

White paper

The Installer Economy

Why the heat transition risks leaving small installers behind

Jo Shepherd

CEO, Worcester Bosch

Contents

Executive Summary	04
1. Our industry has shown it can evolve	06
2. Streamlining process without compromising quality	07
3. Installers and their journeys come in all shapes and sizes	08
4. The economics of winning the job	10
5. Do we have a skills utilisation gap?	12
6. Bringing the demand and skills conversations together	13
7. The installer of the future	14
8. What we must do now	16
The difference between small and large businesses	18
The real cost of training	19
Citations	20



Executive summary

It is well-documented that the transition to electrified heating solutions requires a shift in the skills of our installers in the UK. Too often, however, the conversation is fixated purely on the number of people we are training to install heat pumps, and this only scratches the surface of a nuanced and intricate web of factors.

Dig a little deeper, and we begin to see that we may have a skills utilisation problem, not simply a skills shortage. That is, we have installers who are trained to install heat pumps but are not putting these skills into practice.

Instead of pointing the finger at these installers, we must examine the world in which they operate. There is a web of factors we need to understand to have a more nuanced and detailed understanding of the new installer economy.

This includes the added administration associated with heat pump installation, commercial infrastructure required, and broader economics, as well as how these come together to ultimately disadvantage smaller independent installers.

More training is simply not the answer. We are at a fork in the road, and we must pick the right path to forge ahead on.

We must all work together with the interest of the installer economy in mind.

This means creating and fostering an environment in which installers are empowered to put their training into action. Using their skills regularly is what builds confidence and productivity, and this ultimately builds a sustainable business fit for the future.

This white paper explores the factors influencing the installer economy of the future and provides recommendations on how we can create one in which independent installers can thrive.

Throughout the white paper our 'industry' is referred to. This is a broad term, and captures a large group of organisations and individuals, from manufacturers and installers, through to merchants and energy companies – and many others too. We recognise no single part of the system can fix the installer economy alone, and that we must all work together with the interest of the installer economy in mind.

Jo Shepherd

CEO, Worcester Bosch



1

Our industry has shown it can evolve

My Dad was an installer, as were other members of my family, so I have witnessed the job change over a number of decades. Back in my Dad's day, heating was a far more complicated job, with whole-system design, gravity-fed systems, header tanks, vented and unvented cylinders and tanks, metres of copper pipe, and so on. This wasn't just more complicated, but more time-consuming too.

As the industry innovated, the combi boiler simplified the system and brought with it new and slicker installation methods, with plastic push-fit also becoming a norm. Quick and repeatable replacement jobs made installers more productive and simplified home heating for consumers. I have personally seen the journey of the experts of a Mears calculator adapting to our changing industry.

The innovation changed the skillset that the industry demanded, and naturally complexity was engineered out of the installation process.

With the introduction of heat pumps, installation is becoming more complicated again. This is not just because of the technology itself, but increased design and administrative requirements too. These can cause particular strain on sole traders, who have to manage and carry out every step of the installation process.

As an industry, it is time for us to innovate again to minimise complexity. Just as it was in the past, we must look at every layer of the process to see where we can strip out unnecessary steps and work more efficiently, without compromising on quality or safety for both installers and consumers.

Put simply, the challenge is to work out what genuinely protects quality and what has made the job harder.

For us to do this, we need to explore the skills system in place, and the commercial reality of becoming a heat pump installer.



As an industry, it is time for us to innovate again to minimise complexity.

2

Streamlining process without compromising quality

Within the industry, we of course recognise that installing a heat pump is very different from installing a boiler, for many of the reasons already explained. Outside of the industry, there is less recognition of this, which can cause there to be an overly simplistic view of heat pump installation.

It is simply not helpful to directly compare boiler and heat pump installations, because of the significant differences that exist between them. Comparing a boiler installation and a heat pump installation as though they are the same job does a disservice to both.

Let us compare boiler and heat pump installation directly for clarity



For a traditional boiler installation, it can often simply include the installer having the right qualification, completing a survey and quotation, the physical installation itself, and finally providing a streamlined set of documentation. A process refined over decades.



For a heat pump installation, this can look entirely different. There is a much longer process, and often for good reason. A customer might be looking at property assessment, heat-loss calculation, system design, emitter assessment, possible electrical requirements, MCS processes, customer documentation, grant administration where applicable, the physical installation, commissioning and handover. A far longer process.

Make no mistake, a lot of this additional process is absolutely necessary to ensure quality and safety. We must, however, acknowledge the level of non-engineering work that sits around the engineering itself.

A useful comparison can be made with Germany. The German state development bank Kreditanstalt für Wiederaufbau (KfW) scheme has reduced considerable administrative friction, by digitising parts of funding applications and decision-making. Good governance does not have to mean more installer administration.

Key Recommendation

As individual stakeholders in the industry, we must all be aware that every time a new process or standard or requirement is introduced, we are adding to the cumulative burden of the installer.

We also must not turn excellent engineers into full-time administrators, but instead be clear and strategic in how we aim to cut complexity. It is critical to highlight that this does not mean looking to short-cut or oversimplify what is good and necessary engineering.

Wherever administration does not add value, industry and Government should be looking for ways to simplify, digitise or absorb it so skilled people can spend more time engineering.

3

Installers and their journeys come in all shapes and sizes

‘The installer’ – just two words that can be used as a catch-all to describe a huge range of people and businesses. It is as if everyone is arriving at the heat pump training from the same position or place. In reality, installers and their businesses come in all shapes and sizes, with different levels of experience and training, with different goals and ambitions.

Government data brings this to life very clearly. The workforce in our heating and cooling industry is made up largely of middle-aged installers with a couple of decades of experience under their belts. Specifically, 63% are aged 45 or over and 37% are aged 55 or over, with 54% having worked in the industry for at least 20 years ([GOV.UK, 2023](#))¹.

Interestingly, the same research found that businesses already offering heat pump installations tended to have younger workforces. Only 49% of their workforce was aged over 45 compared with 63% across the installer market overall.

Within businesses already offering heat pump installations

Only **49%**
of workforces are
aged over 45

Compared with
63% across
the installer
market overall

[GOV.UK, 2023](#)¹

This shows just how varied the industry is in terms of experience and also career stage. We have highly experienced gas engineers with 20-40 years of experience, for example. They have a strong and reliable skillset, but one that needs adapting to new technologies for future success. This includes heat pumps, but other areas too such as controls and design methodologies. This is about upskilling and adaptation, rather than starting over.

The importance of heat loss calculations in the new heat pump design methodologies is fundamental to the success of its performance. We have moved from that Mears calculator to new digital heat loss software packages.

What does that journey look like? The Heat Training Grant route for an experienced gas or oil engineer, according to Government guidance, suggests an eligible Level 3 heat pump course can take one week or less for someone with that existing experience ([GOV.UK, 2026](#))².

From another perspective, we have new entrants coming into the industry. Likely a younger individual just starting out on their installer career. For them, this isn't about training as a gas engineer and then transitioning their skillset to heat pumps.

The current Level 3 Low Carbon Heating Technician apprenticeship is a 36-month route and explicitly covers planning, selecting and sizing, installation, commissioning, servicing, maintenance and fault diagnosis of electrified heating systems ([Skills England, 2026](#))³. This journey and process is a world apart from that of an experienced gas engineer.

Another area that must be really emphasised here is the variation in size of business. Our industry is largely made up of small businesses, with Government research stating that 95% of plumbing, heating and air-conditioning installation businesses are micro-businesses. They have fewer than ten employees, with less than 1% classed as medium or large ([GOV.UK, 2025](#))⁴.

If we factor in the complexity of a heat pump installation, a national installer, a large energy company or a major heating business have the capacity and resources to spread this across several people. You may have, for example, someone to drum up business and generate leads, another to carry out the survey, someone to focus on design, another to install, and so on. This breaks the process down into digestible components for a team of people to handle.

Now think of this from the perspective of a sole trader. Everything falls on their shoulders, with challenges coming at them from all angles. More than this, with every second they spend looking to develop their skills, they lose time they could be generating income.

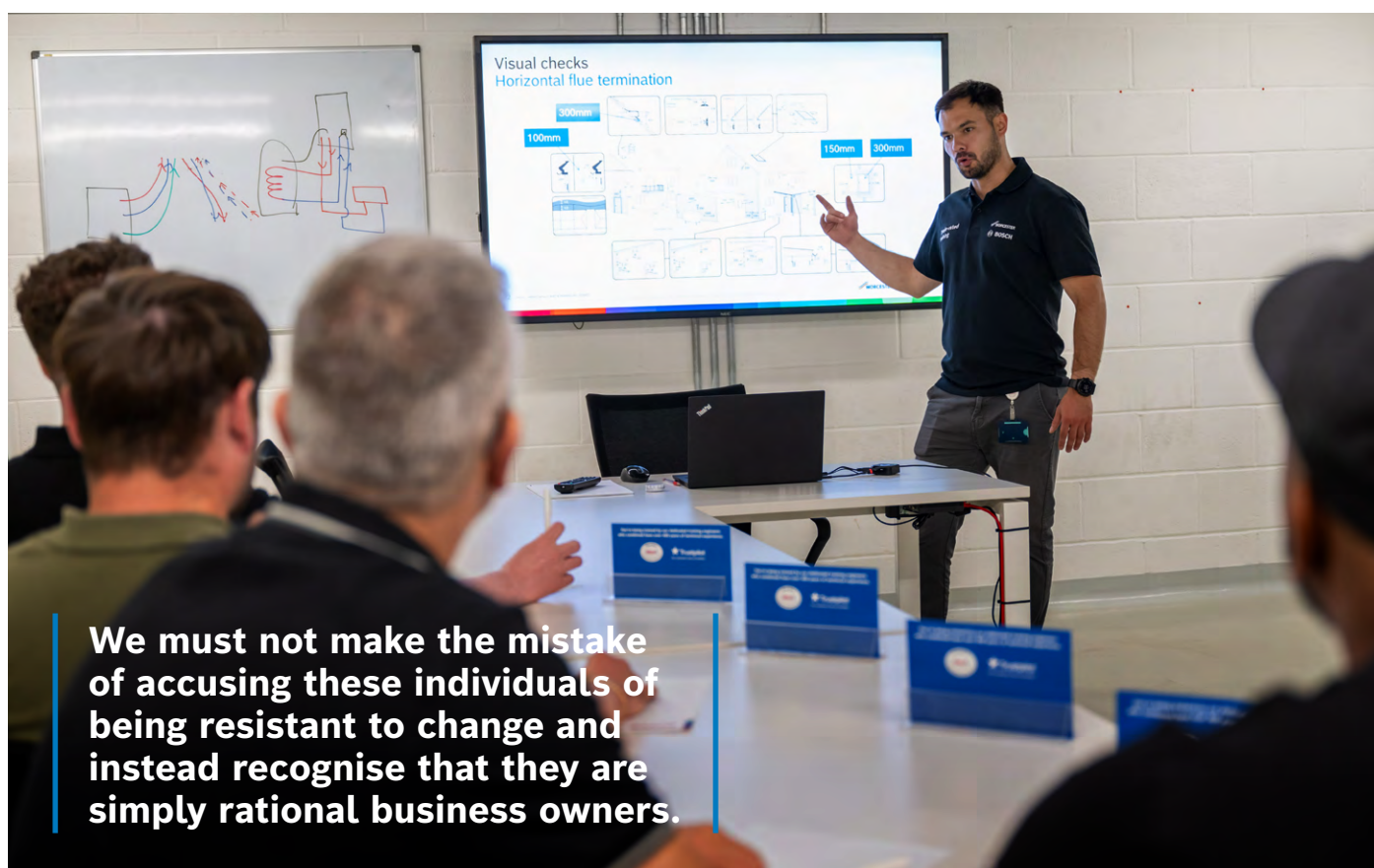
As we consider these installers and businesses, we must acknowledge that there are different commercial risks being faced. The installer who is being asked to make one of the biggest transitions (i.e. from boilers to heat pumps) could well be the most entrenched in their ways of working, with the fewest people around them to support and the least time to commit to training or with the lowest training budget.

We must not make the mistake of accusing these individuals of being resistant to change and instead recognise that they are simply rational business owners.

The concern here is that if the transition requires design, administration, finance, digital capability, customer education, and more complex sales journeys alongside the technical work, we could unintentionally create a market that is much easier for larger businesses to navigate than the traditional independent installer.

Key Recommendation

We must find ways to provide support and training for installers in ways that match their realities. This means flexibility in the economics of the retraining and the availability of the courses. It also means giving small installers access to the capabilities they need without expecting them all to become much bigger businesses.



4

The economics of winning the job

Having the ability to install a heat pump is one thing, it is another to make a viable business from selling and installing heat pumps. There are significant differences in the economics of boiler sales and installations as compared with heat pumps, and these must be acknowledged and understood as we look to build sustainable businesses for the future.

Previous grant-led markets, including ECO, also offer a warning: if an installer builds a business around demand created by one funding mechanism, changes to that support can quickly expose the fragility of the business model.

If we return to the problematic comparison of installing boilers and heat pumps: an experienced installer may be able to assess a boiler installation, price it and install it very quickly. A heat pump, however, presents a completely different challenge that can demand a huge amount of work, whether the home survey and heat-loss calculations or system design and often considerable customer education.

Customer education especially is not necessarily a linear process. The time investment from an installer can take more than effort. It can require multiple conversations, a customer going back and forth on their decision, and a huge learning journey before

any decision is made. It can also identify areas that need to be addressed post survey and prior to the heat pump installation, such as increased or improved insulation of the fabric of the building.

A Government-backed MCS project looking at the customer journey describes the problem very clearly: site visits, undertaking surveys, producing quotations and answering customer questions require a significant investment of installer time with no guarantee that the homeowner proceeds ([GOV.UK, 2023](#))⁵.

There are other areas that complicate the economics of winning the job too. Nesta's customer-journey research found heat-loss surveys typically cost around £150 to £300. In its sample, around 45% of heat pump owners had two or three heat-loss surveys before installation, and around 40% of respondents who completed multiple surveys reported paying for at least one additional survey ([Nesta, 2026](#))⁶.

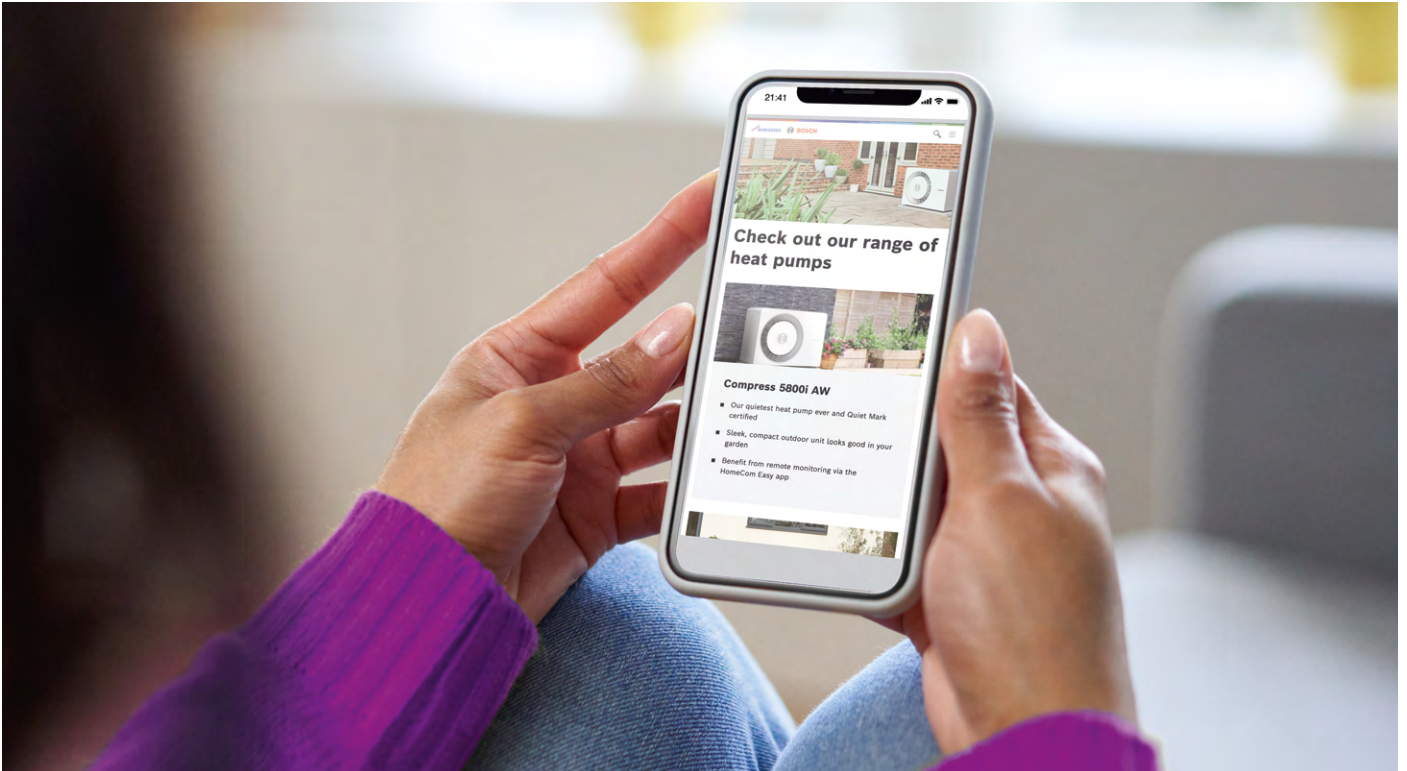
That is not simply a consumer inconvenience. Every duplicated survey also represents somebody's time, a slower process and yet more hoops to jump through to get to an installation.



45% of heat pump owners had two or three heat-loss surveys before installation.

40% of respondents who completed multiple surveys reported paying for at least one additional survey.

[Nesta, 2025](#)⁶



On the flip side, we're seeing the journey that consumers are going on changing too. As the overall value of heating projects increases, customers may understandably want to spread the cost rather than make one large payment (or as is often the case, they have no choice but to spread the cost). This is another area where larger businesses, who can more easily build finance partners to support with this, hold an advantage over most smaller businesses.

Additionally, a homeowner considering a significant investment in their heating system is increasingly likely to research before they pick up the phone. They will ask LLM search engines, look at websites, reviews, accreditations, case studies, brands and potentially several different installers before making contact – and this might not even include the journey they go on with their chosen installer.

This is another hurdle for the sole trader installer. Someone can be technically brilliant, trusted by their existing customers and have decades of experience, but if they are almost invisible digitally, they may increasingly be invisible to the next customer.

Key Recommendation

We must look at ways to simplify the customer journey here, building in efficiencies that not just streamline but improve the overall process for both customer and installer. This is exactly why work is now being done on whether one trusted survey could support multiple quotations rather than each installer starting again ([Nesta, 2026](#))⁷. We must also look at supporting installers in their understanding of the new economics of winning the job, support their skills development, for example, in digital to ensure they are not missing out on customer opportunities.

We must also look at how we can best provide access to simple consumer-finance solutions for installers to make compelling offers to their customers.

5

Do we have a skills utilisation gap?

There is a question that seems to loom over our industry. Do we have enough installers who can install heat pumps? That question is valid, but it's certainly not the only question we should be asking.

The Heat Pump Association's (HPA) workforce modelling estimates a labour activity rate of around 61%, meaning the model assumes approximately 39% of those qualified do not currently go on to actively install heat pumps.

The HPA expects that activity rate to rise as demand and utilisation increase (HPA, 2024)⁸. It's important to emphasise that this is just its model and does not necessarily reflect fully accurate data, but it is interesting and raises the question:

What happens between qualification and becoming an active installer of heat pumps?

The HPA has data that further speaks to this issue. It reported 9,062 people completing recognised heat pump qualifications during 2024 and says qualification is only the first part of the journey. Around 80% of the HPA member organisations responding to its survey offered some form of additional post-training support (Nesta, 2023)⁹. This can be quite broad depending on the differing requirements of installers but did include areas such as first-install commissioning support, mentoring, design support, digital help and enhanced training.

This leads us down an interesting path. While the industry has focused on whether there are enough installers with the skills to install heat pumps, there is another question that must be explored:

Is there actually a shortage of people converting their training into regular installations?

We do not have that data yet, but it is an issue that is worth going deeper on.

Among people surveyed after completing Heat Training Grant-supported training in 2025, 67% had not yet installed a heat pump and 33% had installed at least one (GOV.UK, 2026)¹⁰. We must be careful and examine this in context. 64% of respondents had completed their training less than six months previously. Among those trained less than six months earlier, 25% had already installed at least one heat pump. For those who had trained six to twelve months earlier, that increased to 50%.

This does not necessarily mean that two thirds of training is wasted, but instead that there can be a significant journey between qualification and real-world activity.

A qualification tells us somebody has been trained. It does not tell us whether those skills are actually being used.

Key Recommendation

We must invest in robust research to fully understand if we have a skills utilisation gap, and if so, to fully understand it in detail. Only then can we hope to address it. We can build the mechanisms, training programmes and look to strip back complexity where needed – whether that is with the aim of improving confidence, building demand, commercial viability, the first few installations, and so on. Until we understand that properly, increasing the number of qualifications alone risks improving the headline statistics without necessarily increasing real delivery capacity.

6

Bringing the demand and skills conversations together

It is often and too easily said that our industry has a training and skills problem. As already covered in the previous sections, this is not necessarily the case. This becomes even clearer if we again look deeper.

In its survey of heating engineers, Nesta revealed that 87% want to install more heat pumps, but face some key barriers. The top three were listed as: 41% say there is a lack of customer demand, 30% say they are unable to find suitable additional staff, and 19% cite unnecessary tasks or administration ([Nesta, 2025](#))¹¹.

Meanwhile Government research finds that among employers already installing heat pumps, 58% said lack of customer demand had been a challenge in developing capacity, and 29% said they simply did not have enough time alongside their existing work ([GOV.UK, 2026](#))¹².

If we focus on sole trader businesses – which is the vast majority of our industry – we see that demand is an even bigger problem. 73% of sole traders cite a lack of consumer demand, compared with 54% of businesses with two to nine installers, and 53% of businesses with ten or more installers ([GOV.UK, 2026](#))¹³.

We must therefore be careful in jumping to conclusions about installers. Consider the installer who trains and acquires the skills to install heat pumps, only to then spend the next six months fitting boilers because that's where the customer demand is. That does not reflect a training or skills problem necessarily, but instead an activation and demand one.

At the same time, the skills they have just been trained in do not then get used and repeated. Instead of that training leading to experience, development and confidence, it can gather dust and quickly fade.

For a large business, periods of lower demand may be manageable because capability can be spread across teams and other work. For a sole trader, the calculation is much simpler. They have to do the work that pays the bills.

Key Recommendation

We must bring together conversations around skills policy and demand policy, and not simply ask the question: how many installers do we need to train? Instead, we must also ask, what are the necessary conditions we need to help foster to enable installers to keep using their skills once we have trained them? The first step here is to move away from looking simplistically at how many people are trained to install heat pumps and take a more holistic approach with metrics and interpretation of data.

Key barriers to heating engineers installing more heat pumps

41% lack of customer demand

30% unable to find suitable additional staff

19% unnecessary tasks or administration

[Nesta, 2025](#)¹¹

7

The installer of the future

So, where does this take us? The installer of the future, perhaps? This is a big topic that is often spoken about in too simplistic a manner, as if there is one archetype that the installer of the future is built around. We have shown clearly that is not the case.

The real question must therefore be: if the heating industry is itself changing, what are we actually preparing installers for?

First, let's consider some of the changes that are happening: heating is becoming increasingly electrified as we shift to technologies like heat pumps. Heating is becoming one component within a wider home energy system with renewable energy sources (e.g. solar panels) and electric vehicle charge points increasingly common. New players such as technology companies and utilities companies are entering the market with different business models. And installers are under increasing pressure to manage more complex customer requirements while becoming more efficient and productive.

If the heating industry is itself changing, what are we actually preparing installers for?

What's clear – whether you're a highly skilled technology specialist, a heating or home-comfort specialist who works across several technologies, or something else – there is a common theme emerging: everyone's skillset is getting broader. That might be across learning about new installation methodologies, (re)developing whole-system understanding, grasping and utilising new digital tools, building confidence in customer education journeys, or commercial sophistication. Increasingly, we are also seeing the coming together of heating and cooling.

We cannot and must not expect installers to become highly skilled in every area. It is not realistic or practical. There are multiple routes for the sole trader of tomorrow, and we should allow them to choose the right one for them.

They may aim to remain deliberately small, finding new ways to access design, administration, finance, commissioning and compliance support as needed. They may look to scale the business to spread the burden of the multiple tasks across a wider team. They may operate through a network, remaining independent but linking up with another organisation to provide additional support. Not every sole trader will want to scale and become an employer, and that is fine.

There are multiple routes for the sole trader of tomorrow, and we should allow them to choose the right one for them.

A further consideration in this multi-technology future takes skills from heating into cooling. Air conditioning is a powerful stepping stone technology, helping installers move into electrification. Of course, it is not the same as installing a heat pump, but there are transferable skills that can be developed, for example, around refrigeration principles, refrigerants, electrical systems, and so on. Not only does this help with the transition, but it also offers a commercial advantage, providing additional income opportunities in the warmer months.

We must help installers – particularly sole traders – to not only broaden their skills in ways that meet their ambitions and customer demands, but also allow them to match the offerings of larger businesses. This will not always mean more skills, but greater connectivity with other skilled businesses and sole traders.



Key Recommendation

Future skills policy cannot simply be about producing more people with one particular qualification. We need to think about the capabilities the market will actually require. If the home is becoming a system, the installer of the future increasingly needs to think like a systems professional. The installer of the future may be defined less by the appliance they fit and more by the problem they solve for the customer – and not necessarily on their own but as part of a connected network of specialists.

Our ambition should be to let skilled engineers spend more of their time engineering and less of their time administering. We as an industry must capitalise on this and not force them down a never-ending route of administration.

8

What we must do now

It is very clear that the economics for the installer is changing. A complex web of factors – from changing requirements of technical skills and technologies through to the evolution of the customer journey and consumer understanding – mean that we as an industry must adapt. We must look more deeply at installers and their journeys to understand the challenges they face, before being able to properly support their development and success.

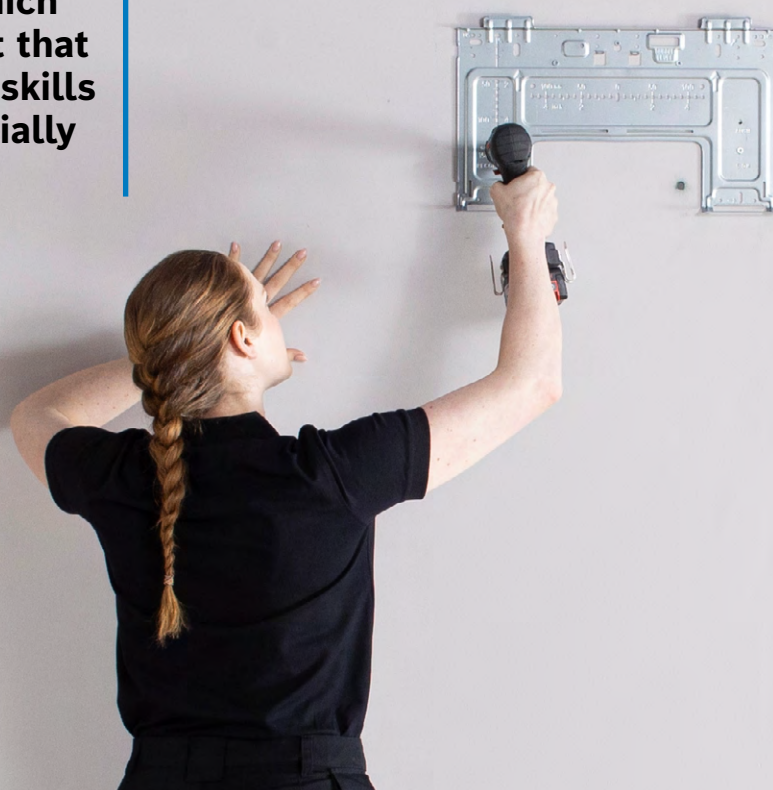
A broader question worth further investigation in future is whether or not we are creating a participation gap between installers who have access to the infrastructure surrounding electrified heating and those who do not. This would create a future where, at one end larger businesses and scaling installers absorb and centralise installation requirements, and at the other, smaller businesses who find the non-engineering infrastructure increasingly difficult to absorb.

The risk of getting this wrong is not necessarily that the small independent installer fades away as the technology and skills pass them by. It is that we accidentally build a market around them that becomes too complicated, too administrative and too expensive for them to participate in and take advantage of.

As outlined in this white paper, there are a number of key recommendations for us to avoid risks and to instead build a thriving installer economy for the future. One in which we create an environment that skilled installers, particularly small independent businesses, can turn those skills into productive, commercially sustainable businesses.

The industry needs to change the system around the installer, and installers will need to adapt with it. The installer of the future does not have to become a bigger business, but they will need access to bigger-business capabilities.

...a thriving installer economy for the future... one in which we create an environment that skilled installers can turn skills into productive, commercially sustainable businesses.



Key recommendations

1

We must make installing as simple as possible for installers, protecting complexity where it ensures quality and removing it where it simply consumes installer and customer time.

2

We must find ways to support and train installers that better match their realities, being flexible in the economies of the retraining and availability of the courses.

3

We must support installers in their understanding of the new economics of winning the job, for example supporting their skills development in digital to ensure they are not missing out on customer opportunities.

4

We must invest in robust research to fully understand if we have a skills utilisation gap, and if so, to fully understand it in detail. Until we understand that properly, increasing the number of qualifications alone risks improving the headline statistics without necessarily increasing real delivery capacity.

5

We must bring together conversations around skills policy and demand policy, and not simply ask the question: how many installers do we need to train? The first step here is to move away from looking simplistically at how many people are trained to install heat pumps and take a more holistic approach with metrics and interpretation of data.

6

Future skills policy cannot simply be about producing more people with one particular qualification. The installer of the future may be defined less by the appliance they fit and more by the problem they solve for the customer – and not necessarily on their own but as part of a connected network of specialists.

7

We as an industry must capitalise on the fact that Heating Engineers thrive on the ‘hands on’ part of being an expert engineer far more than any administration and not force them down a never-ending route of administration.

8

Success should not simply be measured by how many people we train. It should ultimately be measured by how many skilled installers can build sustainable businesses using those skills.

The difference between small and large businesses

It is so important to recognise the considerable difference that exists between small and large businesses, especially when our industry is largely made up of micro-businesses.

Only 13% of businesses with one installer are already offering heat-pump-related services compared with 36% of businesses with two to nine installers and 68% of businesses with ten or more installers.

(GOV.UK, 2023)¹⁴

Training participation shows almost the same pattern. In the previous two years, 57% of one-installer businesses have provided some form of training, compared with 86% of businesses with two to nine installers and 95% of those with ten or more installers.

(GOV.UK, 2023)¹⁵

There is also an age and experience dimension sitting behind this. In one-installer businesses, 66% of the workforce had been in the industry for more than 20 years, compared with just 24% among businesses with ten or more installers (GOV.UK, 2023)¹⁶.

The installer facing the greatest transition may also be the one with the most established way of working, with the smallest business and the least capacity to take time away from work.



The real cost of training

Training costs are often too simplistically thought of as the cost for the actual training itself. Something that may seem affordable on the surface can quickly spiral for installers and businesses, who have more to factor in than the course price itself.

These other factors to consider can include travel, accommodation, and most importantly lost earning time. For a sole trader, the cost of training isn't simply the price on the course. It is the work they cannot do while they are learning. Larger organisations have more flexibility and scale to support their employees with training.

Government research found that 30% of employers who did not provide training said their staff were simply too busy to take time out, while 15% cited lack of funding ([GOV.UK, 2023](#))¹⁷. Among installers employed by an organisation, 71% said their employer paid for their training and around three-quarters received paid time to undertake it ([GOV.UK, 2023](#))¹⁸.

The newer WPI Economics and MCS Foundation research reaches the same conclusion. It specifically identifies small to medium sized businesses with limited financial capacity and lack of time alongside existing workloads as barriers, and recommends greater support covering not only training fees but travel, accommodation and lost earnings ([WPI Economics, 2025](#))¹⁹.



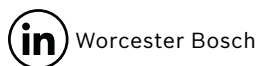
Government research found that 30% of employers who did not provide training said their staff were simply too busy to take time out, while 15% cited lack of funding.

[GOV.UK, 2023](#)¹⁷

Among installers employed by an organisation, 71% said their employer paid for their training and around three-quarters received paid time to undertake it.

Citations

- ¹ Heating and cooling installer study, GOV.UK, 2023
- ² Apply for the Heat Training Grant: discounted heat pump training, GOV.UK, 2026
- ³ Low-carbon heating technician, Skills England, 2026
- ⁴ Assessment of the clean energy skills challenge, GOV.UK, 2025
- ⁵ Heating and cooling installer study, GOV.UK, 2023
- ⁶ Identifying barriers to air source heat pump adoption, Nesta, 2026
- ⁷ Identifying barriers to air source heat pump adoption, Nesta, 2026
- ⁸ Projecting the Future Domestic Heat Pump Workforce, HPA, 2024
- ⁹ Start at home for newly trained heat pump installers, Nesta, 2023
- ¹⁰ Commentary for the Heat Training Grant 2025 Mid-scheme Review: Survey of HTG Graduates, GOV.UK, 2026
- ¹¹ Start at home for newly trained heat pump installers, Nesta, 2025
- ¹² Research reveals strong satisfaction among heat pump trainees, GOV.UK, 2026
- ¹³ Commentary for the Heat Training Grant 2025 Mid-scheme Review: Survey of HTG Graduates, GOV.UK, 2026
- ¹⁴ Heating and cooling installer study, GOV.UK, 2023
- ¹⁵ Heating and cooling installer study, GOV.UK, 2023
- ¹⁶ Heating and cooling installer study, GOV.UK, 2023
- ¹⁷ Heating and cooling installer study, GOV.UK, 2023
- ¹⁸ Heating and cooling installer study, GOV.UK, 2023
- ¹⁹ Workforce planning for clean heat, WPI Economics, 2025

**Worcester Bosch**

Cotswold Way
Warndon
Worcester
WR4 9SW

worcester-bosch.co.uk

Calls to and from Bosch Thermotechnology Ltd may be recorded for training and quality assurance purposes. Worcester Bosch is a brand name of Bosch Thermotechnology Ltd. This brochure is accurate at the date of printing, but may be superseded and should be disregarded if specification and/or appearances are changed in the interest of continued improvement. The statutory rights of the consumer are not affected.