirojs made significant contributions to the EU Peers project, advancing the creation of a European Community of Practice (CoP) on Integrated Home Renovation Services (IHRS). Recognising the need for broader collaboration, Ēkubirojs successfully expanded its initial Latvian focus to build a Baltic Community, actively engaging also stakeholders from Estonia, Lithuania and Latvia, including Tartu Energy Agency, Vilnius City Renovate and other stakeholders.

Ēkubirojs played a key role in shaping the Community's foundation by contributing to the development of the Community Roadmap, Charter, and advisory board strategy. Through participation in platform meetings and the first transnational mutual learning session in February 2024, Ēkubirojs supported peer exchange, knowledge sharing, and capacity building among community managers.

On the knowledge development side, we tested and refined the EU Peers survey to ensure it effectively captures both general and performance data from IHRS providers. This effort strengthens the evidence base for sustainable housing renovation across Europe.



Ēkubirojs also contributed to communication and dissemination activities, helping connect Baltic stakeholders with EU-wide networks. By promoting inclusion, equality of input, and stakeholder collaboration, Ēkubirojs is fostering stronger regional ownership of sustainable renovation initiatives and reinforcing the link between local action and European best practices.

In order to promote the awareness of the Community of Practice and IHRS initiatives, Ēkubirojs launched the EU Peers website: <https://www.eu-peers.eu/>. Besides generally explaining the purpose, structure and activities of the Community of Practice, the website also provides a broad selection of useful publications and tools that are publicly available (Knowledge Hub) or showcases one-stop shops across Europe (Success Cases). The news and event section informs relevant activities for the target audience. Finally, the website informs about how to become a member of the Community, provides a registration form to become a member and is linked to the Community intranet: <https://www.eu-peers.eu/member-application>

GOVERNANCE & RISK MANAGEMENT

Organizational Structure

- **Executive Team:** 1 executive director
- **Advisory Board:** 5 advisory board members (60% female representation)

Decision-Making Framework:

- **Annual Planning Cycle:** Strategic priorities aligned with EU climate objectives
- **Project Selection Criteria:** Environmental impact, social benefit, climate objective alignment
- **Performance Dashboards:** Real-time KPI monitoring for energy, CO₂, and beneficiary metrics
- **Stakeholder Consultation:** Regular engagement across civil society, municipalities and international partners

Key Risks

Strategic & Financial Sustainability Risk: Dependence on project funding, limited long-term revenue streams. Ekubirojs faces significant vulnerability due to reliance on project-based funding and limited long-term revenue streams. Without stable operational support, our ability to continue as a sectoral knowledge hub is at risk. We are actively seeking to diversify our funding and advocate for core support to maintain critical expertise and continuity for deep renovation and energy poverty mitigation across Latvia and the Baltics.

Community Trust & Engagement Risk: Low resident confidence, limited participation, fear of hidden costs.

Ecosystem Coordination & Capacity Risk: Fragmented roles, uneven skills, weak municipal–contractor alignment.

Project Delivery & Quality Risk: Construction underperformance, poor workmanship, unmet comfort outcomes.

Data, Knowledge & Digital Infrastructure Risk: Fragmented datasets, limited interoperability, loss of institutional memory.

Reputation Risk: Damage from failed pilots, over-promising savings, and miscommunication with stakeholders.

Human and organisational risk: While staff overload, key person dependency, burnout, and turnover remain ongoing risks, Ekubirojs views high staff mobility—especially among young researchers and engineers—not only as a challenge but as part of our social responsibility. By training and empowering emerging professionals, we export our values and know-how into the wider sector, strengthening both Latvia’s and the region’s capacity for sustainable renovation. Many of those who move on to new opportunities help disseminate the skills and values instilled at Ekubirojs, multiplying our impact beyond our immediate projects and contributing to broader sectoral transformation. We are proud that team members are now working in the best institutions across Europe.

Policy and Regulatory Risks include shifting legislation, unclear national transposition, and unstable renovation incentives.

FINANCIAL PERFORMANCE & TRANSPARENCY

2024 Financial Overview

Category	Amount EUR	Percentage	Purpose
Employee Salary	56,842	61%	Core team compensation
Bank Commission & Taxes	17,740	19%	Administrative requirements
Other Expenses	8,612	9%	Operational flexibility
Business Trips	6,416	7%	EU engagement & partnerships
Accounting & Legal	1,461	2%	Compliance & governance



IT Systems & Media	862	1%	Digital infrastructure
Office Expenses	594	1%	Basic operations
Total	92,527	100%	Full organizational operations

Funding Sources: EU project grants, EU Peers, DE-JÄ, national co-financing, and international partnership contributions.

Financial Sustainability: Diversified funding strategy targeting 2025-2027 stability through Strategic Action Plan implementation

STRATEGIC OUTLOOK 2025-2027

Priority Areas and an action plan

In 2024, Ēkubirojs launched its new Strategic Action Plan for 2024–2027, setting a clear direction for advancing sustainable, climate-neutral, and people-centred urban environments across Latvia and Europe. The plan builds on Ēkubirojs’ mission to improve health, safety, and comfort by reducing buildings’ energy consumption and carbon emissions while promoting inclusive and resilient communities.

- **Services & Tools:** One-Stop Shop model enhancement, SUNSHINE Platform AI integration
- **Funding & Resources:** Stable funding stream establishment, financial source diversification
- **Awareness & Dissemination:** Ēkubirojs podcast launch, public campaign expansion, stakeholder feedback integration
- **Research & Knowledge:** National renovation progress tracking, EU ETS residential impact studies, NZEB barrier assessments
- **Collaboration & Partnerships:** Baltic Community expansion, European network deepening, local stakeholder strengthening
- **Advocacy & Policy Impact:** EU directive transposition support, One-Stop Shop development, energy poverty policy advancement

Problems Addressed

Across Latvia and Eastern Europe, millions of people live in homes that are inefficient, unhealthy, and increasingly vulnerable to climate change. Ēkubirojs addresses these interconnected challenges with practical, inclusive, and future-proof solutions.

Low annual renovation rate and the building crisis

- In Eastern and Central Europe – the heart of our work – around 75% of the building stock remains energy inefficient. Many homes are structurally sound but outdated and costly to heat, putting residents’ health, comfort, and finances at risk. The European Union’s Renovation Wave aims to double the annual renovation rate by 2030, yet as of 2024 the rate remains critically low – around 1% for general renovations and just 0.2% for deep renovations. Experts agree that achieving climate goals will require at least a 3% annual deep renovation rate. Without urgent acceleration, Europe risks missing both climate targets and the opportunity to improve millions of lives.
- Deep renovations can cut building energy use by at least 60%, reduce EU CO₂ emissions by about 5%, and avoid the high embodied carbon of demolition. In 2024, Ēkubirojs has focused on inclusive financing mechanisms and community-driven engagement to ensure that all building owners – regardless of income or location – can participate in and benefit from these upgrades.

Buildings and Health: Safety, Health & Comfort™

- We spend 90% of our lives indoors, meaning the quality of our buildings directly affects our health and well-being. Damp, poorly ventilated, or mouldy homes can cause or worsen respiratory diseases, undermine mental health, and reduce productivity. The link between unhealthy indoor environments and severe health outcomes remains starkly clear. Research shows that about 12% of new asthma cases in children in Europe are caused by indoor mould, which results in over 55,000 years of healthy life lost and 80 deaths each year. The impact extends significantly to vulnerable adults: 43% of older residents in social housing exposed to mould or damp conditions report current asthma symptoms, highlighting a critical health disparity. Furthermore, the alarming reality from 2023, where nearly 14.5 million children in Europe lived in homes affected by leaks, dampness, or mould, continues to represent a pervasive challenge in 2024. These conditions jeopardise their health and development, underscoring the urgent, ongoing need to address indoor environmental quality across the continent.
- Our vision is to deliver long-term Safety, Health & Comfort™ by upgrading ventilation, insulation, and heating systems and eliminating moisture problems at their source. In 2024, we prioritised high-risk buildings, focused on EPC++ performance guarantees to ensure sustained indoor climate improvements, and integrated best practices from EU Peers and Renovate Europe into every project.



Energy Poverty

- The challenge: Many households cannot afford adequate heating, cooling, or lighting, which impacts health, comfort, and social inclusion.
- Our 2024 response: We advocated for the use of EPC++ financing model to allow residents to renovate without upfront costs, with repayments linked to guaranteed quality of indoor climate and actual energy savings.

Limited Access to Renovation Financing

- The challenge: Traditional financing excludes many households.
- Our 2024 response: We expanded renovation-friendly financing through partnerships with municipalities and banks, while promoting guarantee-based models internationally through EU Peers.

Skills and capacity gaps

- The challenge: The sector lacks trained specialists for large-scale, high-quality renovations.
- Our 2024 response: "We facilitated the organisation of contractor training programs via EU Peers, covering quality standards, energy monitoring, and resident engagement."
- Successfully applied to create a project Renew It. It's goal is to empower citizens in vulnerable neighbourhoods to participate in their own renovations and learn skills that will lead to employment.

Fragmented Policy and Implementation

- The challenge: Local actions often lack coordination with EU goals.

Prioritized Issues

In 2024, Ēkubirojs deepened its role as a national capacity-builder, regional collaborator, and EU-level knowledge partner for building renovation, with a focus on financing innovation, community empowerment, and long-term sustainability. Our priorities respond to Latvia's national renovation challenges while aligning with the EU Renovation Wave, Energy Performance of Buildings Directive (EPBD), and Energy Efficiency Directive (EED) requirements.

1. Mobilizing Private Capital & Long-Term Financing Conditions

Why: Only ~15% of Europe's building renovation needs can be met with public funds; without significant private capital mobilisation, EPBD and EED targets will not be achieved.

Key Actions in 2024:

- In EU Peers research, eight European financing tools were assessed, identifying high-performing models (National Warmtefonds, Green District Retrofit) and innovative solutions (LABEEF, EPC+, SERAFIN) that blend private capital with social outcomes.
- Advocated for 20- to 40-year financing instruments to match building life cycles, reducing repayment burdens for residents and cooperatives.
- Shared our findings internationally at EEDAL'24 in Japan, stressing the importance of private finance and policy stability in scaling Integrated Home Renovation Services (IHRS).

Impact: Advanced national and EU-level understanding of blended financing, creating momentum for stable, long-term investment frameworks in Latvia.

2. Addressing Energy Poverty Through Inclusive Renovation

Why: In Central and Eastern Europe, old, inefficient multi-family housing stock and complex ownership structures make deep renovation difficult. Energy poverty affects millions—41 million EU citizens in 2023 could not afford adequate heating.

Key Actions in 2024:

- Participated in the ComAct policy roundtable in Brussels on tackling energy poverty through building renovation, contributing insights from Latvia's cooperative housing sector.
- Strengthened EPC++ models to guarantee comfort, health, and affordability outcomes in vulnerable communities.
- Through DE-JĀ! We trained municipalities, housing managers, and residents in project preparation, financial navigation, and community engagement.

Impact: Integrated social equity into renovation models, ensuring vulnerable households are prioritised and supported throughout the renovation process.

3. Securing Policy Stability & Baltic Representation at EU Level

Why: Financing innovation and service model scaling requires predictable policy environments and stronger Baltic visibility in EU decision-making.

Key Actions in 2024:



- Represented Baltic renovation challenges and solutions in EU Peers Community of Practice discussions, ensuring Latvia's voice influences EU frameworks.
- Brought Baltic renovation best practices into EU-level debates, including the role of energy communities and community-led finance.

Impact: Increased recognition of Baltic-specific renovation needs in EU policy discussions, improving prospects for targeted funding and regulatory support.

STAKEHOLDER ENGAGEMENT & PARTNERSHIPS

Partnership Impact Assessment

Ēkubirojs strengthens community engagement, civil society involvement, and European collaboration through a wide range of partnerships and memberships. By contributing expertise in energy efficiency, sustainable housing, and policy development, we amplify the Baltic perspective while learning from international best practices.

Strategic Partnerships:

- **Renovate Europe:** EU policy advocacy – Impact: Baltic voice in multiple emission reduction campaign
- **Housing Europe:** Social housing expertise – Impact: Energy poverty focus strengthening
- **U.S. Embassy Latvia:** Global practice dialogue – Impact: International perspective integration

Network Memberships:

- **New European Bauhaus:** Creative sustainability – Impact: Interdisciplinary approach development
- **Covenant of Mayors:** Membership enables Ēkubirojs to amplify its impact, share and adopt best practices, and position itself at the forefront of the movement for sustainable building renovation and climate resilience in Latvia and the Baltic region.
- **AI for Good Foundation:** Technology for SDGs - *Impact:* Digital solution advancement
- **Civic Alliance Latvia:** Democracy strengthening – Impact: Civil society capacity building

Stakeholder Value Creation

Within the framework of the DE-JĀ project, informative on-site events were organised across several Latvian municipalities, including **Bauska, Aizkraukle, Rēzekne, and Kuldīga**.

Additionally, we participated in a special event – **Energy Days in Rēzekne 2024**, marking the first time such an event took place in the city. As part of this initiative, some project-related books were also donated to the Technical University in Rēzekne.

In 2024, Ēkubirojs actively contributed to the advancement of sustainable building practices by presenting the preliminary results of its financial instruments assessment for residential building renovations at the **12th International Conference on Improving Energy Efficiency in Commercial Buildings and Smart Communities (IEECB&SC'24)** and the **European ESCO Conference**.

As part of the EU Peers project, the team evaluated eight financial instruments designed to support Integrated Home Renovation Services (IHRS). The presentation introduced the OSS-suitability index, a practical tool to assess how well financial instruments address existing challenges and trends in the renovation sector.

On April 11, 2024, Ēkubirojs and its associated fund LABEEF took part in the final event of the European project ORFEE (Originating Retrofits Financing for Energy Efficiency) and the SERAFIN network, hosted at the Conseil Économique, Social et Environnemental in Paris. The gathering brought together European partners to exchange knowledge and align strategies for scaling deep energy renovations.

“Renovation isn’t just about buildings – it’s about people. By clearly outlining costs, milestones, and benefits, we empower residents to make decisions confidently while improving comfort and energy efficiency.”

— Nicholas Stancioff, CEO, Ēkubirojs, January 2024, ComAct Final Conference

- **For Residents:** benefit from homes that are safe, healthy, and comfortable for decades to come. Our renovation projects eliminate dampness and draughts, improve indoor air quality, and increase thermal comfort, directly supporting both physical and mental well-being (GRI 403-6: Occupational Health and Safety). Through our One-Stop-Shop approach and EPC++ model, we make renovations accessible to all – regardless of income – with repayment plans tied to actual energy savings. This is particularly crucial for **low-income families, pensioners, and other vulnerable groups who are disproportionately affected by energy poverty**. As an active member of EU Peers, we bring the latest European best practices into our resident engagement processes, ensuring local communities benefit from innovations tested across the EU. Our role in Renovate Europe also ensures residents’ voices are represented in EU policy discussions, advocating for more ambitious and inclusive renovation targets. In 2024, more than 40% of beneficiaries were from underserved groups, directly contributing to reduced inequalities (European Commission, 2023 Energy Poverty Report).
- **For Apartment Owners:** Whether they live in the property or rent it out, they see tangible value gains from deep renovation. These projects improve both the technical performance and visual appeal of buildings, leading to increased



property valuations and higher rental potential (SASB RT-RE-410a.2: Financial Impacts of Climate Change). Owners also benefit from reduced operating expenses, long-term maintenance guarantees, and improved building resilience in the face of climate-related risks. Through our partnerships with EU Peers, owners have access to tools and models from across Europe aimed at improving project outcomes and financing efficiency. Our participation in Renovate Europe further ensures that property owners are supported by policy frameworks that enable and incentivise deep renovations, making their investments more secure and future-proof.

- **For Municipalities:** gain a strategic ally in meeting national and EU-level climate, energy efficiency, and housing objectives. By revitalising ageing multi-family housing stock, Ēkubirojs directly supports safer, healthier, and more resilient communities while advancing the Renovation Wave and European Green Deal targets. Through our active role as EU peers, we bring international knowledge-sharing and capacity-building opportunities to local governments, helping them implement effective one-stop-shop models and scale renovation programs. As an active partner in the Renovate Europe Campaign, we also contribute to EU-wide advocacy efforts that push for stronger policy frameworks, higher renovation ambition, and more inclusive financing solutions. Our evidence-based approach provides decision-makers with reliable data on energy savings, CO₂ reductions, and social impacts, enabling more informed policy development and funding allocation. This collaboration not only accelerates the pace of building renovation but also ensures that local actions align with Europe’s long-term climate and social inclusion goals.
- **For Market Operators:** including construction firms, service providers, and technical specialists benefit from a steady, predictable flow of renovation projects generated through our pipeline. Through our involvement in EU Peers, we connect local operators with a broader European network of One-Stop-Shop initiatives, enabling the exchange of best practices, innovative solutions, and capacity-building opportunities. Because the approach which we advocated for integrates long-term maintenance and performance monitoring into every contract, operators secure ongoing partnerships rather than one-off engagements. This model not only supports the economic resilience of the sector but also raises quality standards, accelerates innovation, and strengthens both local and cross-border supply chains.
- **For Funders:** trust Ēkubirojs to deliver measurable, lasting benefits for people and the planet. Whether support comes from EU programs, national climate funds, municipal budgets, or philanthropic donors, our partners know their resources are channelled into projects that combine environmental impacts with social inclusion. Building renovation remains the largest segment in the global energy efficiency market (IEA World Energy Outlook 2023), and in the EU, each €1 million invested in renovation generates an estimated 18 full-time jobs while improving living conditions for thousands (European Commission, Renovation Wave Impact Assessment, 2023). Through transparent governance, rigorous monitoring, and public reporting, we ensure that every euro delivers tangible results - from tones of CO₂ avoided, to households lifted out of energy poverty, to communities strengthened through inclusive, long-term housing solutions (GRI 201-2: Financial Implications and Other Risks and Opportunities Due to Climate Change; SASB EM-EP-410a.1: Climate Change Adaptation).
- **For Communities:** at large benefit from safer, more resilient neighbourhoods, reduced environmental footprints, and the empowerment that comes from truly participatory decision-making. By engaging residents from the earliest planning stages through project completion, we not only deliver better renovation outcomes but also strengthen social cohesion, build local capacity, and foster a shared sense of ownership. This inclusive approach ensures that environmental gains are matched by lasting social value – turning building renovation into a catalyst for community renewal and climate resilience.

IMPACT MEASUREMENT

We measure our impact in five categories: engagement, research & development, discussion, and collaboration.

Engagement

Media Reach Across Platforms (2024 vs 2023)

Platform	Reach / Impressions	Growth vs 2023	Notes
Facebook	28,680	+2.6k%	Huge growth in reach: link clicks +53.7%, visits +1.4k%
Instagram	1,193	new channel	Visits 554 (+27.6k%)
LinkedIn	3,283	N/A (Sep–Dec 2024)	Impressions: 87 page views, 39 unique visitors

Across Facebook, Instagram, and LinkedIn, our digital content reached over 33,000 users in 2024, showing substantial growth compared to 2023. Facebook reach grew by 2.6k%, Instagram by 39.7k%, and LinkedIn delivered over 3,200 impressions in the last quarter of the year. This demonstrates our increasing visibility and audience engagement online.



Research & Development

Methodological Development:

EU Peers: Financing Innovation for One-Stop-Shops

In 2024, Ēkubirojs' research team (Nicholas Stancioff, Kirils Gončarovs, and Karine Jegiazarjana) published a research paper on financing frameworks for building renovation One-Stop-Shops through the EU Peers project (LIFE programme Grant No. 101120790).

Research Innovation:

- **Problem Addressed:** While capital access remains a critical barrier to scaling EU renovation rates, multiple financial instruments exist with unclear applicability to OSS operations. The research developed systematic frameworks connecting OSS service delivery with appropriate financing mechanisms.
- **Methodological Breakthrough:** Created a Financing Matrix and OSS-Suitability Index—a complex indicator comprising 8 weighted factors assessed through Multi-criteria Decision Analysis (MCDA) with expert input. This framework evaluates financial instruments across different market maturity levels, providing evidence-based guidance for OSS financing strategy.
- **Geographic Scope:** Comparative analysis across Latvia, France, and Spain mapped comprehensive financial landscapes, identifying both traditional and emerging instruments suitable for OSS integration.

Key Findings:

- Systematic identification of priority financial instruments enabling OSS operation
- Documentation of barriers and opportunities for renovation financing access
- Creation of replicable analytical framework applicable across all EU member states
- Evidence base moving beyond "traditional" financing assumptions to include emerging market alternatives

Impact: This research directly informs Ēkubirojs' OSS development strategy, policy recommendations to Latvian and EU authorities, and technical assistance programs. The Financing Matrix provides practical tools for OSS operators to match renovation projects with appropriate capital sources based on project profiles, market conditions, and stakeholder needs—addressing one of the most significant barriers to scaling deep renovation rates toward EU climate targets.

The publication demonstrates Ēkubirojs' leadership in translating academic research into actionable OSS implementation frameworks, contributing to the broader EU knowledge base on integrated renovation services.

Citation: Stancioff, N., Gončarovs, K., Jegiazarjana, K. (2024). "Assessment of financing options to empower Integrated Home Renovation Services." EU Peers Project, LIFE Programme Grant No. 101120790.

https://e3p.jrc.ec.europa.eu/sites/default/files/2024-03/kirils_goncarovs_final_web.pdf

The report titled "Deep Renovation Success Factors: Evidence from Latvian Practice" outlines critical insights gained from the research.

In 2024, Ēkubirojs conducted research documenting critical success factors for deep renovation through interviews with Latvia's building managers – Sergejs Sidorko (Riga cooperative "Bāka", 28 buildings over 25 years) and Māris Bērziņš (RenEsco Cēsis, 15 EPC+ buildings since 2010).

Key Findings:

- **Leadership Matters:** Persistent, skilled building management over decades delivers zero-default track records in EPC+ projects, contrasting sharply with the ~25% failure rate in conventional renovations where owner fatigue during 3+ year timelines undermines completion.
- **Trust as Foundation:** The most valuable renovation outcome is the "rebirth of social fabric" within buildings. Residents transform from isolated individuals into engaged communities who take pride in their homes and willingly invite guests to their improved living spaces.
- **M&V Drives Success:** Integrated monitoring and verification systems build trust with residents and financiers. Regular seasonal balancing, early fault detection, and proactive resident education ensure promised energy savings materialise while keeping costs modest (€3-8/month increase post-loan repayment).
- **Systemic Barriers Persist:** Municipal One-Stop-Shops face fragmented responsibilities, no unified digital systems, and unclear process ownership – creating delays despite resident interest and mayoral support.

Impact: This research directly informed Ēkubirojs' 2024 policy recommendations to Latvian and EU authorities, strengthening advocacy for standardised M&V systems, streamlined OSS processes, and recognition of long-term building management as critical renovation infrastructure. Findings have shaped EU policy dialogues through Renovate Europe and Housing Europe partnerships, informing OSS frameworks under EU Peers and related initiatives.

Climate Adaptation Research & Expert Engagement

Preparing Latvia's Buildings for Climate Change

In 2024, Ēkubirojs engaged climate expert Mārtiņš Bergšteins (TV3 weather presenter) to assess climate impacts on Latvia's building stock and identify critical adaptation measures.

Key Findings:



- **Accelerating Change:** Climate shifts now occur 100x faster than historical patterns—changes that took 500 years now happen in five. Latvia faces increasingly frequent extreme weather: 200+ mm of precipitation in 17 hours (July 2024 floods), 6–8 cm of hailstones, and 33 m/s wind gusts devastating forests across 100–150 km of strips.
- **Heat Stress Rising:** Tropical nights (>20°C) are rapidly increasing, disrupting sleep and creating health risks. Heatwaves now persist for weeks rather than days, requiring enhanced indoor climate management.

Building Adaptation Priorities:

- Enhanced ventilation systems for prolonged heat waves
- Impact-resistant envelopes against stronger wind, hail, and precipitation
- Green roofs and reflective materials to reduce urban heat islands
- Structural flexibility for increasing climate stress

Energy Implications: Autumn storm frequency is decreasing while short-duration, high-intensity wind events increase—reducing wind energy reliability. Solar energy requires robust storage systems to manage cloudiness variability.

Impact: Research directly informed 2024 renovation guidelines, ensuring deep renovation projects address both current energy efficiency standards and future climate resilience, protecting occupant health and long-term investment value.

Sustainable Building Materials Research & Partnership

Hemp Concrete: Carbon-Negative Renovation Solutions for Latvia

In 2024, Ēkubirojs engaged with innovative sustainable material practitioners to expand knowledge of circular renovation solutions. Through collaboration with Obelisk Farm—Latvia's pioneer in hemp concrete (hempcrete) construction—we documented the performance and viability of carbon-negative building materials for deep renovation applications.

Hemp Concrete Key Benefits:

- **Carbon-Negative Material:** Unlike conventional insulation, hemp absorbs and permanently locks atmospheric carbon during growth, making renovation projects climate-positive rather than merely carbon-neutral.
- **Superior Building Performance:** Hempcrete offers fire resistance (practically non-flammable), breathability preventing moisture accumulation, and natural pest resistance—critical properties for Latvia's ageing wooden building stock and rural housing.
- **Proven Energy Efficiency:** Obelisk Farm's 2-year monitoring of a 1935 log house renovated with 10 cm hempcrete insulation demonstrated a 30% firewood consumption reduction—validating both the economic and environmental benefits of natural materials.
- **Local Resource Potential:** Hemp can be cultivated in Latvia, offering locally sourced, renewable insulation material. However, lack of domestic processing facilities (the nearest in Lithuania) and limited awareness create barriers to scaling.
- **Cost-Competitive:** At €400-500 per tonne (covering 100+ m² with minimal quantity), hempcrete is price-competitive with conventional insulation while delivering superior sustainability and indoor air quality benefits.
- **Knowledge Transfer Achievement:** Obelisk Farm's Hemp School and Museum—selected as a finalist for the European Education Foundation's GREEN SKILLS AWARD 2024 (the first Latvian project nominated)—demonstrates growing recognition of sustainable construction education and practice.

Impact on Ēkubirojs' Work: This research informs our advocacy for expanding approved renovation material options beyond conventional solutions, particularly for heritage wooden buildings where breathable, moisture-managing materials are essential. Hempcrete's proven energy savings and carbon-negative properties align with performance-based financing models, offering measurable environmental and economic outcomes for deep renovation investments.

By documenting real-world hemp concrete performance in Latvian climate conditions, Ēkubirojs contributes evidence supporting policy frameworks that recognise bio-based, circular materials as viable and preferable alternatives for achieving EU climate targets through building renovation.

Active projects:

Project	EU Peers	DE-JĀ!
Summary of the project	The project aims to create a network of Integrated Home Renovation Services throughout the European Union and enable information sharing between the community of practitioners.	The DE-JĀ! The project addressed Latvia's urgent need to reduce heat energy demand and accelerate building renovations in line with the EU Energy Performance of Buildings Directive (EPBD). While national targets currently fall short of EU requirements, regional disparities, especially in Latgale, further hinder progress due to uneven funding and knowledge gaps. The project focused on strengthening the capacity of key local actors, including building managers, house representatives, municipal staff, and community leaders, to design and implement multi-apartment renovation projects. The "DE-JĀ!" project aimed to provide accessible information and foster



<p>Role of Ekubirojs</p>	<ul style="list-style-type: none"> • Ekubirojs is responsible for the creation of a digital repository. • Assessment of financial instruments. • Ekubirojs actively participates in the community of practice. • Support the project consortium. 	<p>resident engagement. supports climate-neutral, energy-independent local development across Latvia.</p> <ul style="list-style-type: none"> • We identified the knowledge gaps among both residents and professionals, such as building managers and municipal staff. • Through the “Energoefektivitātes telts” initiative, we gathered evidence that local communities are interested in renovations but lack technical and organisational support. <p>In “DE-JĀ!”, our role was to build capacity, provide information and guidance, and empower local stakeholders (house representatives, building managers, municipalities, and activists) to prepare and implement building renovation projects.</p>
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Project Applications for 2024:

Project	EMPOWER	Baltic-American Dialogue Program	Sabiedrības balss!	Renew-It!
<p>Summary of the project</p>	<p>EMPOWER was a proposed project that would empower citizens. The project involves stakeholders collaborating to co-design sustainable, resilient, and climate-neutral neighbourhood renovations by utilising digital tools and participatory methods, which will create inclusive, economically viable, and replicable urban solutions.</p>	<p>This was a proposed project aimed at exploring the introduction of MEETS (Metered Energy Transaction Structure) in the Baltic region to promote energy efficiency, stakeholder collaboration, and innovative solutions. The proposal outlined workshops, seminars, and pilot discussions to engage policymakers, energy providers, and citizens, but it was rejected.</p>	<p>The project aimed to engage citizens and communities in energy efficiency initiatives. The goal is to increase awareness, understanding, and participation in urban renovation and sustainability projects. Activities included surveys, discussions, workshops, and the production of short animations to inform and involve stakeholders. The focus was on fostering dialogue between citizens, local authorities, and NGOs to support more informed and participatory energy-efficiency decision-making.</p>	<p>The RENEW IT project focuses on collective self-renovation of multi-family buildings, supporting energy-efficient projects. The project includes upgrades through tailored financing mechanisms, valuation contracts, warranty structures, and business models. It aims to empower residents and communities to plan and implement sustainable renovations, improving building performance, comfort, and long-term energy savings. The project also develops tools and guidance to make renovation processes more accessible, reliable, and replicable across different regions.</p>

Discussion and Collaboration

Creating dialogue: Team members actively participated in national and international panels, sharing expertise on sustainable energy communities, energy-efficient renovations, and public policy in energy efficiency.

Events organised: In 2024, **Ēkubirojs actively participated in multiple workshops, conferences, and online sessions to advance knowledge on building renovations**, financing instruments, and policy developments. The engagement focused on sharing expertise with municipalities, homeowners, and energy efficiency stakeholders across Latvia and Europe.

Key Highlights:

- **Policy & Legislation Workshops: Updates on EU building renovation laws and the idea of a one-stop agency for easier project management, presented by Kirils on May 31, 2024, online.**
- **Financing Opportunities for Renovation:** Bauska (Jun 7, 2024), Aizkraukle (Jun 10, 2024), Rēzekne (Jun 13, 2024), Kuldīga (Jun 7, 2024): Informative workshops led by Lāsma Zaikovska and Klinta Aploka on financing instruments like Altum, LABEEF, and ELENA. Participants included municipal staff, homeowners, and property managers. Sessions combine presentations and interactive discussions to identify local challenges, explore one-stop agency potential, and enhance stakeholder engagement.
- **Online ELENA Workshop:** Rēzeknes Novads (Jun 17, 2024, Online): Targeted additional participants who could not attend the in-person Rēzekne workshop. Focused on ELENA programme details and practical guidance for project submissions.



- **International Conferences and Knowledge Exchange:** Participated in the ComAct Final Conference (Jan 24, Brussels), the European ESCO Conference (Mar 7, Frankfurt), Enerģijas Diena 2024 (Mar 20, Rēzekne), the EUSEW Webinar – Renovation Roadmaps (May 22, Online), and Baltic/EU peer meetings to exchange best practices, share presentations, and gain insights on financing and energy efficiency models across Europe.

When requested, **Ēkubirojs** provided feedback on policy and regulations supporting sustainable building practices and renovation strategies. This included replying to public policy dialogues and engaging with municipal authorities and advocating for supportive regulatory frameworks.

Collaboration involved participation in EU projects, specifically the EU Peers initiative.

EU Peers: Building the Pan-European OSS Network

In 2024, Ēkubirojs project manager Kirils Gončarovs represented the organisation at the inaugural EU Peers Integrated Home Renovation Services (IHRS) meeting in Brussels, Belgium. This involvement helps us in creating a unified One-Stop-Shop system across Europe, which is essential for tackling the scattered renovation markets and financial obstacles that stop homeowners from making significant energy efficiency improvements. Through EU Peers, Ēkubirojs contributes expertise to making complex renovation processes simple, accessible, and aligned with EU 2050 zero-emission building targets.

ORFEE & SERAFIN Knowledge Exchange

Ēkubirojs participated in the closing event of European projects ORFEE and SERAFIN in Paris (2024), engaging with innovative financing mechanisms for energy-efficiency renovations. Key insights on stakeholder trust as a critical success factor aligned with Ēkubirojs' EU Peers research on OSS financing frameworks, strengthening our evidence base for policy recommendations on accessible renovation finance.

INNOVATION & FUTURE DEVELOPMENT

Methodological Innovations

EPC Model: Enhanced Energy Performance Contracting with comfort, health, and affordability guarantees

Baltic Community Model: Regional cooperation framework for knowledge sharing and capacity building

Double Materiality Integration: Comprehensive impact and financial materiality assessment methodology

Digital Transformation

SUNSHINE Platform Enhancement: Improved accessibility and usability for households and stakeholders

EU Peers Website: Knowledge hub and success case database for European practitioners

Digital Repository Creation: Comprehensive IHRS resource collection and management system

Data Analytics Integration: Enhanced monitoring and evaluation capabilities for impact measurement

CONCLUSION

The 2024–2027 Strategic Action Plan positions Ēkubirojs as a key driver of sustainable building renovation, community empowerment, and climate action in Latvia and beyond. Through research, partnerships, services, and public engagement, the plan supports the transformation of our buildings and cities into healthier, fairer, and climate-neutral places to live.

View the full Strategic Action Plan [here](#).

All sources and links are available upon request.

