Sanctuary

Decarbonisation And Net Zero *Strategy* 2027-2030



Foreword



Three years ago, Sanctuary published the first fully quantified Decarbonisation and Net Zero Strategy in the housing sector. This strategy was essential for crystallising our material areas of carbon emissions, focusing the mind on where we can most make an impact and setting a new standard for transparency in sustainability workstreams.

The Decarbonisation and Net Zero Strategy 2023-2026 has enabled us to forge ahead with our environmental work. Since 2023, we have retrofitted over 5,000 of our social homes to an EPC rating of C or above, reducing the risk of fuel poverty for our customers. A large part of how we have achieved this is via our participation in the Warm Homes: Social Housing Fund Wave 3, where Sanctuary is the largest single association Strategic Partner. Since the publication of our first Decarbonisation and Net Zero Strategy, we have launched our Sustainable Finance Framework, set up a long-term supplier decarbonisation programme, and have delivered a 29% reduction in operational carbon in absolute terms, despite increasing the number of social homes in our management by over 15,000 units.

Our focus for this updated strategy, which runs from 2027 to 2030, is to accelerate progress against some of the tougher challenges we face. From decarbonising large buildings and electrifying our commercial vans, to reducing single-use purchases and influencing behaviour change at scale, we are now setting out our plans for how we will unlock these complex obstacles.

We are also pleased to reaffirm our 2030 and 2050 milestones for our net zero journey. This strategy will see us through to 2030, when we plan to have halved operational carbon emissions and significantly reduced our extended carbon emissions. Through the strategy we also hope to have delivered financial savings, health and wellbeing improvements for both colleagues and customers, and important environmental recovery in our communities.

Alice Lovatt, Head of Environment and Climate Change

↖ **Pictured:** Vivant Care Bayards Court Care Home, Dartmouth

↳ **Pictured on the cover:** Abbey Meadows in Southend-on-Sea

Our Carbon *Footprint*

Operational Carbon
Emissions

Our Operational Carbon Footprint comprises the emissions that we have the most control over and for which we are directly responsible. Informally referred to as our operational emissions, we have been required by law to declare them in our Annual Report every year since 2019/2020.

They include:

- Emissions from gas used in company buildings and from fuel used in company fleet, which fall into Scope 1 of the Greenhouse Gas Protocol's emissions framework. Scope 1 emissions are directly created and controlled on-site.
- Emissions from electricity used in company buildings, which are Scope 2 emissions. They are created off-site but directly controlled on-site.
- Emissions from expensed business mileage, a Scope 3 emissions category. While Scope 3 emissions are indirectly created by Sanctuary, we have significant enough control over the miles travelled by our colleagues to include them in our Operational Carbon Footprint.

We have a target to halve our operational carbon emissions per home in management by 2030, and to then reach net zero operational emissions by 2050.

Group Operational Carbon Footprint

Scope 1: Direct Emissions		Scope 2: Indirect Emissions	Scope 3: Indirect Emissions
Gas used in company buildings	Fuel from company fleet	Electricity used in company buildings	Expensed business mileage

Extended Carbon *Emissions*

Scope 3: Indirect Emissions

Our Extended Carbon Footprint is made up of all other material Scope 3 emissions sources, those over which we have less control. We measure these emissions using the Greenhouse Gas Protocol and our measurement approach was validated in 2022 by SLR Consulting. Our Extended Carbon Footprint makes up 89% of our Total Carbon Footprint. It is so significant because we assess the emissions from everything we buy, from our customers living in their homes, and from our development processes, among other sources.

Most of the extended emissions come from our customers living in their homes. The Greenhouse Gas Protocol calls this category of emissions 'downstream leased assets'. To reduce emissions from our social homes, we focus on improving their energy efficiency through our retrofit programme, in addition to installing renewable energy sources and low-carbon heating.

We have a target to significantly reduce our extended carbon emissions per home in management by 2030, and to then reach net zero extended emissions by 2050.

Categories of extended emissions include:

- Goods we buy
- Commuting and business travel
- Lifetime use of homes we sell
- Transportation of goods and fuels
- Buildings we rent from others
- End-of-life demolition of homes
- Disposal of waste
- Homes we rent to customers
- Investments



Where Are We *Now?*

We're sharing our progress across every material Greenhouse Gas Protocol emissions category opposite, demonstrating both the scale of our future net zero challenge and the significant progress we've made since our baseline years (2019/2020 for operational carbon and 2022/2023 for extended carbon).

Footprint	Scope	Emissions Category	2025/2026 TCO2e	2024/2025 TCO2e	Baseline TCO2e	% change (2025/2026 to 2024/2025)	% change (2025/2026 to baseline)
Operational Carbon Footprint	Scope 1	Gas in company buildings	32,381	32,378	29,151	0%	11%
		Fuel in company fleet	7,527	7,125	7,920	6%	-5%
	Scope 2	Electricity in company buildings	0	1,178	19,497	-100%	-100%
	Scope 3	Business mileage in private cars	1,077	793	1,010	36%	7%
	Operational Total		**40,985**	**41,474**	**57,578**	**-1%**	**-29%**
Extended Carbon Footprint	Scope 3	Purchased and capital goods or services	121,152	158,244	187,039	-23%	-35%
		Fuel and energy-related activities	11,757	13,871	11,422	-15%	3%
		Upstream transportation and distribution	2,676	4,920	13,071	-46%	-80%
		Waste	1,105	2,022	3,763	-45%	-71%
		Business travel	442	650	307	-32%	44%
		Employee commuting	8,172	8,860	18,555	-8%	-56%
		Upstream leased assets	3,107	2,914	N/A	6%	N/A
		Use of sold goods	29,902	34,120	50,896	-12%	-41%
		End-of-life of sold goods	64	89	65	-28%	-2%
		Downstream leased assets	167,248	198,810	202,992	-16%	-18%
		Investments	1,760	1,479	6,633	19%	-73%
	Extended Total		**347,385**	**425,979**	**494,763**	**-18%**	**-30%**
Total Carbon Footprint			**388,370**	**467,453**	**552,341**	**-17%**	**-30%**

Our Progress So *Far*

Since our baseline years, we've achieved significant reductions in carbon emissions.

We're proud that we've realised:

- A **29% absolute reduction in operational carbon** against our 2019/2020 baseline, as of 2025/2026.
- A **30% absolute reduction in extended carbon** against our 2022/2023 baseline, as of 2025/2026.
- A **42% relative reduction in operational carbon** per home in management against our 2019/2020 baseline, as of 2025/2026.
- A **40% relative reduction in extended carbon** per home in management against our 2022/2023 baseline, as of 2025/2026.

We've achieved these reductions through a combination of reinvestment programmes, policy and process improvements, behaviour change campaigns, and methodology refinements.

Sanctuary is not a static organisation: we are always focused on building more homes, improving our service delivery, and ensuring our operating models are fit for the future. Our emissions therefore do not necessarily demonstrate a linear path of reduction, particularly in categories where emissions are relatively low to start with. We often use intensity ratios to observe changes in emissions against business growth, which are shown below. We use these relative measurements as the basis for our targets.

Intensity metric	2025/2026	2024/2025	Baseline	% change (2025/2026 to 2024/2025)	% change (2025/2026 to baseline)
Operational carbon per home in management (TCO2e)	0.33	0.33	0.56	0%	-42%
Extended carbon per home in management (TCO2e)	2.77	3.38	4.64	-18%	-40%

How Far We've *Come*



Retrofitting over **5,000 homes since 2022/2023** has helped emissions from our social housing (downstream leased assets) **fall by 18%.**



Implementing a new design specification for our new-build homes has helped to reduce in-use emissions from the homes we sell **by 12% in the last year.**



Despite **adding over 500 beds** to our portfolio, operational emissions for Sanctuary Care are **down 39% from 2019/2020**.



Our back-office functions have **reduced operational carbon emissions by 56%**, through office rationalisation, hybrid working, and building refurbishment, with gas emissions almost **halved since 2019/2020**. Read the case study here.



Emissions from the goods and services we purchase in Sanctuary Supported Living have **fallen by 31% since 2022/2023**.



Emissions from fleet and business mileage in our Students, Keyworker, and Commercial operations have **reduced by 70% since 2019/2020**.



Our renewable electricity contract has **offset over 80,000 tonnes of CO2e** from our electricity consumption since its implementation in 2021.



Over 3,250 colleagues completed our commuting survey in 2025, providing critical data showing a **reduction in our commuting emissions by over 50%**.



Smarter purchasing decisions, and the development of digital tools and processes, has led to a **reduction in emissions** from goods, services and capital goods in our office teams **by 44% since 2022/2023**.

Our *Strategy*

Heating Our *Buildings*

By 2030:
Reduce gas emissions by 20%

By 2050:
Reduce gas emissions by 95%

Emissions from natural gas make up 79% of our Operational Carbon Footprint.

Most of our company buildings use gas for heating and hot water, which can reduce air quality and be affected by energy price instability, meaning this is a priority area for decarbonisation.

Priority Actions

While our absolute emissions from gas have risen since our baseline year, due to our strong organisational growth, **we are taking action to address this:**

- **Worcester campus decarbonisation:** over the next 18 months, we will phase out gas from two of our head office buildings.
- **Keyworker heating reconfiguration:** we are optimising heating systems in our Romford keyworker accommodation, helping us to set more comfortable temperatures.
- **Smart heating controls in care homes:** we're aiming to expand our successful smart heating control programme in our care homes.
- **Net zero office:** we will remove gas from our Hull office, which will then become Sanctuary's first net zero office.

Future Planning

Our decarbonisation of gas will ramp up from 2030, but we want to reduce consumption now to create efficiencies and comfortable environments. **Down the line, we will:**

- Create efficiency plans for our buildings using heat networks, ensuring heat losses are managed and improving quality.
- Improve heating controls and efficiency within communal living areas in our Scottish housing schemes.
- Work with further schemes where temperature management is challenging to create reinvestment plans.
- Assess green skills gaps and broaden internal capabilities to support with heating decarbonisation.

What's Gone Well?

In 2026 we have been working on a new Energy Management Policy and Procedure. These will be vital documents supporting our ambitions, setting out principles for heating and lighting across all of Sanctuary's company-managed spaces.

This will help to make our shared spaces more comfortable and improve our approach to building management, enabling us to review areas where heating is difficult to control.

Powering Our *Business*

By 2030 and by 2050: maintain 100% electricity emissions reduction

Our electricity supply is carbon neutral, due to a successful renewable electricity contract that uses Renewable Energy Guarantees of Origin (REGO) certificates. Through REGOs, we put a kilowatt of renewable electricity back into the grid for each non-renewable one we use.

We still need to reduce overall electricity consumption across Sanctuary to create efficiencies and reduce our reliance on the grid, however.

Priority Actions

Our immediate focus is on reducing electricity demand. This is critical for responsible building management and should generate both environmental and financial savings. **We are focusing on:**

- **Evaluating solar benefits:** we're installing remote-read meters to better understand our solar generation, paving the way for a broader rollout.
- **Lighting upgrades:** when lighting fails across our estate, we aim to replace the current bulbs with LED lighting instead.
- **Specification decarbonisation:** in Sanctuary Care, replacement cycle specifications include electric hobs and heat pump laundry equipment as standard.
- **Broader electrical improvements:** our Digital Switch is replacing electrical wiring for telecare, CCTV, and telephony with modernised, efficient alternatives.

Future Planning

We know that transitioning away from fossil fuels can increase reliance on electricity: as we scale up decarbonisation, we must therefore ensure our electricity usage continues to come from renewable sources. Consequently, we'll focus on generating our own electricity, strengthening our energy security across our estate and reducing fuel bills. **We will:**

- Install solar panels on screened offices and care homes, where strong self-consumption potential is demonstrated.
- Explore the introduction of a Power Purchase Agreement to source our renewable electricity directly from a chosen wind farm.
- Explore voltage optimisation, battery storage, and further lighting control optimisation across our estate.

What's Gone Well?

Our new Vivant Care care home in Devon, Bayard's Court, will benefit from broad arrays of solar panels to ensure electricity demand is met wherever possible by sunlight. Customers at this care home will therefore enjoy cleaner energy, with sunshine generating a steady electricity supply, reducing exposure to energy price instability and lowering electricity bills wherever possible.

Fuelling Our *Operations*

Fleet target

By 2030: Reduce fleet emissions by 30%

By 2035: Reduce fleet emissions by 98%, by replacing all non-electric commercial vehicles, anticipating that the electricity powering our fleet is zero carbon by 2050

Business mileage target

By 2030: Reduce business mileage emissions by 20%

By 2050: Reduce business mileage emissions by 100%

Our fleet and business mileage together make up **21% of our operational carbon footprint**, as delivering services across our operational area requires significant travel.

Priority Actions

We've recently increased the size of our fleet through bringing vital services in house. While our operational fuel-related emissions have increased, this enables us to better serve our customers while carrying out a range of repairs. However, it's therefore vital that we deliver carbon improvements over the full term of this strategy and beyond.

Our immediate priority is to place 30 new electric vans, identifying appropriate individuals across Property Services. To ensure this is effective, **we will:**

- Consider specific circumstances, including access to off-street charging, when making placement decisions.
- Assign vans according to role, team, and local infrastructure to ensure the switch to electric vehicles is straightforward.
- Expand our electric van fleet over the course of this strategy.

Future Planning

To continue to decarbonise our business travel, we need to empower colleagues to keep making make sustainable travel choices. **We will:**

- Embed environmental considerations in procedures including Driving at Work and Travel and Subsistence.
- Develop support for environmental considerations in working practices and decision-making around travel.
- Review trends in event management and engagement activities to promote inclusive and sustainable travel.

What's Gone Well?

In 2024, to support colleagues in their sustainable travel choices, and offer a cost-effective solution for staff choosing to use vehicle allowance, Sanctuary introduced an EV leasing salary sacrifice scheme through a partnership with Tusker. This has delivered high-quality electric cars to 116 employees in the organisation at beneficial rates.

Travelling Across *Sanctuary*

Employee commuting target



By 2030: Reduce employee commuting emissions by 20%

By 2050: Reduce employee commuting emissions by 100%

Business travel target



By 2030: Reduce business travel emissions by 20%

By 2050: Reduce business travel emissions by 100%

Since our first Decarbonisation and Net Zero Strategy, we have significantly expanded the reach of our commuting survey to over 3,250 colleagues resulting in a **55% drop in these emissions since 2022/2023**.

Priority Actions

We continue to champion sustainable travel options for colleagues in multiple ways, **both organisational:**

- Membership of the First Bus Commuter Club.
- Offering cycle-to-work and salary sacrifice electric vehicle schemes. Read the case study here.

And more personal:

- Cycling champions offer support to colleagues in identifying a safe cycling route on their first journeys.
- Sustainable travel information including key bus and train connections available for key office sites.
- Bikeability training and cycle repair support at sustainable travel events.

Future Planning

As we move into this next strategy, we know how important it is to work collaboratively with local authorities to support our colleagues in their commutes. We will build on our already-established relationships to support local transport planning where we have significant colleague presence, **moving the conversation forward on:**

- EV charging infrastructure.
- Active and responsive transport options.
- Safe and inclusive transport infrastructure.

What's Gone Well?

Since the publication of our first Decarbonisation and Net Zero Strategy in 2023, we have engaged colleagues in sustainable travel through our annual Sustainability Fortnight campaign. In 2023, we ran a campaign focused on 'Transition Your Travel', and in 2025, our campaign became a 'Sustainability Roadshow', visiting customers and colleagues in 15 locations around the country to discuss how sustainability matters to them – with all journeys taken via public transport or electric vehicles. Read the case study here.

Supporting Our Supply *Chain*



By 2030: Reduce purchased and capital goods or services emissions by 10%

By 2050: Reduce purchased and capital goods or services emissions by 90%

With more than 125,000 homes in management and around 14,000 colleagues, it's not surprising that the emissions from what we buy total 121,152 TCO2e.

This area of emissions has decreased considerably since our baseline year, largely due to improvements in both carbon calculations and direct emissions sourcing from suppliers, which are important for achieving the most realistic environmental picture of our supply chain.

Priority Actions

Our current focus involves working directly with suppliers (read the case study here) to **understand carbon performance and embed expectations:**

- **Introducing legal clauses:** we're making sure our suppliers are contracted to annually provide decarbonisation performance information.
- **Contract management:** we're introducing checkpoints for contract managers to follow up with suppliers about sustainability and our requirements.
- **Annual carbon returns:** we'll collate real data from our suppliers to inform our carbon calculations from purchased and capital goods or services, as opposed to relying on spend-based calculations.

Future Planning

In the future, we want to focus even more on the specifications of what we buy and how we can rationalise our purchases. This is integral to creating a culture where colleagues purchase carefully and for the long-term, ensuring value-for-money and lowered environmental impact. **We will:**

- Collaborate with our suppliers in open discussions to understand decarbonisation opportunities and synergies.
- Assess products with high replacement frequencies and seek out alternative processes or products.
- Create decision-making frameworks for low-carbon purchasing.

What's Gone Well?

For over two years, we've been asking potential suppliers to tell us about their net zero and sustainability plans in our tender process. This helps us assess the supplier landscape and how decarbonisation is being implemented within it. We've assessed 18 major tenders across Sanctuary, ranging from waste management to vehicle hire contracts. Evaluating sustainability in purchasing decision-making is helping us to drive up environmental standards and become better informed on environmental activities across industries.

Decarbonising Our *Homes*

By 2030: Reduce downstream leased assets emissions by 18%

By 2050: Reduce downstream leased assets emissions by 96%

Downstream Leased Assets is our largest emissions category and consists of the emissions from our customers living in the social homes we rent to them. Each home's emission level depends on its energy efficiency and use of renewable energy sources.

We have already reduced this category of emissions by 18%, achieving our 2030 target four years ahead of schedule. This success stems from both our sector-leading retrofit programme (read the case study here) and our new energy performance modelling platform that helps us to better assess domestic carbon.

Priority Actions

We've retrofitted over 5,000 homes since our previous Decarbonisation and Net Zero Strategy launched. **We are continuing our work at scale by:**

- Improving almost 10,000 homes to EPC Band C under our Warm Homes: Social Housing Fund (WH:SHF) Wave 3 programme by 2029, with 1,253 installs completed by March 2026.
- Improving all remaining EPC D or below homes in Scotland to meet the Energy Efficiency Standard for Social Housing by December 2027.
- Expanding our retrofit work into new geographies, such as the South West of England.

Future Planning

We are working closely with the relevant Government departments to understand and assess the newly-announced Minimum Energy Efficiency Standards (MEES) for the social rented sector. Our future plans will continue to focus on improving our homes' energy performance in line with the proposed standards, while prioritising customer wellbeing, bills, and comfort.

- We will ensure our business plan is ready to invest in our homes under MEES.
- We will map out how to achieve MEES via retrofit on an individual property basis.

What's Gone Well?

The first year of our WH:SHF retrofit programme saw 1,253 homes improved across Cambridgeshire, Cheshire, Yorkshire and the Humber, and Oxfordshire. Through strong collaboration between our in-house Energy Efficiency team and our supply chain, we've delivered energy efficiency upgrades specific to each property in the programme. Our initial WH:SHF allocation of grant from the Department for Energy Security and Net Zero has consequently been increased due to our successful delivery of works thus far.

Building For The *Future*



By 2030: Reduce capital goods emissions by 33%

By 2050: Reduce capital goods emissions by 80%



By 2030: Reduce use of sold products emissions by 80%

By 2050: Reduce use of sold products emissions by 100%

Sanctuary is committed to developing much-needed affordable homes to alleviate the broader national pressures on social housing. However, it is crucial that we make decisions about building materials, sites, techniques, and waste that minimise the environmental impact of this construction.

Priority Actions

Our work with suppliers is crucial to monitoring the true levels of emissions associated with our development work. To ensure we understand not only usage emissions, but the full life cycle of our buildings, **we are prioritising:**

- Design decisions that support our build processes and deliver efficient, comfortable and climate-resilient homes.
- Developing our in-house Construction team's capacity to deliver projects sustainably.
- Working with contractors to understand supply chains and establish Environmental Product Declarations.
- Assessing different approaches to installing solar panels on apartment blocks.

Future Planning

Moving forward, we will build in line with the Future Homes Standard, creating homes and communities that are environmentally fit for the future. **This will include:**

- Developing homes which balance fabric performance and renewable energy, producing low or no emissions when in use by customers.
- Creating smart homes that use energy flexibly, through use of smart meters, electric vehicle charging points, and flexible hot water systems.
- Installing solar panels on each new build, in line with recent Government directives.

What's Gone Well?

The publication of our new development specification in 2025 (read the case study here) has enabled us to ensure that all sites are meeting our core requirements. This includes targets for fabric efficiency and expected EPC ratings for each new-build home, alongside mitigations for the risk of overheating, and improved ventilation and climate change resilience.

Having a shared set of expectations allows us to work effectively with contractors, local planning authorities, and others to deliver comfortable, safe homes that are fit for the future.

Managing Our *Waste*



By 2030: 20% reduction of waste emissions through improved reduction in waste, reuse partnerships, and recycling

By 2050: reduce waste emissions by 50%

With some operations managing commercial waste, others receiving domestic collections, and others operating within construction and demolition waste parameters, Sanctuary's waste streams are complex. Understanding this picture has been the first challenge of our decarbonisation journey with waste, and that picture will continue to evolve up to 2030 and beyond.

Priority Actions

To ensure that we are addressing the most significant areas of waste-based emissions, **we are working closely with suppliers to:**

- Improve data on waste collection, transport and destination.
- Increase the rates of waste collection for which weight data is available, to reduce our reliance on spend-based calculations.
- Develop materials to support improved waste segregation across our sites and ensure that recycling is prioritised wherever possible.
- Promote and incentivise take-up of opportunities for reusing materials and goods across Sanctuary.

Future Planning

This last year has seen the introduction of food waste collections in all our commercial settings in England, along with implementing other changes resulting from the Simpler Recycling regulations. To reach our longer-term targets, **we must:**

- Embed full adoption of these changes across operations.
- Shift recycling behaviour and improve buying practices.
- Support redistribution initiatives where possible.

What's Gone Well?

Reusing goods is always preferred to disposal, even if the disposal route is recycling. Through collaborations with key suppliers, OCM, Waste to Wonder, and Harvest Healthcare, we have implemented processes that ensure our technology, office furniture, and care home mattresses are refurbished and renewed at the end of their life, rather than wasted. In some cases, those refurbished items will be reused internally; in others, they will be redistributed in our communities.

Beyond *Carbon*

Focusing On Customers And *Climate*



Listening To Our Customers

Ensuring our customers live in comfortable environments (read the case study here) with efficient services supports our decarbonisation journey.

We know listening to customers is essential to achieving our aims, so we actively tackle the environmental issues that matter most to the people living in our homes.

To do this, we have a Community of Interest with over 100 customers across England and Scotland, and other dedicated feedback mechanisms.

Learning From Our Customers

For three years, we've been evaluating our customers' experiences of the energy performance works we've carried out in their homes.

The comprehensive survey helps us to identify what went well, the lived customer experience, and where we could do better.

Learning from this feedback has become integral to our retrofit journey, resulting in customer-suggested improvements such as pigeon netting installed as default around solar panels.

Enhancing The Environment For Our Customers

Going forward, we'll keep customers at the heart of our decarbonisation trajectory. **We'll do this by:**

- Hosting further customer-centred events.
- Recruiting more customers to our Community of Interest.
- Finding new and diverse methods of collating feedback from our customers undergoing retrofit works.

↖ **Pictured:** Resident, Colleen, tending to flowers for Ready Steady Grow

Seeing The Bigger *Picture*

Thinking Holistically

While working towards multiple goals at once can be challenging, decarbonisation goes hand-in-hand with tackling other environmental challenges: building readiness and resilience to adapt to a changing climate, supporting biodiversity, restoring natural resources, and reducing physical climate risks.

When considered together with broader environmental planning, decarbonisation should maximise outcomes for customers and climate.

For example, in a world where the climate is already warming, we need to plan how to adapt our operations and homes to deal with extreme weather. We also need to understand how to best utilise our green spaces around our communities to provide vital shading, offsetting ability, and biodiversity enhancements.

Some of the progress we've made since our first Decarbonisation and Net Zero Strategy includes:

- Mapping our green spaces to assess where biodiversity improvements can be made.
- Increasing our annual 'No Mow May' campaign to include over 125 sites across Sanctuary.
- Assessing transitional climate risks, their severity, and our possible exposure to them.
- Running a 'Greener Spaces, Thriving Places' fund to provide vital outdoor improvements for customers and climate. Read the case study here.
- Sharing heatwave guidance to prepare customers and colleagues for extreme weather events.

Moving forward, we will:

- Build on our green space mapping to assess the size of biodiversity opportunities in our communities.
- Create an 'extreme weather' hub for colleagues that brings together all relevant guidance.
- Work closely with our Business Continuity and Risk teams to assess climate adaptation requirements.



↑ **Pictured:** Resident, Antonia, participating in Earth Day gardening activities

Our *Approach*

Working In Line With Organisational Strategy

We'll deliver the actions set out within this strategy in line with our 2026-2030 Corporate Strategy, following the three key principles of our approach to change: ambition, empowerment, and pace.

We'll do this to ensure that we deliver decarbonisation projects in line with customer, company, and government expectations. The pace of change is always accelerating across the sectors we work within and progress towards net zero must complement this.



Ambition

We will set ourselves stretching performance goals, such as pushing for a fully-electrified car fleet by 2030.

We will also embrace innovation, harnessing smart technologies to drive energy reductions wherever feasible.

We'll challenge colleagues across the organisation to be ambitious in their approach to sustainability, creating a culture that considers decarbonisation in standard processes.



Empowerment

We will ensure colleagues feel supported and informed sufficiently on environmental sustainability to take independent action wherever needed, from saving energy in communal areas to arranging car sharing for attending internal events.

We will empower teams to evaluate the environmental impact of their actions through provision of a new decision-making framework, complete with carbon calculators and impact assessments.



Pace

We will be purposeful and outcome driven through our decarbonisation work, focusing on driving change that benefits our stakeholders.

We'll also prioritise projects that help the organisation deliver our services faster, going further for our customers. Read the case study here.

When there are clear opportunities to secure a great outcome, we will move at pace to deliver that change.

Our *Approach*

Governance

We are sharing how we will govern the implementation of this strategy. This is critical to making sure that our progress is appropriately monitored and that we achieve everything we are committing to in this strategy. Transparency and authenticity are essential for avoiding greenwashing; as decarbonisation is a real, strategic priority for Sanctuary, being honest about our progress is critical.



What We'll Measure

- **Operational Carbon Footprint:** we'll continue to measure and report this internally each month, as part of transparent progress monitoring.
- **Extended Carbon Footprint:** we'll assess this annually as a whole, watching key metrics more frequently where required.
- Energy Performance Certificate performance levels.
- Customer satisfaction with retrofit programmes.
- Green spaces mapped.
- Colleagues and customers engaging with this strategy across a range of metrics.



Our Governance Structure

- **Our Environment and Climate Change team:** our core team working on implementation of this strategy, reporting into our Director – Sustainability and Impact.
- **Our Environment Strategy Working Group:** established in 2020, this group is made up of environmental changemakers across the organisation and is our key forum for sharing and developing plans.
- **Our Decarbonisation Steering Group:** established in 2025, we'll use this group of leaders across Sanctuary to embed decarbonisation into decision-making as a standard consideration.



How We'll Avoid Greenwashing

- We'll publish an annual Progress Report each year of this strategy's lifecycle.
- We'll provide annual updates to every Board and Committee across the organisation.
- We'll share updates with our Community of Interest and customer panels to ensure that our customers are involved in decision-making.

Glossary

Net zero

Achieving net zero emissions means that carbon emissions have been reduced as much as possible, but some still remain. This allows for a low level of offsetting (see 'Carbon offsetting'), which involves removing carbon from the atmosphere. This differs from absolute zero emissions, where no carbon offsetting is required. Net zero is also different from being carbon neutral. Carbon neutrality focuses on offsetting emissions, as opposed to primarily trying to reduce them.

CO2e

CO2e, or 'carbon dioxide equivalent', is a method of measuring all key greenhouse gases. To create a unit of CO2e, emissions from carbon dioxide, methane, nitrous oxide, and other fluorocarbons are bundled together and expressed by the amount of carbon dioxide (CO2) that would have the equivalent global warming impact. By measuring in CO2e, we consider all greenhouse gases emitted from our activities.

Carbon offsetting

Carbon offsetting can be most simply understood as removing carbon from the atmosphere to compensate for emissions occurring elsewhere. A typical carbon offsetting action would be planting trees to absorb levels of carbon dioxide equal to the level of emissions produced by an organisation or individual.

Greenhouse Gas Protocol

A global standardised framework for measurement and management of carbon emissions.

Greenwashing

In this strategy, we talk about how Sanctuary is avoiding greenwashing at all costs. But what is greenwashing? Generally, it's a technique used by some businesses to distract customers from their negative environmental impacts. Companies may also attempt to greenwash by pretending they are doing more to help the environment than they actually are.



↑ **Pictured:** Nicole Seymour, Executive Director - Corporate Services, Alice Lovatt, Head of Environment and Climate Change, and Donna Williams, Group Director - Strategy and Strategic Assets

Sanctuary

Accessibility

If you require this document in an alternative format or language, please email **communications@sanctuary.co.uk.**

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Want to ask a question?

Contact us at sustainability@sanctuary.co.uk to speak to the team.