

Justlife

Environmental, Social and Governance (ESG) Roadmap

April 2026



Justlife

Introduction

This document brings together the key outputs, progress and priority actions developed through the Boxless Year of Change support for Justlife. It provides a clear record of work completed so far and sets out a practical roadmap for the next phase of delivery.

The roadmap has been shaped through the Year of Change framework, the B Impact Assessment lens and a review of Justlife's existing programme, operational and policy materials. It reflects Justlife's mission to make people's experience of temporary accommodation short, safe and healthy, while strengthening the organisation's approach to governance, people, community, environment and client experience.

This is intended to be both a strategic Environmental, Social & Governance (ESG) summary and a practical working document. It recognises the substantial strengths already present within Justlife, while also identifying where clearer structures, policies, targets and ownership will help embed impact more deeply over time.

Message from Simon, CEO

We decided to embark on this work for multiple reasons, including;

- Best practice and resilience: Having diverse voices at every level helps us better serve the communities we work with and make better decisions.
- Justice and fairness: this is also about ensuring we practice the justice and fairness that sits at the heart of our mission, in how we serve our communities and how we operate as an organisation.
- Funding requirements and opportunities: Many major funders now require organisations to demonstrate clear sustainability practices before awarding grants.

Over the last 12 months we have;

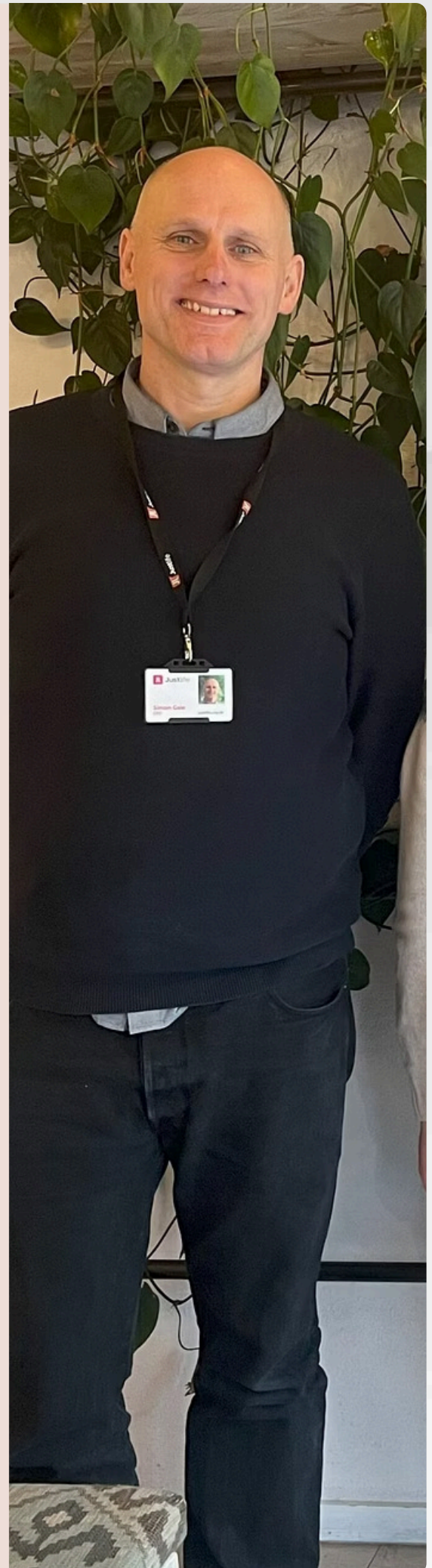
Worked with the staff Diversity, Equity & Inclusion (DEI) Working Group to update our DEI strategy and action plan.

Planned forward with the Board to help improve and make our recruitment more attractive to diverse groups increase.

Developed an environmental plan, including calculating our carbon footprint and setting targets to reduce it.

Developed a buying framework that can enable us to consider where and how we spend our money, while ensuring it doesn't impact our support for people.

I am excited to elevate these areas within Justlife and in turn bring more opportunity, longevity and improved service. We now have to keep it going.



Why this work mattered & what the audit revealed

Justlife is already delivering strong social impact, a foundational strength that was clearly evident throughout the assessment. Their commitment to making people's experience of temporary accommodation short, safe, and healthy remains unwavering.

The identified gaps were not in the organisation's core purpose or vision, which are robust and inspiring. Instead, the primary areas for development lay within internal structure and operational practices, which can be improved to further bolster their mission.

Specifically, the audit revealed opportunities to strengthen governance frameworks, elevate diversity, equity and inclusion practices, integrate more sustainable environmental practices and enhance supplier engagement. These areas, while not impacting immediate mission delivery, are crucial for long-term stability and broader positive influence.

Therefore, the entire Year of Change initiative was strategically designed to address these enhancements. The goal was to make Justlife an even more resilient, fundable and future-ready organisation, capable of scaling its impact and navigating evolving challenges with greater confidence and effectiveness.

Year of Change at a Glance

The purpose of the programme

The Year of Change support was designed to help Justlife:

- assess current ESG, inclusion and impact maturity
- identify strengths, gaps and opportunities using a recognised framework (B Corp)
- turn broad ambitions into practical, phased actions
- strengthen formal policies and accountability
- build a more joined-up approach across people, planet and purpose

Recommendations were structured in three layers:

Goals - strategic developments requiring senior input, resourcing or structural change.

Immediate actions - practical steps with lower dependency and quicker implementation potential

Considerations - risks, trade-offs and enabling conditions to support sound decision-making.

The approach used

Across the programme, Boxless worked through five core impact areas aligned to the B Impact Assessment framework:

01

Governance

Mission & Engagement, Ethics & Transparency

02

Workers

Financial Security, Health & Wellness, Career Development, Benefits

03

Community

Diversity, Equity & Inclusion, Workforce Development, Civic Engagement, Supply Chain Management

04

Environment

Environmental Management, Air & Climate, Water, Land & Life

05

Clients

For Justlife, this impact area reflects purpose-driven work, ie, your day-to-day work on the ground

B Impact Assessment Scores

A comprehensive evaluation across all five impact areas, with 188 questions answered and detailed scoring. Although charities are not eligible for B Corp certification the framework is globally recognised as the most robust and detailed.

3/5

Governance

27/27 questions
answered

4/5

Workers

42/42 questions
answered

2/5

Community

35/35 questions
answered

1/5

Environment

20/20 questions
answered

5/5

**Clients
(adapted
from
customers)**

64/64 questions
answered

The Clients category shows exceptional performance, whilst Environment presents the greatest opportunity for improvement and strategic development.

Key Themes and Priority Areas Identified

Throughout the audit process, five major strategic priorities consistently emerge.

Strategic integration

Social and environmental commitments should now be embedded into Justlife's wider organisational strategy, rather than sitting alongside it as separate workstreams.

Formal policy and governance infrastructure

There is clear need for stronger consistency across policy ownership, review cycles, governance transparency and public accountability.

DEI strategy development

Justlife has good values and strong practice, but requires a clearer action-led DEI plan with accountability, targets and leadership ownership.

Environmental implementation and net zero pathway

The environmental policy and plan needed ownership and a strong framework. The next challenge is disciplined implementation, measurement and reporting.

Responsible procurement and supplier screening

Procurement and supplier relationships need to be more intentionally aligned to Justlife's values, including environmental and social considerations but balance organisational needs.

Key Organisational Strengths Confirmed Through the B Impact Assessment

Justlife already has a strong social impact foundation. The B Impact Assessment gave us a clear picture: Justlife's social impact scores are exceptional. But low scores on governance, environment and supply chain signal real risk, not to the mission, but to the organisation's long-term resilience and ability to secure funding. This is a large part of what the Year of Change set out to address.

Mission and service strength

Justlife's work is clearly purpose-driven, rooted in improving the lives of people experiencing homelessness, temporary accommodation and housing insecurity. Across its Brighton and Manchester work, the organisation demonstrates strong commitment to health, wellbeing, empowerment and lived experience.

Strong client and community practice

The reviewed materials show that Justlife is already delivering meaningful community-facing work, particularly through the Social Connection Project and Living Well activity. These services reflect a strong relational model centred on connection, safety, wellbeing and inclusion.

The volunteer experience report highlights solid training, strong staff support, lived-experience inclusion and pathways into paid roles

Positive volunteer experience and progression pathways

The volunteer experience documentation highlights strong preparation, supportive staff relationships, reflective practice and real pathways from volunteer participation into wider involvement and paid opportunities.

The Social Connection Project includes befriending, peer support, Living Well, women's group and LGBTQ+ group activity

Financial resilience and credibility

The financial documents reviewed indicate a comparatively strong financial position, including a year-to-date surplus, healthy bank position, multi-year funding wins and growing unrestricted reserves. This creates a stronger platform for implementation than many comparable organisations in the sector.

The management accounts show a year-to-date surplus, strong bank balance and multi-year funding wins.

Environmental readiness

The environmental approach was start/stop. What existed as partial environmental thinking needed to be translated into a much stronger long-term policy and implementation framework.

The environmental work had not visibly moved much since the 2018 carbon report and therefore a more current lens needed to be applied to ensure robust policy and a realistic plan with longevity.

UN Sustainable Development Goals

A To-Do List for Humanity: 17 SDGs

Of the 17 SDG's the below emerged as the most relatable to Justlife's mission.

Justlife does not need to become SDG-led, but using a light-touch SDG framing helps position its work in language recognised by funders, partners and cross-sector audiences.



Justlife's work directly contributes to seven high-relevance SDGs which is a great starting point:

No Poverty (1)

Good Health & Wellbeing (3)

Gender Equality (5)

Affordable & Clean Energy (7)

Reduced Inequalities (10)

Climate Action (13)

and Peace, Justice & Strong Institutions (16)

What Does Justlife Have Now

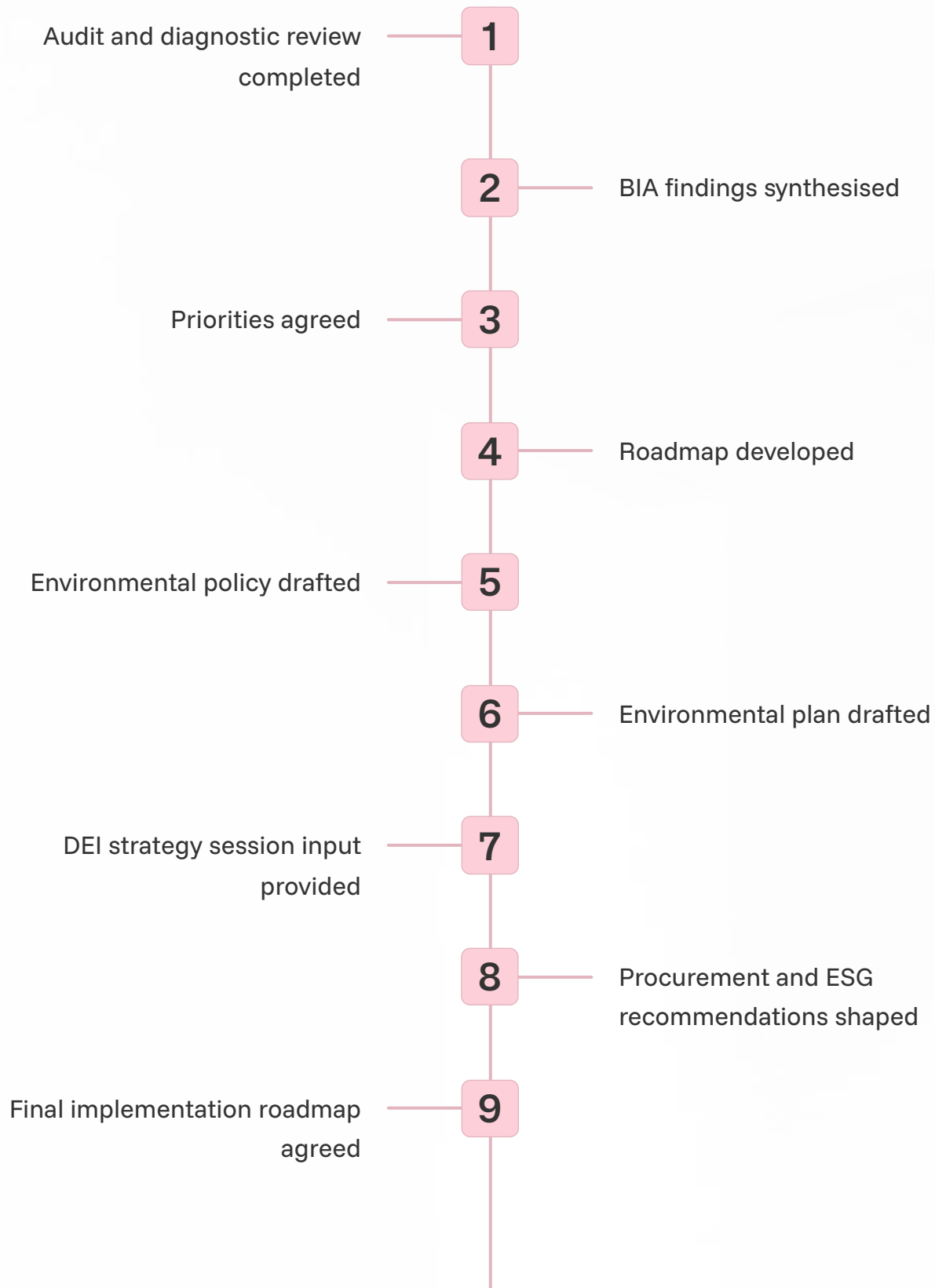
- a full Year of Change audit and prioritised roadmap
- an Environmental Policy for 2026–2035
- an Environmental Plan with practical toolbox for 2026–2035
- Champion structure across DEI and Environmental
- a phased carbon measurement and reporting approach
- an agreed route toward supplier screening and responsible procurement
- clearer ownership expectations for policy and governance
- a stronger DEI plan and understanding

This means Justlife can now:

- approve and implement a formal environmental framework
- begin baseline carbon reporting
- review suppliers more consistently against values
- assign ownership for policy review and reporting
- speak more clearly to funders about DEI, ESG and organisational resilience

Year of Change:

A timeline of key milestones achieved throughout the programme.



Progress Achieved During the Year of Change

The Year of Change work has already moved Justlife forward in several important ways.



Governance and strategic clarity

- A clear strategic audit has been completed using the BIA framework.
- Key priorities have been translated into a structured roadmap.
- Suggested ownership and review structures have been identified.
- Governance transparency and policy ownership have been elevated as priorities.



Workers, inclusion and culture

- A comprehensive DEI plan is ready to launch
- Inclusive leadership (board), recruitment and progression have been identified as key areas for action.
- Volunteer progression and recognition have been surfaced as a real strength to build on.



Community and partnership thinking

- Existing community programmes and co-design strengths have been recognised.
- Partner mapping and wider ecosystem value are now better understood.
- The case for stronger local, diverse and values-aligned partnership development has been clarified.



Environment

- A full environmental policy framework is now drafted.
- A practical environmental plan is now drafted.
- Net zero by 2035 has been articulated as the long-term direction.
- Scope 1, 2 and 3 definitions, baseline sequencing and implementation phases have been established.
- Environmental Champions and recurring environmental sessions have been proposed to support culture and delivery.



Clients and service quality

- The importance of a future Client Charter, improved policy visibility and stronger data rights / complaints infrastructure has been identified.
- Client-centred pathways and lived-experience practice have been recognised as strong foundations for future development.

Final Roadmap - Phase 1:

Put the foundations in place

JANUARY 2026 TO SEPTEMBER 2026

Primary aim: Move from draft outputs to formal adoption, ownership and early implementation.

Governance

- confirm executive and operational ownership for each priority area
- establish a central policy register with review dates and owners
- agree reporting cadence for roadmap progress
- embed the roadmap into Justlife's wider strategic planning cycle

DEI / People

- convert current DEI thinking into a structured action plan
- confirm scope, terminology, leadership ownership and implementation expectations
- set an initial representation and inclusion baseline
- identify practical staff development actions, including inclusive practice training

Environment

- formally approve the Environmental Policy and Environmental Plan
- confirm the Environmental Champions structure
- select the preferred carbon measurement approach and tool
- begin gathering baseline data for scopes 1 and 2
- launch the first cycle of environmental sessions
- adopt the tiered buying / sustainable decision-making approach

Procurement and suppliers

- review the supplier list against proposed procurement principles
- create a first-stage supplier screening approach
- prioritise review of higher-volume or higher-impact supplier categories such as office equipment, travel, facilities, energy and frequently purchased service-user essentials.

Communications and accountability

- prepare an annual ESG / impact statement format
- agree what can be shared publicly and when
- align messaging with Justlife's mission, values and impact narrative

Expected outputs by end of Phase 1

Approved roadmap ownership structure	Central policy register live
DEI action plan approved and launched	Environmental policy and plan formally adopted
Carbon baseline process underway	Procurement review framework established
Strong internal and external communication on these commitments and why they matter	

Final Roadmap - Phase 2:

Start using the new systems

OCTOBER 2026 TO MARCH 2027

Primary aim: Turn frameworks into operating practice and begin consistent reporting.

Governance

- introduce regular internal roadmap monitoring
- publish or prepare a transparency / impact governance approach
- strengthen board recruitment and lived-experience representation planning

Workers and culture

- deliver inclusive practice learning and reflective sessions
- explore volunteer accreditation or recognition pathways
- build clearer volunteer-to-staff progression documentation where appropriate
- begin shaping a broader wellbeing framework

Environment

- complete first carbon baseline for scopes 1 and 2
- establish waste and water tracking practices
- identify quick-win reduction opportunities, including lighting, heating efficiency and travel practice
- confirm timeline for scope 3 baseline development
- embed environmental activity into annual operations, not just project work

Community and partnerships

- Use evidence from Social Connection Project, Living Well, peer support, women's and LGBTQ+ activity to strengthen impact reporting and public messaging.
- identify opportunities to strengthen relationships with grassroots, diverse and values-aligned partners
- consider how co-design and lived experience can be more formally reflected in programme design and reporting

Clients

- begin development of a Client Charter
- review gaps in visible client-facing policies, including complaints and data rights
- strengthen the articulation of progression pathways from connection to stability, wellbeing and opportunity

Expected outputs by end of Phase 2

First formal progress review against roadmap	Carbon baseline published or ready for internal sign-off
Environmental tracking routines embedded	Board / governance development approach progressed
Early DEI implementation underway	First draft Client Charter structure developed

Final Roadmap - Phase 3:

Review progress and build from there

APRIL 2027 ONWARD

Primary aim: Build on Year 1 foundations by measuring progress, refining delivery and increasing external credibility.

Organisation-wide

- produce an annual impact and transparency statement
- report against selected KPIs across governance, inclusion, environment and client experience
- review roadmap progress and refresh priorities annually

Governance

- strengthen public transparency around commitments, structure and progress
- continue board diversification and advisory voice development

People and inclusion

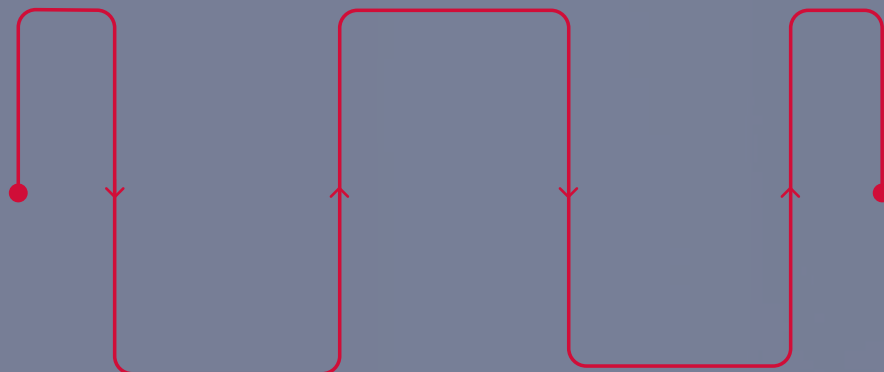
- track progress against representation, inclusion and staff experience measures
- embed inclusive leadership more deeply into management and organisational culture

Environment

- expand from scopes 1 and 2 into fuller scope 3 understanding
- continue annual environmental reporting
- review feasibility of renewable energy, energy efficiency improvements and deeper supplier integration

Clients and community

- formalise a stronger client voice and feedback infrastructure
- align outcomes reporting more clearly to SDGs and organisational purpose
- continue building pathways that connect service engagement, confidence, community connection and progression



This three-phase structure ensures Justlife moves from drafts and frameworks through to embedded practice and confident external communication of impact.

Recommended Ownership Structure

To keep the roadmap deliverable, ownership should be explicit and proportionate.

Role	Responsibility
Executive sponsor	approves priorities, removes blockers, signs off public commitments
Programme coordination	tracks actions, convenes reviews, keeps momentum
Policy owners	update documents, gather evidence, report progress
Board / trustees	review progress annually and support transparency

Review rhythm	Monthly internal check-in, quarterly steering review, annual public-facing summary where appropriate
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Suggested Year 1 Success Measures

The following measures are recommended as practical indicators of progress.

- carbon baseline completed and internally reviewed
- at least one supplier review completed using new criteria
- DEI plan approved with named owners
- annual impact/ESG statement drafted or published
- client-facing policy gaps reviewed and decisions taken
- community outcomes linked to at least 3 priority SDGs in reporting

Governance

- core policy library reviewed and owned
- policy register in place
- roadmap review cadence operating consistently

DEI / Workers

- DEI plan agreed
- inclusion baseline established
- continue inclusive practice/training
- volunteer progression / recognition approach explored

Environment

- environmental policy and plan adopted
- Environmental Champions active
- scopes 1 and 2 baseline underway or completed
- waste / water tracking started
- first annual environmental reporting structure agreed

Community and clients

- client-facing policy gaps identified and prioritised
- Client Charter development started
- impact narrative more clearly linked to SDGs, lived experience and community outcomes

Closing Reflection

The Year of Change programme has given Justlife something valuable: not simply a list of good intentions, but a stronger structure for decision-making, implementation and accountability.

Justlife already has deep mission alignment, trusted frontline practice and a strong social purpose. The work completed with Boxless has helped translate that strength into a clearer organisational roadmap across governance, inclusion, environmental stewardship and impact.

The next phase is not about creating more complexity. It is about embedding what now exists:

- **Clearer ownership**
- **Stronger policy foundations**
- **Realistic implementation sequencing**
- **Better measurement**
- **More confident communication of impact**

The opportunity ahead is to ensure that Justlife's internal systems reflect the same care, clarity and integrity that already exists in its frontline work.

Risks and Watch-Outs

As Justlife embarks on its strategic roadmap, it is essential to acknowledge potential challenges and areas requiring careful attention. Proactive consideration of these 'watch-outs' will ensure sustained progress and mitigate unforeseen hurdles, allowing the organisation to adapt and thrive.

Things to Watch

- Capacity is limited, so sequencing of actions and judicious prioritisation will be crucial.
- Not every action needs to happen at once; a phased approach allows for learning and adaptation.
- Environmental ambition, while vital, should not inadvertently create barriers to frontline response or critical service delivery.
- Supplier review processes may require significant time, particularly where long-standing contracts or cost constraints are in place.
- Governance and DEI initiatives require consistent and visible leadership backing to truly embed and achieve lasting cultural change.

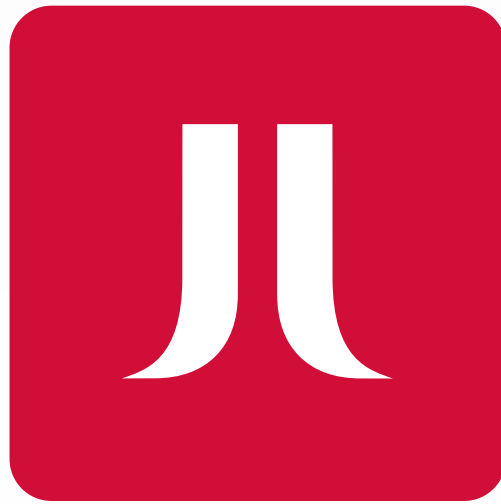
Addressing these points head-on will help Justlife maintain momentum, protect its core mission, and ensure that the roadmap is not just ambitious, but also resilient and achievable.

Appendices

- [Year of Change Audit, Recommendations & Roadmap](#)
- [Environmental Policy 2026–2035](#)
- [Environmental Plan 2026–2035](#)
- [DEI plan 2026-2030](#)
- [Glossary](#)
- [Justlife Strategic Plan 2026-2030](#)

Glossary of Sustainability and DEI Terms

This glossary explains some of the sustainability, inclusion and impact terms used in this roadmap. It is intended to make the document easier to read and to support shared understanding across staff, trustees, partners and other readers.



Justlife

Sustainability and Environment

B Impact Assessment (BIA)

A tool created by B Lab to assess how an organisation performs across areas such as governance, workers, community, environment and clients. It was used in the Year of Change to help identify Justlife's strengths and gaps.

Carbon Baseline

A starting point showing the amount of greenhouse gas emissions an organisation produces over a set period. This makes it possible to measure progress over time.

Carbon Footprint

The total greenhouse gas emissions caused directly or indirectly by an organisation, activity or product.

Climate Action

Practical steps taken to reduce emissions and respond to the impacts of climate change.

Environmental Champions

Staff members who help encourage, coordinate and support environmental action across the organisation.

Environmental Policy

A formal statement setting out an organisation's environmental commitments, principles and priorities.

Greenhouse Gases (GHGs)

Gases such as carbon dioxide and methane that trap heat in the atmosphere and contribute to climate change.

Net Zero

Reaching a point where emissions are reduced as much as possible, and any remaining emissions are balanced out. The main priority should always be reducing emissions first.

Sustainability and Environment (continued)

Procurement

The process of buying goods and services for the organisation.

Responsible Procurement

A way of purchasing that considers environmental, social and ethical factors as well as cost and quality.

Scope 1 Emissions

Direct emissions from sources owned or controlled by an organisation, such as fuel burned on site.

Scope 2 Emissions

Indirect emissions from purchased energy, such as electricity, heating or cooling used by an organisation.

Scope 3 Emissions

All other indirect emissions linked to an organisation's activities, such as travel, waste, purchased goods and supplier impacts.

Supplier Screening

Reviewing suppliers against a set of criteria, such as environmental standards, labour practices, ethics or alignment with organisational values.

Sustainability

Meeting present needs without compromising the ability of future generations to meet theirs. In practice, this means balancing people, planet and long-term organisational resilience.

Sustainable Development Goals (SDGs)

A set of 17 global goals adopted by the United Nations to address social, environmental and economic challenges. They can help organisations explain how their work connects to wider priorities.

DEI and People

 **DEI** - Diversity, Equity and Inclusion. An acronym used to describe the areas of work focused on building fairer, more inclusive organisations and communities. This is the preferred term for Justlife to use.

EDI - Equality, Diversity and Inclusion. Refers to the legal framing in place in the UK, governed by the Equalities Act. Also a variation of DEI used by some organisations. The meaning is broadly the same, but the order can reflect what the organisation wants to emphasise.

Diversity

The presence of difference within a group, for example in background, identity, experience, perspective or lived reality.

Equity

Fairness in process and outcomes. Equity recognises that people do not all start from the same place and may need different support or access.

Inclusion

Creating environments where people feel welcomed, respected, safe and able to participate fully.

Belonging

The feeling that you are accepted, valued and able to be yourself within a group, team or organisation.

DEI and People (continued)

Intersectionality

The idea that people may experience overlapping forms of disadvantage or discrimination based on different aspects of their identity, such as race, gender, disability or class.

JEDI

Justice, Equity, Diversity and Inclusion. A term some organisations use to place stronger emphasis on justice and systemic change.

Lived Experience

Knowledge and insight gained through direct personal experience of an issue, such as homelessness, poverty or housing insecurity.

Co-design

Designing services, policies or activities with the people affected by them, rather than for them.

Psychological Safety

An environment where people feel able to speak honestly, ask questions, raise concerns and contribute ideas without fear of blame or embarrassment.

Representation

Who is present and visible within an organisation, including staff, leadership, trustees, volunteers and people involved in shaping decisions.

Inclusive Leadership

A leadership approach that actively creates fairness, listens well, shares power appropriately and supports different people to contribute and thrive.

Governance, Impact and Accountability

ESG

Environmental, Social and Governance.
A broad framework used to understand how an organisation manages its environmental impact, social responsibilities and leadership practices.

Governance

How an organisation is led, managed and held accountable. This includes board oversight, decision-making, transparency, policy ownership and review processes.

Impact Reporting

The process of explaining what an organisation has achieved, for whom, and why it matters.

Policy Register

A central list of organisational policies showing what exists, who owns each policy and when each one is due for review.

Social Value

The wider positive benefit created for people and communities, beyond a service's immediate output or financial value.

Stakeholders

People or groups with an interest in, or affected by, an organisation's work. This may include staff, volunteers, clients, trustees, partners, funders and local communities.

Transparency

Being open and clear about decisions, commitments, progress, challenges and accountability.

Theory of Change

A clear explanation of how and why an organisation's activities are expected to lead to the outcomes and impact it wants to create.