



SHAPING OUR SUSTAINABLE FUTURE





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I am delighted to introduce Oaklee's Sustainability Strategy for 2025-2028. At Oaklee, we take pride in our long-standing commitment to providing an exceptional standard of housing in Ireland.

This strategy marks a pivotal step in our commitment to fostering environmental stewardship, creating sustainable energy efficient homes that reduce our carbon footprint, and ensures the sustainability of our communities.

Our ongoing investment in energy and sustainability management demonstrates our dedication towards Climate Action.



Our efforts have delivered significant benefits, notably through the implementation of our 2019-23 Oaklee Energy and Sustainable Development Strategy. We advanced sustainable home delivery, retrofitting, heating system upgrades, and LED lighting. By focusing on energy management and proactive procurement, we reduced energy consumption, saved costs, and ensured value for money. Our commitment to excellent resident service is reflected in the advice and support provided to residents on energy use, through our Energy Booklet, newsletters, and the Oaklee.ie website.

In 2024, we conducted a survey that revealed 74% of Oaklee residents value energy-efficient homes. This underpins our commitment to providing energy-efficient homes that offer financial, environmental, health, and social benefits,



enhancing both resident well-being and community sustainability. Our new sustainability strategy sets ambitious yet flexible targets, focused on transforming lives and providing a secure, nurturing environment for everyone.

Our strategy focuses on our collective path towards net-zero emissions while acknowledging our role in tackling the climate crisis. From promoting energy-efficient building design and climate-resilient infrastructure to raising climate change awareness among staff and residents, our approach is inclusive, ensuring everyone contributes.

Europe aims to become the world's first carbon-neutral continent. The EU Taxonomy for sustainable activities, launched in July 2020, defines sustainability across industries. Oaklee is aligning our activities with the Taxonomy for climate mitigation and adaptation.

Our strategy aligns our energy services with broader organisational goals, demonstrating our commitment to environmental stewardship across all areas of Oaklee's work. We recognise that the benefits of our energy services go beyond reducing carbon emissions, positively impacting our residents.

Finally, we acknowledge the rapidly evolving sustainability landscape and have therefore designed this as a 'live' document. Our goal is to update it annually, ensuring we remain agile and responsive to changes and developments in this area.

We hope our strategy communicates our unwavering commitment to a more sustainable future for everyone.



Sharon Cosgrove, CEO
March 2025

01

OAKLEE PURPOSE, MISSION AND VALUES

Oaklee was established in 2001 with a strong social purpose, a charitable 'not for profit' status and play a significant role in delivering much needed housing against a backdrop of the current housing crisis.

We are driven by our mission to change people's lives by providing them with secure and stable homes which enables them to live, thrive and prosper.

Since Oaklee began we have delivered housing across the country in 19 counties and we work hard to ensure that our services to residents are of a high quality in sustainable communities.

We are proud members of the Housing Alliance, a collaboration of seven of Ireland's largest Approved Housing Bodies.



OUR PURPOSE

To provide affordable homes and the supports needed to enable people and their communities to live, thrive and prosper.

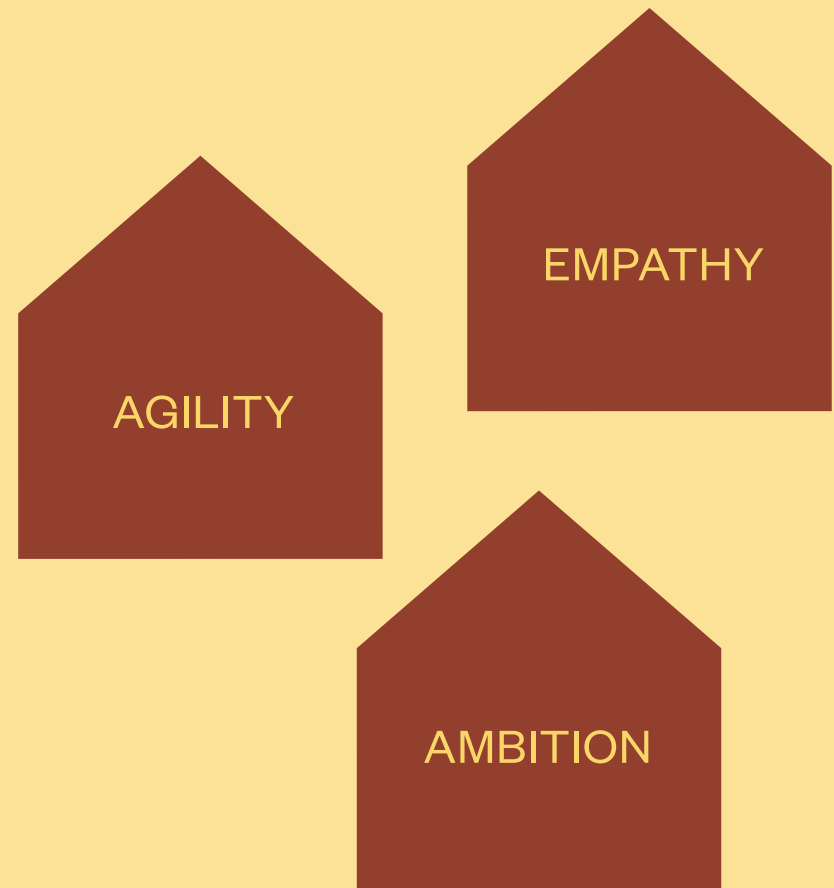
OUR MISSION

To change people's lives by providing them with secure and stable homes which enables them to live, thrive and prosper.

We do this by creating more sustainable and inclusive futures for people and communities through great housing.

OUR VALUES

We work with:



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CONTEXT



Building on the foundations of our previous strategy, which focused on reducing energy consumption, optimising energy procurement, and minimising environmental impact, this next phase in our continued approach to Sustainability is designed to address the evolving economic, political, social, and environmental challenges facing our sector.

This strategy reaffirms our commitment to embedding sustainability deeper within Oaklee by reinforcing our leadership in energy and environmental management. With ambitious targets to drive continuous improvement and a focus on innovation, we are poised to set new benchmarks in the sector.

While our strategy provides a clear direction and commitment to sustainability, it is also designed with flexibility to adapt to future developments and seize emerging opportunities. Fully aligned with our Corporate Plan, it integrates seamlessly with our six **Strategic Themes** across our four key business functions— **People, Culture & Transformation, Development, Finance, and Operations**—and connects with other key strategies, including the **Asset Management Strategy** and **rolling Business Plans**.

This forward-thinking approach ensures that sustainability remains at the core of our business, driving long-term success and resilience.

The context for this, our latest sustainability strategy, is framed by various policies at international, EU, and Irish levels. These policies set the stage for the development and implementation of this strategy.



AT AN INTERNATIONAL LEVEL

The 2030 Agenda for Sustainable Development was adopted by all United Nations Member States in 2015. This agenda serves as a shared blueprint for ensuring peace and prosperity for people and the planet, both in the present and future. Central to this agenda are the 17 Sustainable Development Goals (SDGs), which serve as a global call to action for all countries, regardless of their level of development.

These SDGs highlight that efforts to eradicate poverty and address other forms of deprivation must be accompanied by strategies to improve healthcare, education, and reduce inequality. Additionally, they emphasise the need for sustainable economic growth, climate change mitigation, and the preservation of our oceans and forests. They also highlight the interconnectedness of these goals and the importance of collaboration on a global scale.

In all our sustainability efforts across our organisation, Oaklee aims to align with:



No Poverty (Goal 1)

Refurbishing homes to improve affordability and providing residents with energy efficiency training.



Affordable and Clean Energy (Goal 7)

Expanding renewable energy use across our homes to cut costs and provide reliable, sustainable energy



Sustainable Cities and Communities (Goal 11)

Retrofitting existing homes to achieve a B2 energy rating by 2030. Ensuring all new homes are Efficient, climate-resilient homes that ensure affordability and reduce GHG emissions.



Responsible Consumption and Production (Goal 12)

We're integrating circular economy principles by eliminating harmful products and promoting responsible waste management.



Climate Action (Goal 13)

Reducing emissions and enhancing climate resilience through energy-efficient designs and robust infrastructure.

AT A EUROPEAN LEVEL

The Paris Agreement, adopted in 2015, established a framework for global efforts to shift towards net-zero emissions in order to limit the increase in global temperature to 2 degrees Celsius. Ireland has signed up to this agreement and has a target to reduce greenhouse gas emissions by 40% by 2030.

The European Green Deal, launched in 2020, is an ambitious plan to make Europe sustainable, raising a trillion Euros to invest and transition to a circular economy, powered by renewable energy. It comprises a comprehensive set of policies and objectives that have been enshrined in legislation to position the European Union (EU) as a climate-neutral entity by 2050. This includes a commitment to reduce greenhouse gas emissions by 55% by 2030. As an EU member state, Ireland is required to demonstrate how it will meet its climate action targets in line with the European Green Deal.

With this in mind, Oaklee's Sustainability Strategy 2025-2028 is geared towards implementing sustainable practices across our operations, which aligns with the focus of the EU's Central Securities Depositories Regulation (CSDR) on creating safer and more efficient securities settlement processes. Our strategy outlines plans endeavouring to reduce emissions, enhance energy efficiency within properties, promote renewable energy use, and adopt innovative energy management technologies. These actions contribute to improved environmental sustainability transparency, which is a crucial aspect of CSDR regulations.

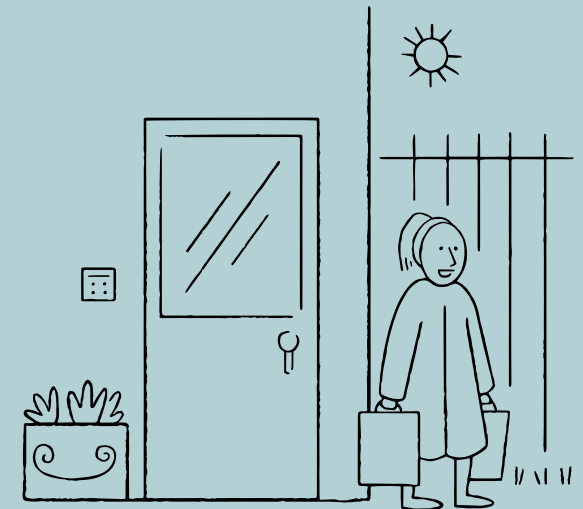


AT A NATIONAL LEVEL

At a national level, the Irish Government enacted the Climate Action and Low Carbon Development (Amendment) Act 2021, which outlines the legal pathway for Ireland to achieve net-zero emissions and climate resilience by 2050. The Act also sets a target of reducing emissions by 51% by 2030. This legislation underscores the urgent need for action to mitigate greenhouse gas emissions and transition to renewable energy sources.

Within the social housing sector, Oaklee is closely aligned with the Housing Alliance's collaborative report, "Providing Environmental Leadership in Social Housing to Advance Climate Action Goals." As an active member of the Alliance, Oaklee recognises the significant role that Approved Housing Bodies (AHBs) can play in decarbonising the sector and achieving the government's net-zero targets by 2050.

In Oaklee, we are guided by these initiatives and recognise Ireland has reached a critical phase with clear deadlines in its responsibility towards implementing climate action objectives. Despite a quickly evolving legislative and regulatory landscape at EU and national level, Oaklee commits to annual reviews of any newly applicable policies and to consider necessary updates to this strategy. We collectively must play our part, implementing the recommendations over the coming years. This is paramount for safeguarding the planet and securing a sustainable future for current and future generations.



A woman with dark hair, wearing a red and black plaid shirt, is lying on her side on a grey, textured rug. She is smiling and gently petting a small, fluffy white dog with her right hand. The dog is facing away from the camera, towards the woman. The background is a dark wooden floor. The overall mood is warm and affectionate.

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OUR COMMITMENT
TO THE ENVIRONMENT
TO DATE

03. OUR COMMITMENT TO THE ENVIRONMENT TO DATE

Sustainability Strategy 2025—2028

Oaklee has implemented multiple environmental initiatives as part of our 2019-2023 energy and sustainability strategy, demonstrating our continuous commitment to environmental responsibility.

- Reduced electrical consumption by 8.68% in 2023 compared with its baseline year in 2019 amounting to a total consumption reduction of 25,892 kWh.
- Reduced gas consumption by 7.64% in 2023 compared with its baseline year in 2019 amounting to a total consumption reduction of 11,279 kWh.

- Consistently saved on utility costs through smart energy procurement, optimised contracts, and rigorous invoice checks, ensuring maximum savings even as energy prices rise.
- Fortified our sustainability ethos through new constructions, with 42% of newly delivered properties surpassing the A2 energy efficiency standard.
- Undertook an insightful review of planned maintenance and stock remodelling projects. Recommendations were provided around energy and environmental management, compelled by the need for sustainable development.
- Conducted an annual review of technologies and financial models, identifying potential opportunities for future strategies, ensuring readiness for innovation and technological advancement.
- Strengthened staff knowledge and awareness through the delivery of an annual training initiative, focused on energy and environmental topics.

- Engaged in routine inspections of offices, concentrating on energy consumption, and identifying areas for improvements.
- Consistently reviewed and updated our website content and literature, emphasising relevant energy and environmental information accessible to our residents.
- Fuelled a sense of community and learning by hosting an annual energy workshop for all residents, promoting a culture of energy efficiency and conservation.
- Successfully undertook a retrofit program in one of our housing schemes, integrating PV panel installations to promote renewable energy utilisation and enhance energy efficiency.

These achievements underscore Oaklee's continuous commitment to drive sustainability and energy efficiency across our initiatives and operations.

04

OUR APPROACH



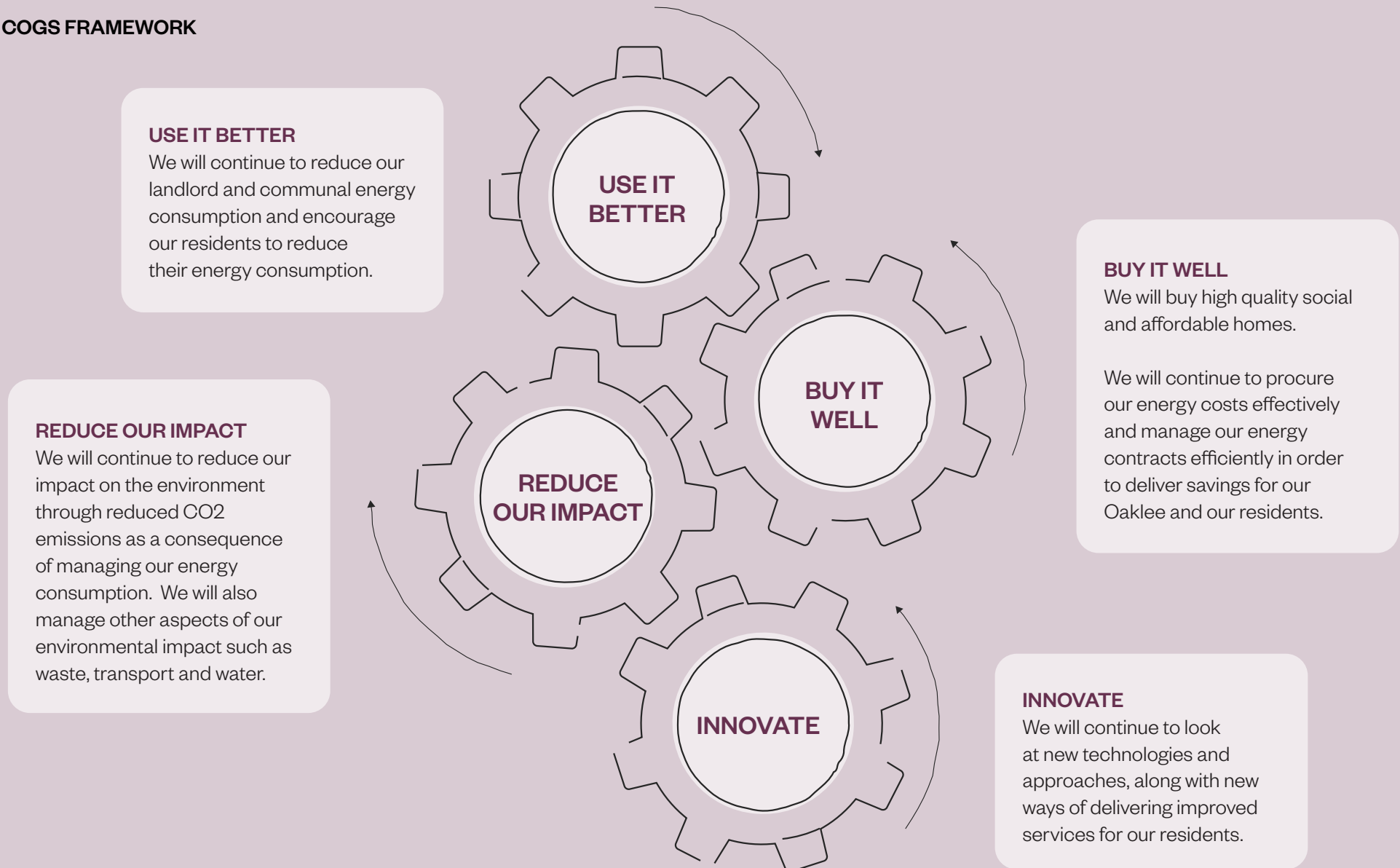
Our Sustainability Strategy 2025-2028 remains centred around the ‘4 Cogs’ framework (next page). We will continue to **use it better, buy it well, reduce our impact**, and **innovate** through new technologies. This approach highlights the symbiotic links between various areas of energy, sustainability, and environmental management and how initiatives can often have multiple benefits. For example, by reducing the amount of energy we use, we also reduce our impact on the environment and our annual energy costs.



04. OUR APPROACH

Sustainability Strategy 2025—2028

4 COGS FRAMEWORK



05

SUSTAINABILITY STRATEGY 25-28



The Sustainability Strategy for the next three years is centred around six key themes, each aimed at driving our continued growth. Every theme is supported by a sustainable strategic goal, which serves as a key objective in fostering our long-term sustainable growth.



STRATEGIC THEME NO. 1:

To Deliver Strong homes through partnerships

DEPARTMENT:

Development

SUSTAINABILITY AMBITION:

To develop efficient, climate-resilient homes that ensure affordability and reduce GHG emissions.

ACTIONS:

- Develop or buy high-quality social and affordable homes that adhere to enhanced efficiency standards, such as Net Zero Energy Buildings.
- Demonstrate progress through the number of homes delivered and the execution of a specified "landmark" development that endeavours to showcase top climate resilience metrics.
- Exceed an A2 performance rating for all our new buildings producing net zero operational carbon.
- Include asks in relation nZeb, clean heating, biodiversity as well as the provision of infrastructure for sustainable transport (bikes, EVs) in our new Design Guide.
- Endeavour to increase Biodiversity opportunities in new developments, consider Sustainable Drainage Systems (SuDS), and eco-friendly Green Roofing systems.

STRATEGIC THEME NO. 2:

To Maintain and Upgrade our Communities

DEPARTMENT:

Operations

SUSTAINABILITY AMBITION:

To increase the use of renewable energy sources within Oaklee homes, promote the growth of sustainable communities and start a retrofit programme to improve affordability and reduce environmental impact

ACTIONS:

- Enhance sustainability of existing properties and neighbourhoods through a comprehensive retrofit programme which will focus on energy efficiency, reduce our carbon emissions, and provide value to our residents. Bringing 1200 homes to minimum BER band 2 across our properties.
- Complete a review of planned capital investments to ensure the best approach is being taken in relation to energy efficiency, value for money, lifecycle costs and resident satisfaction.
- Deliver and promote sustainable waste management principles in our schemes in partnership with our residents. Invite local community/environmental groups to take part.
- Where possible we will introduce smart energy devices and facilitate residents in the use of energy consumption devices.
- Achieve 100% coverage in Building Energy Rating Certificates for all homes.



STRATEGIC THEME NO. 3:

To provide top-quality resident service

DEPARTMENT:

Operations

SUSTAINABILITY AMBITION:

To promote positive biodiversity behaviours among residents and enhance ecosystem services at our properties. To reduce fuel poverty through residents' guidance on energy consumption and promote sustainable behaviours.

ACTIONS:

- Deliver bio-diversity projects at 3 of our schemes per year and encourage uptake in bio-diversity supported activities with our residents.
- Partner with local community groups and environmental organisations to develop initiatives for creating and maintaining green spaces, such as community gardens, wildlife habitats, and native plantings.
- Support the commencing of a 'Resident Green Group' to empower our residents in building climate-resilient communities.
- Take action to address fuel poverty and promote sustainable behaviours amongst residents with relatable guidance and online content.
- Deliver energy engagement workshops supporting residents with relevant information on energy saving and sustainable living practices, promoting reduce, reuse and recycle principles with our residents.



STRATEGIC THEME NO 4:

Create an efficient high-performance culture

DEPARTMENT:

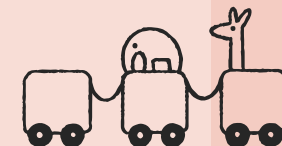
People, Culture & Transformation.

SUSTAINABILITY AMBITION:

To support our high-performance culture by integrating circular economy principles, recycling programmes, and green office initiatives. A 'Green Office' survey will set our baseline, guiding actionable improvements.

ACTIONS:

- Continue to nurture our hybrid work policy which demonstrates our commitment to a sustainable workforce.
- Implement recycling programs and responsible waste management practices through,
 - Green office initiatives, promoting sustainable behaviours
 - Sustainable materials sourcing
 - Complete green office survey and implement green office initiatives.
- Provide bike storage facilities and promote sustainable transport options for our team, enhancing travel efficiency.
- Support 'Green Office Champions' within Oaklee to promote our endeavours as this shift in the organisation is crucial to our overall climate action objectives.
- Provide action based training to increase knowledge and professional competence in all matters related to Sustainability





STRATEGIC THEME NO. 5:

Ensuring Financial Growth and Stability

DEPARTMENT:

Finance, People, Culture & Transformation & Operations

SUSTAINABILITY AMBITION:

To reduce our emissions and our energy consumption. We also aim to ensure financial growth and stability through effective energy procurement, grant funding and effective use of resources.

ACTIONS:

→ Reduce emissions by 3% annually from the 2020/21 baseline, cutting energy and operating costs. Everyone plays a part in reducing energy usage.

- Engage annually in intelligent energy procurement, effectively managing contracts to achieve cost savings in energy expenditure. Deliver savings of 3% energy costs.
- Explore alternative energy sources and seek grant funding opportunities to meet our sustainability targets and align with our goals of reducing our scope 1 and 2 emissions.
- Incorporate innovative technologies that aid in reducing greenhouse gas (GHG) emissions and evaluate the feasibility of implementing renewable energy systems in our housing stock. This assessment will include a thorough review of our Scope 1 and 2 emissions. Through the utilisation of energy management technologies, we aim to establish a baseline for our GHG impact, measure it accurately, and set targets for reduction.
- Produce an ESG statement, and aim to move to formal reporting of our ESG metrics in annual Non-Financial Disclosure reporting on a voluntary basis over the life of this plan. We will ensure our measures are fully transparent and externally verifiable.

STRATEGIC THEME NO. 6:

Communicating & Engaging with our stakeholders

DEPARTMENT:

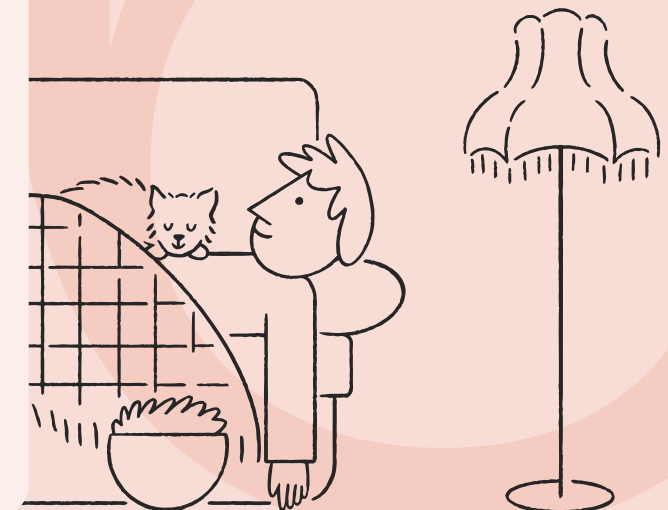
(People, Culture & Transformation & Operations)

SUSTAINABILITY AMBITION:

To focus on fostering healthy, open lines of communication with our stakeholders to ensure we are working collaboratively towards a greener future. By involving everyone from our construction partners, residents, key suppliers, contractors, SEAI, climate action working group in the Housing Alliance, & State bodies, we believe we can create a stronger, more impactful sustainability impact.

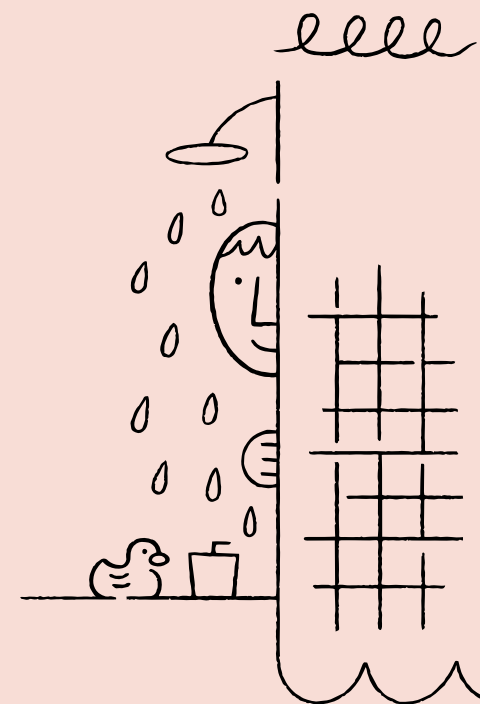
ACTIONS:

- Successfully lobby and campaign for government funding to support the retrofitting of Oaklee stock.
- Engage and review government climate action policies with construction partners, residents, key suppliers, and state bodies.
- Regularly update website content and literature with relevant energy and sustainability information.
- Host annual educational programs for staff and residents.
- Regular reports will be provided to the Senior Management Team and the Housing Services Committee to ensure the strategy continues to be in line with the organisation's rolling Business Plan.



This action plan, framed within our six strategic themes, provides a comprehensive roadmap for Oaklee's Sustainability Strategy 2025-2028, facilitating the organisation in achieving its targets and honouring its commitments across all areas. This strategy not only emphasises sustainability but also steadfastly aligns with our core objective of transforming lives through secure and stable housing.

Additionally, this strategy extends beyond the housing sector by contributing to broader environmental and societal objectives, perfectly resonating with our mission and values. By executing these action plans, Oaklee aspires to be a leader in sustainable practices within the social housing sector, setting a benchmark for others to emulate.



06

GOVERNANCE & REPORTING





In line with our governance structure, Oaklee's Housing Services Committee, who report to the board, have overall responsibility and oversight of this strategy.

The Oaklee Group Board has delegated to the Housing Services Committee primary duties to include:

1. To oversee the formulation and implementation of strategies and policies and overseeing the delivery of the Housing Operations Plan for the Oaklee Group to include Acorn, and monitoring output against targets. (Sustainability Strategy, Asset Management Strategy and Operations Business Plan)
2. Performance. To oversee and monitor operational performance against Business Objectives and Strategy.

3. Policies. In relation to Housing, Property, Assets, Energy and Resident.
4. Compliance. To include Joint Management Agreements and Service Level Agreements with partners.
5. Regular financial reporting and activity on operational functions.

06. GOVERNANCE & REPORTING

Sustainability Strategy 2025—2028

DIRECTOR OF OPERATIONS

The Director of Operations provides the Housing Services Committee with regular reports on performance against targets, full and relevant information to consider proposals and reports on risk and business opportunities

SENIOR MANAGEMENT TEAM

At an executive level, the Oaklee Senior Management Team led by our CEO, oversees the implementation and delivery and is supported by team members across the organisation to review and manage our progress.

DEPARTMENTS

At a departmental level, the progress of this strategy is managed by the four Oaklee business functions: Development, Operations, Finance and People, Culture & Transformation teams with specific responsibility for:

→ Development

Delivering strong homes through partnerships

→ Operations

Maintaining and upgrading communities, providing top-quality resident service

→ People, Culture & Transformation

Creating an efficient high-performance culture, communicating & engaging with stakeholders

→ Finance

Ensuring financial growth and stability

TRAINING

Oaklee Team members will receive the necessary training and support, in line with Oaklee's commitment to providing adequate resources for the implementation of this sustainability strategy.

ENERGY MANAGEMENT SYSTEM

Additionally, as highlighted above, an energy management system will be procured, reviewed and piloted before implementation. The system is expected to enable more accurate tracking, reporting, and management of energy consumption and savings.

This comprehensive approach to monitoring and reporting will ensure that we remain accountable and transparent in its efforts to fulfil its commitments towards sustainable development and environmental stewardship.

REPORTING

Each year, we will compile Sustainability Reports to effectively convey our advancements and accomplishments to stakeholders, residents, and the broader community. These reports will be made available on our website. Additionally, we will generate quarterly reports for the Senior Management Team and Housing Services Committee. Throughout our efforts, we strive to engage with our stakeholders, recognising that establishing community trust is equally crucial to our mission.

Engaging with stakeholders and building community trust is essential to our mission. As such, we will compile annual Sustainability Reports to inform stakeholders, residents, and the community about our progress. These reports will be available on our website. Quarterly reports will also be prepared for the Senior Management Team and Housing Services Committee.



07

FUNDING



The primary sources of funding that will enable us to deliver on our objectives and planned initiatives outlined in this Sustainability Strategy are as follows:



FUNDING SOURCE	ACITIVITY
1. Asset Management Budget Strategy	Planned Maintenance Investment in our Assets
2. Retrofit Budget Master Plan	Upgrading our Existing Stock
3. Energy Management and Procurement Budget	Sustainable Energy Sourcing
4. Developing Financing	Delivering A2 Rated New Homes Stock

We will continue to explore other ways to secure funding or pilot new initiatives, including JUST TRANSITION PATHWAYS, and share these ideas with the Executive team. We'll focus on investment opportunities with financial returns, as well as alternative financial models

With these and additional State aids, such as an immediate increase in the management and maintenance payments for older AHB housing

stock, access to diverse funding sources, a part grant or a novel form of government equity, and the reclassification of AHBs, this sector can continue to provide much-needed new social and cost rental homes in Ireland, a crucial infrastructure for any flourishing nation.

It is important to note, that this a 'live' Strategy that we aim to update on an annual basis making us agile to changes and developments in this area.

08

MEASURE
SUCCESS

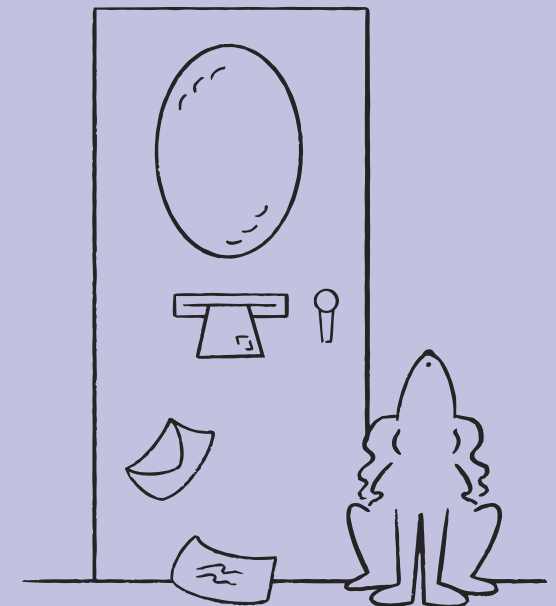


08. MEASURE SUCCESS

Measuring success will go beyond simply meeting numerical targets; it will encompass the positive impact we create within our community and the broader housing sector. The progress made in each key area specified can be assessed by comparing annual targets against the actual achievements.

We will measure the success of our 2025-2028 Sustainability Strategy monitoring a set of targets that are aligned with the six strategic themes and their assigned sustainability ambitions. These targets will be specific, measurable, and tailored to assess the progress, effectiveness and impact of the strategy.

Oaklee acknowledges that energy and sustainability are dynamic fields that constantly evolve with advancements in science and technology. As such, we are committed to aligning and adapting our approach to align with evolving policies, regulations, and technologies.



08. MEASURE SUCCESS

Sustainability Strategy 2025—2028

LEAD INDICATORS

ENERGY CONSUMPTION AND EFFICIENCY

Energy Consumption

Reduction in Energy Consumption
relative to baseline year

BER Ratings

Increase in the number of properties achieving
at least a B2 energy performance rating.

Renewable Energy

Amount of energy produced from renewable
sources (e.g., solar panels installed)

Carbon Emissions

Reduction in Greenhouse Gas Emissions:
Track reductions in Scope 1 & 2 emissions

Carbon Footprint

Quarterly and annual tracking of total carbon

RESIDENT ENGAGEMENT AND FUEL POVERTY

Resident Satisfaction

Survey residents on energy efficiency
improvements and support provided

Fuel Poverty Alleviation

Measure how energy efficiency initiatives
have reduced energy costs for residents

Educational Programs

Count of workshops and engagement
sessions conducted

GOVERNANCE AND REPORTING

Compliance with ESG Reporting

Adoption of standardised ESG reporting

Board Discussions

Regularity of climate-related financial
risk discussions at board meetings

FINANCIAL PERFORMANCE AND SUSTAINABILITY FUNDING

Energy Procurement

Savings achieved through smart
energy procurement strategies

External Funding

Amount of grants and funds secured
for sustainability initiatives

OPERATIONAL AND PEOPLE, CULTURE AND TRANSFORMATION INITIATIVES

Circular Economy Initiatives

Implementation of recycling programs
and reduction in office waste

Green Office Practices

Adoption of green office initiatives
and sustainable travel practices

Biodiversity Projects

Number and impact of biodiversity
projects undertaken

08. MEASURE SUCCESS

Sustainability Strategy 2025—2028

OAKLEE STRATEGIC INITIATIVES, 2025 - 2028

STRATEGIC THEME	TARGET	YEAR 1	YEAR 2	YEAR 3
01. TO DELIVER HOMES THROUGH PARTNERSHIPS	To develop or buy high-quality social and affordable homes that adhere to enhanced efficiency standards, such as Net Zero Energy Buildings.	●	●	●
	Create our new Design Guide, to include asks in relation to nZeb, clean heating, accessible living, biodiversity as well as the provision for sustainable transport (bikes, EVs).	●		
STRATEGIC THEME	TARGET	YEAR 1	YEAR 2	YEAR 3
02. TO MAINTAIN AND UPGRADE OUR COMMUNITIES	Roll out retrofit masterplan and start year one retrofit project to improve affordability and reduce environmental impact in properties and neighbourhoods.	●	●	●
	Complete a review of planned capital investments to ensure the best approach is being taken in relation to energy efficiency, value for money, lifecycle costs and resident satisfaction.		●	
	Deliver and promote 3 biodiversity projects annually in our schemes. . Invite local community/ environmental groups to take part.	●	●	●
	Achieve 100% coverage in Building Energy Rating Certificates for all homes.	●	●	●

OAKLEE STRATEGIC INITIATIVES, 2025 - 2028

STRATEGIC THEME	TARGET	YEAR 1	YEAR 2	YEAR 3
03. TO PROVIDE TOP-QUALITY RESIDENT SERVICE	Support the commencing of a 'Resident Green Group' to empower our residents in building climate-resilient communities.		●	
	Take action to address fuel poverty and promote sustainable behaviours amongst residents with relatable guidance and online content	●	●	●
	Deliver annual energy engagement workshops supporting residents with relevant information on energy saving and sustainable living practices, promoting reduce, reuse and recycle principles with our residents.	●	●	●

08. MEASURE SUCCESS

Sustainability Strategy 2025—2028

OAKLEE STRATEGIC INITIATIVES, 2025 - 2028

STRATEGIC THEME	TARGET	YEAR 1	YEAR 2	YEAR 3
04. CREATE AN EFFICIENT HIGH-PERFORMANCE CULTURE	Implement recycling programs and responsible waste management practices through: <ul style="list-style-type: none"> • Green office initiatives, promoting sustainable behaviours • Sustainable materials sourcing • Complete green office survey and implement green office initiatives. 		●	
	Support 'Green Office Champions' within Oaklee to promote our endeavours as this shift in the organisation is crucial to our overall climate action objectives.		●	
	Provide action based training to increase knowledge and professional competence in all matters related to Sustainability.		●	●
	Continue to nurture our hybrid work policy which demonstrates our commitment to sustainable workforce.	●	●	

08. MEASURE SUCCESS

Sustainability Strategy 2025—2028

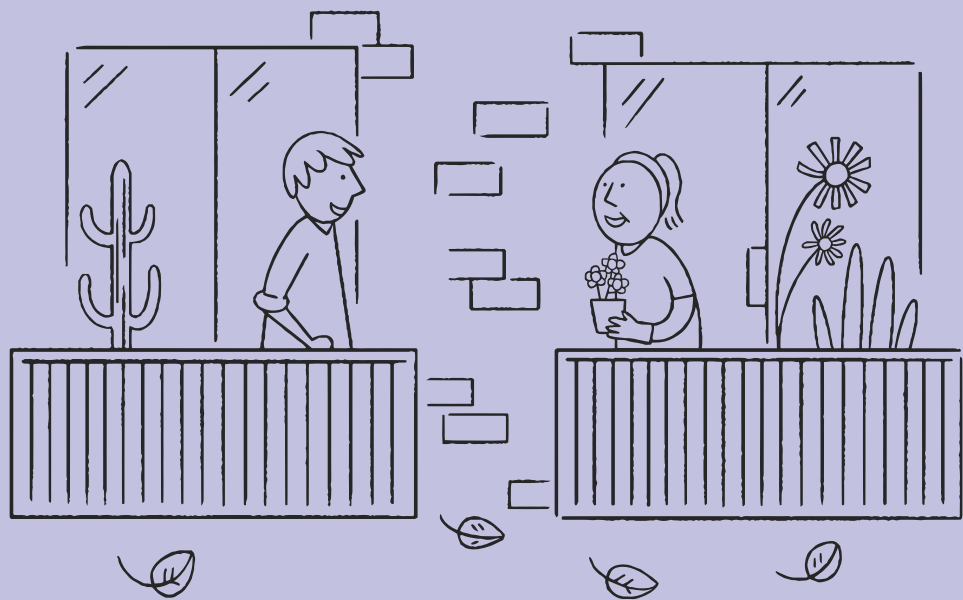
OAKLEE STRATEGIC INITIATIVES, 2025 - 2028

STRATEGIC THEME	TARGET	YEAR 1	YEAR 2	YEAR 3
05. ENSURING FINANCIAL GROWTH AND STABILITY	Reduce emissions by 3% annually from the 2020/21 baseline, cutting energy and operating costs. Everyone plays a part in reducing energy usage.	●	●	●
	Engage annually in intelligent energy procurement, effectively managing contracts to achieve cost savings in energy expenditure. Deliver savings of 3% energy costs.	●	●	●
	Explore alternative energy sources and seek grant funding opportunities to meet our sustainability targets and align with our goals of reducing our scope 1 and 2 emissions.		●	●
	Incorporate innovative technologies that aid in reducing greenhouse gas (GHG) emissions and evaluate the feasibility of implementing renewable energy systems in our housing stock.		●	
	Produce ESG Statement. Move to formal reporting of our ESG metrics in annual Non-Financial Disclosure reporting on a voluntary basis over the life of this plan.	●	●	

08. MEASURE SUCCESS

OAKLEE STRATEGIC INITIATIVES, 2025 - 2028

STRATEGIC THEME	TARGET	YEAR 1	YEAR 2	YEAR 3
06. COMMUNICATING & ENGAGING WITH OUR STAKEHOLDERS	Host annual educational programs for staff and residents.	●	●	●



Oaklee's Sustainability Strategy for 2025-2028 represents a comprehensive framework designed to address the pressing environmental, social, and economic challenges of our time.

By focusing on six strategic themes, we aim to deliver strong homes, maintain and upgrade our communities, provide top-quality resident services, create an efficient high-performance culture, ensure financial growth and stability, and engage with our stakeholders.

Our strategy underscores our commitment to reducing energy consumption, minimising environmental impact, and fostering a culture of sustainability within Oaklee. Through innovative initiatives, smart energy procurement, and robust governance structures, we are poised to set new benchmarks in the social housing sector.

We recognise that our success relies not only on meeting numerical targets but also on the positive impact we create within our community and the broader housing sector. By aligning our efforts with international, European, and national policies, we ensure that our actions contribute to global sustainability goals.

As we embark on this journey, we remain dedicated to continuous improvement, transparency, and collaboration. Together, we can create a sustainable future for our residents, employees, and the wider community. Oaklee is committed to leading the way in environmental stewardship, transforming lives through secure and stable housing, and setting a standard for others to follow.





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