

Making an Impact

Our Sustainability Report
2021-2022





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Executive Summary

We are delighted to report another set of strong Environmental, Social and Governance (ESG) metrics in a year in which the economic fallout from Covid-19, Brexit and the crisis in Ukraine had a significant effect on the UK economy.

The table below summarises our performance against the key metrics within the Sustainability Reporting Standard (the Standard) as at 31 March 2022 and a detailed account against all metrics within the Standard can be seen in the sections below (see page 10 onwards). In addition to areas within the Standard, this report also contains a summary of performance against the Group's Sustainable Finance Framework, which was launched in August 2021 and was subsequently used to issue £250m of sustainable bonds in September 2021.

Theme	Indicator	Target	2022	2021
Affordability	Average rents/average market rent	≤65%	63%	63%
Affordability	Proportion of affordable tenures - at start of year	≥95%	99%	99%
Affordability	Proportion of affordable tenures - developed in year	≥90%	100%	100%
Security	Proportion of homes with at least 3 year fixed tenancy	100%	100%	90%
Building safety	Proportion of homes with gas safety compliance	100%	99.96%	99.70%
Building safety	Proportion of homes with Fire Risk Assessment	100%	100%	100%
Building quality	Proportion of homes that met the Decent Homes Standard	100%	100%	100%
Resident voice	Customer satisfaction	≥75%	70%	55%
Resident voice	Complaints upheld by the Housing Ombudsman		6	5
Climate change	Scope 1/2 carbon emissions tCO ₂ e per home		0.061 ¹	0.081 ¹
Climate change	Scope 3 carbon emissions tCO ₂ e		161,2541 ¹	173,4051 ¹
Climate change	EPC ratings of C and above - start of year	100%	68%	72%
Climate change	EPC ratings of B and above - homes developed in year	100%	100%	100%
Governance	Registration with the Regulator of Social Housing (RSH)	Yes	Yes	Yes
Governance	Registered as a 'for profit' provider	No	No	No
Governance	Most recent viability and governance ratings from the RSH	G1/V1	G1/V1	G1/V1
Governance	Maximum tenure of Group Board member (years)	≤9	2	1
Governance	Proportion of non-executive directors on Group Board	≥90%	90%	90%
Governance	Length of service of external auditors (years)	≤10	2	1
Staff well-being	Real Living Wage paid	Yes	Yes	No
Staff well-being	Gender pay gap	≤5%	1%	2%
Staff well-being	Average number of sick days per employee	≤7	9	6

¹ Emissions as at March 2021 and March 2020 (March 2022 in progress).

Affordability and Security

As a social landlord we are committed to managing and developing homes that are affordable to those in the areas in which we operate.

Over the two years to March 2022 Platform was one of the top four developers of social and affordable homes in England and the third highest developer of social homes, the most affordable tenure of housing. At March 2022 99% (March 2021: 99%) of the homes we owned were let for a social purpose and all of the homes we developed in the year to March 2022 were built for social rent, affordable rent and low cost home ownership.

We set rents that are below the private rented sector (PRS) to help those who can't afford market rents to find a home. Overall our rents were on average 63% of PRS rents (March 2021: 63%).

Security

Platform is committed to offering customers tenancy agreements that do not have a fixed term. On this basis all new tenancy agreements are lifetime tenancies. There are a number of legacy agreements that are still on fixed terms which will be phased out over time. A summary of tenancies are shown opposite:

	Tenancies	Percentage
< 3 years	1	0%
> 3 years	5,240	13%
No term	34,302	87%
Total tenancies	39,543	100%



Looking after our Customers

Building Safety

The safety of our customers is our number one objective. As at March 2022 100% of our homes had an in-date Fire Risk Assessment (March 2021: 100%), gas safety compliance was 99.96% (March 2021: 99.7%) and all of our homes met the Decent Homes Standard (March 2021: 100%).



Resident Voice

It has been another challenging year for our customers and we have worked closely with our Customer Experience Panel to support during these difficult times. This has been achieved in many ways, ranging from support and advice for those in hardship, to direct financial support to help those who can't afford food, clothing and heating. We intend to carry this support forward into the new year, committing to renew and increase our [Wellbeing Fund](#) to £1.75m for the year to March 2023 to help support those most in need.

During the year we invested in improving customer satisfaction, dramatically increasing the number of customer surveys we issued, with c16,000 responses received (2021: <6,000). This will help to better inform our customer engagement. Customer satisfaction was 70% for the year (2021: 57%).

We had six complaints that were upheld by the Housing Ombudsman (2021: five) and no serious findings of maladministration.



Climate Change

Platform will move all existing homes to an Energy Performance Certificate (EPC) rating of C or better by 2030.

We remain committed to improving the energy efficiency of our homes in spite of widespread cost inflation and labour shortages in the UK. We still have an ambition to achieve **EPC C** for all homes by 2028 but have pushed the target back to 2030 in our base plan in order to protect our financial strength and recognise labour availability challenges.

As part of this process we will invest approximately £65 million in over 9,000 homes, including:

- Retrofitting ground and air source heat pumps, replacing gas and solid fuel systems.
- Adding external wall insulation to our homes.
- Installing photo-voltaic panels to our homes.

A summary of EPCs held prior to the last financial year is shown below. EPC certificates were available for approximately 27,000 of our homes at that point, with approximately 12,000 outstanding. Of these EPCs, 68% were C and above, which is lower than the 72% recorded for the previous year. This is driven by the additional EPCs that were carried out in the year.

During the year we carried out over 6,000 EPCs and intend to have EPCs for all of our homes completed in the coming year (we expect the overall ratings profile to be in line with those shown below on completion of all EPCs).

Rating	Homes with certificate	Percentage	Cumulative percentage
A (92+)	80	0.3%	0%
B (81-91)	8,965	33.0%	27%
C (69-80)	9,969	36.7%	68%
D (55-68)	6,296	23.1%	93%
E (39-54)	1,808	6.6%	100%
F (21-38)	84	0.3%	100%
G (1-20)	8	0.0%	100%
	27,210	100%	100%



During the year we built 1,171 homes with an objective to achieve EPC ratings of B and above. This was achieved for all homes:

Rating	Homes with certificate ¹	Percentage	Cumulative percentage
A (92+)	42	4%	4%
B (81-91)	1,125	96%	100%
	1,167	100%	100%

¹ In total 1,167 EPCs were undertaken; four homes were re-developed as part of an existing supported housing scheme and did not require new certificates.





Governance

Platform is committed to maintaining the highest standards of governance.

During the year the Regulator of Social Housing (RSH) published the results of an In-Depth Assessment (IDA) of our governance and financial viability as part of its cyclical programme of assessments for registered providers. The IDA re-affirmed the highest ratings for both governance and financial viability, G1 and V1. We are also rated by both S&P Global and Fitch and had ratings of A+ (stable) re-affirmed during the year by both agencies.

Governance G1

The provider meets the requirements on governance as set out in the Governance and Viability Standard.

Viability V1

The provider meets the requirements on viability set out in the Governance and Financial Viability Standard and has the capacity to mitigate its exposures effectively.

Staff well-being

The Group launched a Wellbeing Strategy during the year based on five pillars of wellbeing: mental, physical, financial, social and occupational. A dedicated Employee Relations and Wellbeing Team was created to help deliver the strategy through the provision of weekly updates and initiatives to colleagues covering all aspects of the strategy and associated action plan.

The average number of days where staff were absent due to sickness was nine (2021: six). The increase was driven by the effects of the Covid-19 variant Omicron, which caused spikes in absence rates (due to illness and isolation) from December 2021 – February 2022.



Sustainable Finance Framework

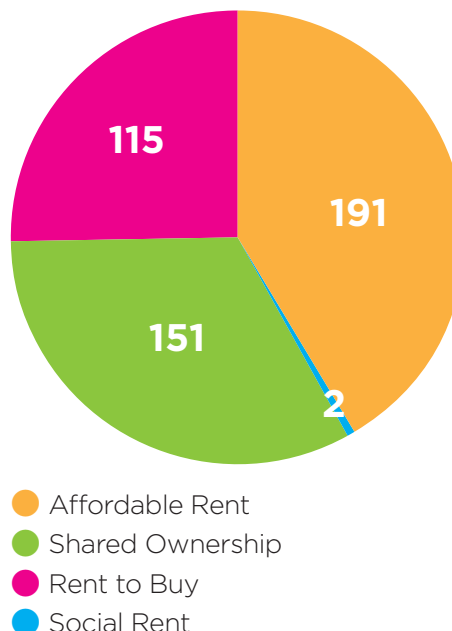
Framework established in September 2021.

During the year Platform established a Sustainable Finance Framework (the framework). The framework will allow the issuance of sustainable financing instruments through the transparent reporting of sustainable investments to investors. As part of utilising the framework we are committed to affordable and highly energy efficient housing. The framework is available to download and view on the Investor Centre section of the Platform website.

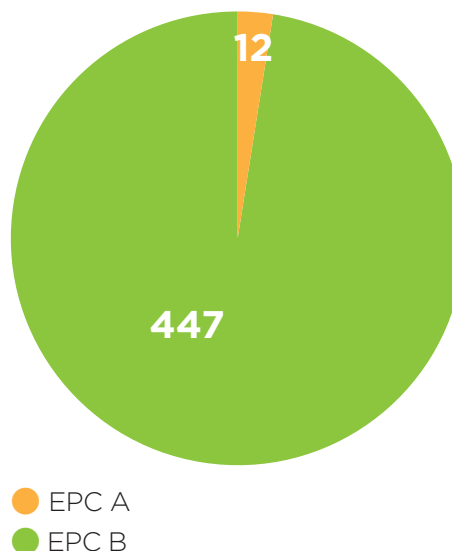
We utilised the framework for the first time in September 2021, issuing £250m bonds. During the period of September 2021 – March 2022 £111m of these proceeds were allocated to 131 projects to develop affordable and highly energy efficient homes.

Out of these developments, 459 homes were completed in the year, all of which had EPC ratings of A or B and were for affordable tenures.

Homes developed:



EPC Ratings:



The 459 homes will house up to c1,800 people, including over 1,100 from Local Authority waiting lists.

Of the homes let for social or affordable rent, all have rents set at an affordable level.

Section 1

Affordability and Security

C1: Affordability indicator:

Average private sector rent in comparison to average Platform rent.

As a social landlord one of our core objectives is the provision of affordable housing. By letting homes at rents that are below the private rented sector (PRS) we are able to help those most in need to rent a home.

The differential between our rents and the PRS is a key measure of affordability and reflects the discount provided to help those who cannot access the PRS.

This differential will vary depending on the area, with areas of higher rents subject to larger differences. We have rents that are on average **63%** of PRS rents and the table below summarises the differences for those Local Authorities where we have in excess of **1,000** homes under management.

Local Authority	County	Homes ¹	Platform ^{1,2}	Market ³	Rent as % of market
East Lindsey	Lincolnshire	6,458	87	123	71%
Worcester	Worcestershire	5,213	90	167	54%
Malvern Hills	Worcestershire	4,190	102	157	65%
Wychavon	Worcestershire	3,759	99	164	60%
Derbyshire Dales	Derbyshire	3,309	94	153	61%
Harborough	Leicestershire	2,425	92	152	60%
Birmingham	West Midlands	2,075	100	180	56%
Herefordshire	Herefordshire	1,754	100	147	68%
Leicester	Leicestershire	1,047	76	137	55%
Other	n/a	8,993	106	160	66%
Total		39,223	96	153	63%

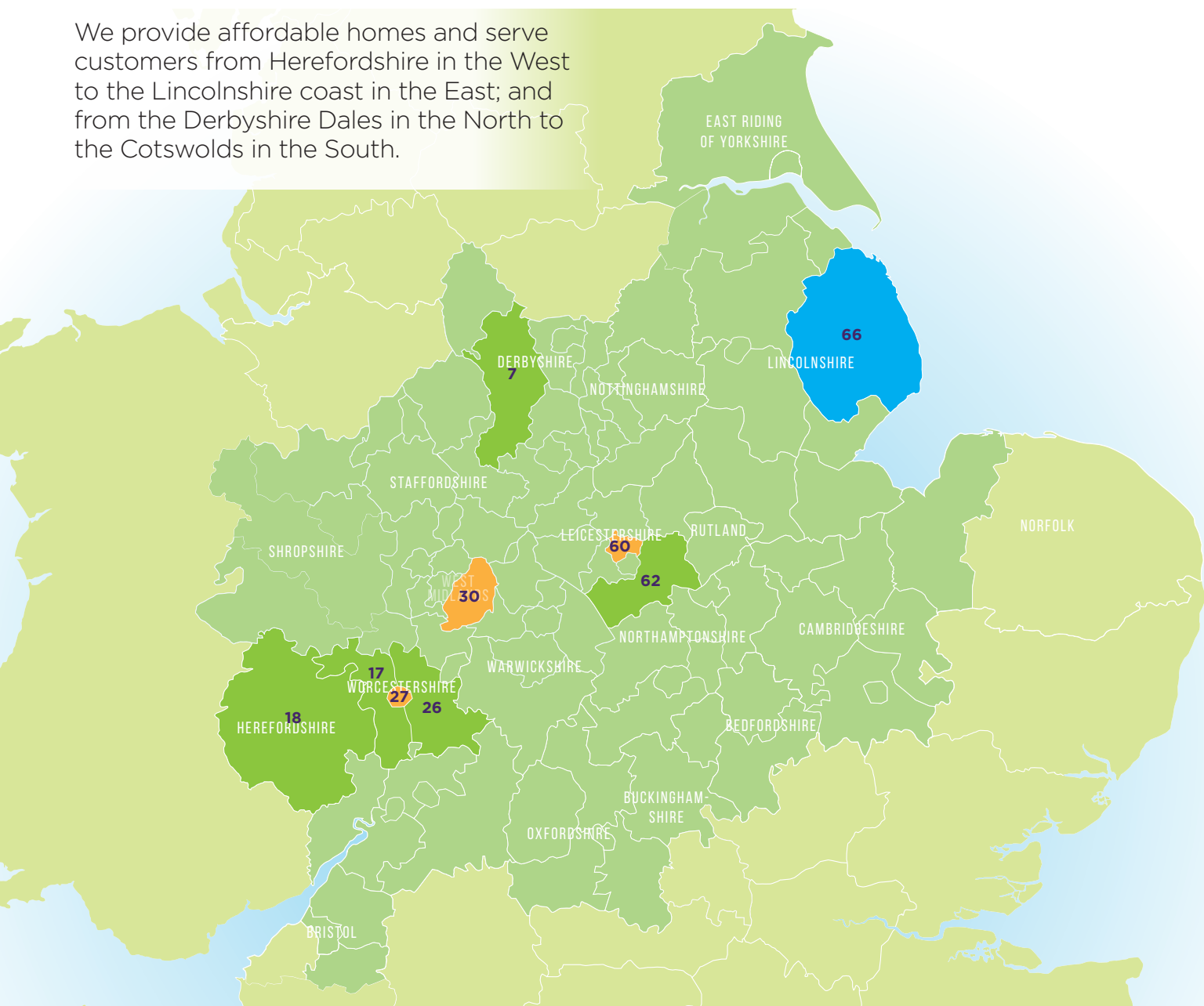
¹ Homes include social rent, affordable rent, intermediate rent and housing for older people. Shared ownership homes are excluded because rent is lower (it relates to the remaining equity owned). Supported housing is excluded because it is specialised accommodation and rents are not comparable with a typical home let at market rent. Homes include those where Platform has control over rent setting (homes owned and managed and those managed not owned).

² Weekly rent for Platform's homes. On average these homes have just over 2 bedrooms per property.

³ Source: <https://www.gov.uk/file?uri=%2Fpeoplepopulationandcommunity%2Fhousing%2Fdatasets%2Fprivaterentalmarketsummarystatisticsinengland%2Foctober2020toseptember2021/privaterentalmarketstatistics211215.xls>. Rents based on homes within authority that have, on average, the same number of bedrooms as Platform's homes.

Our operating area

We provide affordable homes and serve customers from Herefordshire in the West to the Lincolnshire coast in the East; and from the Derbyshire Dales in the North to the Cotswolds in the South.



Rent as % of market

0-49% 50-59% 60-69% 70%+

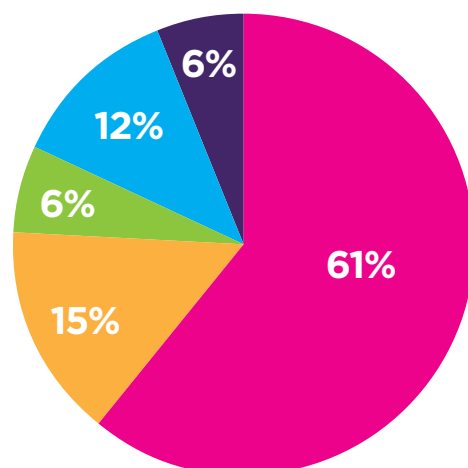
LOCAL AUTHORITY AREA

- 66 East Lindsey
- 27 Worcester
- 17 Malvern Hills
- 26 Wychavon
- 7 Derbyshire Dales
- 62 Harborough
- 30 Birmingham
- 18 County of Herefordshire
- 60 Leicester

C2/C3: Affordability indicator:

Share and number of existing homes before the start of the previous financial year and completions for the current year.

Platform is committed to managing and developing homes that are affordable to those in the areas in which we operate. Over the 2 years to March 2022 we were in the top four developers of social and affordable homes in England and the third biggest developer of homes for social rent. At March 2021 **99%** of the homes we owned were let for a social purpose.



	Homes owned	Share
Social Rent	28,244	61%
Affordable Rent	6,897	15%
Housing for older people	2,973	6%
Supported housing	342	1%
Intermediate Rent	458	1%
Shared ownership ¹	5,600	12%
Shared ownership sold ²	1,118	2%
Homes with a social purpose	45,632	99%
Non-social rented	112	0%
Non-social sold ²	407	1%
Total Homes owned	46,151	100%

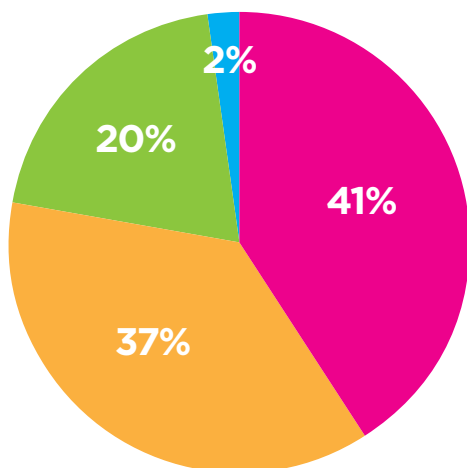
- Social Rent
- Affordable Rent
- Housing for older people
- Shared Ownership
- Others
 - Supported housing
 - Intermediate rent
 - Shared Ownership sold
 - Non-social sold

¹ Homes where a proportion is sold to help people into home ownership. The unsold element is retained and rent applied on an affordable basis.

² This is where the customer has bought their property on a leasehold basis and Platform retain ownership of the freehold, for example in a block of flats.

During the year all of our homes built were for a social purpose, with 236 (20%) built for social rent, 478 (41%) for affordable rent, 429 (37%) for shared ownership, 28 (2%) for other tenures (no homes were built for outright sale).

Homes Developed in the Year to March 2022



- Affordable Rent
- Shared Ownership
- Social Rent
- Other

Part of our new build developments included the completion of Haven House in Boston, a safe refuge for both women and men (and their families) fleeing abusive relationships. The scheme (pictured), owned by Platform and leased to South Lincolnshire Domestic Abuse Service comprises 12 en-suite rooms that can be flexibly configured to house both single persons and larger families as a temporary safe base.

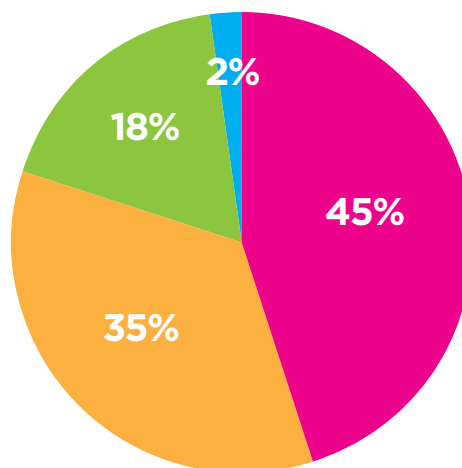
This is a fantastic example of partnership working to develop a scheme that offers real value and purpose to those suffering domestic abuse. The build costs to develop Haven House totalled £1.63 million with £900,000 grant received from Homes England. The refuge was purposefully designed to 'blend in' with the local community to protect the privacy and purpose of the services offered.



During the year £250m of grant was secured as part of a significant bid under the Homes England 2021-2026 affordable homes programme. The grant will be used to develop 4,680 homes at a total cost of approximately £1.1bn. All of the homes will be for affordable tenures, with approximately 20% for social rent. Of the homes developed, 35% will be built using modern methods of construction that achieve high levels of energy efficiency.

We are committed to developing 1,100 – 1,200 additional affordable homes in the coming year to continue helping alleviate the housing shortage across the Midlands.

Homes Development Target: Year to March 2023



- Affordable Rent
- Shared Ownership
- Social Rent
- Rent to Buy

C4: Security indicator:

How is the housing provider trying to reduce the effect of fuel poverty on its residents?

Platform is committed to reducing the effects of Fuel Poverty on its customers. We currently have a number of ongoing programmes which support this objective, which include, but are not limited to those outlined here.



We will achieve EPC C for all of our homes by 2030

Platform remain committed to moving all homes to an EPC rating of C or better. This target has been revised this year due to considerable cost inflation experienced across maintenance and housing development as well as challenges relating to skilled labour availability. In order to support this target we have set up a dedicated Sustainability Team who are focused on reducing our carbon footprint.

During the year we delivered energy efficiency improvements to over 600 homes from the Green Home Grant and Warm Homes Funds. This included installing over 400 energy saving measures to 333 homes, including air source heat pumps, solar PV systems, insulation and efficient heating systems. These changes have resulted in savings to our customers' energy bills estimated at £260/year per home and contributing to fuel poverty mitigation. We also completed the transformation of a combined heat and power system for 272 homes in a 16 storey tower block in Leicester (pictured) from an inefficient night storage system to a highly efficient low carbon communal system, typically saving 30% on heating bills.

We will support those most in need

Platform launched a £1.4 million Wellbeing Fund during the year to offer fast and flexible support to individuals and families who are most acutely affected by hardship as a result of Covid-19 or other reasons.

Over the last 12 months, 1,200 customers have been supported with fuel costs from the fund, particularly during the winter months. In addition our Successful Tenancies Team helped secure a further £90,000 in energy grants and schemes for customers to assist with the ongoing costs of energy in homes.

We have also provided energy saving information on our website including video blogs about easy energy saving tips.

Looking ahead

We will finalise our Sustainability and Retrofit Strategies in the first half of the year, which will set out how we will push ahead with further improvements to customers' homes.

We have secured £1.2 million funding from the Social Housing Decarbonisation Fund to retrofit a further 100 homes during the year to March 23. This will include installing external wall insulation, cavity wall insulation, heat pumps and solar PV panels. In total we expect to retrofit a further 313 homes (year to March 2022: 206).



The Successful
Tenancies Team



C5: Security indicator:

What percentage of rental homes have a 3 year fixed tenancy agreement (or longer).

We are committed to offering our customers tenancy agreements that do not have a fixed term. On this basis all new tenancy agreements are lifetime tenancies.

Virtually all agreements are now greater than 3 years or do not have a term:

	Tenancies	Percentage
< 3 years	1	0%
> 3 years	5,240	13%
No term	34,302	87%
Total tenancies	39,543	100%



Section 2

Building Safety and Quality

C6: Safety indicator:

What percentage of homes with a gas appliance have an in-date, accredited gas safety check?

As of March 2022 gas compliance was at **99.96%** (March 2021: 99.7%). Gas servicing is now in line with levels experienced before the Covid-19 pandemic. Some customers are not available or initially deny access when a check becomes due, making 100% compliance challenging. We continue to work cross functionally in our business and with our customers to overcome these issues.

During the year we implemented an automated caller solution for booking gas servicing. The solution allows customers to confirm that they will be available and to re-book appointments as required. This has significantly improved the booking process, increasing customer communications and reducing no access visits.



C7: Safety indicator:

What percentage of buildings have an in-date and compliant Fire Risk Assessment?

As of March 2022 **100%** of our homes had an in-date Fire Risk Assessment (March 2021: 100%). We carry out assessments based on the risk associated with different buildings, with high risk buildings assessed annually, medium risk every two years and low risk every three years.

C8: Quality indicator:

What percentage of homes meet the Decent Homes Standard?

As of March 2022 **100%** of our homes met the Decent Homes Standard (March 2021: 100%).

Section 3

Resident Voice

C9: Accountability

What arrangements are in place to enable the residents to hold management to account for provision of services?

Ensuring our customers are at the very heart of what we do is central to Platform's strategic goals. We have a dedicated Customer Experience Panel (CEP), chaired by a customer, which drives improvement and satisfaction.

Over the past 12 months we have considerably strengthened the CEP membership to ensure that they are fully representative of our geography and inclusive of our customers.

Platform Group Board member Lou Zonato, who champions the customer experience, continues to sit on the Panel and ensures the CEP have direct unfiltered access to the Board.



Lou Zonato

Panel members are involved in many areas of the business such as plans to improve Customer Satisfaction, the Wellbeing Fund Policy and the Stay Safe Steering Group, which ensures we meet our safeguarding responsibilities.

We have supported the CEP by ensuring they are both informed of the Group's activities and have the skills to robustly question and interrogate data, policy and strategy. In addition, we have taken the decision to remunerate panel members which has led to a greater level of interest from our customers.



CEP Chair: Shaolan Menzies

C10: Customer satisfaction

How does the housing provider measure resident satisfaction and how has satisfaction changed over the last three years?

We set high standards for customer service and encourage our customers to challenge us if they aren't receiving the service they expect. Our Customer Experience Team collect and analyse customer feedback using surveys and our complaints and compliments processes. This information is then used to implement changes that improve our offering.

During the year we improved the way in which we collect customer feedback. Customers are now asked to complete surveys closer to the time an interaction has taken place, allowing our Customer Experience Team to follow up issues within 24 hours of a survey response being submitted.

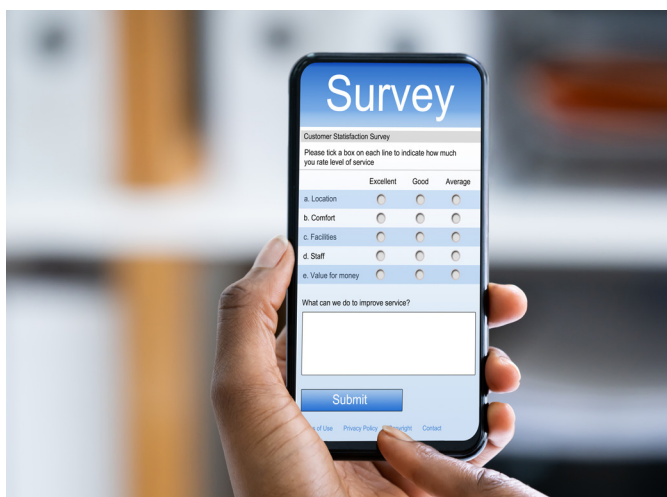
The table to the right shows the satisfaction for the first half of the year using the previous surveying method and the second half of the year using the new method. As can be seen from the table, satisfaction has increased significantly in the second period but more importantly, we are hearing from a much larger pool of customers, giving greater real time insight into service satisfaction. The total number of surveys undertaken in the year were over 16,000 in contrast to fewer than 6,000 in the previous year.

Time Period	Satisfaction	Surveys	Target
Apr – Sep 21	53.9%	2,527	75%
Oct 21 – Mar 22	72.6%	13,909	75%
Year to Mar 22	69.8%	16,436	75%

Whilst the score shows a more accurate reflection of what customers think of our service offering, it is still below our target of **75%**. We will continue to work at improving these levels and a programme to manage the introduction of new surveys is now in place as we continue to evolve the system over the year to March 2023. In addition to this we are looking at the Tenant satisfaction measures (TSM's) that will become regulatory requirements from April 2023. We are committed to maintaining our post-interaction surveys, so collection of the TSM's will be in addition to the improvements made in the year.

Satisfaction for the last three years is shown below:

Year ended	Satisfaction
March 2022	69.8%
March 2021	57.0%
March 2020	60.2%



C11: Housing Ombudsman

In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?

In the year we have expanded our Customer Experience Team, nearly doubling the number of people employed to over 20 in order to considerably improve how we collect and manage feedback from customers. The team is now split into three areas, with one that aims to resolve complaints as soon as possible, another that oversees investigations into formal complaints and a third that looks at the customer experience across the business, identifying areas for improvements.

There were six upheld determinations in the year to March 2022 where the Ombudsman identified a service failure (March 2021: five).

As a result of the determinations we are in the process of reviewing repairs policy with a view to making it clearer what both our and our customers obligations are in several areas.

Aside from complaints made to the Ombudsman, a number of service improvements were implemented in the year following feedback received from customers through surveys and complaints. These include:

- The launch of an insurance scheme for customers that was negotiated with Thistle, who teamed up with the National Housing Federation to provide the 'My Home Contents Insurance Scheme'. This is a specialist insurance scheme which helps to provide affordable insurance for social housing tenants.
- Changes to boiler servicing processes, with communications now made clearer and checks expanded to incorporate a higher frequency of oil based system checks.
- Alterations to the automated phone system at our call centre providing a fast track for customers who wish to cancel a repair.





Section 4

Resident Support

C12: Support services

What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?

Platform delivers support to customers in a number of ways. Some of the key support provisions are outlined below:

The Platform Wellbeing Fund

For the second year in a row the Group has utilised a well-being fund to support those most in need. The fund provided £1.75m to help approximately 4,000 customers with food, clothing and other essential items. The fund also supported community initiatives across our operating area, allocating £120,000.

Working with Customers

Platform employs a team of fourteen Rent Support Officers who provide help and advice to customers who are experiencing financial difficulties. They work with customers in the following ways:

- To help them better understand their incomes and expenditures and eligibility for welfare benefits.
- They provide budgeting advice and help facilitate access to funds or grants where relevant.
- They signpost to specialist debt and other services where appropriate.

This year, the service has received **5,444** referrals and recorded **£6,773,098** in social value generated through interventions (Using HACT Social Value Calculator). In the year ahead we will be rolling out social value appraisal to an increasing number of business areas to better capture and assess our value provision.

Alongside the support officers, Platform work with four job coaches in the Worcestershire area, who are funded by the Community Lottery and European Social Fund and form part of the 'Into Work Worcestershire' consortium known locally as 'Fusion'. Job Coaches provide specialist support for 'hard to help' individuals and those furthest from the labour market. To date, 397 participants have been supported with the following outcomes:

- 108 people into employment.
- 76 people into active training in preparation for employment.
- 67 people ready for the labour market and now able to actively job search.

Funding is due to end on 31st March 2023, and the Group is currently working to identify replacement funding opportunities to provide similar support provision within the area and further afield.

Stay Nimble

Platform continues to work with social enterprise Stay Nimble. Stay Nimble offer customers access to an online career coaching service that provides access to skills assessments, confidence building tools, CV writing, job search tools, a coaching call and a suite of courses.

During the year a social value return of **£122,796** was generated through provision of the service, providing a social return on investment of approximately 4 times. The value created was attributed to:

Employment: **£52,320**

Wellness: **£10,836**

Financial skills: **£59,640**



Stay Nimble Career Coaching for **everyone**
Change your future with career coaching
New Year, New Job
www.platformhmg.com/stay-nimble-on-line-coaching
GfI
Affiliate Organisation



Digital Inclusion

During the year our digital support was enhanced through the creation of our 'Digital4everyone' website. The website contains a list of free courses available to Platform customers as well as a live chat function. To complement the website, Digital Champions ran sessions to support digital inclusion for customers, which helped to improve digital literacy, as well as assist with routes into employment by helping to teach ways of searching for jobs and prepare CV's electronically.

Working with our Communities

In the year to March 2022 the Platform Community Chest, managed by the Customer Experience Panel, funded 115 projects with a total investment of **£150,000**. Applications have been received from schools, charities, not-for-profit groups and groups of customers. The projects had wide ranging benefits, with 35 achieving a positive impact on health & wellbeing, 48 on community cohesion, 18 on skills and employability and 14 on community safety.



Section 5

Placemaking

C13: Placemaking activities

Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

Platform is committed to being both a landlord and a developer of places where people want to live.

During the year we launched an Underused Garage and Land Initiative Strategy to tackle the worst of our poor quality garage sites, with the intention to transform these areas on our estates. Plans are being consulted on to redevelop 20 of these sites into new low carbon and much needed homes, and a further 20 sites are in the pipeline to be redeveloped.

Work continued in the year on the Tolladine Estate Regeneration Project in Worcester. Tolladine is an area which is in the 10% most deprived communities in England. Its scores are particularly affected by Crime, Employment, Education, Skills and Training. We have taken a holistic approach to regenerating the estate, targeting both the physical environment and working with customers to better their prospects.

To date we have:

- Invited community partners such as the City Council, local schools, community and children's groups to work with us to map out community provision in the area and consider possible gaps, to ensure that support was provided where needed.
- Redesigned front gardens to include off road parking, renewed footpaths and steps leading to properties, replaced shared boundary fencing, constructed bin store enclosures and landscaped soft ground areas with low level planting and trees.
- Completed phase one of the shops redevelopment, including the removal of hotspots for anti-social behaviour, building new shops and energy efficient housing.



Before and after the work to front gardens:



The shops redevelopment:



In the year to March 2023 we will push ahead with remaining works, including:

- Completing works to individual property frontages by installing off-road parking, renewing footpaths and fencing, installing bin stores and introducing mixed, low maintenance shrubs, plants and trees.
- Remodeling individual corner plots at road junctions by removing end boundary walls which have been associated with anti-social behaviour.
- Widening two key public footpaths which intersect the estate to improve surveillance and reduce anti-social behaviour.
- Pushing ahead with phase two of the shops redevelopment.



Section 6

Climate Change

C14: Energy performance certificate (EPC) ratings

Distribution of EPC ratings of existing homes (those completed before the last financial year).

A summary of all surveys held prior to the last financial year is shown below. EPC certificates were available for approximately **27,000** of our homes out of approximately **39,000** (excluding shared ownership and leased homes for which EPC's are the responsibility of the home owner).

Overall 68% of EPC ratings were C and above for our homes which is slightly lower than the previous year as more EPCs have been completed (March 2020: 72%). We are committed to improving this year on year as we push ahead with retro-fitting works including external wall insulation, solar panels and air source heat pumps. We have begun to assess our remaining homes and based on our initial findings, expect the overall ratings to be in line with those shown below.

Rating	Homes with certificate	Percentage	Cumulative percentage
A (92+)	80	0.3%	0%
B (81-91)	8,965	33.0%	27%
C (69-80)	9,969	36.7%	68%
D (55-68)	6,296	23.1%	93%
E (39-54)	1,808	6.6%	100%
F (21-38)	84	0.3%	100%
G (1-20)	8	0.0%	100%
	27,210	100%	100%

During the year to March 2022 we carried out over 6,000 EPC's (excluding new build developments) and at that point had valid certificates in place for approximately **90%** of our homes. We expect to have EPC's for all of our homes during the year to March 2023.



C15:

Distribution of EPC ratings of new homes (those completed in the last financial year).

It is our objective to develop homes that are EPC rated B and above and this was achieved for **100%** of our homes in the year:

Rating	Homes with certificate ¹	Percentage	Cumulative percentage
A (92+)	42	4%	4%
B (81-91)	1,125	96%	100%
	1,167	100%	100%

¹ In total 1,171 homes were developed in the year; four homes were re-developed as part of an existing supported housing scheme and did not require new certificates.

In the year ahead we plan to develop a further **1,100 – 1,200 homes**, all of which will have an EPC B or better.

C16: Carbon emissions

Scope 1, Scope 2 and Scope 3 greenhouse gas emissions. If you are not tracking Scope 1, 2, or 3 emissions, but plan to in the future, when are you aiming to report on these emissions?

Our first carbon emissions baseline report was completed during the year, providing estimates for the year to March 2020 and 2021. This report provided us with a baseline for Scope 1, 2 and 3 emissions, including our homes and our supply chain (purchased goods and services). For 2020/21 our emissions per home were 0.06 tCO₂e for scope one and two (2020: 0.08 tCO₂e). The footprint for our housing stock was 75,486 tCO₂/year (48%) and for purchased goods and services it was 85,136 tCO₂/year (52%).



The table below summarises our year on year energy consumption and carbon emissions:

Energy Consumption			
		2020-21	2019-20
energy consumption used to calculate emissions (kWh)	Gas	173,166	408,993
	Electricity	1,445,485	1,581,578
	Transport Fuel (diesel)	7,383,418	2,968,844
	Transport Fuel (petrol)	282,252	2,745,139
	TOTAL (kWh)	1,625,749	1,992,334

Carbon Emissions (Scope 1 and 2)			
		2020-21	2019-20
Emissions from gas (tCO ₂ e)	Scope 1	32	75
Emissions from transport fuel for fleet cars (tCO ₂ e)	Scope 1	1,708	926
Emissions from business travel in rental cars or business mileage claims (tCO ₂ e)	Scope 3	142	445
Emissions from refrigerants	Scope 1	62	62
Emissions from electricity (tCO ₂ e)	Scope 2	337	404
TOTAL (tCO₂e)		2,281	1,912

Carbon Intensity Ratios: measures total gross carbon emissions (Scope 1 and 2) relative to the following three criteria				
	Homes/ turnover		Homes/ turnover	
Platform Homes managed (social housing, supported, intermediate)	38,861	0.06	38,393	0.08
Platform Housing Limited/ Group turnover (£ million)	270	8.45	257	257

Carbon Emissions (Scope 3)

Emissions from generation of electricity that is lost in transmission and distribution (tCO ₂ e)	Transmission and distribution losses		
Emissions from commuting		57	2,364
Emissions from leased assets, franchises, and outsourced activities (tCO ₂ e)	Regulated emissions from homes	75,486	75,486
Emissions from fuel and energy related activity, waste and water (leased operations)	Emissions from (leased assets) - gas, electricity, water	575	417
Emissions from purchased goods and services		85,136	95,138
	TOTAL (tCO₂e)	163,539	175,323

Summary

Carbon emissions (tCO ₂ e)	Scope 1 and 2	2,281	1,912
Carbon emissions (tCO ₂ e)	Scope 3	163,539	175,323
Total Carbon Emissions (tCO₂e)	Scope 1, 2 and 3	165,820	177,235

Overall carbon emissions have reduced largely as a consequence of reduced development and maintenance activity. Scope 1 and 2 emissions, which are more controllable, show downward trends in both absolute terms and in relation to homes and turnover.

Emissions related to transport reduced as we transitioned people to home working contracts but went up for our fleet in accordance with the expansion of our Property Care business. We intend to gradually electrify our fleet, which will help reduce emissions in this area over time.

Estimated regulated emissions from homes was limited on first review, with a high level estimate produced for both 2021 and 2020. This will evolve in the year to March 2022 with the implementation of more sophisticated energy modelling.

C17: Energy efficiency actions

What energy efficiency actions has the housing provider undertaken in the last 12 months?

During the year we have taken a number of actions to enhance the energy efficiency of our homes, including:

- The retrofitting of ground and air source heat pumps replacing electric, gas and solid fuel in 104 homes (March 2021: 70 homes).
- The installation of Solar PV systems to 153 homes (March 2021: 0 homes).

These have improved the average Standard Assessment Procedure (SAP) rating by 25 points (from an average of EPC E to EPC C) for these homes and reduced average carbon emissions by over 50%, from 5.1 tCO₂/year to 2.4.

As outlined in C4 above we have installed an energy efficient heating system to a 16 storey tower block of 272 homes in Leicester. The new, low carbon heating system, saves an estimated 380 tCO₂ per year.

We established a Sustainable Finance Framework during the year (available on the Investor Centre section of the Platform website) that includes a commitment to develop homes with an EPC of B or better. This was achieved through the year as shown in C15 above.

In the year ahead we will finalise a Platform Standard, which will apply to new and existing homes. The standard will cover areas of quality and sustainability, with the intention of improving, amongst other things, the energy efficiency of our homes.



C18: Climate risk mitigations

How is the housing provider mitigating the following climate risks:

- Increased flood risk.
- Increased risk of homes overheating.

The Group aims to maintain compliance with all relevant legislation in this area. We are developing a Platform Standard which will seek to mitigate the impacts of climate change for our new and existing homes. On top of this we are establishing an online energy performance and modelling toolkit for our homes (called Portfolio) that will provide flood risk and overheating assessments for all our properties.

Our Sustainability Strategy will outline mitigating actions. The Platform Standard and Sustainability Strategy were targeted for completion during the year and have been pushed back slightly in order to provide time for a more comprehensive review to be undertaken, allowing more prescriptive targets to be incorporated into the strategy. Both the Standard and Strategy will be completed during the coming year.

C19: Resident information

Does the housing provider give residents information about correct ventilation, heating, recycling etc. Please describe how this is done.

In the autumn a 'Winter Ready' section of the website was launched, which included information and videos on how to ensure homes were properly ventilated during the winter months to prevent condensation and mould. This complimented our Home User Guide, which is provided to customers when moving into their homes and contains useful information on how to ensure homes are properly ventilated.

Work has progressed during the year on the creation of a Virtual Tenant's Handbook, which will help to inform customers about how to live in their homes in a sustainable way. The handbook will be made available at the same time as we launch the new Platform website, which will significantly enhance the way in which we interact with our customers'. The Handbook will include information about ventilation, including damp and mould prevention, heating, saving energy and recycling.

We are developing a resource kit for customers who are having energy saving retrofit works carried out on their homes to ensure they understand how to get the best out of their new upgraded homes and the renewable technologies that have been installed.

We intend to create a Platform Green Forum in the coming year, which will involve customers providing feedback on these offerings and allow us to inform and empower our customers to run their homes in a sustainable way.



Section 7

Ecology

C20: Green space

How is the housing provider increasing green space and promoting biodiversity on or near homes.

Being aware of our impact and influence on the areas in which we operate is central to the activities we perform. Green space and local wildlife is always considered when we undertake developments and regeneration activities. We also work with our customers and communities to set up projects that promote greater awareness and engagement with green spaces and biodiversity.

One such initiative was started in the year, involving the conversion of an unused space into a community garden at an estate in Worcester. Platform partnered with a local school to involve children and parents in the project too.

Another initiative was launched at a retirement living scheme, where funding was provided to create a covered outdoor seating area in the communal gardens. The area has enabled residents to enjoy the gardens whatever the weather and provides an opportunity for them to reconnect with each other in a Covid safe way after a period of very limited social contact.

As part of the 'Platform Standard' project developments will be designed to ensure the consideration and inclusion of biodiversity to encourage wildlife and to help reverse habitat decline. This will include items to help encourage local wildlife such as bat boxes, hedgehog highways and planting of trees and shrubs.





Section 8

Resource Management

C21 – C24: Strategies for pollutants, materials, waste and water

Does the housing provider have a strategy to actively manage and reduce all pollutants, increase the use of responsibly sourced materials, waste management and good water management? If so, how does the housing provider target and measure performance?

During the year our property maintenance subsidiary, Platform Property Care (PPC), achieved ISO 14001 accreditation. ISO 14001 is an internationally agreed standard that ensures high levels of environmental performance through more efficient use of resources and reduction of waste.

PPC has established an Environment, Health and Safety Committee where ideas for reducing pollutants are discussed and implemented. A major part of this relates to the initial purchasing of products. For example, the recent procurement of electric powered chain saws to reduce the use of petrol as a fuel. Performance is measured by looking at how these replacements are implemented in a qualitative manner.

PPC ensure that materials are responsibly sourced through review of contracts with suppliers. These suppliers are approved through a procurement process and improvements are noted through the ISO 14001 framework.

PPC monitor waste related KPIs on a monthly basis. Measurements are tracked for the proportion of raw materials sent to landfill, recycled and reused. Actions are planned to continually improve these KPIs.

As mentioned in C18, a Sustainability Strategy and Platform Standard are being developed to address the areas of quality and sustainability in our homes. These two documents will set out a plan to reduce pollutants, increase the use of responsibly sourced materials, reduce waste and improve water management. In addition, the Sustainability Strategy will address good water management in our offices.

Section 9

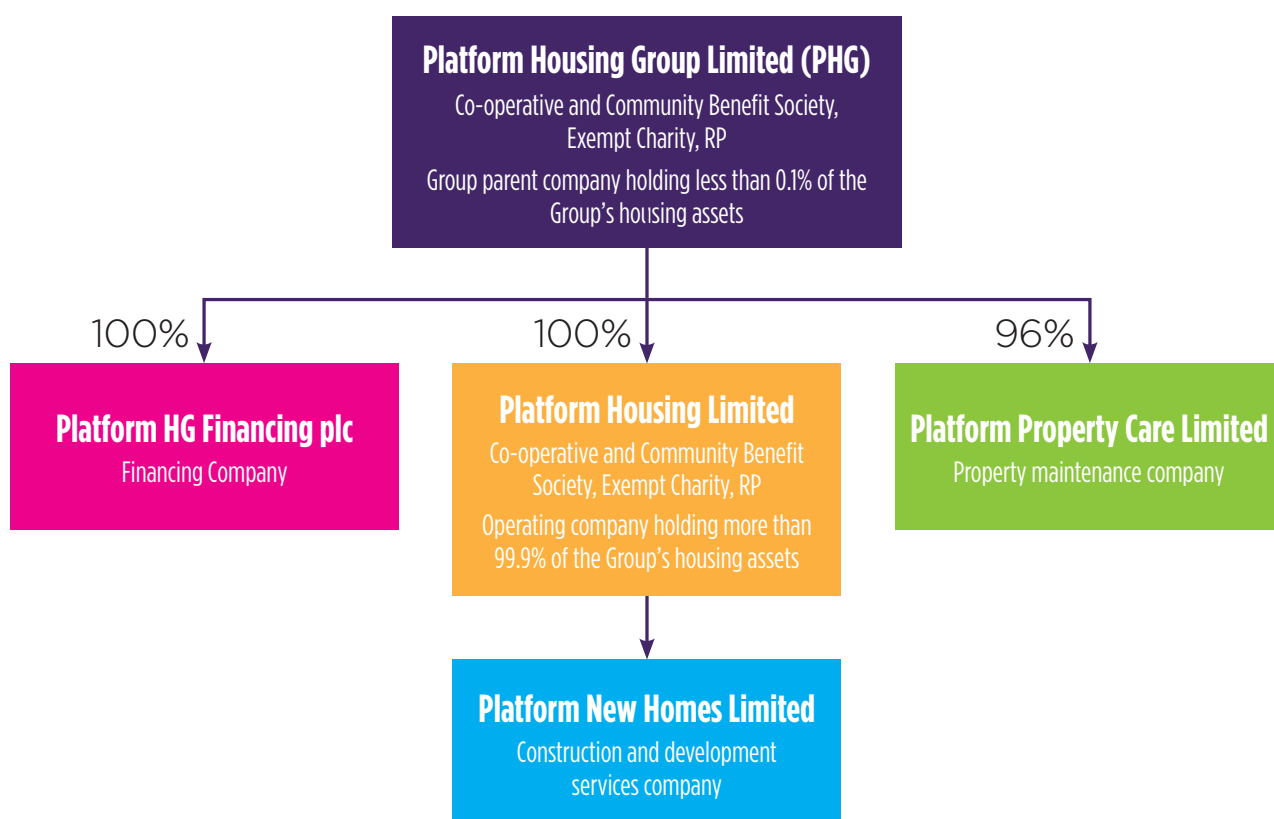
Structure and Governance

C25: Regulation

Is the housing provider registered with a regulator of social housing?

Platform is a Community Benefit Society, a charitable registered provider of social housing and is the parent undertaking of the Group. Platform's subsidiary companies include charities, registered providers of social housing, and limited companies, each with specific roles to support its charitable purpose:

- Platform Housing Ltd is an asset-holding charitable Registered Provider and is a Community Benefit Society;
- Platform Property Care Limited is a company limited by shares and provides a full range of maintenance services to the Group as well as operating in a Cost Sharing Group with partners Rooftop Housing and Stonewater Limited;
- Platform New Homes Ltd is a company limited by shares and provides construction and development services to the Group;
- Platform HG Financing is public limited company and provides financing services to the Group;



Associated companies not included in the chart above are as follows:

- Waterloo Homes Limited is a dormant company 100% owned by PHG.
- Platform Property Care Limited (PPC) is part owned by Rooftop Housing Association Limited (3%) and Stonewater Limited (1%) as part of a cost sharing arrangement with PPC.

C26: Regulatory grading

What is the most recent viability and governance regulatory grading?

Platform retains the highest ratings of governance and financial viability from the Regulator of Social Housing (RSH). The 'G1/V1' ratings were re-affirmed in April 2021 as part of a scheduled in-depth assessment carried out by the RSH.

Platform is also rated by both S&P Global and Fitch and had ratings of A+ (stable) re-affirmed during the year by both agencies.

Governance G1

The provider meets the requirements on governance as set out in the Governance and Viability Standard.

Viability V1

The provider meets the requirements on viability set out in the Governance and Financial Viability Standard and has the capacity to mitigate its exposures effectively.

C27: Governance code

Which Code of Governance does the housing provider follow, if any?

Platform follow the NHF Code of Governance 2020. The Code is designed to help housing associations achieve the highest standards of governance and board excellence, by ensuring that those adopting it:

- Keep the views and needs of their residents at the heart of their strategic decision-making.

- Put measures in place to ensure that residents, other customers and staff are kept safe.
- Maintain Board oversight of risk and thoroughly test the impact of potential risk scenarios on their organisations' future.

C28: Not for profit

Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their percentage of economic ownership and what percentage of voting rights do they control?

Platform is a charitable registered provider of social housing.



C29: Risk management

Explain how the housing provider's board manages organisational risks.

Risks that prevent the Group achieving its objectives are considered and reviewed regularly by the Senior Leadership Team, Executive Risk Committee, Group Audit and Risk Committee (GARC) and Board. The risks are assessed in terms of their impact and probability.

The Board has a defined risk appetite statement. This sets out a framework for engaging with risk, supported by a scoring matrix, used to identify a target risk score for each corporate risk. New/emerging risks are identified through strategic business planning days, sector briefings, horizon scanning and process of stress testing the long term financial plan.

Training on risk is also provided for the Board, Executive Team and Senior Leadership Team when required.

The GARC has a monitoring role in relation to risk management and advises the Board on internal control matters.

The top risks (those with the most material impact on the Group) are considered monthly by the Senior Leadership Team and Executive Risk Committee, quarterly by the GARC and subsequently by the Board.



C30: Regulatory breaches

Has the housing provider been subject to any adverse regulatory findings in the last 12 months (e.g. data protection breaches, bribery, money laundering, HSE breaches or notices) - that resulted in enforcement or other equivalent action?

Platform has not been subject to any adverse regulatory findings in the last 12 months.

Section 10

Board and Trustees

C31: Board demographics

What are the demographics of the board? And how does this compare to the demographics of the housing provider's residents, and the area that they operate in?

In the last three years the Board has been substantially refreshed (following the creation of the Group in October 2018). As part of this process, representation on the Board by women and BAME was strengthened. The demographics of the Board will help ensure that our customers are well represented.

	Board	Our customers
Proportion of women	40%	60%
Proportion of BAME	10%	8%
Proportion disabled	-	7%
Average Age	56	51
Average tenure	2	



In May 2021 a Trainee Board programme was established with an objective of helping to ensure the longer term diversity of the Group Board. Four trainees sit on the Trainee Board and rotate attendance at Board and Committee meetings and have five of their own Board meetings a year.

The continuance of this programme has been approved and the Group will start the recruitment of the second cohort at the end of this calendar year. The programme will be extended from two to four years, and it is hoped that Trainee Board members will join a Board sub-Committee at the end of year two, with the opportunity to join the main Board at the end of year four.

C32: Board and management turnover

What percentage of the board and management team have turned over in the last two years?

The Board and Executive Teams have been significantly refreshed since the Group was formed in October 2018, including Elizabeth Froude, Group Chief Executive (joined in July 2019). Many further changes have been made in the last two years, including:

Rosemary Farrar - Chief Finance Officer (joined in April 2020).

Gerraint Oakley - Executive Director of Growth and Development (June 2020).

The new Chair, **John Weguelin** (former CEO of Zenith Bank), was appointed in July 2020.

Sebastian Bull (Chair of Audit and Risk Committee).

Tony King (Chair of the Finance Committee).

John Anderson (Chair of the Assets and Development Committee)

All started during the year to March 2021 in addition to **Paula Smith**, **Heena Prajapat** and **Lou Zonato**.

The Board and Executive Team members have substantial experience and skills and will help to ensure that our strategy is appropriately set and delivered.



Elizabeth Froude



Rosemary Farrar



Gerraint Oakley



John Weguelin



Sebastian Bull



Tony King



John Anderson

C33: Maximum board tenure

Is there a maximum tenure for a board member?
If so, what is it?

The maximum tenure for Board members is targeted at six years with a maximum of nine.

C34: Non-executive directors

What percentage of the board are non-executive directors?

The Board is made up entirely of Non-Executive Directors with the exception of the Group Chief Executive. Overall there are nine non-executive and one executive directors.

C35: Financial experience on Audit Committee

Number of board members on the Audit Committee with recent and relevant financial experience.

A large number of Board members with extensive financial experience sit on the Audit and Risk Committee, including:

Sebastian Bull (Committee Chair): Sebastian has considerable experience in Property, Infrastructure and Transport, holding a number of high level Finance roles.



Sebastian Bull



Paula Smith



Elizabeth Froude

Paula Smith: Paula is a chartered accountant with extensive finance leadership and board experience gained within the energy and telecoms sectors. She currently works as Finance Director of a major UK internet provider.

Elizabeth Froude: Elizabeth has previously held Finance Director roles at other organisations within the social housing sector. She currently chairs an Audit & Risk Committee for another registered provider of social housing.

C36: Remuneration Committee

Are there any current executives on the Remuneration Committee?

The role of the remuneration committee is undertaken by the People and Governance Committee at Platform. None of the current Executive Team are members of this committee.

C37: Board succession

Has a succession plan been provided to the board in the last 12 months?

A succession plan was presented to the People and Governance Committee shortly after the year end in April 2022.



C38: External audit

For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

KPMG were appointed as external audit provider during the year to March 2021 and are completing their second audit in the year to March 2022.

KPMG have a market leading reputation and track record for providing assurance services.

C39: Board effectiveness

When was the last independently-run, board-effectiveness review?

The Group's internal auditors (Mazars) performed a review of Corporate and Subsidiary Governance, including Board effectiveness in February 2022.

The report gave substantial assurance and was considered by the Group Audit and Risk Committee in April 2022.

C40: Board Chair and CEO

Are the roles of the chair of the board and CEO held by two different people?

Yes.

C41: Conflicts of interest

How does the housing provider handle conflicts of interest at the board?

The Group has a comprehensive Code of Conduct for Board and Committee Members, plus a comprehensive Probity Policy. Both are reviewed at a maximum of two year intervals.

Declarations of interest are completed annually and in addition, there is the opportunity at the beginning of every Board/Committee meeting for members to declare an interest in any items on the agenda.

Section 11

Staff Well-being

C42: The Real Living Wage

Does the housing provider pay the Real Living Wage?

During the year the Group adopted the minimum levels of pay associated with the Real Living Wage. This moved the lowest point on the pay structure to £9.90 per hour.

C43: The gender pay gap

What is the gender pay gap?

Platform's gender pay gap continues to compare favourably with levels experienced across the UK economy, with the median gap of 3% considerably lower than the average for the UK (15.4%) (source: ONS). We remain committed to doing everything we can to further narrow the gap and provide an inclusive environment that supports people to work and develop successfully.

We have implemented measures to reduce the gender pay gap, including in the areas shown below:

- **Pay and benefits:** The Introduction of a new pay structure and job evaluation methodology to ensure equal and consistent pay.
- **Diversity and Inclusion Strategy:** Challenging stereotypes associated with certain roles through initiatives such as International Women's Day and Women in Construction/Try a Trade day.
- **Recruitment:** Ensuring a non-discriminatory process that allows candidates to succeed based on merit and ability.



The pay gap is shown below. The gap has been calculated based on average hourly pay.

	Mean	Median
Gender pay Gap	1.2%	3%



Pay by quartile is shown below. Overall the gap has widened slightly in comparison to the prior year, which is attributable to salary increases for employees in trades roles. These increases have been driven by sector wide salary inflation as a consequence of changes to demand and supply dynamics. Trade roles are predominantly male and are most represented within the lower and lower middle pay quartiles. The changes have also resulted in more men being pushed into the upper quartile.

	Men	Women	Gap	Men	Women	Gap
	2021	2021	2021	2020	2020	2020
Lower Quartile	52%	48%	4%	59%	41%	18%
Lower Middle Quartile	51%	49%	2%	47%	53%	-6%
Upper Middle Quartile	51%	49%	2%	51%	49%	2%
Upper Quartile	57%	43%	14%	51%	49%	2%
TOTAL	53%	47%	6%	52%	48%	4%

C44: CEO-worker pay ratio

What is the CEO-worker pay ratio?

We report the CEO-worker pay ratio using the BEIS methodology, adopting 'Method A' as recommended¹. The methodology applies a ranking from low to high of all permanent and fixed term employees, identifying a Single Total Figure of Remuneration (STFR values) at each of the 25th, 50th (median) and 75th percentiles. The STFR has been derived from the total remuneration received, including:

- Salary
- Benefits in kind
- Pensions



Year	Method	25th percentile pay ratio	50th percentile pay ratio	75th percentile pay ratio
2022	A	12.6:1	10.25:1	8.64:1
2021	A	12.29:1	10.48:1	8.46:1

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/755002/The_Companies_Miscellaneous_Reporting_Regulations_2018_QA_-_Publication_Version_2__1_.pdf

C45:

How does the housing provider support the physical and mental health of their staff?

During the year the HR function was restructured and a dedicated Employee Relations and Wellbeing team created to oversee the physical and mental well-being of staff. The Team launched a Wellbeing Strategy, based on the following five pillars of wellbeing: mental, physical, financial, social and occupational. The team deliver weekly updates and initiatives to colleagues covering all aspects of the strategy. The Team also have dedicated space on the group intranet and a Yammer channel.

Working in collaboration with the Health & Safety Team, physical and mental health are proactively supported through colleague and manager guidance, monitored through employee engagement and wellbeing surveys, sickness absence monitoring and H&S incident reporting. Monthly KPIs are reported to the Executive and Board.

The Team is complimented by a range of policies that outlay a number of wellbeing practices and support mechanisms, including:

- Comprehensive occupational health services.
- Employee Assistance Programme provision.

- Healthcare cash plans.
- Mental health first aid training and coaching.
- Mandatory health and safety training.
- Leave arrangements, such as bereavement leave and urgent domestic leave.
- Regular health checks for our workforce.
- Opportunities for flexible working.

We hold regular financial wellbeing seminars covering a range of issues such as mortgages and budgeting. Our online Learning and Development Academy hosts numerous wellbeing modules that cover subjects such as recognising the signs and symptoms of workplace related mental health concerns and how people can look after their own wellbeing.

In addition to the above, the Group holds regular wellbeing events throughout the year. All employees are encouraged to take part and activities have included encouraging people to learn a new language, getting outside for a walk and sharing stories of how colleagues have been helping their local communities.

C46: Employee sickness

Average number of sickdays taken per employee.

During the year to March 2022 the average number of sickness days taken per employee was 9.4 days (2021: 6.2), which was above our target of 7 days. The increase was driven by Covid-19 related absences, which peaked during December 2021 – February 2022 as a consequence of the Omicron variant.



Section 12

Supply Chain

C47: Procurement and Social Value creation

How is Social Value creation considered when procuring goods and services?

At Platform we continue to recognise the central role that procurement plays in creating a more social economy. Social value is always considered during the procurement process, where we strive to benefit the communities in which we operate.

Through our procurement for communal gas servicing, we generate sustainable employment opportunities through the creation of apprenticeships, accredited training, and work experience days. On top of this, most of our contracts have social value built in, for example requiring one apprenticeship placement to be delivered per £0.5m. Where we can, we work with local suppliers to ensure that economic benefits are retained within the local area, maximising our contribution to the communities in which we work.

During the year our Procurement Team incorporated social value into our award criteria, establishing social value as a standard KPI in all of our procurements.

This will ensure that we work with suppliers who embed social value as their business as usual approach. Effective contract management is key to ensuring these KPIs are met and suppliers are held accountable. Through improving our supplier management, we intend to collaborate with suppliers to ensure that social value is being achieved, introducing consequences for non-delivery.

Social value must be designed for the people that we serve. Therefore, we strive to improve our relationship with our customer engagement team to understand exactly what our communities' need, feeding this back to suppliers to offer place-based social value outcomes that truly make a difference.



C48: Procurement and the environment

How is Environmental impact considered when procuring goods and services?

Considering our impact on the environment is central to protecting the health of our communities and their local areas and as we move towards a net zero carbon environment, we recognise that we must mobilise capital in a responsible way. We remain committed to minimising the impact on the environment as a consequence of our procurement activities.

We seek to engage with suppliers who address environmental issues through their corporate and management policies, demonstrating a clear commitment to addressing and mitigating their environmental and social impacts. We champion suppliers who find innovative ways of reducing their carbon footprint, such as implementing energy efficient solutions and managing their waste in a responsible manner.

We endeavour to ensure that our supplies are sourced from countries that are not associated with the Russian State or other embargoed regions.

During the year we have embedded environmental standards within our award criteria. Setting project based, environmental KPIs will help monitor performance for the duration of the contract. These standards will ensure that we are working only with suppliers with responsible attitudes towards environmental issues and strive to achieve beyond best practice.

Our plan for 2023 remains focused on moving all landlord electric contracts towards renewable energy sources wherever possible. Whilst this may come at a higher cost, this transition is central to our mission of **'building a better future'** for our communities. However, we recognise the need to balance this objective against maintaining financial strength, particularly in light of escalating inflation.

