

SUSTAINABILITY STRATEGY 2024-27



Solar panels Lime Gardens, Sutton Bonington

Creating homes.
Building lives.



1. OUR AIMS
2. BACKGROUND
3. STATEMENT
4. MONITORING AND DELIVERY
5. GLOSSARY

APPENDICES

CREATING HOMES.
BUILDING LIVES.

THE STRATEGY AIMS

This Sustainability Strategy sets out the framework of how the Group will take action to reduce its impact on the environment.

The Strategy reflects our Corporate Goal of **'becoming a carbon neutral business by 2050'**.



The aim of this Strategy is to formalize the approach to the continued reduction of our environmental impact from our activities, in ways that deliver benefits to our homes, tenants and neighbourhoods.

We will develop policies and practices which will help us provide sustainable housing, reduce fuel poverty, and cut our carbon emissions.

Our specific aims, listed in priority order are:

1. Reduce our carbon emissions by reducing the energy demands of our homes and buildings and improving their fabric.
2. Build high quality homes with a low carbon footprint.
3. Empower colleagues and tenants to make environmentally informed decisions at home and at work.
4. Reduce the impact of extreme weather events on tenants and their homes.
5. Significantly reduce the amount of waste we produce.
6. Reduce our carbon emissions by introducing electric vehicles.
7. Improve access to well-maintained green spaces for our tenants.
8. Deliver a responsible approach to procurement.



BACKGROUND

This is Jigsaw Group's third Sustainability Strategy. It describes the steps we are taking to reduce our carbon footprint, reflects on the learning from our sustainable pilots and sets out a continuation of our plans to further reduce our impact on the environment.

SCOPE

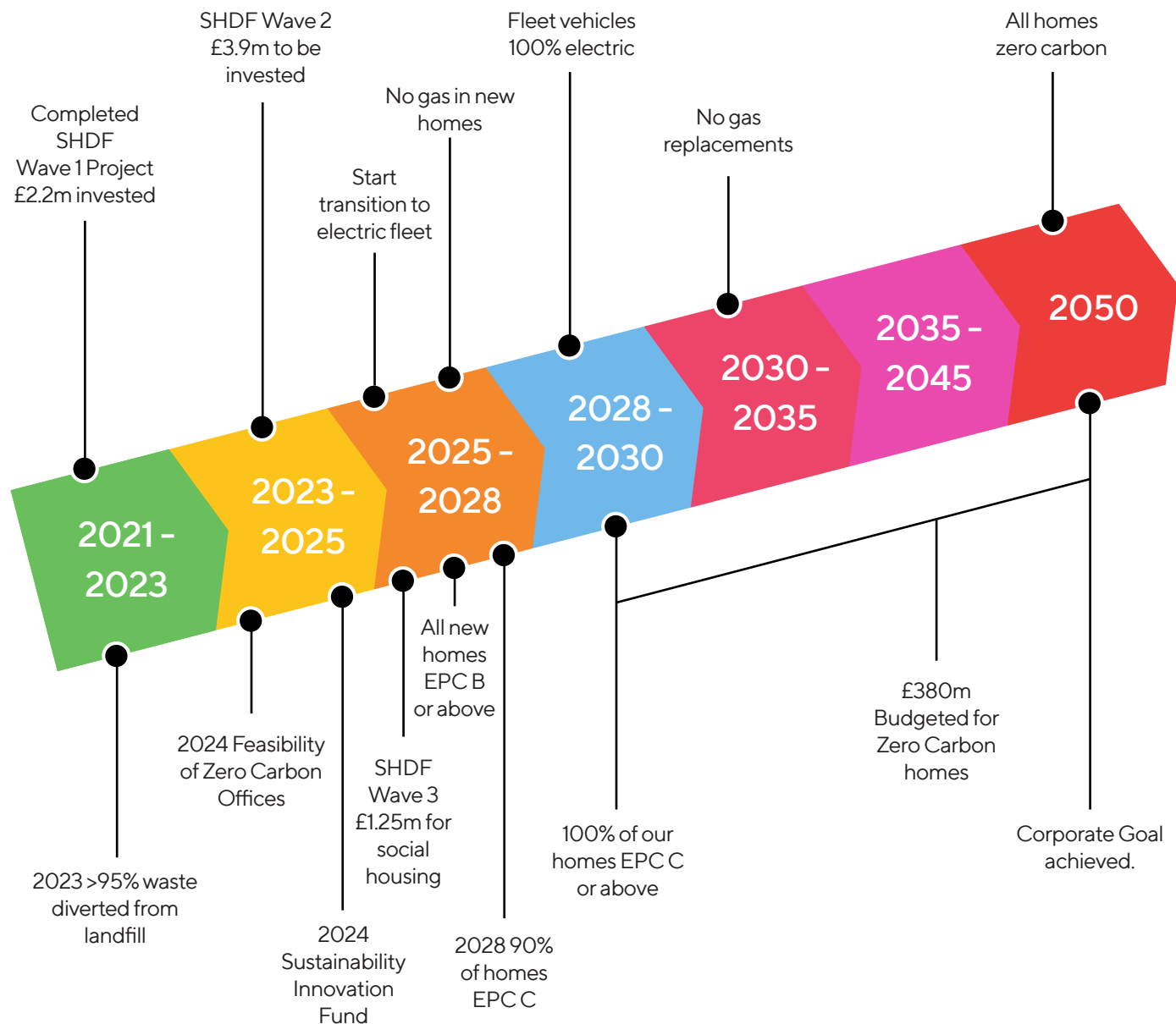
The Strategy applies to Jigsaw Homes Group; the Group's employees; the Group's housing stock; communities where the Group operates; and to suppliers contracted by the Group to provide goods, materials and/or services.





Flatts Lane, Nottingham

SETTING OUR CORPORATE GOAL TO BECOME A CARBON NEUTRAL BUSINESS BY 2050.



STRATEGY STATEMENT

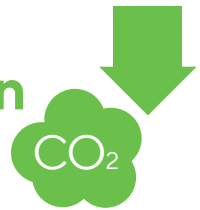
The Strategy has a timescale of three years and will next be reviewed in 2027. Our Strategy is arranged around eight aims. Set out below are targets for each aim, an overview of what we have achieved in our work during the previous Strategy and new targets we will complete during this Strategy. Our targets are also set out in the Sustainability Action Plan (Appendix 1).

REDUCE OUR CARBON EMISSIONS BY REDUCING THE ENERGY DEMANDS OF OUR HOMES AND BUILDINGS AND IMPROVING THEIR FABRIC

Through our activities and the services we deliver, we create a considerable amount of greenhouse gases and waste. In 2020, we estimated that the amount of greenhouse gases from our use of cars, vans, and gas boilers (Scope 1: Direct emissions) and indirect activities through our use of electricity to light our offices and schemes (Scope 2: Indirect emissions) was 8,425 tonnes (tCO₂e). At the end of 2023, through our collaborative work towards reducing our carbon emissions, we estimated a reduction in greenhouse gases to 5,665 tCO₂e. During this period, we switched to a recycled green energy tariff for the use of electricity in our offices and schemes which generate over 1,000 tCO₂e of reduced carbon emissions annually.

2,760 tCO₂e

reduction in our carbon emissions 2020-23.



Our main carbon emissions continue to come from our housing stock, through tenants heating and lighting their homes and from embodied carbon in building new homes. These activities generate an estimated 87,000 tCO₂e per annum. In 2021, we set ourselves a target to no longer replace old gas boilers with new from 2024. However, three years on, there remains no practical alternative solution without added Government support to downscale the replacement of gas boilers to more than 76% of homes across the UK. This is further evidenced by the Government reversing its decision in September 2023 to ban the sale of gas boilers from 2030 and instead opting to set a target to phase out 80% of the UK's gas boilers by 2035. At the time of writing this Strategy, our Asset Management teams continue to install the most energy efficient 'A' rated gas boilers to our tenants' homes, which is also regarded as the most affordable way to generate heating and hot water.

83

Air Source Heat Pumps installed through our sustainable pilot.



We have trialed the retrofit installation of air-source heat pumps (ASHP) to 83 of our homes through our sustainable pilots, however, these installations can cost up to four times more than the replacement of gas heating and many properties, due to their age and construction, are deemed unsuitable and would find running costs unaffordable. We continue to

embrace air-source technology as part of our new homes program, where the design and construction of those homes make air-source an effective and affordable solution.

Our Over 55's schemes present a good opportunity to move towards more sustainable technologies for our multioccupancy accommodation, owing to the size and configuration of their commercial plant rooms. In the last three years we have invested £1.25m in new hybrid systems at four schemes incorporating air-source heat pumps and smart thermostatic heating controls. During this Strategy, we will adopt the same feasibility appraisal across a further four commercial schemes.

£1.25m invested in new hybrid heating systems at four of our schemes.



A key principle for the Group is to provide tenants with housing that is energy efficient and affordable so that they can heat their homes and keep bills as low as possible. We have made progress in working towards upgrading the energy efficiency of our homes to a minimum EPC C and since 2019, we have improved a further 2,804 homes to this standard. On 1st January 2024, 5,776 or 17% of our properties remain below EPC C and we continue to prioritize improvements to those homes through our Asset Management budgets and funding from the Social Housing Decarbonization Fund (SHDF). We have adopted a software system called DREam that provides us with domestic stock modelling to help prioritize our retrofit priorities and are working up a forward plan for our homes to be improved to a minimum EPC C between 2024 and 2030.

2,804 homes saw upgrades to their energy efficiency to a minimum EPC C standard.



When appraising works required to achieve an EPC C rating, DREam considers what additional measures could be adopted to achieve a higher rating of EPC A or B. The same logic is applied to our homes that have already achieved a C rating. In most cases, the appraisal will determine that to achieve an A or B rating requires replacing gas heating with an efficient electric alternative, such as ASHP's (to achieve a B), alongside the installation of solar PV with battery storage (to achieve an A). However as previously stated, the unsuitability for ASHP's in many of our homes alongside high installation and running costs, unfortunately make retrospective improvements to achieve a greater than C rating an unrealistic aim for this Strategy.

Instead, we intend to continue to focus our efforts on driving down carbon reduction in our homes through the recognized concept of 'fabric first,' which aims to minimize the need for energy consumption through building improvements such as: maximizing airtightness, using super-high insulation, optimizing natural ventilation and using the thermal mass of the building fabric.

Focusing on the fabric first is generally more sustainable than relying on energy saving technology or renewable energy generation, which can be expensive, have a high embodied energy

and no guarantee of it being used efficiently by the consumer. The benefits of fabric first mean that our tenants benefit from the improvements without adjusting their habits or needing to learn about new technology to improve the energy efficiency of their home.

Our approach during this Strategy will continue to focus on fabric first improvements through the SHDF and continue to improve more of our homes to EPC C, which is widely regarded as the expected standard to achieve to make a property ready to receive improving technological measures in the future, with the installation of external wall insulation (EWI), internal wall insulation (IWI), loft and cavity wall insulation and some solar photovoltaics (PV). We also remain engaged with our key suppliers and stakeholders to try new and innovative solutions that come to market. Our sustainable pilots have proven successful in learning about how improvements impact tenants and their homes and we will continue to undertake more pilots to gauge what improvements are best suited to a range of our properties in the future.

Through analysis of our EPC data and property surveys, our assessments have indicated a small proportion of our homes (less than 1%) are currently unlikely to achieve EPC C due to the construction of those homes and inability to complete some recommended energy improvements. The type of work unable to be completed includes solar PV due to a roof area that is too small to accommodate solar panels or due to the pitch orientation that receives little natural daylight. Some EWI/IWI solutions cannot currently be completed due to local planning restrictions and/or complex roofline construction. Where possible, we are working with local authorities and design specialists to find practical solutions to these issues.

During the 2021-2024 Strategy we:

- Carried out an audit of our EPC data to understand the number of dwellings requiring improvement to achieve EPC C rating by 2030 and we improved 2,804 homes to this standard or above.
- Received funding through the SHDF Wave 1 and partnered with EON to improve 130 of our lowest performing properties to a minimum EPC C through the fabric first approach. The total investment of the work was £2.21m including £700k in grant funding.

£2.21m invested through the SHDF Wave 1 to improve our homes to EPC C rating.



- Completed sustainable pilots including the installation of air-source heat pumps, high retention electric storage heaters, solar PV, and some external wall insulations to gauge what the right improvements are for our range of properties in the future.
- Enhanced our void relet standard to ensure our homes are relet with low energy lighting, loft and cavity wall insulation and low water consumption toilet cisterns.

- Developed a plan to reduce the energy needs of our work buildings and sheltered schemes which led to low energy communal lighting upgrades at 49 schemes.
- Completed four communal heating scheme refurbishments with a total cost of £1.25m. Works included removing old non-condensing boilers and replacing them with highly efficient condensing boilers, air-source heat pumps and intelligent controls to enable remote monitoring of energy consumption.

During this Strategy we will:

- Develop a forward plan to improve our remaining homes to EPC C or higher between 2024 and 2030.
- Complete the SHDF Wave 2 project to improve more of our homes with investment of £4m in 2024/2025.

£4.7m will be invested under the SHDF Wave 2 project to improve our homes in 2024/25.



- Create a Sustainability Innovation Fund to set aside savings generated through our procurement of our energy contracts, to enable us to mobilize quickly when new grant funding opportunities become available.

- Bid for match funding through the £1.25b SHDF Wave 3 fund to support our sustainability plans between 2025 and 2028.
- Collaborate with our peers in the sector, local government and suppliers to seek new funding and technology opportunities that benefit social housing and its tenants.
- Trial innovative technologies and undertake more sustainable pilots to understand the best energy efficient solutions for our properties and tenants.





BUILD HIGH QUALITY HOMES WITH A LOW CARBON FOOTPRINT

To ensure our new developments are of EPC B or above standards, we continue to explore new and innovative technologies. The Sustainable Finance Framework has enabled us to embrace new building design standards which provide long-term sustainable solutions for the properties we build. Our new homes must be future proof so that we do not have to carry out expensive retrofits later down the line to comply with new regulations.

Our journey to move away from installing gas boilers in our new homes and opting alternatives such as ASHP or high-retention storage heaters remains in a period of transition. While we currently have no plans to install gas boilers in our developed

schemes from 2025, there are several of our section 106 schemes already in contract due to hand over during 2025/2026 that will be connected with a gas supply. There remains some uncertainty with the Government ban on gas in new homes from 2025, owing to the lack of other viable technologies and cost-effective alternatives for consumers. In December 2023, a consultation was announced by the Government with key suppliers and stakeholders. The outcome is expected during spring 2024, which we hope will provide a clearer outlook on zero gas within the construction industry.

Current construction methods still significantly contribute to our carbon emissions. Approximately 28,000 Tonnes are emitted from our annual housebuilding program. New methods of construction, including modular building, were identified as one of the methods that embodied carbon can be reduced, however, during 2023 our first Modern Method of Construction (MMC) pilot



encountered delays when the modular supplier went into administration. This has resulted in the pilot scheme being delayed until 2024/2025.

Full off-site volumetric modular construction is still relatively new in the construction industry, with only a small number of contractors equipped to deliver this model. In turn, this presents greater risks for the Group in procuring this type of high value contract. At the time of writing this Strategy, we took the decision to pause our Category 1 MMC plans due to the uncertainty created by the market leading supplier for new modular build, ilke Homes falling into administration in 2023.

We remain committed to the principles of MMC, despite our setback, as this can support us in achieving net zero carbon homes in the future.

We continue to explore new opportunities to develop new homes using MMC and will focus our plans on Category 2 products, which involve a panelized timber frame method of construction. We have identified a site to undertake a net zero carbon pilot to a small number of new homes that will commence during 2024.

By collaborating with our supply chain and other stakeholders we aim to ensure we can employ the best technology as it becomes available, and we will be able to learn from others about what innovations have worked well to reduce our impact on the environment.

On all our new schemes we continue to use the services of an external Sustainability CoOrdinator and the Sustainability Addendum, which sets out

the sustainability requirements for new homes in line with the latest Building Regulations.

During the 2021-2024 Strategy we:

- Developed a new Sustainability Addendum to support our design brief and enable us to monitor contractor's sustainability impact.
- Collaborated with other providers and contractors to trial air-source heat pumps and high retention electric storage heaters as alternatives to gas heating.
- Developed methods to reduce embodied carbon emissions from our construction activities.

During this Strategy we will:

- Review the Development Strategy and ensure it remains aligned to the Sustainability Strategy.
- Learn from a net zero carbon homes pilot.
- No longer install gas boilers in our developed new homes from 2025. (Subject to allowing for a transition period on delayed sites or changes imposed by the Government)
- Learn from MMC and develop plans to build more homes to this standard in the future, subject to the availability of modular suppliers.

EMPOWERING COLLEAGUES AND TENANTS TO MAKE ENVIRONMENTALLY INFORMED DECISIONS AT HOME AND AT WORK

It is important that our colleagues and tenants are empowered to do the right thing when it comes to the environment. To enable this, we aim to provide them with appropriate training and opportunities which will aid positive environmentally friendly behaviours.





Foxhill Road, Carlton

During the 2021-2024 Strategy we:

- Completed environmental training programs for all staff.
- Completed upskilling courses in renewable technology to fifteen of our maintenance operatives.
- Introduced the waste hierarchy to reduce, reuse and recycle the waste we generate in our offices.
- Switched to a green electricity supplier for the Group's schemes and offices.
- Engaged with our tenants about green matters and trained them in the efficient use of alternative energy sources.
- Completed a Jigsaw Rewards consultation on our Sustainability Action Plan and determined that fuel savings and recycling are key drivers for our tenants.
- Developed campaigns to raise awareness about fly-tipping and introduced regular skip days in identified hotspots.

During this Strategy we will:

- Review our training literature and develop an updated training program for all staff.
- Complete further upskilling resources for our maintenance technicians in solar PV and air-source heat pumps.

- Carry out a further Jigsaw Rewards consultation on the impact of our sustainable pilots and our Sustainability Action Plan.
- Develop recycling awareness initiatives for tenants and build on the success of fly-tipping prevention days in targeted areas.

REDUCE THE IMPACT OF EXTREME WEATHER EVENTS ON TENANTS AND THEIR HOMES

During our previous Strategy we identified some of our properties which are at risk of flooding. We worked to reduce the impact of flooding by installing flood mitigation measures, improved their fabric to make them more flood resilient and put plans in place to effectively tackle flood incidents.

Recent times regularly remind us of the effects of climate change and how other extreme weather events such as severe winds, drought, and excessive heat can severely impact our tenants and their homes. It is important that we build on the strengths of our flood response plan and develop plans to mitigate other events when they occur.

During the 2021-2024 Strategy we:

- Implemented a Group flood response plan and completed a test drill.

- Put measures in place to support our tenants who may be affected by flooding.
- Reviewed our most at-risk properties and installed flood mitigation measures where needed.

During this Strategy we will:

- Develop and implement an extreme weather plan to incorporate flooding, severe winds, drought, and excessive heat.
- Put measures in place to support tenants that may be more likely to be affected by extreme weather events.
- Review our most at-risk properties prone to damage by flooding, severe winds, drought, and excessive heat and install mitigation measures where needed.

SIGNIFICANTLY REDUCE THE AMOUNT OF WASTE WE PRODUCE

By working more effectively, we will save resources and create less waste while still ensuring value for money. In 2023 we streamlined our waste disposal processes down to two waste carriers and implemented a consistent approach to waste management across the Group.

The working arrangements of our staff in recent times continues to show us that they can often work effectively from home and that we do not always need to travel between sites to meet face-to-face; Teams and Zoom meetings have proven just as effective and can save money, time, and reduce greenhouse gas emissions.

During the 2021-2024 Strategy we:

- Consolidated our waste contracts and introduced mandatory reporting requirements on waste to landfill and recycling of waste.
- Set performance indicators for waste reduction across the Group and between October 2023 and January 2024 were performing at 97% of our refurbishment waste being recycled.
- Introduced segregated recycling across our offices and achieved zero office waste to landfill from 2023.





*Jigsaw Group Head Office,
Ashton-under-Lyne*

- Built on learning from our 50:50 working arrangements and agreed a new Flexible Working Policy for staff.

During this Strategy we will:

- Continue to monitor our waste disposal performance and achieve >

**95% of our
refurbishment waste
being recycled.**



- Strengthen our monitoring of subcontractors' refurbishment waste to ensure they can demonstrate waste recycling performance.
- Review our Flexible Working Policy.

REDUCE OUR CARBON EMISSIONS BY INTRODUCING ELECTRIC VEHICLES

The introduction of electric vehicles (EV) has gathered momentum in recent years with more drivers opting for EV in place of high emission petrol and diesel options. Since 2021, the group

has procured 15 full electric lease vehicles for company car users and installed 30 EV charging points across the Group's offices.

In 2023, the Government announced that the ban on sale of petrol and diesel vehicles will be extended from 2030 to 2035. While this allows more time for businesses with large commercial fleet to incorporate EV into their operations, we recognize the positive impact that withdrawing from our high-emission fleet can have on our carbon footprint through switching to EV.

This aim is a new addition to our Sustainability Strategy. Working towards a full electric fleet of over 400 vans alongside the Group's geographical spread will require a lengthy period of planning. Most of the Group's maintenance operations do not currently lend to EV due to the practicalities of recharging during the working day and staff not being equipped with home charging points. However, we are committed to piloting electric vans from 2024 to learn more about how we can grow EV across our business in future years.

During this Strategy we will:

- Trial electric vans in current maintenance operations where practical and cost effective to do so.
- Review the company car policy to make EV an appealing choice for staff and limit the use of high-emission vehicles for business travel.

INCREASE AND IMPROVE ACCESS TO WELL-MAINTAINED GREEN SPACES FOR OUR TENANTS

We know that the growing body of evidence suggests that access to nature, or even a view of a green space, has major benefits for public health. It is important we continue through our grounds maintenance and neighbourhood teams to continually improve the green spaces in our neighbourhoods which can help improve our tenants' mental health and general well-being.

During the 2021-2024 Strategy we:

- Promoted the benefits of green spaces and community garden developments to tenants.
- Developed 15 community sites with a range of tenant lead projects including community gardens, allotments, an orchard, and raised-bed planting areas.
- Consulted with tenants and improved pockets of green space we manage by planting them with trees and wildflower areas.

- Improved the general planting of flowers and shrubbery to our communal areas and around our estates.

During this Strategy we will:

- Identify more green spaces and community garden developments through consultation with our tenants.
- Develop a winter planting program to prepare maintained spaces for becoming established green areas.
- Complete a tree management review and develop a maintenance plan for all trees under our ownership.
- Identify sites for the planting of new trees.



DELIVER A RESPONSIBLE APPROACH TO PROCUREMENT

Having an environmentally responsible approach to procurement enables us to promote co-operation and communication with respect to our environmental message with stakeholders, clients, and supply chain partners. It can help to make us more prepared for emerging legislation and policy and reduce the impact of our transitional climate risks. We can also work with the market to influence the development of more sustainable products and services.

During the 2021-2024 Strategy we:

- Procured our materials contract to a single partnering supplier to enable us to check materials used in our homes are certified as responsibly sourced.
- Selected a range of alternative office and repairs products that are more environmentally friendly.
- Incorporated an environmentally responsible criteria for the procurement of all high value contracts.

During this Strategy we will:

- Review our subcontracted programs of work and develop measures to ensure the procurement of products and materials is

- certified as being responsibly sourced.
- Continue to work with our partners and suppliers to select products that are most environmentally friendly for our homes and offices.
- Extend the environmentally responsible criteria for all contractors working on behalf of the Group.

RESOURCING THE STRATEGY

The Executive Management Team, Boards and senior managers have a key role in the effectiveness of the Strategy to ensure that all areas of the Group are working together to achieve our aims. Funding of the Asset Management Strategy and Development Strategy will include funding for the targets within the Sustainability Action Plan. The actions outlined in this strategy are included in the 2024/2025 budget and the ongoing financial plan. We have budgeted £4m annually in preparation for match funding opportunities for the duration of this Strategy.

**£4m match
funding allocated
for the duration
of this Strategy.**



We will continue to assess the most cost-effective way to finance the energy efficiency

improvements to our assets, giving priority to initiatives and improvements that directly benefit our tenants and their homes. Alongside our peers and key stakeholders, we will prepare ourselves to act fast on new funding opportunities that become available through government funding or other available means.

In April 2024, the SHDF Wave 3 funding window was opened with £1.25b set aside for housing providers to bid for funding towards achieving the EPC C target for all social homes by 2030. Subject to the outcome of the 2024 general election, this round of funding will apply to properties undergoing improvements between 2025 and 2028. At the time of writing, we are preparing our latest bid through our consortia with the Greater Manchester Combined Authority.

We have also created a sustainability innovation fund that we will contribute savings we generate to act as reserves to call upon when new funding initiatives are announced. At the start of the 2024/2025 budget year, through procurement of our energy contracts at our £400k schemes and offices, we generated a saving on our anticipated budget for the year and have subsequently applied this saving to the fund.

Monitoring Performance To deliver our Sustainability Strategy, a director-led project group, has been established since 2021. The group comprises of directors and senior managers from across the business who meet quarterly to monitor delivery progress of the Strategy and drive forward improvements.

The targets set out in this Strategy can be seen in the Sustainability Action Plan (Appendix A) and will be used to monitor our ongoing performance. The plan has ownership across all directorates to ensure that the whole Group understands how their activities help to achieve our sustainability targets.

Progress and performance will be reviewed by EMT quarterly and by the Board annually. Key Performance Indicators will be submitted quarterly and focus on carbon emissions and the decreasing number of properties below EPC level C and the Corporate Goal of 'becoming a carbon zero business by 2050'.

We produce an annual Environmental, Social and Governance (ESG) report using the ESG framework for social housing ([hyperlink](#)). Alongside this our Financial Statements includes our Streamlined Energy and Carbon Report.

The Assistant Director of Asset Management and Sustainability Co-Ordinator will be responsible for providing guidance to members of the project group, monitoring, and reporting progress of the action plan; and integrating sustainability practices across the Group.

Greenhouse gas emissions are categorized into different 'Scopes'. Scope 1 includes our direct emissions from activities under our control such as fuel combustion from gas boilers and fuel used in fleet vehicles. Scopes 2 are our indirect emissions, which come from electricity that we purchase and use.

GLOSSARY

Carbon: a term used as shorthand for the Carbon Dioxide equivalent of all greenhouse gases.

Carbon Dioxide equivalent (CO₂e): the scientific term and process for describing the global warming impact of the different greenhouse gases in a common, comparable unit.

Environmental, Social and Governance (ESG): This refers to the three central factors in measuring the sustainability and societal impact of an investment in a company or business. These criteria help to better determine the future financial performance of companies.

Operational carbon emissions: are those associated with the day to operations of our business and services, particularly our use of electricity and fuels. Our operational emissions include all Scope 1 and 2 emissions.

Embedded carbon emissions: are those associated with the creation of an asset, particularly the carbon in concrete and metal used in our development.

Scope 1: Direct emissions. These occur from sources that are owned or controlled by the company, for example, emissions from combustion in owned or controlled boilers or vehicles.

Scope 2: Electricity – indirect emissions. This accounts for carbon emissions from the generation of purchased electricity consumed by a company. Purchased electricity is defined as electricity that is purchased or otherwise brought into the organizational boundary of the company. Scope 2 emissions physically occur at the facility where electricity is generated.

Streamlined Energy and Carbon Report (SECR): This is a policy requiring companies to make disclosures on energy and carbon emissions in their annual reports. It was implemented on 1 April 2019, when the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 came into force.



SUSTAINABILITY ACTION PLAN

Strategy Aim	Target milestones 2024 - 2027
Reduce our carbon emissions by reducing the energy demands of our homes and improve their fabric	Develop a forward plan to improve our remaining 5,704 properties to EPC C by 2030
	Complete the SHDF Wave 2 project 2024/2025
	Bid for further grant funding through the SHDF Wave 3 to support our EPC C plans between 2025 and 2028.
	Trial innovative technologies as they arise to understand the best energy efficient solutions for our properties and tenants.
Build high quality homes to minimum EPC B with a low carbon footprint	Ensure our new homes program remains aligned to our approach through the Sustainability Strategy.
	Pilot a full zero carbon scheme
	No longer install gas boilers in new homes from 2025
	Continue to explore the opportunities of MMC and develop plans to build more homes to this standard in the future, subject to the availability of modular suppliers.
Empowering colleagues and customer to make environmentally informed decisions at home and at work	Review training literature and develop annual refresher courses for all staff
	Upskill in-house technicians in the maintenance and installation of solar PV and air-source heat pumps
	Conduct further Jigsaw Rewards consultation to gather tenant feedback on the sustainable pilots and the action plan.

	Develop recycling awareness initiatives for tenants
	Carry out targeted fly-tipping campaigns
Significantly reduce the amount of waste we produce	Monitor waste disposal target and achieve > 95% waste being recycled
	Introduce waste performance targets for subcontractors to mirror internal targets
	Review the Flexible Working Policy
Reduce carbon emission by introducing electric vehicles	Introduce electric vans into maintenance operations where practical and cost effective
	Review company car policy and limit purchase of high emission vehicles
Reduce the impact of extreme weather events on tenants and their homes	Develop and implement an extreme weather plan to incorporate flooding, sever winds, drought, and excessive heat
	Put measure in place to support tenants that may be more likely to be affected by extreme weather
	Review our most at-risk properties prone to damage by extreme weather
Increase and improve access to well-maintained green spaces for tenants	Promote the benefits of green spaces and community garden developments to tenants
	Develop a winter planting programme to prepare maintained spaces for beings established green areas
	Complete a tree management review and develop a maintenance plan for all trees we own
	Identify new sites for tree planting

Deliver a responsible approach to procurement

Review sub-contractor arrangements and develop measures to ensure materials and products are responsibly sourced

Work with partners and suppliers to select products that are most environmentally friendly

Introduce the environmentally responsible criteria for all contractors working on behalf of Jigsaw



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