

ONE PLANET LIVING ACTION PLAN 2025 - 2030



One
Planet
Living®

Foreword

At Lamington Group, sustainability is embedded in who we are and how we operate. In 2021, we launched our One Planet Living Strategy, putting people, planet and places at the heart of every decision. Since then, we've made bold progress, shifting our business model, challenging industry norms, and proving that low-carbon, socially conscious hospitality is possible.

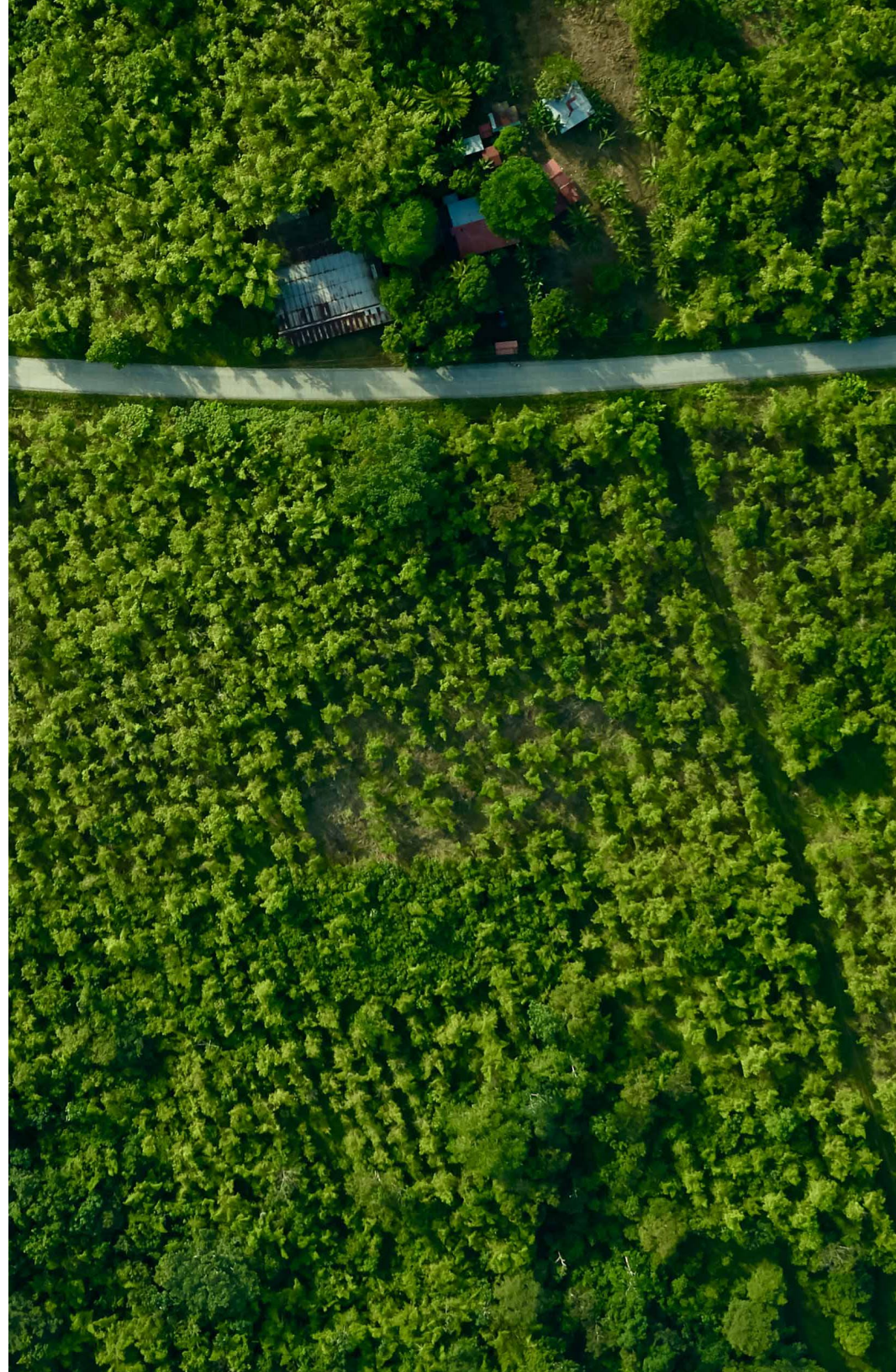
But strategies evolve. Our original One Planet Living strategy served us well, but many of its indicators and targets have now been achieved, and the timelines no longer align with our current ambitions. This refresh brings our strategy up to date, extending our focus to 2030 and raising the bar across our goals. It reflects both the progress we've made and the greater ambition needed to meet the challenges ahead.

While our Net Zero Roadmap remains key, this strategy reflects our broader commitment to creating positive impact across all areas of sustainability — with a particular focus on circular economy practices, and the health and wellbeing of our guests, teams and communities. These priorities are deeply embedded in how we design, build and operate, ensuring a more resilient, regenerative and inclusive future.

We know we can't do this alone, and collaboration with all of our stakeholders is vital. We remain committed to being open about our progress, sharing our learning and using our voice to influence the wider industry.

Sustainability is integral to our long-term success and resilience. This strategy guides our efforts to deliver meaningful environmental and social value, ensuring we operate responsibly and contribute positively to the communities and places where we work.

Robert Godwin
Robert Godwin,
CEO



Contents

Foreword	2
Contents	3
About Lamington Group	4
Sustainability Strategy	
Materiality Assessment	6
One Planet Living	7
Principles	8
Sustainable Development Goals	9
The Principles	
Zero Carbon	11
Zero Waste	13
Materials & Products	15
Health & Happiness	17
Culture & Community	19
Equity & Local Economy	21
Travel & Transport	23
Land Use & Wildlife	25
Local & Sustainable Food	27
Sustainable Water	29
Accreditations, Alignments and Memberships	31
Governance	32
Reference	33



About Lamington Group

Lamington Group is an independent family-owned real estate investment and development company based in West London, specialising in market-leading accommodation for short, medium and long stays. We design, build and operate sustainable and meaningful spaces that connect people, communities and the planet. Our properties and pipeline are located across the UK with an ambitious target of opening 5000 keys by 2030.

Meet the brands:



Bridging the gap between hotels and the shared economy. The world's first homotel brand.



Your friendly neighbourhood café and bar, serving local and seasonal food that's better for people and the planet.



LAMINGTON



APARTMENTS

West London's largest and most trusted serviced apartment operators since 2006.



Holistic co-working designed around the psychologist and theorist Jean Piaget.



LAMINGTON



LETTINGS

Residential lettings agency since 1978.



LAMINGTON



DEVELOPMENTS

Development studio crafting inspiring spaces and delivering award-winning projects.

SUSTAINABILITY STRATEGY

An aerial photograph of a dense forest with a winding road. The road is a light-colored, unpaved path that curves through the center of the image, separating two sections of forest. The trees are mostly evergreens, with some deciduous trees showing yellow and orange foliage. The lighting suggests a sunny day, with shadows cast across the forest floor.

Our sustainability strategy is integrated into the company's culture and values, with teams taking direct responsibility for their actions.

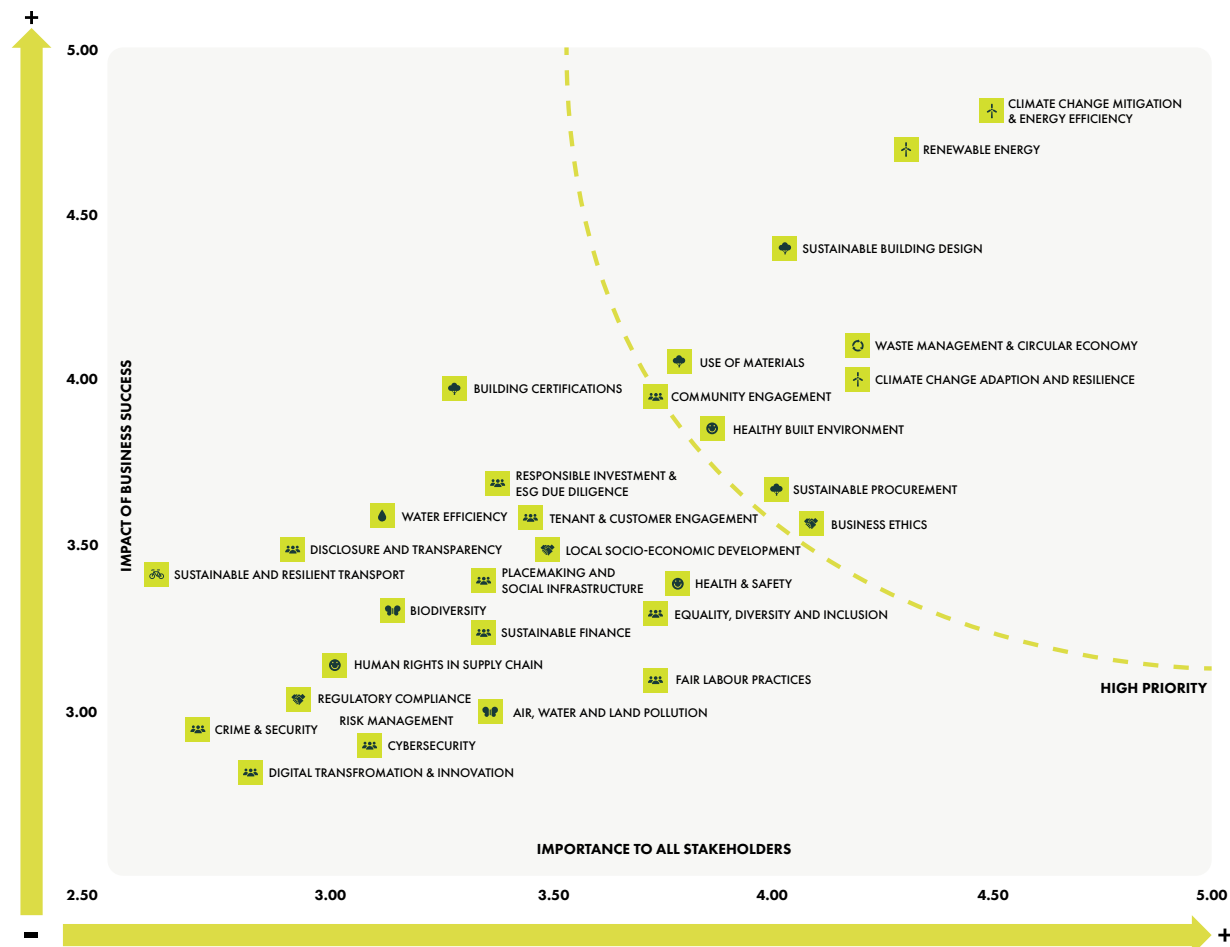
Materiality Assessment

In 2021 Lamington Group worked with an external consultant to undertake a materiality assessment and refine our sustainability strategy. This process evaluated the significance of key environmental, social and governance (ESG) issues to both our organisation and our wider stakeholder network identifying the areas of greatest potential impact.

Surveys were conducted with employees, senior management, guests, shareholders, suppliers and local community groups, generating 337 responses. The assessment considered both internal business priorities and external stakeholder expectations, taking into account emerging regulation, climate science, industry benchmarks and

alignment with the Global Reporting Initiative (GRI) standard. The findings sharpened our strategic focus and structured our OPL strategy, ensuring our work targets the issues of the highest importance.

As we look ahead to 2030, Lamington Group is committed to regularly engaging with our stakeholders to ensure our approach remains relevant and responsive to changing expectations, technologies and global sustainability trends. This will ensure we continue to make informed decisions, prioritise resources effectively and drive meaningful progress across the areas where we can create the greatest value - environmentally, socially, and economically.



One Planet Living

Sustainability is at the heart of our business, and our One Planet Living (OPL) Strategy is central to the delivery of our goals. Guided by our core pillars — People, Planet, and Places — the strategy is built around a 10-principle framework developed by Bioregional, covering social, environmental, and economic sustainability, in alignment with the United Nations Sustainable Development Goals. Each principle is underpinned by specific goals, actionable steps, measurable targets and performance indicators to ensure meaningful progress.



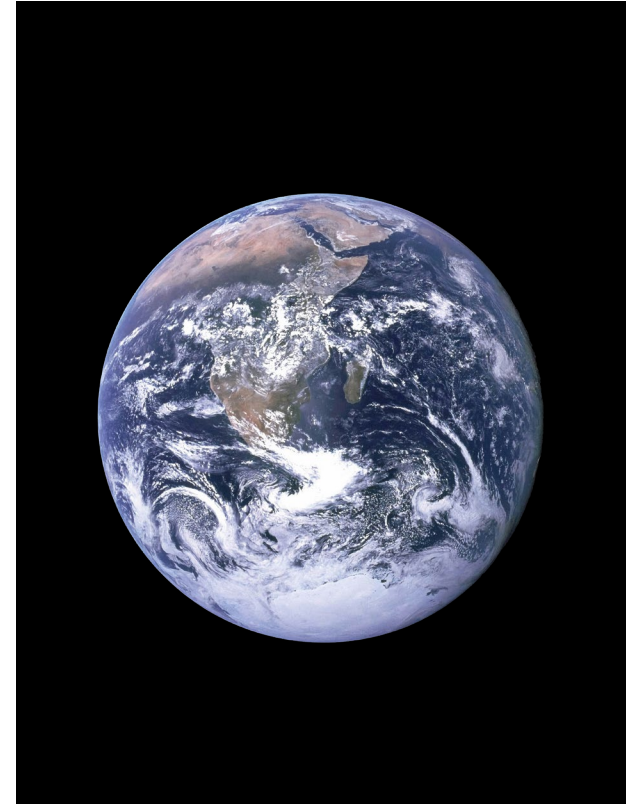
People

We create unique, inclusive, healthy spaces where guests feel rested and inspired, and employees grow and thrive.



Places

Our places are more than just places to stay – they are thoughtfully designed spaces connected to nature and our communities.



Planet

Designing carbon neutral buildings with circularity in mind to promote biodiversity and reduce our environmental impact.

One Planet Living Principles



Health & Happiness



Local & Sustainable Food



Equity & Local Economy



Materials & Products



Culture & Community



Travel & Transport



Land use & Wildlife



Zero Waste



Sustainable Water



Zero Carbon

Sustainable Development Goals

The United Nations Sustainable Development Goals are a set of interconnected principles designed to be a “blueprint for peace and prosperity for people and the planet, now and into the future.” Adopted by all United Nations Member States in 2015, the SDGs address global challenges like poverty, inequality, climate change, environmental degradation, and peace and justice. At Lamington Group, our One Planet Living Strategy actively supports and contributes to several key SDGs:



SDG 3 - Good Health and Well-being

Ensure healthy lives and promote well-being for all at all ages through universal healthcare and disease prevention.



SDG 4 - Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities.



SDG 5 - Gender Equality

Achieve gender equality and empower all women and girls by eliminating discrimination and violence.



SDG 6 - Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation.



SDG 7 - Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable, and modern energy.



SDG 8 - Decent Work and Economic Growth

Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work.



SDG 9 - Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.



SDG 10 - Reduced Inequalities

Reduce inequality within and among countries by promoting social, economic, and political inclusion.



SDG 11 - Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient, and sustainable.



SDG 12 - Responsible Consumption and Production

Ensure sustainable consumption and production patterns to reduce waste and environmental impact.



SDG 13 - Climate Action

Take urgent action to combat climate change and its impacts through mitigation and adaptation strategies.



SDG 15 - Life on Land

Protect, restore, and promote sustainable use of terrestrial ecosystems, forests, and biodiversity.



SDG 17 - Partnerships for the Goals

Strengthen global partnerships to support and achieve the SDGs through cooperation, investment, and resource sharing.

PRINCIPLES

An aerial photograph of a dense forest with a winding road. The road is a light-colored, unpaved path that curves through the center of the image, separating two sections of forest. The trees are mostly evergreens, with some deciduous trees showing yellow and orange foliage. The lighting is bright, creating strong shadows and highlights on the foliage.

These principles outline the outcomes, indicators and targets that will shape our sustainability initiatives and reporting.

Zero Carbon

Climate change is the world's biggest threat and is directly linked to human induced carbon emissions. The built environment accounts for 40% of global greenhouse gases and needs radical change to transition to net zero. The hotel industry has also been criticised for having incredibly low environmental standards and not making progress to address the climate crisis.

Lamington Group's Mission:

Net Zero Scope 1 & 2 emissions by 2030 and building Net Zero Carbon hometels.

Goals:

1. Design and build net zero hometels

Lamington Group is committed to design, build and operate hometels on a net zero trajectory and aligned with the UK Net Zero Building Standards (Pilot v2, 2025).


2. Net Zero by 2030

We are committed to achieving net zero across the business by 2030. This includes meeting, and aiming to exceed, our Science Based Targets initiative (SBTi) goal of reducing Lamington Group's Scope 1 and 2 emissions by 46% by 2030

3. Track and minimise Scope 3 emissions

As both a developer and operator, we recognise that a significant portion of our emissions fall under Scope 3. We are committed to leveraging our position to influence positive change and drive decarbonisation across our entire value chain.



Outcome	Indicators	Target	Source	SDG alignment
Develop and operate hotels in alignment with the UK Net Zero Carbon Buildings Standard thresholds	Achieve UKNZBS's target for Energy Use Intensity (EUI) and embodied carbon in new buildings	Operational carbon target of 110kgCO ₂ e/m ² GIA by 2030 for new properties, and 187 kgCO ₂ e/m ² GIA by 2030 for existing properties. Embodied carbon target of 500kgCO ₂ e/m ² GIA by 2030 for all new properties.	Energy Audit	
Achieve 46% reduction in Scope 1&2 carbon emissions in line with the SBTi	% reduction of absolute scope 1 and 2 GHG emissions from 2019 baseline	Reduction of 46% by 2030	GHG Audit	
	Apply energy efficiency measures and electrify	For all Lamington Group properties by 2030	Energy Audit	 
	% homotels and Lamington Serviced Apartments that use 100% renewable electricity	100% maintained annually	Energy Audit	 
	Develop internal carbon budget for each department	Carbon budget set by 2026	Department Strategies	
Minimise Scope 3 emissions	% of suppliers engaged in carbon reduction and sustainability targets	To provide guidance and frameworks for suppliers	% Suppliers we are actively engaged with on sustainability topics	

Zero Waste

In London alone, the built environment sector consumes 400 million tonnes of material each year and accounts for 54% of waste (Mayor of London, 2021). Waste from the built environment is often hard to recycle and releases harmful toxins into the natural environment.

Lamington Group's Mission:

Reduce consumption and maximise reuse and recycling.

Goals:

1. Zero waste to landfill

Lamington Group is committed to continuing its journey towards zero waste to landfill in operation, with waste either being turned into energy, composted or recycled into new products.








2. Promote recycling at our spaces

The hospitality industry has recognised the need to engage guests in sustainable behaviours. At Lamington Group, we will promote recycling through clearly labelled waste separation bins across our sites that encourage responsible disposal.

3. Contribute to the circular economy

We are committed to embedding circular economy principles throughout every aspect of our business, from selecting low-impact building materials to transforming operational waste into usable products.



Outcome	Indicators	Target	Source	SDG alignment
Waste is reduced	Quantity of single use plastic used in homotel rooms and Lamington Apartments	Maintain zero single use plastic at 100% annually	Audit	
	Track and increase FFE materials comprised of recycled or reused content	Track and increase % annually	Audit	
Recycling is maximised	% of room2 homotel with in-room 3-in-1 recycling and food waste bins	Maintain at 100% annually	Brand Specification	
	Recycling rate for hometels sites & Missionworks	80% by 2027 and maintain annually	Waste Tracker	
Zero waste is sent to landfill	% of waste diverted from landfill at all sites	Maintain 100% annually	Waste Tracker	
	% of waste diverted from landfill during construction	The amount of waste generated/100 sq.m of NIA should be < 3.4 m3 and <3.2 tonnes as per as per the BREEAM requirements.	Waste Tracker	 

Materials & Products

Resource use drives half of the world's climate emissions and 90% of environmental degradation around the world. The UK's material footprint was estimated at 971 million tonnes in 2018, equivalent to 14.6 tonnes per person (National statistics, 2018). With this consumption pattern, humanity's demand for ecological resources and services far exceeds what Earth can regenerate in a year.

Lamington Group's Mission:

Use materials from sustainable sources and promote products that reduce consumption.

Goals:

1. Reducing natural resource consumption

One of our most significant areas of impact is the construction and retrofit of our sites. Selecting lower-impact materials will play a key role in reducing embodied carbon. We will apply circular economy principles by reusing and repurposing materials wherever possible. We will also prioritise working with suppliers who share these values and actively collaborate with others to improve their sustainability performance.



Outcome	Indicators	Target	Source	SDG alignment
Suppliers of products and materials are selected based on environmental and ethical credentials	% of loose bespoke furniture for hometels sites is made locally	100% loose bespoke furniture is made in the UK for all hometels	Design Brief	 
	Develop and gather data from Sustainable Procurement questionnaire	Sustainable Procurement Questionnaire published and sent to all top by spend suppliers by 2027 and maintain annually	Suppliers Survey	
Circular principles are adopted in the purchase and disposal of materials and products	% of end of life furniture waste streams are identified and diverted from landfill	By 2027 and maintained annually	Waste Audit	
	Number of projects using circular recycling/upcycling principles implemented across the Group	4+ annually	Annual Report	

Health & Happiness

Health and happiness are fundamental to human wellbeing, yet they are often overshadowed by economic indicators like GDP (World Happiness Report, 2022). At Lamington Group, we take a holistic approach to sustainability -integrating social, environmental, and economic considerations to support the long-term wellbeing of people and planet.

Lamington Group's Mission:

Encourage active, social and meaningful lives to promote good health and wellbeing.

Goals:

1. Create a positive place to work and stay

Providing a positive work environment enhances employee wellbeing and motivates the delivery of high-quality work. At Lamington Group, we're committed to creating a workplace where people can thrive and grow through employees benefits and community engagement.

2. Promote health and wellbeing across our guests and the wider community

Lamington Group is committed to promoting health and wellbeing for both our guests and the wider communities in which we operate, ensuring their lives are positively impacted through every stay and interaction with us.



Outcome	Indicators	Target	Source	SDG alignment
Employees are growing and developing	% employees engaging in structured training	Maintain at 100% annually	HR Training Log	
An environment is created that facilitates good health and wellbeing for employees	% of employees that have access to Employee Assistance Programme	Maintain at 100% annually	HR Offering	
	Average score achieved on Employee Net Promoter Score rating their well-being and happiness in the workplace	75% by 2030	Employee Survey Results	
Spaces created that enhance wellbeing	Low VOC paint is specified for new and refresh projects	On 100% new developments and refurbishments	Development Specification	

Culture & Community

Heritage and local identity has always been the cornerstone of a sustainable community. The value of cultural heritage and its transmission for “making cities and human settlements inclusive, safe, resilient and sustainable” is an integral part of the UN Agenda 2030.

Lamington Group’s Mission:

Nurture local identity and heritage, empower communities and promote a culture of sustainable living.

Goals:

1. Celebrate localism

Each location we operate in is unique and we acknowledge the history and celebrate local cultures and communities in our work. By incorporating local artists and makers into our design, we will create a rich sense of place while supporting the creative communities that surround us.

2. Strengthening bond with the local community

We will continue to build community through organising community events. This includes volunteering, in-kind giving and financial contributions to organisation that align with our social and environmental values.



Outcome	Indicators	Target	Source	SDG alignment
The workforce is engaged in sustainability topics	Number of monthly Team Planet workshops	10+ Team Planets held each year at every site	Team Planet Scoreboard	 
	% of employees who undertake annual sustainability training	100% completion of annual training	Team Planet Scoreboard	 
	Number of partnerships with sustainable brands that increase our brand awareness and support the B Corp community	2+ partnerships per year	Marketing Partnerships	
Cultural heritage and history of the neighbourhoods we operate in are appreciated	Number of events held to support local communities	2+ per year at each operational site	OPL Events Tracker	
	Number of individual property websites that showcase local heritage and culture	Maintain at 100% annually	Website Audit	
	Number of awareness events celebrated and communicated to all employees	2+ per year at each operational site	Events Log	 

Equity & Local Economy

Small and medium enterprises (SMEs) account for around 90% of businesses and more than 50% of employment worldwide (World Bank, 2023). Strengthening local supply chains supports these businesses and the communities that depend on them. Localising economies and adopting circular practices can improve transparency, reduce environmental impacts, and help build vibrant, resilient communities.

Lamington Group's Mission:

Create safe, equitable places to live and work, which support local prosperity and international fair trade.

Goals:



1. Support local economies

Each location we operate in has its own distinct character, shaped by its local community. Lamington Group is committed to partnering with local organisations to strengthen the regional economy and enhance the guest experience.

2. Create quality local job opportunities

Lamington Group is creating high-quality employment opportunities for local residents. We prioritise diversity, equity, and inclusion in our hiring practices and uphold strong standards around human rights across our operations.



Outcome	Indicators	Target	Source	SDG alignment
Inclusion, diversity and equality is actively promoted	% of managers and board that are women	50% by 2028 and maintained	Equity, Diversity and Inclusion Report	
	Track diversity across all employees and report annually	Undertake a workforce composition analysis and build a framework for reporting.	Equity, Diversity and Inclusion Report	
	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation (GRI)	Externally publish gender pay gap report by 2026 and maintain annually	Equity, Diversity and Inclusion Report	
	% of management that has done diversity, inclusion and unconscious bias training	100% by 2026 and maintain annually	Learning Management System	
	Annual modern slavery statement and % team members trained on procedures	Voluntary external annual reporting and 100% team trained by 2026 and maintain annually	Modern Slavery Statement	
Local residents, businesses and charities are supported	Number of local* products fitted in each new hometels location	10+ in each new hometel at opening	Site Audit	 
High quality and local jobs are created	Company wide raise for charitable cause that aligns with our mission	Supporting 1 cause per year	HR Information System	
	% of employees are paid a Living Wage	Maintain at 100% annually	Living Wage Foundation Accreditation	

*Local - Within 30 miles from the site.

Travel & Transport

Transport accounts for approximately one-fifth of global carbon dioxide, of which road travel is the highest (CO₂) emissions [24% if we only consider CO₂ emissions from energy] (International Energy Agency, 2018). The number of tourists travelling across borders is expected to reach 1.8 billion a year by 2030, according to latest UNWTO predictions. Transitioning to low carbon transport is essential for bringing down emissions.

Lamington Group's Mission:

Promote low-carbon travel options to guests, employees and our supply chain.

Goals:

1. Tackle Scope 3 GHG emissions from business travel and guest commuting journey

In addition to our carbon-neutral stay commitment, we will continue to develop a program to reduce travel emissions and offer guests the opportunity to offset their own travel emissions.



Outcome	Indicators	Target	Source	SDG alignment
Guests choose low carbon transport	% of direct bookers given the opportunity to support environmental initiatives related to their stay and travel	100% by 2025	GHG Report	
	Number of touchpoints to communicate transport information to promote low carbon travel	2+ touchpoints within the guest journey	Sustainability Report	
The amount of fossil fuels used for transportation is reduced across the business	Adopt business travel policy to lower emissions	Review, maintain and communicate with employees annually	Employee Handbook & Team Planet	
	Maintain cycle to work scheme for all employees	Scheme implemented at all sites and maintain annually. Employee travel choices monitored and 2+ annual internal communications to promote sustainable travel	Employee Handbook & Team Planet	

Land Use & Wildlife

Construction and development can reduce biodiversity by replacing natural habitats with built environments - particularly in urban areas where green space is already limited. Since the industrial revolution, biodiversity and wildlife have faced significant decline. Enhancing biodiversity in cities is vital, not only to support ecosystems but also to improve air quality, sequester carbon, cool urban areas, and promote wellbeing for residents.

Lamington Group's Mission:

Protect and restore land and marine systems for the benefit of people and wildlife.

Goals:









1. Increase biodiversity

We are committed to enhancing biodiversity and creating spaces for wildlife. This includes exploring innovative ways to maximise the potential of our garden spaces and green roofs to support nature.

2. Prioritise adaptive re-use and brownfield development

We prioritise the acquisition of previously developed sites or the adaptation and retrofit of dilapidated assets. This enables growth without the development of our valuable green space.



Outcome	Indicators	Target	Source	SDG alignment
The local environment, in which we operate is conserved	% of new development achieve 20% biodiversity net gain	100% on all new hometels	Biodiversity Net Gain Assessment	
	Ban use of pesticides and herbicides at sites	Maintain at 100% sites	Sustainability Policy	
	Undertake due diligence processes for all new site acquisitions	Used in 100% of new acquisitions	Acquisitions Checklist	
	% of employees that volunteer on projects that enhance or protect the natural environment	50% of employees annually to participate in a volunteering opportunity	HR Information System	
Spaces are dedicated to support ecosystems and increase biodiversity	% of new hometels with a biodiversity feature e.g. green roofs, beehives or other landscaping feature	100% on all new homotel properties	Audit	
Connection with the natural world is promoted to guests	% of sites that promote natural attractions to guests	2+ touchpoints within the guest journey to promote natural attractions to guests	Websites	 
	% new homotel developments and refurbishments adopting Sustainable Design Principles	100% and maintain annually	Brand Specification	

Local & Sustainable Food

The UK generated 9.5 million tonnes of food waste in 2018 (WRAP), highlighting the inefficiencies in our current food system. Food waste, alongside overproduction, uneven distribution, and reliance on imports, make our food system unsustainable. Reducing meat consumption is one effective way to lower environmental impact, with a vegan diet shown to have the smallest carbon footprint (Shrink That Footprint, 2022).

Lamington Group's Mission:

Promote sustainable, ethical farming and healthy diets that are high in local, seasonal and organic food with plant based protein.

Goals:






1. Avoid food waste

Lamington Group is committed to reducing food waste across its operations. We will continue to collect food waste for either on site composting or conversion into renewable energy through anaerobic digestion.

2. Reduce food related carbon emissions

Lamington Group actively encourages guests and employees to make low-carbon, healthy food choices. We continue to partner with like-minded suppliers to offer plant-based and locally sourced options, ensuring our menus support both individual wellbeing and environmental sustainability.



Outcome	Indicators	Target	Source	SDG alignment
Guests and employees are encouraged to eat healthy and low carbon	% of food options that are vegetarian or vegan	Maintain at a minimum of 50% annually	Audit	
	Fresh ingredients are UK-sourced	80% fresh ingredients sourced within 100 mile radius of hometels	Audit	
	All meat and seafood to be sourced to high environmental and welfare standards	Supplier survey undertaken annually at all Winnies	Audit	
No food is wasted	% of food waste from hometels is reclaimed via local donation or to composting/anaerobic digestion	100% and maintained annually	Waste Audit	
Healthy choices are encouraged and made easy for guests	Alignment to Public Health England nutrition guidelines and thresholds	By 2026 and maintain annually	Audit	

Sustainable Water

According to UN-Water (2021), 2.3 billion people live in water-stressed countries. While the UK is not currently classified as water-stressed, the Environment Agency has warned that without significant conservation efforts, the country could face widespread water shortages by 2050.

Lamington Group's Mission:

Use water efficiently, protect local water resources and reduce flooding and drought.

Goals:

1. Reducing water consumption

As a hotel operator, our water consumption is inherently higher due to the demands of laundering linens, frequent cleaning, and strict hygiene requirements. Proactively managing water use across our portfolio is both environmentally responsible and operationally important.

2. Managing flood risk of our portfolio

As a hotel operator, we recognise the importance of carefully managing water use to support daily operations. Responsible water management across our portfolio helps us minimise environmental impact and operate more efficiently.



Outcome	Indicators	Target	Source	SDG alignment
Flood risk is reduced	% of new developments with a blue roof or measures adopted to mitigate local flooding	100% on all developments	Audit	 
Water demand is reduced	% of hometels that assess carbon emissions associated with water consumption and waste water	100% hometels assessed annually within GHG reporting	GHG Report	
	Water flow rate of showers and taps	Set taps 3 L/minute and showers 8 L/minute on all current and future sites	Audit	

Accreditations, Alignments and Memberships

Accreditations



Green Tourism Certification

Gold achieved for room2 Belfast, Chiswick and Southampton. Silver for Hammersmith and Mission Works (Green Meetings). The Green Tourism Certification assesses goals spanning People, Place, and Planet.



Greenage ECOsmart Certification

achieved for room2 Belfast and Chiswick - the highest level of recognition awarded. Scoring over 85% across energy & water, waste, rooms, food, and social responsibility.



BREEAM Excellent

rating awarded to room2 Chiswick. BREEAM is a global sustainability standard with certified buildings typically seeing lower operational costs, higher asset value and enhanced occupant health.

Memberships



The Energy and Environment Alliance

Aiming to help hospitality businesses tackle the challenge of climate change, Lamington Group is proud to sit on the EEA's Advisory Board and drive the Alliance's strategic direction and operational performance.



UK Green Building Council

Lamington Group is a proud member of this industry network - transforming the sustainability of the built environment. Our building align to their Net Zero Whole Life Carbon Framework.



London Energy Transformation Initiative (LETI)

Working to put the UK on the path to a zero carbon future, room2 Chiswick is the 1st LETI Pioneer hotel and our design standards align to their Whole Life Net Zero definition and principles.

Alignments



The Climate Pledge

As a member of The Climate Pledge, we have committed to the goal to be net zero by 2040. This includes measuring and reporting greenhouse gas emissions and implementing decarbonisation strategies.



The Glasgow Declaration

Lamington Group annually reports on progress to the Glasgow Declaration, which acts a catalyst to accelerate climate action in tourism and halve emissions over the next decade.



Race 2 Zero

In 2022, we joined this global campaign along with over 5,000 other businesses to take immediate action to halve global emissions by 2030 and deliver a healthier, fairer, zero carbon world.



B Corp

B Corp Certification is a globally recognised standard for companies dedicated to making a positive social and environmental impact.



Living Wage Foundation

The Living Wage Foundation is an independent organisation that champions fair pay by accrediting employers who commit to paying their staff a real Living Wage.

Governance

We voluntarily disclose our sustainability activities and report on our ongoing commitments to the environment and the communities in which we operate.

Our One Planet Living Strategy is embedded in our culture and values, championed by our CEO, Robert Godwin, and led by our Head of Sustainability and the Sustainability Team. Both sit on the Senior Leadership Team, where progress against our KPIs is tracked and reported. The CEO also communicates sustainability outcomes to the Board on a semiannual basis.

Our commitment to reducing carbon emissions remains strong. A dedicated Net Zero Task Force – comprising representatives from each department – meets monthly to oversee delivery of our Net Zero Roadmap. Our group regularly reviews industry guidance, evolving regulations, emerging technologies, and business growth plans to ensure our actions remain aligned and impactful.

Sustainability risks and compliance considerations are integrated into our company-wide risk management process, helping ensure regulatory alignment and long-term resilience. We also engage regularly with key stakeholders – including team members, guests, and the investor community – to gather input, share progress, and ensure the strategy reflects broader expectations.

Performance of our Strategy is reviewed quarterly, with findings used to refine our approach and improve accountability across all levels of the business.



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**One
Planet
Living®**

A framework
by Bioregional