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The Forward Trust

Environment & Sustainability Strategy

And Carbon Reduction Plan

Registered Charity Number: 1001701

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Contents

Introduction.....	1
Strategy 2023 - 2028.....	2
Energy Efficiency & Carbon Management.....	2
Baseline Emissions Footprint.....	4
Current Emissions Reporting.....	5
Emissions Reduction Targets.....	5
Carbon Reduction Projects.....	6
Recycling & Waste Management.....	8
Biodiversity & Raw Materials.....	11
Specific Areas of Focus.....	11
Employee Journeys.....	12
Travel Authorisation.....	12
Mode of Transportation.....	12
Accommodation.....	12
Ground Transportation.....	12
Travel Planning and Reporting.....	13
Environment & Sustainability Action Plan and Review.....	14

Forward Trust Environment and Sustainability Strategy and Carbon Reduction Plan

Introduction

The Forward Trust is committed to making a positive impact through outstanding environmental sustainability performance. This is a level of ambition that presents a huge challenge that will take time and resources to fulfil.

It will mean that the way we deliver some activities will need to be different, many behaviours changed, and projects redefined. Whilst there are risks and initial additional costs involved, there will be long-term benefits and the reputational risk of poor performance will be averted.

Our approach resonates with Forward's vision and mission and provides a focus for action and decision-making.

Our Environmental Sustainability Strategy contains four priority areas and conveys the charity's key environmental sustainability impacts and the supporting approaches available to manage these impacts.

The Strategy contains details of the aims, targets, key performance indicators and implementation mechanisms relating to the key impacts and supporting approaches.

The Environmental Sustainability Strategy will, in part, be implemented through several supporting policies and plans.

I fully support our environmental sustainability vision and call upon all staff members and volunteers of the Charity to play their part in achieving the aims and ambitions set out in this Environmental and Sustainability Strategy.



John Biggin OBE

Chief Operating Officer

Strategy 2023 - 2028

The Forward Trust are committed to achieving Net Zero emissions for Scopes 1 & 2 by 2033, and Scope 3 by 2040. This strategy deals with the first 5 years of this process.

Our strategy is structured around 4 Strategic Themes, and these are described below.

Fig 1. Forward Trust Environment & Sustainability Strategy Themes



Energy Efficiency & Carbon Management

Overarching Aim

Our overarching aim is to reduce scope 1, 2 and 3 carbon emissions while supporting the charity’s plans for growth in staff and client numbers.

In order to take action to reduce these emissions, we need to understand and measure where they’re sourced from in the first place. The three scopes are a way of categorising the different kinds of emissions a company creates in its own operations and in its wider ‘value chain’ (its suppliers and customers).

Definitions of Scope 1, 2 and 3 Emissions

Essentially, Scope 1 are those direct emissions that are owned or controlled by a company, whereas scope 2 and 3 indirect emissions are a consequence of the activities of the company but occur from sources not owned or controlled by it.

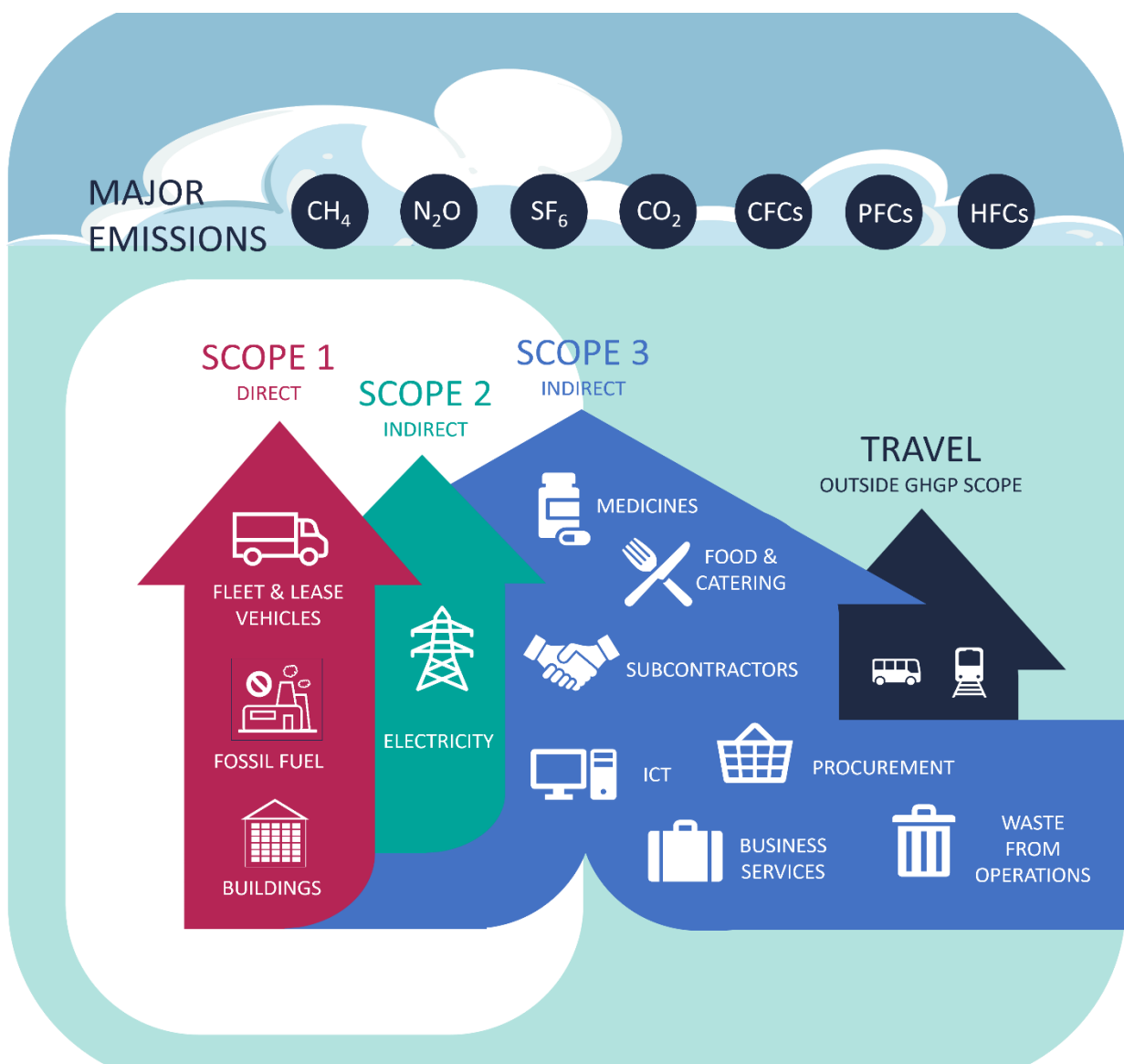
Scope 1 Emissions - Scope 1 covers emissions from sources that an organisation owns or controls directly – for example from burning fuel in our fleet of vehicles (if they’re not electrically-powered).

Scope 2 Emissions - Scope 2 are emissions that a company causes indirectly and come from where the energy it purchases and uses is produced. For example, the emissions caused when generating the electricity that we use in our buildings would fall into this category.

Scope 3 Emissions - Scope 3 encompasses emissions that are not produced by the company itself and are not the result of activities from assets owned or controlled by them, but by those that it's indirectly responsible for up and down its value chain.

An example of this is when we buy, use, and dispose of products from suppliers. Scope 3 emissions include all sources not within the scope 1 and 2 boundaries.

Fig 2. Examples of Forward Trust activities that fall into Scopes 1, 2, and 3.



Note. - Aligned with definitions within the NHS Carbon Reduction Plan

Key Performance Indicators

- Carbon emissions from energy use (tonnes)
- Carbon emissions from water use (tonnes)
- Carbon emissions from energy use per staff and student (tonnes/FTE)
- Carbon emissions from water use per staff and student (tonnes/FTE)
- Carbon emissions from energy use per total income (tonnes/£)
- Carbon emissions from water use per total income (tonnes/£)
- Percentage of energy generated from on-site renewable or low carbon sources (%)

Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions.

Baseline emissions are the reference point against which emissions reduction can be measured.

Baseline Year:	2022 (1st April 2021-31st March 2022)
Additional Details Relating to the Baseline Emissions Calculations	
<p>1. REPORTING PERIOD</p> <p>The reporting period is 1st April 2021-31st March 2022, which aligns with our company accounting period, and has been set using a fixed-base year approach.</p> <p>2. APPROACH</p> <p>We have used the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), and emission factors from UK Government’s GHG Conversion Factors for Company Reporting 2022.</p> <p>3. ORGANISATIONAL BOUNDARY</p> <p>We have used the financial control approach to identify the GHG emissions for which Forward Trust have responsibility. The boundaries of the reported emissions comprise all office/building related emissions including business travel, covering car and train.</p> <p>4. OPERATIONAL SCOPES</p> <p>We have measured the scope 1 & 2, and significant scope 3 emissions (Categories 1, 2, 3, 4, 5, 6, 7 & 9)</p>	
Baseline Year Emissions:	2021-22 (1st April 2021-31st March 2022)
Emissions	Total (tCO2e)
Scope 1	3.45
Scope 2	122.97
Scope 3 (Categories 1, 2, 3, 4, 5, 6, 7 & 9)	141.00
Total Emissions	267.42

Current Emissions Reporting

Current emissions are a record of the greenhouse gases that have been produced in the current reporting year which is 2023-24.

Baseline Year Emissions	2023-24 (1st April 2024-31st March 2024)
Emissions	Total (tCO₂e)
Scope 1	8.07 (2.28 Prior Year)
Scope 2	62.33 (101.71 Prior Year)
Scope 3	121.70 (currently estimated at target for 2023-24)
Total Emissions	192.10

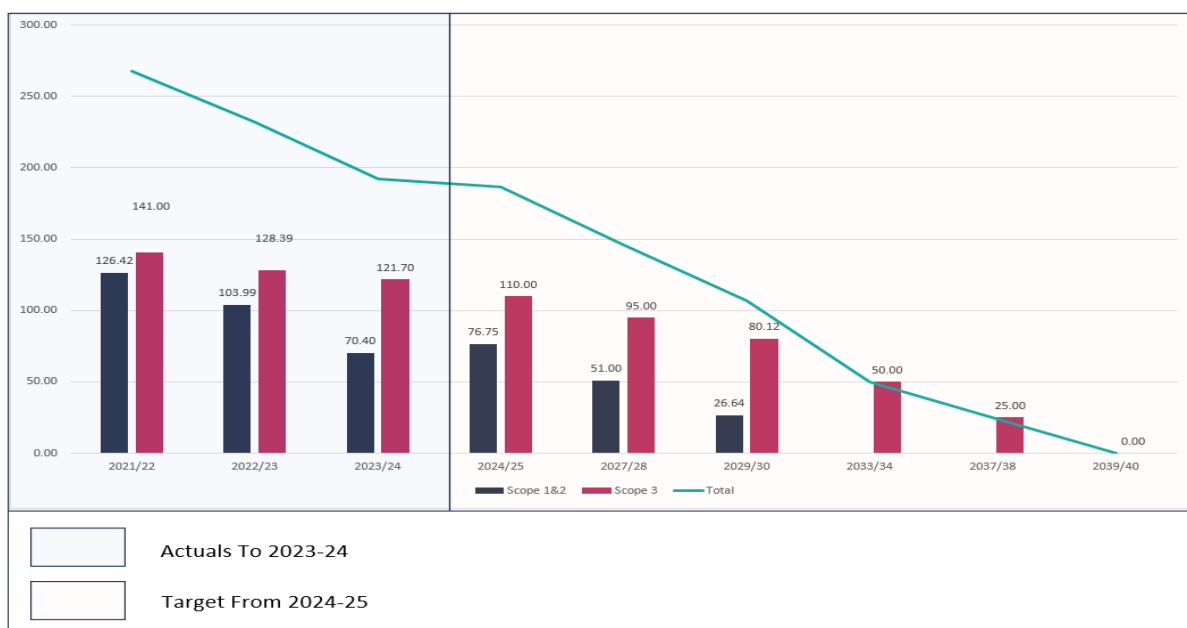
Emissions Reduction Targets

Emission reduction targets are calculated in line with the Science Based Target Initiative (SBTi), to keep Global Warming under the 1.5-degree scenario.

In order to continue our progress toward achieving Net Zero since the base year 2021-22, we have adopted the following carbon reduction target.

- Scope 1 & 2 carbon emissions will decrease over the next 6 years to 26.64 tCO₂e by 2029-30 and then to zero by 2033.
- Scope 3 carbon emissions will decrease over the next 10 years to 50.00 tCO₂e by 2033-34 and then to zero by 2040.

Fig 3. Forward Trust Carbon Reduction Targets 2021-22 to 2040



Carbon Reduction Projects

Completed Carbon Reduction Initiatives

It should be noted that the reductions (from 2019/20) in CO₂ in 2020/21 and 2021/22 are attributed especially to the period during which COVID significantly impacted operational capacity. 2023/24 is likely to be a more typical operational year, more in line with pre-COVID.

The following environmental management measures and projects have been completed or implemented since the 2021-22 baseline. The Scope 1&2 carbon emission reduction achieved by these schemes equates to **56.02 tCO₂e**, a **44.3%** reduction against the 2021-22 baseline.

Carbon reduction projects have included:

- **Implementation of an EMS that meets the requirement of ISO** - ISOQAR audit conducted in 2023-24 passed with zero non-conformities.
- **Boiler Replacement** - Replacement of old Boiler System at Clouds House with a newer and more fuel-efficient system.
- **Development of Flexible Working Policy** – We have built on the post-COVID-19 initiatives for staff to work remotely and expanded this with the introduction of a specific policy to reduce Head Office and other office travel and utilities use.
- **Measuring Our Carbon Footprint** – We now measure this in accordance with the SBTi protocol.
- **Staff Awareness Measures** – We have introduced Zero Waste Weeks and have included specific information and guidance on Environmental Sustainability on our Intranet.
- **Salary Sacrifice Full Electric Vehicle scheme** – We have introduced an organisation-wide scheme to allow our staff to move to zero-emission motoring.
- **Virtual/Hybrid Meetings** - We have introduced virtual meeting technology to reduce travel.

Centrally Driven Carbon Reduction Initiatives

In the future, we will implement further measures such as:

- Interventions to reduce building power consumption focused on air conditioning, building fabric, insulation, space heating, ventilation, and hot water.
- Bridges Refurbishment – Ensure Carbon Reduction is implicit in the refurbishment, including LED lighting.
- Purchase of 100% renewable energy.
- For IT systems – these will be designed with optimisation as key from Day 1. We will implement software solutions to manage and optimise the power consumption of assets.
- Requiring suppliers to report their carbon footprint data to us to improve the accuracy of carbon measurement and engaging with suppliers to support our net zero goal.
- All suppliers are to have produced their net-zero target and plan (by 2030 at the latest) that aligns with Forward Trust targets.
- Evaluation of all clinical and non-clinical purchased products with specific plans for more efficient use such as reducing single-use plastic, switching from disposable to reusable equipment and reducing the use of paper.
- Deliver further reductions in emissions resulting from commuting to work. Encouragement of staff to use low-carbon transport methods such as walking, cycling and public transport.

Contract Specific Carbon Reduction Initiatives

At each location where we are in control of buildings, we will implement the following measures:

- We will measure the carbon footprint of each one of our building locations each year, and report this.

- Each building location and service delivery point will operate in line with the processes and procedures contained within our Environmental Management System.
- All waste associated with each building location and each service delivery point will be diverted from landfill.
- All building locations and each service delivery point will align with our internal Net-Zero Carbon Target e.g., to have Net-Zero emissions by 2040.

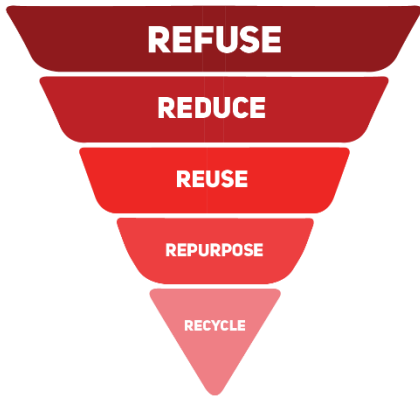
Key Implementation Mechanisms Supporting Policies and Plans

Review of the Carbon Management Plan in 2024-25 to include the development of a roadmap to carbon reductions and appropriate targets and key performance indicators across all carbon emission scopes.

Implement energy efficiency and carbon reduction projects within existing buildings and investigate opportunities for strategic estate-wide renewable energy with the aim of increasing the volume of energy generated from renewable or low-carbon sources.

Recycling & Waste Management

Overarching Aim – The 5 Rs *refuse, reduce, reuse, repurpose, and then recycle*



RECYCLING IS USUALLY NUMBER ONE ON OUR LIST, TODAY, IT IS LAST...

Our strategy for Recycling and Waste Management follows the principles of the 5 Rs.

According to the 5 R's, four actions should be taken, if possible, before 'recycling': refuse, reduce, reuse, repurpose, and then recycle.

Incorporating this methodology into our waste reduction and recycling efforts will minimise landfill waste and help take our recycling program to the next level.

STEP ONE - REFUSE

Refuse is the first element of the 5 R's hierarchy. We recognise that learning to refuse waste can take some practice, but we are incorporating this step into our procurement strategy. Our finance procurement team will receive specific training and instruction in refusing to buy wasteful or non-recyclable products.

- We will ensure that when working with vendors, we will refuse unnecessary product packaging and request reusable or returnable containers where appropriate.
- Making smarter purchasing decisions and setting standards and expectations early in the process will make it easier for us to “refuse” waste in the first place.
- We will, during 2024-25, carry out a feasibility study on retaining an expert fully managed waste services partner.

STEP TWO: REDUCE

As an organisation, we aim to reduce the use of harmful, wasteful, and non-recyclable products used in the delivery of our services and within our office buildings.

Reducing dependency on these kinds of products will result in less waste materials ending up in landfills and the associated negative environmental impacts.

We will take steps to encourage our Staff Members, Volunteers and Service Users to always use the minimum amount required to avoid unnecessary waste. For example, when printing a document, we will encourage double-sided printing to cut our waste output in half.



We will also focus on reducing include single-use plastics, plastic packaging, organic waste, and Styrofoam cups.

STEP THREE: REUSE

Single-use plastics have created a "throw-away" culture by normalising consumer behaviour of using materials once and then throwing them away. The rate at which we consume plastics has become unimaginable, and the plastic crisis has become one of the world's greatest environmental challenges.

- As part of our aim to reduce waste, we will where possible reuse items throughout the workplace instead of buying new ones.
- Focusing on one area of our organisation at a time, we will replace all the single use eating utensils, Styrofoam cups, water bottles, and any paper plates with compostable or reusable alternatives.
- We will also prioritise reuse for other products in our facilities such as printer cartridges, cardboard boxes, food containers, and rechargeable batteries.

STEP FOUR: REPURPOSE

Many common office products serve more than one purpose. Sometimes it requires using some creativity, but the possibilities are endless. Repurposing could include things like using wasted printer paper for scrap paper, cardboard boxes for storing supplies, binder clips to hold power cords and chargers in place, and even jars, coffee mugs, and tin cans for holding pens and pencils.

- For every item that can't be refused, reduced, or reused, we will take steps to try to repurpose it. Sometimes people refer to this method as upcycling.
- We will launch a campaign across the organisation to inform and educate our staff about the benefits of this approach and will include an award for the most innovative and useful initiative as a part of our Charity Awards programme.
- We will designate an area of each office as an Upcycle Station for collecting and storing supplies and encourage colleagues to add items to the station they no longer need and to check there before purchasing new supplies. We will also embrace technology to help find more ideas and new ways to repurpose our items.



STEP FIVE: RECYCLE

Last but definitely not least: recycle. Once we have gone through all of the other R's, recycling is the most environmentally friendly waste disposal method.

Recycling refers to recovery of useful materials such as glass, paper, plastics, wood, and metals from the waste stream so they may be incorporated into the fabrication of new products. With greater incorporation of recycled materials, the required use of raw materials for identical applications is reduced. Recycling reduces the need of natural resource exploitation for raw materials, but it also allows waste materials to be recovered and utilized as valuable resource materials.

- We will start collecting cardboard, mixed paper products, commingled materials (plastics, aluminum, glass) and organics.
- Where we are in control of buildings, we will ensure that there are clearly marked and regularly collected recycling bins available for staff and clear instructions on their use. Where we are tenants and in areas we do not control, we will encourage our staff to fully support local recycling initiatives and dispose of waste responsibly.

Biodiversity & Raw Materials



Biodiversity, the living component of nature, is under threat; globally biodiversity is undergoing a precipitous decline, with many contributing and interacting drivers. Society will suffer if this rate of decline continues.

New innovations are emerging to support organisations in making informed decisions about their relationship with biodiversity. At Forward we have chosen a new approach called Biodiversity Net Gain (BNG) to guide our approach to Biodiversity, Raw Materials and Emissions ensuring that habitats within our control are left in a measurably better state for wildlife and greenery than they were before we became responsible for them. Whilst we do not fall within the statutory requirement to use this tool, we feel it is a matter of best practice. Our aim will be to increase BNG by at least 10% over the life of this strategy.

The flexible framework which we will use to guide our decisions about the mitigation of impacts on biodiversity can be adapted to a wide range of contexts, making it suitable for addressing the variation between different areas of our service delivery.

This will provide guidance and help to support decision-makers in considering impacts and dependencies within their operations and where to prioritise action. Further, it highlights how we can identify mitigation actions to reduce impacts on and restore biodiversity through SMART objectives and Action Planning within our Environment & Sustainability Action Plan which is an addendum to this Strategy and is the mechanism for measuring our success.

Specific Areas of Focus

Reduce water consumption in our workplace. *Initiatives may include installing low-flow fixtures, educating staff on water-saving habits, and consistently monitoring water usage.*

We will search for and implement green building practices in any new renovations. *We will strive to reduce energy usage, promote the use of recycled or sustainable raw materials, and create healthier, more sustainable living and working environments.*

We will produce a plan to protect wildlife and biodiversity at all of our owned properties. *This plan will include actions to reduce the impact of human activities on animal and plant life, as well as measures to protect their habitats.*

We will protect existing natural habitats. *We will commission landscape design which, where practicable, provides an increase in species on existing and new sites where Forward manages the estate, and will encourage ongoing maintenance of planting and other landscaped areas both natural and built.*

Encourage ecological diversity. *At Forward owned sites, we will provide specifications and briefing documents aimed at improving staff, volunteer and service user knowledge of local ecology and plans for sustainability and habitat development.*

We will avoid accidental discharge. *We will have in place procedures for preventing accidental discharge of hazardous materials by water, land, or air, and to mitigate where accidents do occur.*

Employee Journeys

At Forward, we recognise the importance of minimising our environmental impact and promoting sustainable practices in all aspects of our business operations. As part of our commitment to sustainability, we have developed measures to guide our employees in making environmentally responsible choices while travelling for business purposes. By adhering to these, we aim to reduce our carbon footprint, conserve resources, and support local communities.

Travel Authorisation

Prior Approval: *All business-related travel must receive prior approval from the appropriate manager or department head. A request form should be completed and submitted, outlining the purpose, dates, estimated expenses, and expected benefits of the trip.*

Cost Consideration for Approving Managers: *When evaluating travel requests, cost considerations should be balanced with the necessity and potential benefits of the trip. Alternative options, such as video conferencing or local representation, should be explored before approving travel requests.*

Booking Platform: *During 2024-25, we will source and procure a suitable automated employee travel booking system that will have at a minimum a mechanism for measuring emissions, and employees should use this for all travel bookings to automatically track emissions data, benefit from negotiated rates and corporate discounts, and keep track of billing and expense information.*

Mode of Transportation

Prioritise Sustainable Modes: *Whenever possible, employees should choose sustainable modes of transportation such as trains, buses, or other public transport options. If feasible, video conferencing or other virtual meeting platforms should be utilised as an alternative to physical travel.*

Advance Booking: *Whenever possible, employees should book travel well in advance to take advantage of discounted rates and avoid last-minute price surges.*

Travel Class: *Economy class should be preferred, considering that higher seating density reduces individual carbon footprints.*

Accommodation

Proximity to Destinations: *Whenever feasible, employees should select accommodations that are within walking distance of their meeting locations or public transportation hubs, reducing the need for additional transportation.*

Cost Considerations: *The nightly maximum for hotels is set out in Forward's expenses policy. Any bookings above the nightly maximum require prior approval from the department head.*

Ground Transportation

Public Transportation: *Employees should use public transportation, such as buses or trains, as their primary means of travel within destinations whenever available and practical.*

Carpooling: We encourage employees to carpool or share rides whenever possible, reducing the number of vehicles on the road and minimising emissions.

Electric or Hybrid Vehicles: *When renting vehicles, employees should consider selecting electric or hybrid vehicles, where available, to minimise carbon emissions.*

Salary Sacrifice Full Electric Vehicles: *All eligible staff are encouraged to utilise our Salary Sacrifice Electric Vehicle (SSEV) Scheme, which allows them to get a new car through salary sacrifice, paying*

for it out of gross salary before tax and national insurance and thereby constituting a significant saving as well as reducing emissions to zero.



Travel Planning and Reporting

Travel Efficiency: *Employees should plan their trips efficiently, combining multiple meetings and activities within the same geographical area to minimise the number of trips required.*

Reporting and Feedback: *Employees are encouraged to provide feedback on their travel experiences, including suggestions for further improvements to promote sustainability in travel arrangements.*

Environment & Sustainability Action Plan and Review

In support of this strategy, we have produced an Environmental & Sustainability Action Plan that will allow us to track progress and measure success.

This action plan will be reviewed as part of our Governance & Quality Assurance Framework and environmental management system and reported up to Board Level via these structures.

The strategy will be fully reviewed and where necessary revised on an annual basis during the period within which it operates.

