



Impact in Action

Our commitment to environmental, social and governance standards



v1

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Our Purpose to Practice Pillars



People and Culture

How we attract, foster and celebrate a values driven culture, and keep every colleague, volunteer and provider safe, fulfilled and empowered to grow.



Finance and Commercial

How we safeguard funds, trade ethically and make sound, transparent decisions so that every pound entrusted to us delivers social value and sustains our mission.



Risk and Assurance

How we look ahead, spot threats and opportunities, and build the resilient systems, quality and oversight to keep our people, guests and reputation secure.



Digital and Technology

How we harness smart, secure technology to streamline operations, protect data, unlock insight and enhance the experience of guests, residents and staff alike.



Facilities and Estates

How we steward historic buildings and modern infrastructure, maintain safe, sustainable environments, and balance conservation with utility.



Clinical Care and Support

How we deliver compassionate, regulated health, wellbeing and residential support built on evidence-based, person-centred, outcome-led practice.



Hospitality and Culinary

How we craft safe, memorable food, beverage and event experiences to showcase local provenance, exceed expectations and respect the highest standards of service.



Guest Experience

How we design every touch-point—from first enquiry to fond farewell—to be inclusive, responsive and memorable, and how we listen, learn and continually improve through guest feedback.



Leisure and Wellness

How we provide inspiring, expertly staffed leisure and wellness facilities to elevate mind and body whilst meeting the strictest safety and professional standards.

Understanding our framework

A clear hierarchy, written for real people

Our organisation spans a operational business and a operation for the public good. In holding this complexity together we have adopted a three layer framework. At the top sits the **policy**, a short, board approved promise stating why the topic matters and the responsibilities we own. Beneath each policy is a **standard** translating our promise into measurable requirements such as water staying within a defined chlorine range; or invoices above a certain value being countersigned. Finally, every standard is brought to life by one or more **processes**, the step-by-step flows, checklists and forms colleagues execute each day.

Why we take this approach

Good governance fails when a single document tries to please everyone. Managers need clarity of intent, regulators look for evidence and frontline teams simply want to know what to do next. By separating why, what and how we give each audience exactly the detail it needs. Because numbers and forms are held in standards and processes, we can refine a chlorine limit or add a QR-coded inspection sheet without rewriting a policy and running it back through approvals. Such agility matters when legislation changes or new technology arrive. The result is one version of the truth which is easy to navigate and quick to update.

How it feels in everyday work

A housekeeper searching for the right cleaning agent opens a process on their tablet and sees the product name, dilution rate and a photo of the storage cupboard. The supervisor checks the same process against the standard, confirms the contact time matches the requirement and signs daily logs. At month end, the manager samples a handful of logs, traces each one back to the relevant standard and ticks off the supporting policy in minutes. Auditors love the transparency; staff appreciate the lack of ambiguity.

How we all hold collective responsibility

Every document has a named owner. The relevant executive leader protects the spirit of the policies and review them regularly or when major change demands it. Functional leads own the standards, watch performance data and refine requirements at least once a year. Supervisors keep the processes alive by updating steps and flowcharts based on learning from application. Internal assurance tests the golden thread from policy to logged evidence, while every colleague, volunteer and contractor follows the process in front of them and speaks up when a step does not work. Governance becomes a shared habit rather than a compliance chore.

Design principles we hold close

Policies remain short. Standards read like clear tables, each line containing a requirement, an outcome and the authority behind it. Processes are visual, ideally a one-page flowchart garnished with hyperlinks to the forms or apps where evidence is stored. All documents carry a unique code, version, review date and owner, and all live in the same library so everyone can find the latest copy without hunting.

The value we earn

This methodology keeps us legally safe but it also frees people to focus on service and innovation. Teams can adjust their tools and timing, provided the outcome still meets the standard, and cross-department collaboration improves because everyone is aiming for the same, clearly stated target. Most important, the framework supports our social purpose and that every user experiences consistent, high quality service whilst our people enjoy the confidence which comes from knowing exactly where they stand.

In short, the Policy → Standard → Process model is more than paperwork; it is a quiet structure enabling our mission success.





Policy statement

Policy number	FE/07/01
Date of effect	01 July 2025
Date of review	07 Sept 2026
Responsible owner	Chief Operating Officer
Consulting body	Estate and Heritage Sustainability Panel
Ratifying body	Quality, Safety and Sustainability Committee
Accountable body	Ignis Lodge Board

This policy applies to:

- All employees, contractors, and volunteers, across every site and remote location.
- Visitors, customers and third-party partners, where activities create or impact upon social, environmental or economic impact.

Policy intent

We believe that impact is created through deliberate action, not aspiration.

This policy sets out how Ignis Lodge embeds environmental sustainability, social value and responsible governance into everyday decision-making. It translates our purpose into measurable outcomes and ensures that impact is delivered alongside financial sustainability.

We commit to providing a healthy, safe, inclusive and empowering working environment enabling every colleague to thrive at work. Our commitments are:

Protect the environment by reducing our footprint through design-led, data-driven action.

Orient economic activity toward local reinvestment, strengthening regional resilience.

Lead habitat restoration and deliver measurable biodiversity net gain across our estate.

Include people furthest from opportunity through fair employment, training and progression.

Communicate progress transparently, reporting outcomes, learning and improvement.

Yield continual improvement through evidence, assurance and accountable governance.

Guiding principles

Legal and ethical compliance

We meet or exceed applicable environmental, social and governance requirements, fulfil our compliance obligations, and prevent pollution while protecting the environment through responsible energy, water, waste and land stewardship.

Integration and leadership

Impact considerations are embedded within strategic planning, investment decisions, procurement, risk management and performance review. The Board and Executive provide visible leadership and accountability.

Place-based sustainability

We prioritise local sourcing, local employment and stewardship of land and heritage, recognising the long-term relationship between environmental health, social wellbeing and economic resilience.

Evidence-led delivery

Targets and commitments are underpinned by defined baselines, measurable indicators and verifiable data, enabling continuous improvement and credible external assurance.

Continual improvement

Apply Plan, Do, Check, Act and root-cause analysis to refine controls, targets and programmes in line with ISO9001 and ISO45001.



Policy ownership

Climate and energy (Scopes 1 and 2)

Commitment Achieve net-zero operational emissions through energy efficiency, electrification and renewable energy adoption.

Owner Estate and Heritage Manager

Supply chain and freight (Scope 3)

Commitment Reduce value-chain emissions through local procurement, shortened supply routes and responsible supplier engagement.

Owner Commercial and Procurement Manager

Resource efficiency and waste

Commitment Minimise resource consumption and waste generation, and maximise reuse, recycling and circular practices across hospitality, events and estate operations.

Owner Facilities and Operations Manager

Biodiversity and land stewardship

Commitment Deliver and maintain biodiversity net gain through habitat creation, landscape restoration and nature-positive estate management.

Owner Estate and Heritage Manager

Inclusive employment and social value

Commitment Create meaningful employment, apprenticeships and progression routes for veterans, care leavers and people entering work from NEET or first employment backgrounds.

Owner Employment and Training Manager

Monitoring and reporting

Commitment Track key performance indicators, audit findings and improvement actions, and report progress quarterly to the Estate and Heritage Sustainability Panel and annually to the Board.

Owner Chief Operating Officer

Roles and Responsibilities

Board of Directors

Endorse policy, allocate resources, set intent.

Chief Executive Officer

Champion impact-led leadership and align culture, strategy and delivery.

Chief Operating Officer

Policy owner, ensure integration into operations, procurement, estates and reporting.

Supervisors and line managers

Implement commitments within their areas and ensure accurate data capture.

Employees

Act in ways that support environmental stewardship, inclusion and responsible use of resources.



Performance indicators

#	Indicator	Target to be achieved by Yr3	Measure	Owner
	Net-zero Scope 1 and 2 emissions	tCO₂e (market-based) net-zero	Quarterly	Estate and Heritage Manager
	Resource intensity (energy and water)	≥25% reduction vs baseline kWh/m ² and litres/m ²	Monthly	Facilities and Operations Manager
	Freight-related Scope 3 emissions	≥40% reduction of baseline tCO₂e	Monthly	Finance and Commercial Manager
	Local procurement (70/30 guarantee implementation)	70% of spend within 30 miles or WMCA-related area	Monthly	Finance and Commercial Manager
	Waste diverted from landfill	≥90% diverted	Monthly	Facilities and Operations Manager
	Biodiversity net gain	≥25% net gain of habitat units / m²	Monthly	Estate and Heritage Manager
	Inclusive employment	≥25% of workforce on an apprenticeship as form of entry	Quarterly	Employment and Training Manager
	Impact reporting and assurance	Reported within 21 days of year end	Annual	Chief Operating Officer

Bold text This is a key performance indicator reported on the organisational dashboard