

Dolphin Living
Sustainability Strategy

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Introduction

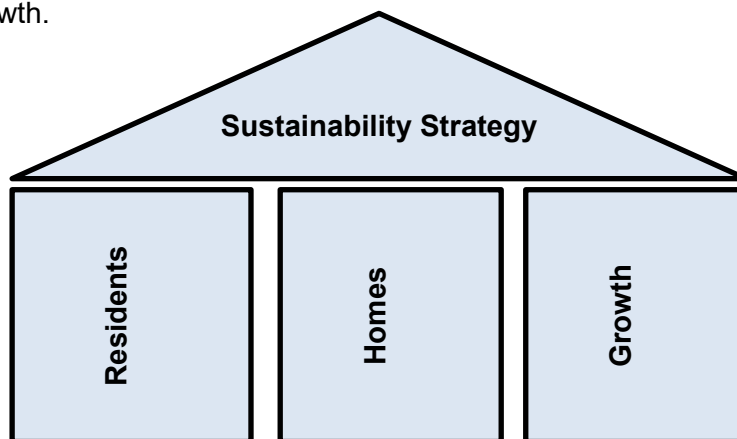
This strategy sets out how Dolphin Square Charitable Foundation (DSCF) and its subsidiaries (collectively known as Dolphin Living) will improve our sustainability from 2024 to 2030 underpinning our desire to contribute to the Government's net zero target.

Dolphin Living has both a responsibility, and financial imperative, to measure and improve our sustainability performance. The requirements of this strategy are reflected across all of Dolphin Living's policies and strategies.

Dolphin Living will review this strategy annually to ensure our practices continue to improve our sustainability performance, support the Government's net zero target and contribute to the UN's Sustainable Development Goals.

Our approach to sustainability

Our sustainability strategy links directly with the Dolphin Living's three core pillars; residents, homes and growth.



Dolphin Living's primary charitable objective is to *"provide reasonable assistance to those who cannot afford to rent or buy near their place of work"*. Delivering on this social purpose, with a particular focus on affordability of our homes, is a priority.

For our residents, staff and board members Dolphin Living aims to deliver robust performance in social and environmental matters to remain attractive as a landlord and an employer. Improving our Environmental, Social and Governance (ESG) performance also aligns with current public and political agendas.

Our aims for 2024 - 2030

To keep our operating costs low and our homes affordable we need to design, build, manage, operate, and occupy in a sustainable manner. Ensuring our homes achieve high levels of energy performance will reduce utility costs for residents and Dolphin Living.

Through this strategy, we will aim to improve our sustainability credentials through maintaining and upgrading the energy efficiency of our homes, through our supply chain and specification of work of new homes, and through encouraging and educating our residents to use their home sustainably.

Our sustainability strategy reflects Dolphin Living's pathway to NetZero by 2050 and this will be achieved through the following activities.

Homes

We aim to provide quality homes to all our residents, ensuring that they are decent, safe and energy efficient.

Energy Efficiency

- Dolphin Living currently has 10% of our property portfolio that has an Energy Performance Certificate (EPC) rating of D and below. In line with emerging legislation our target is for 100% of our properties to be EPC C or above by 2030 through a fabric first approach in refurbishment of older homes.
- Achieve BREEAM refurbishment very good on all refurbished residential properties within our regeneration projects.

Post Occupancy Evaluations (POE's)

- Undertake POE's on properties with Combined Heat and Power systems to understand if the properties are performing as intended and if not, undertake improvements required.
- Understand how we can reduce the operational carbon through reduced electricity and gas usage.

Energy purchase

- Energy brokers to provide more accurate information on the consumption data for our properties. Dolphin Living can use this data to analyse and identify anomalies early to ensure residents are not using energy unnecessarily or over-paying for energy usage.
- Purchase sustainable/green energy where pricing is competitive.

Growth

To keep our operating costs low and our homes affordable we need to design and build new properties in a sustainable manner.

Specification of work

- Identify areas in specifications of work where technical improvement can help to deliver improved environmental and sustainability outcomes to reduce, where possible, embodied carbon in our homes.

Energy efficiency

- Achieve as a minimum BREEAM very good standard and /or EPC B on all new commercial properties (where relevant i.e. above minimum size).
- Commit to build all new homes to a minimum EPC rating of high B to mitigate the operational carbon we produce as well as continue to meet the Government regulation for all homes to meet EPC C or above.
- Risk assess all construction, development and refurbishment projects against the predicted local impacts of climate change to deliver long term sustainable homes. This may include, but is not limited to, flood risk, severe weather events, overheating and water stress.

Supply chain

- Work with our suppliers and contractors to introduce tools for all our future developments to measure and benchmark the impacts of our construction sites (CO2 emissions, energy use, water use, transport to and from site and pollution) and the embodied carbon within our homes.
- Request construction partners to monitor and reduce the impact of their activities on site, (i.e. reuse materials when buildings are demolished) and, where required, evidence measures and outcomes.
- Monitor the performance of our construction sites and push for year on year improvements.
- Provide homes for residents near to their place of work to contribute to the reduction in the carbon footprint of their commute.

Residents

In providing quality homes to our residents, we need to continue to educate, encourage and engage with them to ensure they use the homes sustainably.

We will:

Educate

- Ensure residents understand their homes when they move in highlighting all the sustainable features and how to use them most effectively e.g. bike stores, recycling bins for waste and food, low flow sanitaryware, low energy lightbulbs, double or triple glazing and simple energy saving tips.
- Inform and educate residents so they can make greener choices and can access support and advice if they're struggling with their energy and water costs.
- Share seasonal energy advice throughout the year, e.g. how to prevent overheating in the summer and damp and mould during the winter.

Encourage

- Encourage residents to make sustainable transport choices as they commute and travel around London. Utilising the location of our properties near to transport links will reduce their carbon footprint.
- Encourage residents to work with Dolphin Living to improve the green spaces at our properties and contribute to the landscaping review across our portfolio.

Engage

- Put sustainability as an agenda item for resident engagement evenings to provide residents with the opportunity to discuss ideas and to identify any barriers.
- Use a range of media to communicate sustainability information to residents such as energy saving, recycling and damp and mould.
- Understand resident demand for electric charge points for electric bicycles and scooters to consider installing them at all high demand buildings.

Overarching activities

- Align our approach to sustainability across our policies and procedures, including in our Procurement Policy and Repair Standard, will contribute towards our objective to minimise our environmental impact and maximise our social impact.
- Complete staff training on Standard Assessment Procedure (SAP) awareness and 'how to be sustainable at home' to increase awareness and knowledge to empower our staff to deliver this sustainability strategy.

Our ESG approach provides a link between the aims of this strategy, our 2024-2027 Strategy, our financial business plan and our asset management and resident engagement strategies.

How Dolphin contributes to the United Nations Sustainable Development Goals (UN SDG)

The Sustainable Development Goals (SDGs) were adopted by all UN member states in 2015. The SDG's challenge governments, businesses and communities to do more to protect the planet, end poverty and ensure peace and prosperity.

As a housing provider with a social purpose, Dolphin Living can contribute by making improvements to our homes, our residents, and the environment.

Dolphin Living can contribute to the UN SDGs as identified below:

Goal	Goal description	Dolphin Living's strategy pillar	How Dolphin Living meet goal
Goal 1	No Poverty - "End poverty in all its forms everywhere"	Homes and Growth	By providing new homes at below market rent that achieve a minimum of a high EPC B and increasing all other homes' energy efficiency to a minimum EPC C, we reduce housing poverty for our residents
Goal 5	Gender equality – "Achieve gender equality and empower all women and girls"	Homes and Residents	We ensure our homes are accessible to women and girls, provide staff with domestic abuse training (two thirds of domestic abuse in the UK is perpetrated against women, Source: ONS) as well as promoting equal opportunities in our workplace and monitoring our gender pay gap. This is covered in more detail in our Diversity and inclusion policy. Dol39 Diversity & Inclusion Policy.pdf
Goal 7	Affordable and Clean Energy – "Ensure access to affordable, reliable, sustainable and modern energy for all"	Homes and Growth	We aim to negotiate the best price when bulk purchasing gas for our developments with combined heating and hot water along with improving the energy efficiency of our older homes to assist in reducing bills. We will promote the use of green energy to our residents for their direct energy purchases.
Goal 10	Reduced inequalities – "Reduce inequality within and among countries"	Homes and Residents	Through delivering our charitable objectives and providing homes in inner London to those who work here but cannot afford market housing or those who are in acute housing need, we reduce inequality in London. Further details can be found in the trust deed of the Dolphin Square

			Charitable Foundation Amended Trust Deed 20231121.PDF
Goal 11	Sustainable Cities and Communities – “Make cities and human settlements inclusive, safe, resilient and sustainable”.	Homes, Growth, Residents	Through delivering our charitable objectives and providing homes in inner London to those who work here but cannot afford market housing or those who are in acute housing need, we make London more inclusive. As median earners many Dolphin residents are essential workers whose ongoing work contributions make London more resilient. Further details can be found in the trust deed of the Dolphin Square Charitable Foundation (see link in Goal 10).
Goal 12	Responsible Consumption and Production – “Ensure sustainable consumption and production patterns”	Homes, Growth, Residents	We aim to reduce waste generation through prevention, reduction, recycling, and reuse within our office and also by providing recycling facilities at our homes. Dol22 Dolphin Living - Procurement Policy.pdf
Goal 13	Climate Action – “Take urgent action to combat climate change and its impacts”	Homes, Growth, Residents	Through reduction of our carbon footprint and setting our target to achieve NetZero carbon by 2050 we are taking action to combat climate change.
Goal 15	Life on Land – “Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss”	Homes and Growth	By designing new residential developments to meet an Urban Greening Factor standard of 0.4 for residential Dolphin Living contributes to this goal.

Independent assessment and benchmarking

Dolphin Living have elected to have our ESG performance independently assessed through the adoption of the Sustainable Homes Index for Tomorrow (SHIFT) sustainability standard, run by Suss Housing. The SHIFT accreditation will measure our progress on sustainability and allow us to benchmark ourselves against other social housing providers. SHIFT is a reliable indication of sustainability credentials, helping us to secure investment, funding, and partnerships.

Achieving the Silver accreditation for three years in a row has allowed us to measure, report and improve our sustainability performance.

Operational statement
















A sustainability group led by the CEO, comprising the Senior Management Team, Asset & Sustainability Manager and Development Manager monitor progress and future direction of sustainability targets. On a day to day basis the implementation of the strategy is led by the Asset & Sustainability Manager who reports regularly to this sustainability group. Progress is monitored via a quarterly scorecard.












Reporting our sustainability performance

Dolphin reports under The Good Economy ESG reporting standard which sets out baseline sustainability measures against which adopters must report. This reporting standard is recognised by key investors in the social housing sector and is available to key stakeholders such as residents, local government, staff, and the Board.

Our NetZero roadmap to 2050 will be updated annually and used to guide on improvements required for each individual property and improve our performance as an organisation. Regular reporting on our roadmap in terms of measurement and performance will be presented to the Board and sub Committees.

Appendix 1: Action plan for each principal area

Principal area	Area	Measure	Baseline	Target	UNSDG
HOMES	Energy efficiency	All properties to be EPC C or above by 2030 through refurbishment of older homes. Achieve BREAM refurbishment very good on all refurbished homes at our regeneration estates.	90%	100% by 2030	  
	POE	Undertake post-occupancy evaluations on all buildings in the portfolio with CHP's	50%	100% by 2027	  
	Energy purchase	Work with energy brokers to collate information in buildings where we have CHPs for Dolphin to analyse and identify any anomalies.	0%	100% by 2028	   
GROWTH	Specification of work	Improve specifications for new developments to deliver improved environmental and sustainability outcomes.	TBC	TBC	
	Supply chain	Work with our supply chain for future developments to introduce tools to measure environmental impacts and embodied carbon.	TBC	TBC	
	Energy efficiency	Build all new homes with an EPC rating of A or a high B. Achieve BREEAM very good or EPC B for all new commercial premises.	99%	100% by 2030	  

RESIDENTS	Engage	<p>Increase passive and active engagement with residents providing sustainability advice.</p> <p>Carry out an Equality, Inclusion and Diversity survey to increase understanding of our resident population and their needs.</p>	<p>100% passive engagement</p> <p>5% active engagement</p> <p>N/A</p>	<p>100% passive engagement</p> <p>25% active engagement</p> <p>75% completion rate</p>	  
	Encourage	Encourage residents to improve the green spaces at our properties and contribute to the landscaping review across our portfolio.	N/A	2026	
	Educate	Ensure residents understand their homes when they move in highlighting all the sustainable features and how to use them most effectively.	N/A	100% by 2026	  
OVERARCHING ACTIVITIES	Business	Update policies and strategies to align with this Sustainability strategy.	N/A	2027	   
	Staff	Complete staff training to increase sustainability awareness and knowledge to empower our staff to deliver this sustainability strategy.	N/A	2026	