



# Our 2030 Strategy

ecological building  
co-operation sustainable world  
fair society activism  
responsibility openness  
environment



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# Introduction

In marking our  
40th anniversary  
we recognise our  
positive impacts  
but know that we  
must do more  
we are living in a  
planetary emergency  
the time for  
action is now

As a building society, Ecology is owned by, accountable to, and run for the benefit of our members, the people who borrow and save with Ecology. Our 2030 Strategy has been collaboratively developed by our colleagues, Board, members and key partners and we'd like to thank everyone for their valuable and diverse insights and ideas.

The starting point for our Strategy is that the world is in a state of climate and ecological emergency. Human-driven climate change and destruction of nature are happening at an alarming rate, with grave consequences for society. The scale and pace of the transformation required for humanity to move to a sustainable path will be like nothing we have seen before.

In this state of planetary emergency, the challenge can feel overwhelming. But the technical solutions exist. What is needed is economic, societal and policy change. It is the responsibility of all businesses, governments, civil society and individuals to act now.

As a mission-led, ethical lending organisation, we take our responsibility very seriously, for current and future generations. We will deploy all our resources to drive urgent change. We will empower our colleagues, members and wider society to create a better, more sustainable future for all.

# Our purpose

Since being established in 1981, Ecology Building Society has been dedicated to building a greener society. Our activities are guided by our vision, mission and values.



Ecology’s principal purpose, enshrined in its Memorandum, is making loans which are secured on residential property that are funded substantially by its members, promoting ecological policies designed to protect or enhance the environment in accordance with the principles of sustainable development.

## System Value – We seek to create holistic value for society and the environment



Unlike traditional businesses that aim to maximise shareholder value while identifying some examples of doing good, our priority is to create holistic ‘system value’, maximising positive economic, social and environmental impact on the social system we are part of, while taking action to mitigate the negatives.

Our Strategy focusses on enabling people and the environment to benefit from homes with good ecological performance, sustainable communities, and a fair and sustainable economy.

## Our purpose – a responsible organisation leading by example

We know that as we work on our ecological mission, helping others to live more sustainably, we must lead by example.

Ecology is grounded in the real needs and concerns of people and communities, with long-standing commitments to co-operative values, fair pay, equality, diversity and inclusivity. We will continue to ensure that all colleagues and members feel that they belong and are included, irrespective of their background.

We must challenge ourselves to diversify and be more inclusive in how we reach, engage and serve people, including helping disadvantaged people and communities to flourish.

We are committed to maximising our positive environmental impact and minimising any negative impacts, from our business operations. For example, we have eco-built offices and gardens where we actively seek to reduce our environmental footprint, including carbon emissions, water use and waste. We seek to reduce our negative impact through responsible consumption and travel and we carry out ethical checks on procurement. We also take part in community volunteering and tree planting. We currently offset carbon emissions from our business operations and supply chains through tree-planting schemes. We will achieve net zero<sup>1</sup> carbon emissions in our business operations by 2030 at the latest.

Our largest impacts arise from the actions of our members, where the flow of ethical finance creates sustainable homes and communities, and our collective voice helps drive positive societal change.



*Members of the Ecology team*

Ecology is a signatory of three high profile international commitments, underlining our responsibility to deliver solutions that address climate change and sustainable development.

### **UNEP Finance Initiative Principles for Responsible Banking**

ensuring that strategy and practice align with the Sustainable Development Goals and the Paris Climate Accord.

### **UNEP Finance Initiative Net Zero Banking Alliance**

ensuring CO<sub>2</sub> emissions reach net zero at the latest by 2050, consistent with a maximum temperature rise of 1.5°C above pre-industrial levels.

### **GABV's Climate Change Commitment (3Cs)<sup>2</sup>**

ensuring the climate impact of our loans and investments are in line with the Paris Agreement.

<sup>1</sup> Net zero is achieved when greenhouse gas emissions are close to zero and the remaining amount is removed from the atmosphere by technological or natural solutions

<sup>2</sup> GABV: Global Alliance for Banking on Values

## Our purpose - empowering people, creating change

In our 2030 strategy, we have an unrelenting focus on empowering people and creating positive impact through all our activities and outputs.

Our **impact-led products and services** will continue to enable existing and future members to create shared value through their ethical savings and sustainable mortgages.

To equip our members with knowledge to make their homes and communities more sustainable and resilient, we will create more opportunities for **collaboration and sharing of knowledge**.

We will significantly increase our activities to **agitate for change** in the broader societal system so that all people can flourish, the environment is re-generated and the economy is inclusive.

Drawing on our experience as a resilient, sustainable, successful organisation, we will increase our contribution to public discourse and collective campaigns and initiatives.

To agitate for changes that are needed, we will:

- Advocate and innovate to create new ideas
- Incubate ideas into genuinely impactful solutions
- Demonstrate solutions that others may adopt, helping to scale up system change



Our role in creating system change

# A pivotal decade

## Climate and ecological emergency – code red for humanity

This decade, particularly the next few years, is the critical window of opportunity to take action to avert climate breakdown. The planet is perilously close to already reaching the internationally agreed threshold of 1.5 degrees of global heating. The recent landmark IPCC report<sup>1</sup> warned that human activity is changing the climate in unprecedented and sometimes irreversible ways, bringing increasingly extreme heatwaves, droughts and flooding.

Human-driven climate change and dramatic changes in land use are causing biodiversity to decline at an alarming and accelerating rate. Three-quarters of the land-based environment have been significantly altered by human actions, with more than a third of land now devoted to crop or livestock production. 66% of the marine environment has been significantly altered<sup>2</sup>. One million animal and plant species are now threatened with extinction, many within decades. The ecological world is facing collapse.

The climate and ecological emergency is not only an environmental issue, but also a humanitarian and economic issue. A liveable planet and healthy ecosystems are the foundation of our societies, our economies, our food production and our health.

*“I want you to act as if the house was on fire, because it is.”*

Greta Thunberg, World Economic Forum, 2019

The pandemic has taught the world what it is like to experience a global shock – the crisis has touched all segments of the population, all sectors of the economy and all areas of the world, affecting the world’s poorest and most vulnerable the worst. The UN has warned that our collective response to the pandemic can serve as an ominous ‘warm-up’ for our preparedness in preventing an even larger crisis of climate breakdown<sup>3</sup>.

Global carbon emissions will need to be net zero by 2050, but emission reductions must start now. The IPCC concludes that if we can achieve a sustained 3-4% year on year reduction in greenhouse emissions globally we still have a good chance of limiting warming to 1.5°C.

There must be a rapid whole economy transition, from a linear ‘take-make-consume-dispose’ extractive economy powered by fossil fuels, to an ecologically and socially responsible ‘circular’ economy where products and materials are reused, waste is eliminated, biodiversity is protected and regenerated, and energy is clean and renewable.

While it is often hard not to feel anything other than anxiety at what lies ahead, there is hope. A shared vision for a sustainable future exists – the UN Sustainable Development Goals are a blueprint to achieve a better and more sustainable future, ending poverty, and setting the world on a path of peace, prosperity and opportunity for all on a healthy planet.

Solutions to tackle carbon emissions are becoming more viable each day, with the price of solar and wind falling faster than estimated, and about \$35 trillion of assets (about a third of the total) now invested under an Environment, Social or Governance label. Climate diplomacy has made great strides, with more countries and businesses declaring their ambition to achieve ‘net zero’ emissions. The UK government has committed to net zero by 2050, with an interim target to reduce UK greenhouse gas emissions by 78% by 2035 relative to 1990, in line with the Committee on Climate Change’s Sixth Carbon Budget. The Scottish government’s target date for net zero is 2045. This decade must see net zero commitments translate into action.

<sup>1</sup> AR6 Climate Change 2021, Sixth Assessment Report, IPCC

<sup>2</sup> IPBES, Global Assessment Report on Biodiversity and Ecosystem Services, 2019

<sup>3</sup> Sustainable Development Goals Report 2020, United Nations

# Our vision for 2030

- Global greenhouse gas emissions are reduced by half by 2030, as a critical interim target to achieving net zero by 2050
- Rapid loss of habitat and consequent decline of biodiversity is reversed with at least 30% of land and sea helped into recovery
- How we plan, build, renovate and live in our homes and communities benefits the wellbeing of people and nature
- Everyone has a home that is secure, healthy and affordable, in the place they need to live, with enough living space, access to community, services, infrastructure and green space
- Homes minimise their energy demand and use low carbon heating
- Homes are constructed and retrofitted using materials and methods that have a low environmental impact
- The value of existing buildings is recognised in terms of the embodied carbon in their construction and materials
- Homes and communities are adaptable to risks caused by climate change such as overheating and local flooding, including use of local, nature-based solutions
- The construction sector provides high quality, skilled jobs to create sustainable homes that perform to a high energy efficiency standard
- The energy supply is clean and renewable
- Policymakers and regulators use their powers to enable a rapid, socially just and equitable transition to a low carbon, sustainable, inclusive economy
- The financial sector provides finance and client support to create a low carbon, sustainable, inclusive economy

In developing our strategy, we started with our positive vision of the future, consistent with the UN Sustainable Development Goals, the changes that are needed, and where Ecology can create positive change.



# Our theory of change

Our theory of change shows how Ecology's activities create positive societal outcomes for people and the environment

**Vision: A fair society in a sustainable world**

## Mission

A member organisation dedicated to improving the environment and society by enabling sustainable building and communities

### Societal outcomes

People and the environment benefit from homes with good ecological performance

People and the environment benefit from sustainable communities

People and the environment benefit from a fair and sustainable economy

### Ecology outcomes

Our lending funds ecological buildings that are better for people and the environment

Our lending and business activities promote responsible management of resources and materials

Our lending creates community-led housing and sustainable communities

Our lending increases innovation in sustainable design, retrofit, construction and materials

Our inclusive community of members creates positive impact

Our activities catalyse change in the financial system for a fair and sustainable future

### Outputs

Impact-led products and services

Collaboration and knowledge share

Agitation for change

### Enablers

Impact focus

Purpose-led organisation

Talented people

Engaged members

Trusted partners

Wider community

### Values

*Fairness, Openness, Responsibility, Cooperation, Activism*

# Ecology outcomes

We have identified six areas where we must focus our activity in the strategy period, which we call our Ecology outcomes.

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## The issues

Most buildings have insufficient insulation and are heated by fossil fuels. Buildings emit around 23% of annual UK carbon dioxide emissions<sup>1</sup>. To be on track to meet the UK's legally-binding climate target of net-zero emissions by 2050, emissions from buildings will need to be reduced significantly in this decade. This will require minimising heat demand, through retrofitting existing homes, ensuring all new homes are future-proofed to avoid the need for additional retrofit works prior to 2050, and widespread adoption of heat pumps to electrify domestic heat. It will also require decarbonisation of the national energy supply by moving away from fossil fuels towards clean, renewable energy. Achieving net zero for housing is therefore a collaborative effort.

The current pace of retrofit is painfully slow, largely hampered by the lack of a skilled workforce resulting from inconsistent government policies. The ways new homes are built and existing homes are retrofitted often fail to achieve the actual in-use energy performance predicted at design. Current building regulations fall short of the standards to achieve net zero, and do not take account of 'embodied carbon', the substantial emissions arising from the processing and transportation of materials, and construction<sup>2</sup>.

Most people spend a considerable amount of time indoors and a good quality internal environment is essential to our health and wellbeing. Poor quality housing (including damp, cold, poor air quality and natural light, noise, inaccessibility and lack of space) has been linked to a range of health problems<sup>3</sup>, which has been brought into stark relief in the pandemic. Our neighbourhoods also influence our health, for example lack of walking and cycling infrastructure has been linked to poor mental wellbeing and physical health<sup>4</sup>.

The majority of UK housing is not well adapted to deal with the physical impacts of climate change<sup>5</sup>. There is already a high risk of people overheating in their homes, with an estimated 2,000 deaths per year which could more than triple by the 2050s. Flooding is already a severe risk to UK housing - 1.9 million people live in all areas already exposed to frequent flooding, projected to increase with climate change. Water scarcity is also expected to increase, which could cause interruptions to water supplies. Adapting our properties to climate impacts that are already 'baked-in' is an urgent priority, requiring a range of policies and measures. Support must be prioritised for those most in need.

<sup>1</sup> Committee on Climate Change, Sixth Carbon Budget, Buildings, 2020.

<sup>2</sup> Akbarnezhad, A. & Xiao, J., (2017) "Estimation and Minimization of Embodied Carbon of Buildings: A Review." Buildings 2017, 7, 5.

<sup>3</sup> APPG for Healthy Homes and Buildings, Building our Future: Laying the Foundations for Healthy Homes and Buildings, White Paper, 2018.

<sup>4</sup> Public Health England, Spatial Planning for Health. An evidence resource for planning and designing healthier places. 2017.

<sup>5</sup> UK Climate Risk Independent Assessment (CCRA3), 2021.

## Our current position

All Ecology mortgages must generate an ecological benefit, in terms of saving energy or other scarce resources. Our mortgages fund the construction, renovation, retrofit and conversion of sustainable residential and commercial buildings. We reward energy efficiency through our C-Change discounts applied to the mortgage interest rate. We specify energy efficiency standards. We welcome non-standard construction types and materials, provided there is an ecological benefit.

We have committed to achieve net zero in our lending by 2050 or sooner, taking a fabric-first approach to improve properties' energy efficiency, and supporting heating technologies that are compatible with net zero. We're currently working on establishing carbon emission intensity targets (kg of CO2 emitted per square metre of property floor area) for our mortgage portfolios of new and existing properties to achieve by 2030 as interim targets on the path to net zero.



UN Sustainable Development Goals supported by our activities

## Our priorities

1. Provide innovative products and services that improve the ecological quality of new and existing housing stock
2. Enable existing and future members and trusted partners to share inspiring and insightful knowledge and know-how
3. Agitate for wider system change, including building performance standards, scaling up national retrofit and accounting for embodied carbon

Our activities will focus on:

### Path to Net Zero

- Fabric-first approach to reduce energy demand through good levels of insulation, using low carbon, durable materials
- Renovation of existing buildings, hence valuing their embodied carbon
- Use of low carbon heating systems and, where appropriate, on-site renewable energy generation
- Evidencing in-use performance to ensure the building performs as intended

### Healthy, Resilient Homes

- Design and create healthy homes, that are inclusive, accessible and adaptable, with good ventilation, air quality, natural light and resilience to climate change
- Communities have access to sustainable transport, walkable services, nature and play space while avoiding encroaching on existing habitat

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### The issues

The planetary emergency is a result of the way in which we produce and consume. For example in the UK, construction, demolition and excavation account for 60% of material use and waste generation. Humanity is on course to triple material extraction in the next 30 years and triple waste production by 2100<sup>1</sup>. We urgently need to move to a circular economy where waste and pollution is eliminated, products and materials are repurposed and recirculated, and natural resources are regenerated.

### Our current position

Our lending supports responsible use of materials that have a low environmental footprint and can be re-purposed at the end of a building's life, including reclaimed and recycled materials, and bio-based materials such as timber and natural fibres. We provide mortgages for woodlands, land for conservation, moorings, and ways of living or uses of land which enhance biodiversity. We currently offset the operational carbon emissions from our offices, travel and supply chains through accredited tree planting schemes.



### Our priorities

1. Our products and services will deepen and extend the ways in which we support use of resources and materials, in line with circular economy principles:
  - Eliminate waste and pollution through resource-efficient design, construction and renovation/conversion of buildings; enabling homes to be 'carbon sinks' by building with materials that store carbon (e.g. timber, straw) and minimising use of plastics
  - Circulate products and materials through designing buildings to permit re-use, dis-assembly and recycling, together with use of materials that are low carbon, durable, renewable, reclaimed, reusable, recyclable and sourced sustainably and ideally locally
  - Restore nature through prioritising regeneration of developed land and re-use of existing buildings, and use of measures to create habitat and enhance biodiversity value
2. Enable current and future members and trusted partners to share knowledge relating to circular economy approaches to materials. We will also influence other residential mortgage lenders to encourage lending on properties built using ecological materials and low-impact building techniques in order to increase provision of wider mortgage products that promote responsible management of resources
3. Advocate for policies and financial support for nature-based solutions to remove atmospheric carbon and mitigate flooding (e.g. peatland restoration) and for responsible tree-planting to meet the growing need for locally-sourced timber



### The issues

The UK housing affordability crisis continues to deepen as a result of decades of inadequate housing policy and has been further exacerbated by the consequences of the Covid pandemic. Houses are increasingly seen as an investment vehicle, leading to more second homes, empty homes and holiday rentals, increasing prices and diverting hundreds of thousands of properties from becoming homes.

The current approach to housing provision is not delivering the affordable homes that people need, especially affecting younger generations and low-to-middle income families. Fewer people are able to enjoy the security of a social tenancy or owning a home, and millions live in insecure, poor quality, private rented accommodation. As house prices continue to rise much faster than wages, many people are unable to buy or rent in their locality.

Sustainable communities meet the needs of existing and future residents, protect and enhance the environment and contribute to a high quality of life. Access to good quality, affordable homes, work, education, services, community infrastructure and green space are essential for communities to thrive. In response to the housing affordability crisis, community groups are coming together to create community-led housing, where they join together to build or renovate properties. Many community-led projects are set up to remain genuinely affordable based on what people actually earn in their area, which will continue to bring benefits to future occupiers.

### Our current position

Our mortgages fund community-led housing projects that promote social well-being, economic resilience and environmental sustainability, as well as other community-oriented buildings, such as community shops, and hubs for green building skills and education in sustainability. We support groups to build new homes and to renovate existing buildings, and to create shared spaces and facilities such as heat networks and gardens. Our mortgages also fund commercial projects to develop small sites providing ecological homes and business premises to meet local need.



## Our Priorities

Sustainable communities will continue to be at the heart of our 2030 strategy.

1. Our products and services will focus on:
  - Increasing the supply of ecological, affordable homes in places people need to live
  - Supporting the regeneration or development of sites that may be too small or unappealing to traditional developers but will meet local need
  - Championing mutual forms of home ownership such as housing co-ops and the emerging Mutual Homes Ownership Societies (MHOS) sector
  - Supporting the re-use of empty or redundant buildings and the regeneration of town-centre communities and neglected neighbourhoods
  - Supporting local skills, materials and supply chains in construction and retrofit, to stimulate thriving, local economies
2. Through creating opportunities for sharing knowledge, empower people to come together and create community-led housing and buildings, particularly reaching out to younger people and low-to-middle income families
3. Continue to demonstrate the value and impact of lending on properties with restrictive covenants in order to increase provision of wider mortgage products for community housing projects
4. Advocate for policy development, infrastructure and expertise to support and empower more community groups to create affordable housing



*Bath Street collective custom-build in Portobello, Edinburgh, supported by Ecology  
(credit John Kinsley and John Reiach)*

## Our lending increases innovation in sustainable design, retrofit, construction and materials

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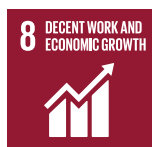
### The issues

For decades, systemic failings in mainstream house-building have resulted in most new homes failing to achieve intended standards of energy performance. The vast majority of the UK's 28 million homes are in need of retrofit to improve their energy and water efficiency<sup>1</sup>.

There is an urgent need for improvements in construction standards, methods and materials to reduce waste, reduce the overall impact and close the 'energy performance gap' - the gap between modelled and evidenced energy performance - to ensure that buildings perform as intended. At the same time, the industry will need to address and meet a shortfall of construction workers and installers of low carbon heat and renewable technologies.

### Our current position

Through our bespoke approach to lending, we proactively support new building techniques, provided they meet our sustainability criteria, including offsite manufacture of components, kits and modules that are then transported and erected on site. Retrofit of existing properties is an important part of our lending, where we take care to make our lending products suitable for 'hard to treat' properties, recognising the value in retaining existing buildings rather than demolishing them.



### Our priorities

1. Through our lending support innovation that is in line with sustainable development:
  - Proactively support innovative and exemplar projects that meet our ecological criteria, and encourage sharing of insights from our borrowers
  - Support Modern Methods of Construction (where 2D and 3D components and modules are manufactured offsite) that achieve high standards of environmental performance
2. Deepen support for renovation and retrofit of existing housing, including increasing understanding of practical retrofit for our members, and advocating for initiatives to develop local skills
3. Advocate for innovation in design, construction and materials so that homes create a positive impact on the human and natural systems they interact with, and champion the use of materials with low embodied carbon and circular economy approaches
4. Support work to understand and close the 'performance gap' between modelled and actual energy performance and ensure the building performs as intended, and support uptake of building performance verification and standards
5. Work in partnership with other organisations to create and promote an evidence base that informs and supports ecological standards, particularly energy use intensity and embodied carbon targets

<sup>1</sup> Greening Our Existing Homes: National Retrofit Strategy, A consultative document, Construction Leadership Council, June 2021.

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### The issues

For too long, our economic systems and the financial sector that underpins them have been modelled on an exploitative, extractive mentality where societal good is a lucky by-product rather than an integral principle. We need to move to more co-operative, collaborative forms where the building of the good society, in which we conduct economics as if people and the planet matter, is fundamental.

### Our current position

As a building society, we are answerable to our members, and exist to create mutual benefit between our savers and borrowers, through the flow of ethical finance.

Ecology is fortunate to have a significant body of long-standing members as well as a growing number of newer members. Our savers entrust us with their savings to deliver our mission. Our members recognise that each of their financial transactions has impact and by making positive choices, we can help create the future we want to see. Through this insight, we recognise our members as powerful advocates for change, and our role is to enable that change. As we face the climate and ecological crisis, we can achieve more by working together.

### Our priorities

In our 2030 Strategy, we want to inform, inspire and empower our current and future members to create positive change. We will:

1. Engage with our members on what matters to them and amplify their voice
2. Grow our membership ensuring we remain accessible and accountable to our members and true to our ecological mission
3. Facilitate the sharing of knowledge and impactful solutions between members and experts, on ecological construction, renovation, adapting our homes to climate change, community projects, green energy and sustainable living
4. Create virtual and in-person events and activities to build connectivity with and between our members and build a sense of community, including open days to visit sustainable homes and communities
5. Harness the collective power of our membership by enabling members to join activities calling for rapid, meaningful change to avert climate and ecological breakdown



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### The issues

Some of the biggest societal challenges – climate change, poverty, inequality and destruction of nature – are rooted in the dysfunctional financial system which has become disconnected from the real needs of the people and planet.

The financial system is starting to change – partly in response to assessing and disclosing the financial risks of climate change and the move away from fossil fuels, and partly in recognition of the large opportunity to finance the low carbon transition. But much deeper, widespread change is needed. We need a financial system that is democratic, just, resilient and sustainable, with a focus on helping individuals fulfil their potential and build stronger communities.

The principles of sustainable development that have guided Ecology must urgently permeate the financial sector as a whole.

### Our current position

Since our inception, we have been fully committed to ethical finance, enabling our members to harness money to create good environmental and social outcomes as well as fair financial returns. We have sought to influence the financial system by demonstrating that an ethical approach and adherence to mission can be resilient and impactful. As a mission-led financial institution and a member of the Global Alliance for Banking on Values, we are proud to hold to the Principles of Values-based Banking.



### Our priorities

We will increase our activity to agitate for positive change in the financial system. We will:

1. Inform and empower people to become advocates for change in the financial system
2. Make the case for the mainstream finance sector to urgently increase the flows of finance to support sustainable development objectives
3. Be unafraid to call out greenwash
4. Advocate for policy and regulatory change to facilitate financing the transition to a low carbon economy in a socially just and equitable way
5. Amplify the voice of the Global Alliance for Banking on Values, of which we are a member, as they continue to champion the highest of standards for ethical financial organisations
6. Work collaboratively with national and international alliances of financial institutions to develop targets, standards and frameworks, to embed sustainable development and net zero into the finance system
7. Demonstrate the success of our mission-led approach and impact-led financial products and services, helping to scale up the flow of sustainable finance

# Our enablers

## Impact focus

### Impact focus

Remain fully focussed on impact. The creation of benefits for people and planet underpins all Ecology activities, including impact-led products and services, supporting innovation and enabling our members to harness finance as a force for good.

### Purpose-led organisation

Continue to evolve as a modern and efficient Society that is financially strong, resilient and secure, taking advantage of the digital transformation to improve efficiency and data-informed decision making for the benefit of current and future members.

Continue to put our ethical principles at the heart of everything we do, in how we operate the business, meet the needs of our colleagues and members, and interact with all stakeholders.

Achieve net zero in our business operations by 2030 and in our financed emissions by 2050, or earlier.

### Talented people

Further develop an inclusive culture where colleagues share our values, feel integral to the Society's mission, can be themselves, feel valued and supported in their role and personal development and are encouraged to develop their knowledge and skills.

## Engaged members

### Engaged members

Grow our thriving, diverse membership, ensuring they are actively engaged with our mission, satisfied with our service, and enthusiastic ambassadors.

Provide exceptional member services through relevant channels, responding to members' evolving expectations and needs, including development of savings and mortgage services, and access to knowledge, resources and campaigns.

### Trusted partners

Work proactively with partners to enhance our service to members and to collectively advocate for wider system change in line with our mission.

### Wider community

Agitate for wider positive change in society, through leadership in both thought and action, demonstrating what is sustainable and possible so that others may follow.

## Purpose-led organisation

## Talented people

## Wider community

# Fulfilling our mission

To ensure our planet remains habitable, fundamental changes will be required in how we choose to produce and consume. Tremendous and rapid change needs to happen between now and 2030. The transformation must be socially equitable and just, so that all people thrive.

Purpose-led, ecological businesses will succeed. There is already a shift in mindset of customers towards products and services that are sustainable and grounded in communities.

Many financial organisations are pivoting towards sustainability as they assess and disclose the risks of climate change on their lending and investments. They are building more meaningful environmental and social impact into their sustainability reports and strategies. What is needed is to translate words into action, to rapidly divert flows of finance to create a low carbon economy.

Within this rapidly evolving landscape, Ecology will demonstrate authenticity, building on forty years of adherence to our ecological mission and values. We will develop and provide straightforward, accessible financial products that we know will deliver genuine environmental and social impacts. We will continue to build an inclusive culture while investing in skills and harnessing the efficiencies of digitalisation.

Our growing community of savers and borrowers will continue to receive an exceptional service with human interaction at its heart.

Importantly, we will also substantially increase our activity to catalyse and drive change in the wider financial system through our 'advocate, innovate, incubate and demonstrate' approach to providing ethical finance.

Perhaps our main challenge will be cutting through in an increasingly noisy world of green finance where there is also a growing tide of greenwash that could spill over and tarnish the reputation of authentic, ecological organisations. We will mitigate this risk by remaining transparent about our ethical approach and impact, and by our community of members being our strongest advocates. We will also increase our collaborations and partnerships with other like-minded organisations, including the Ecology Building Society Charitable Foundation, to innovate and demonstrate solutions that others may adopt, to scale up system change.

Our 2030 strategy has been shaped through collaboration with our members, colleagues, board and key partners. We will achieve our shared goals by joining together, empowering each other and embracing our diverse strengths.

We hope that you share our vision and will join us as we work to enable people and the environment to benefit from ecological homes, sustainable communities and a fair and resilient economy.



*Members taking part at Ecology's Annual General Meeting in 2019*



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**EcologyBS**



**@EcologyBS**

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