Salix sustainability policy

August 2026

Document type	Policy
Purpose	The purpose of this policy is to set out the actions that Salix takes towards sustainability across our operations and intentions for the future
Audience	All staff and the public: OFFICIAL
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Executive lead	Director of finance and resources
Policy author	Governance and sustainability officer
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Key individual actions for colleagues are noted in bold throughout.

1. Who we are

We're Salix and we're here to help energy consumers.

Our aim is to deliver decarbonisation, create clean power and lower energy bills for consumers.

We enable people to live in warmer and healthier homes and we help deliver resilient public buildings which are better places to work, visit or use.

Our work means homes and buildings are cheaper to run as they benefit from cleaner and more sustainable energy.

We are a trusted delivery partner to the UK, Scottish and Welsh governments, regional combined authorities and public sector organisations across the country.

As well as managing and assuring the funding schemes, we provide professional advice, expertise and support to the organisations awarded financial resources throughout all stages of their projects.

2. Delivering wider sustainability through our schemes

Implementing energy efficiency and decarbonisation projects in homes and public sector buildings is essential for progress towards the UK government's net zero targets.

Upgrades that involve replacing heating systems that previously used gas, coal or oil have the added benefit of cleaner local air quality.

All of our decarbonisation schemes support activity within the green economy and support jobs within the areas of clean heat and other clean energy technologies.

Public sector schemes

We deliver funding programmes that support the decarbonisation of public sector buildings across England, Scotland and Wales.

These programmes reduce carbon emissions, improve energy efficiency and support the transition away from fossil fuel heating systems.

In addition to environmental benefits, funded projects improve comfort, health and wellbeing for building users. Where scheme guidance requires it, information about social benefits is requested as part of the application.

Domestic housing schemes

We deliver funding on behalf of the Department for Energy, Security and Net Zero (DESNZ) to support the decarbonisation of eligible domestic properties and social housing across England, to reduce fuel bills and make homes more comfortable.

The housing schemes we administer aim to directly improve homes for those most at risk of falling into fuel poverty by addressing the country's least efficient social housing stock and supporting those off gas-grid homes for low income and vulnerable residents.

All projects delivered through these schemes are also required to consider social value for the community, as a part of the contractor award for funded works. Residents in upgraded homes have fed back on the positive impact to physical and mental health and wellbeing.

Innovation and future technologies

We continuously review current methods of decarbonisation of buildings and horizon scan for developments in renewable energy sources. For example, our public sector decarbonisation team is supporting the use of geothermal technology with partners.

We are also providing agile solutions to net zero delivery, with the ability to provide end-to-end services but also modular services according to stakeholder need e.g. to combined authorities. This helps us to remain innovative and sustainable as an organisation.

3. Purpose of this policy

This policy sets out:

- our approach to sustainability across our internal operations
- the actions we currently take to reduce our own direct environmental impact
- our governance arrangements
- our compliance with environmental reporting obligations
- our future ambitions and areas for improvement

This policy embodies our value of being environmental champions and is further underpinned by our other values of seamless delivery, respect for everyone, visionary transformation and being engaged as one.

4. Legislative and policy drivers

Our approach is informed by:

The Climate Change Act 2008 established a legally binding target for the UK to reduce greenhouse gas emissions by at least 100% (net zero) by 2050, compared to the 1990 baseline, and provided the framework for carbon budgets and emissions monitoring.

> **The Net Zero Strategy 2021** issued under this Act sets out policies for decarbonising all sectors of the UK economy to achieve net zero by 2050. Although not subject to any specific organisational emissions reduction target, we are committed to monitoring and, where we can, reducing our emissions as well as facilitating the reductions of others.

The Greening Government Commitments (GGC) (2021-2025) [the framework for 2025-2030 is currently in draft and in the process of review] set out the actions UK government departments and their partner organisations (agencies and public bodies) should take to reduce their impact on the environment. We are required to report on these compliance obligations (see section 5).

The Environment Act (2021) establishes the legal framework for environmental protection, covering areas such as air quality, biodiversity, water and waste.

> **The Environmental Improvement Plan (2023**) established under this Act sets out how the UK, including public bodies, should support delivery of these goals through their operations and procurement. Although we are not subject to any direct legal duty under the plan, we are committed to its principles.

The Environmental Protection Act (1990) establishes the framework for controlling pollution, managing waste, and enforcing environmental responsibilities for individuals, businesses and authorities.

The Biodiversity Duty (2023) outlines that public authorities who operate in England, including central government departments, must consider what they can do to conserve and enhance biodiversity in England.

5. Roles and responsibilities

Chief executive and executive leadership team

Our leadership is committed to sustainability, in accordance with our aim of core purpose and our environmental champions value. They will set the tone, allocate resources and ensure that the sustainability policy is fully integrated into all aspects of Salix.

Governance and sustainability officer

The officer acts as the organisational lead on sustainability. They are responsible for sustainability compliance reporting to government, as well as any voluntary internal reporting adopted. They write and update this policy, the annual sustainability report and other key documents as required. They collaborate with relevant teams on communications and implementing improvement initiatives across our operations. The officer horizon scans for relevant developments and advises the business on the impact of these, reporting into the head of governance.

Green team

This is a voluntary employee workgroup responsible for raising internal awareness about sustainability, promoting initiatives across the organisation and collaborating with the governance and sustainability officer and other stakeholders. The green team has a sponsor from the executive leadership team who attends monthly meetings and champions the delivery of the green team strategy. The ELT sponsor is supported by two members of the senior leadership team (SLT). They act as conduits between the green team and leadership teams.

All colleagues

The policy requires all members of Team Salix of their duty to consider their carbon footprint in the workplace, use resources responsibly and support compliance obligations as needed, in accordance with our value of being an environmental champion. **(Key individual action)**

6. Sustainability compliance and reporting

We are committed to meeting applicable sustainability reporting requirements, including those set out under the Greening Government Commitments (GGCs).

The GGCs set out the actions UK government departments and their partner organisations will take to reduce their impacts on the environment.[1]

We had been voluntarily reporting to the GGC from April 2023 to March 2025, as agreed with the Department for Environment, Food & Rural Affairs (DEFRA). In line with the most recent GGC framework in place (April 2025 – March 2030), we are now undertaking required reporting on five of the thirteen commitments due to our smaller size exemption, as agreed with DEFRA.

As a smaller organisation with fewer than 250 Full Time Equivalent (FTE) and office floorspace of less than 1000 square metres, we are currently required to

[1] The GGC framework covers the period between April 2021 to March 2025, and the next framework for April 2025 to March 2030 is currently in draft and under review by government.

report (where applicable) on five of the 13 commitments under the GGC. When we are likely to reach beyond these thresholds, we will reengage with DESNZ and DEFRA to discuss appropriate adjustments to our required reporting.

The five commitments we are currently required to report on are:

- electricity and gas consumption in kilowatt-hours
- business travel in kilometres
- vehicle fleet in kilometres (not applicable)
- waste streams in tonnes
- water consumption in cubic meters

The GGC reports are also checked quarterly by technical colleagues, and signed off annually by a director (Senior Civil Service 1 equivalent).

Our GGC reporting is submitted to central government for inclusion in the overall DESNZ departmental reporting, and a copy is circulated for internal visibility to the director of finance and resources, the director of data, technology and workplace, and the green team plus sponsors. DEFRA publishes regular reports about the overall progress of the GGC at a departmental level.

The first year of the new GGC framework reporting will be used to determine our 'baseline' emissions. The GGC framework requires Salix to report the data outlined above, but does not require Salix to meet specific reduction targets. We will keep under review whether voluntary internal targets for emission reduction or consumption reduction would be appropriate for our organisation.

We have an exemption as a smaller sized organisation for the remaining eight commitments. Those cover reporting on:

- Information and communication technology (ICT) emissions
- ICT equipment
- commuting
- climate change risk
- restoring nature
- sustainability governance
- procurement and
- single-use items

High level reporting on sustainability compliance matters is provided on a monthly basis to the executive leadership team (ELT), and included as part of wider compliance assurance to the audit and risk assurance committee (ARAC).

There is also an annual corporate sustainability report (and CSR report) published in the annual report and accounts as required by the Government financial reporting manual. This is publicly available on the Salix website.

7. Offices and operations

Facilities

We operate from leased offices in London and Manchester. Our landlords are required under our lease agreements to provide us with utilities consumption data to enable us to comply with our quarterly GGC reporting.

Our landlords have their own ongoing sustainability initiatives that we include in our annual sustainability report within the annual report and accounts.

Waste management

We do not use a significant amount of single-use items in our operations. Personal protection equipment (PPE) items purchased for colleagues going on site visits are reused. Colleagues should aim to minimise the use of single use items in the workplace, and notify the data, technology and workplace team (DTW) or the sustainability officer about improvement opportunities. **(Key individual action).**

Office furniture is mostly rented, apart from some ergonomic equipment/chairs purchased for specific needs.

There is a battery recycling collection point in our London office, and we will consider additional recycling services for stationery. There is a separate shred and recycle service for confidential papers.

We will keep under review whether purchasing of office items can be improved with more sustainable options where appropriate.

Electronics and IT

Colleagues must contact the data, technology and workplace (DTW) team for assistance with any electronic items no longer needed, from USB flash drives and keyboards, to laptops and screens. **(Key individual action).**

Electrical waste and electronic equipment (WEEE) is disposed of responsibly through services regulated by the Environment Agency. All of our e-waste disposal includes the provision of a disposal certificate.

Our artificial intelligence (AI) policy references the significant environmental impact of AI use. The green team also contribute to responsible consideration of AI usage and its environmental impact. Colleagues should consider this when deciding whether AI is needed for a particular task and aim to reduce unnecessary use of AI. **(Key individual action).**

Although not required by the GGC due to our smaller size exemption, we will keep under review whether calculating our ICT/computing carbon footprint should be included in voluntary internal reporting.

Supporting sustainable commuting

We have cyclist-friendly facilities available at both our offices for colleagues and visitors to use. We also have a cycle-to-work scheme outlined in the benefits policy, to support the cost of purchasing a bicycle for commuting. Both offices are in locations that are well served by public transport.

8. Greenhouse gas emissions scope 1, 2 and 3

Scope 1 and 2 emissions are monitored and reported quarterly in the GGC, as well as published annually in the sustainability statement of the annual report and accounts.

We currently have no scope 1 emissions as we do not directly own or operate vehicles, air-conditioning, boilers, or generators.

Our scope 2 greenhouse gas emissions principally derive from the gas and electricity used in our shared rental offices in London and Manchester which are leased through the GPA. We report an estimated energy consumption based on our occupied floor area proportion of the total building emissions. Electricity used in both offices is from a green tariff source. We receive updates from building managers of both offices regarding energy efficiency and decarbonisation upgrades, which are included in our annual sustainability report on our website.

We also report some scope 3 emissions in the GGC such as business travel, which are available via our travel booking portal and expenses. Employee commute emissions are not currently reported to GGC due to our smaller size exemption.

ICT scope 3 emissions are not currently reported to GGC due to our smaller size exemption.

9. Water

Office water consumption is monitored and reported quarterly in the GGC, as well as discussed annually in the sustainability statement of the annual report and accounts.

We report an estimated consumption based on our occupied floor area proportion of the total building consumption.

Colleagues should use water responsibly in the offices and notify DTW or the sustainability officer about any improvement opportunities. **(Key individual action).**

10. Waste streams

Waste streams for recycling, refuse and food waste are reported on through the GGC, with data provided by building managers for the whole building and a percentage applied for the proportion of floorspace occupied by us.

Both offices have a "zero-to-landfill" waste management approach. Food waste goes to anaerobic digestion and non-recyclable refuse goes to Energy Recovery Facilities which produce energy through the combustion of residual waste.

Colleagues should follow the relevant waste management instructions in the offices, and notify DTW or the sustainability officer about any improvement opportunities **(Key individual action).**

11. Biodiversity

Operating from predominantly urban locations and renting as tenants limits the direct impact we can have on biodiversity initiatives. We will continue to engage with the building operators about biodiversity initiatives related to the office buildings and include these in the annual sustainability report within our annual report and accounts.

Colleagues can also support this area by choosing nature initiatives for their employer-supported volunteering days, outlined in the volunteering policy) **(Key individual action).**

Relationship managers should notify the sustainability officer or communications team if they become aware of any biodiversity aspects within a scheme project. **(Key individual action).**

We share case studies of biodiversity impact and improvement initiatives conducted as part of scheme projects to inspire others. There are case studies of bats being protected as part of scheme projects at Cranfield University, Soha Housing and Dartford Borough Council housing.

12. Climate change adaptation

We recognise that climate change is expected to result in increased extreme weather events. In the event of adverse or extreme weather or travel disruption, a flexible approach will be taken to support employee safety. Our agile working policy permits colleagues to work remotely from home or other appropriate locations (subject to business and attendance requirements), and this can be used to deal with travel disruptions or extreme weather.

Colleagues should discuss with their line manager any temporary adjustments to their working arrangements for their individual needs, while maintaining business continuity where possible. **(Key individual action).**

13. Procurement

Our procurement policy ensures that every purchasing decision we make contributes meaningfully to decarbonisation and social responsibility where appropriate. Bidders will be required to demonstrate the environmental impact of their business operations and materials used, including their approach to carbon reduction and resource efficiency. Bidders must also show how their services or products contribute to our broader environmental outcomes.

The Public Services (Social Value) Act 2012 requires public authorities to have regard to economic, social and environmental well-being in connection with public services contracts. Before starting the process of procurement, we must assess how the goods or services we are procuring could enhance the social, environmental and economic well-being of the area where the contract will be implemented. We specifically require bidders to address social value among the questions put to them during the tender process.

We support DESNZ in respect of its obligations to report on its supply chains under section 54 of the Modern Slavery Act 2015.

14. Green team

The green team is a voluntary internal workgroup that meets monthly to promote environmental sustainability by raising awareness, inspiring action and supporting practices that reduce our individual and collective carbon footprints.

The green team aims to foster a culture of environmental responsibility by encouraging colleagues to make eco-conscious decisions in their daily work and lives and by advocating for sustainable policies and practices across our own

business operations. The team supports initiatives aligned with our mission to contribute to a healthier planet and our value of being “environmental champions”.

The green team is guided by their terms of reference, and have created an internal strategy document to communicate their plans to colleagues.

The terms of reference outline that the green team will be responsible for supporting Salix’s net zero objectives and encouraging sustainable practices through raising awareness, promoting sustainability accreditations and providing input on the sustainability policy and any reporting.

The team acts as an advisory forum, providing practical recommendations to inform organisational decision-making where environmental considerations are relevant.

The team actively engages colleagues by collating feedback and ideas to shape sustainability priorities, sharing best practice and supporting learning and capacity building.

15. Travel and events

Our business travel and expenses policy promotes the use of public transport and requires colleagues to consider carbon efficiency when booking work-related travel.

Air travel is rarely used and may only be considered for long-distance travel within the UK where more sustainable options, such as rail, would take significantly longer or be more expensive. Due to its higher carbon impact, any air travel must be approved by a director prior to booking via the business expenses exception approval request form **(Key individual action).**

In-person meetings should be reserved for circumstances where i) it is necessary e.g. events or project site visits, or ii) where there is a clear benefit, such as relationship-building or collaboration that would be difficult to achieve remotely. Where travel is required, colleagues should consider opportunities to combine meetings to minimise environmental impact **(Key individual action).**

Carbon emissions from business hotel stays are not currently included in the GGC reporting requirements, however, this data is available from our booking portal and can be used for more comprehensive voluntary internal reporting as needed.

16. Employee engagement and training

Staff training

We are committed to developing sustainability awareness and capability across the organisation and providing accredited sustainability training to all colleagues. **(Key individual action)**

The core training will focus on building organisation-wide understanding of sustainability and Carbon Literacy, with options for specialist courses on topics such as environmental management, sustainability reporting, corporate responsibility, or ESG where appropriate.

We will review the training periodically to ensure it remains aligned with best practice, regulatory expectations, and our sustainability objectives.

All Salix colleagues undertake, as a minimum, the AIM Level 2 Award in Domestic Retrofit (RQF) to further our understanding of the benefits of delivering domestic retrofit upgrades, including the use of carbon saving and energy efficient technologies. **(Key individual action)**

Colleagues may visit funding recipient projects to see how the funding we administer is used and witness the positive impact of decarbonisation projects.

There are relevant internal communications and awareness-raising posts on our intranet in the dedicated 'green space' run by the green team, as well as organisation-wide communications as needed.

There is an employer-supported volunteering policy which provides the opportunity for colleagues to be involved in sustainable projects. Some examples of green volunteering activities completed include litter picking and leading a youth outdoor education group. Employer-supported volunteering benefits employee wellbeing, skill development and community engagement, and nurture a commitment to the company and its values and a boost for the sustainability of the workforce.

17. Voluntary sustainability initiatives/monitoring

We will consider more comprehensive voluntary carbon reporting/footprinting, over and above compliance requirements, and benchmarking of our emissions and resource consumption to gauge performance against other comparable organisations.

We will consider, where appropriate, the implementation of any internal KPIs to measure our operational carbon footprint or resource consumption.

We will keep under review what further sustainability measures can be adopted.

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