



Making an Impact

Our Report under the
Sustainability Reporting
Standard for Social Housing
2024-2025



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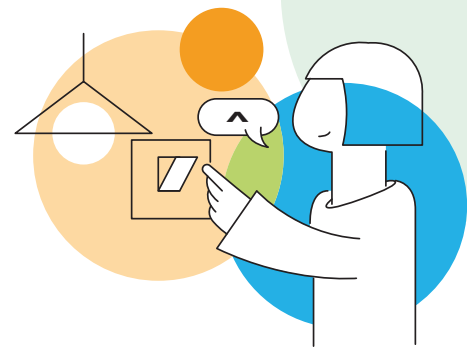
Executive Summary

We are pleased to share our report under the Sustainability Reporting Standard for Social Housing, which shares some of the key achievements and aspirations we have to help tackle climate change, be a leader on social initiatives and maintain excellent governance.

It's been a year since our last report and the outlook for the local, national and global landscape is as dynamic and uncertain as it has been in this century. Political and economic uncertainty stemming from unprecedented geopolitics in America, combined with conflicts in Europe and Asia and the tightest domestic budgets seen in over a generation provide a very challenging environment for Platform to pursue its environmental, social and governance (ESG) objectives. The impact of these conditions will continue to affect our people, places and business and we are determined to ensure that our impact continues to be positive. This can be seen in our new Sustainability and ESG Strategy, which was published in the year and seeks to integrate and broaden our initiatives to help us develop the resources, create the culture, and map out our pathway to achieve our vision as a leading sustainable housing association.

The table below summarises our performance against the key metrics within the Sustainability Reporting Standard (the Standard) as at 31 March 2025 and a detailed account against all metrics within the Standard can be seen in the sections below. In addition to areas within the Standard, this report also contains a summary of performance against the Group's Sustainable Finance Framework, through which £500m of sustainable bonds have been issued to date.

Theme	Indicator	Target	2025	2024
Climate change	Homes with an EPC rating of C and above - start of year	100%	78%	76%
Climate change	Developed homes with an EPC ratings of B and above	100%	99.9%	99.9%
Affordability	Average rents/average market rent	≤65%	63%	64%
Affordability	Proportion of affordable tenures - at start of year	≥95%	99%	99%
Affordability	Proportion of affordable tenures - developed in year	≥90%	99%	100%
Building safety	Proportion of homes in compliance with gas safety	100%	99.95%	99.97%
Building safety	Proportion of homes with Fire Risk Assessment	100%	100%	100%
Building quality	Proportion of homes that met the Decent Homes Standard	100%	99.9%	100%
Resident voice	Customer satisfaction	≥75%	81%	75%
Resident voice	Complaints found to be maladministration by the Housing Ombudsman		33	26
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 Regulator of Social Housing	G1/V1	G1/V1	G1/V1
Governance	Proportion of non-executive directors on Group Board	≥90%	90%	90%
Governance	Length of service of external auditors (years)	≤10	5	4
Staff well-being	Real Living Wage paid	Yes	Yes	Yes
Staff well-being	Gender pay gap	≥-5% ≤5%	-3.1%	-4.2%



Environment Climate Change

Platform will move all homes to an Energy Performance Certificate (EPC) rating of C or better by 2030 and net zero by 2050, with an interim emissions target in 2035.

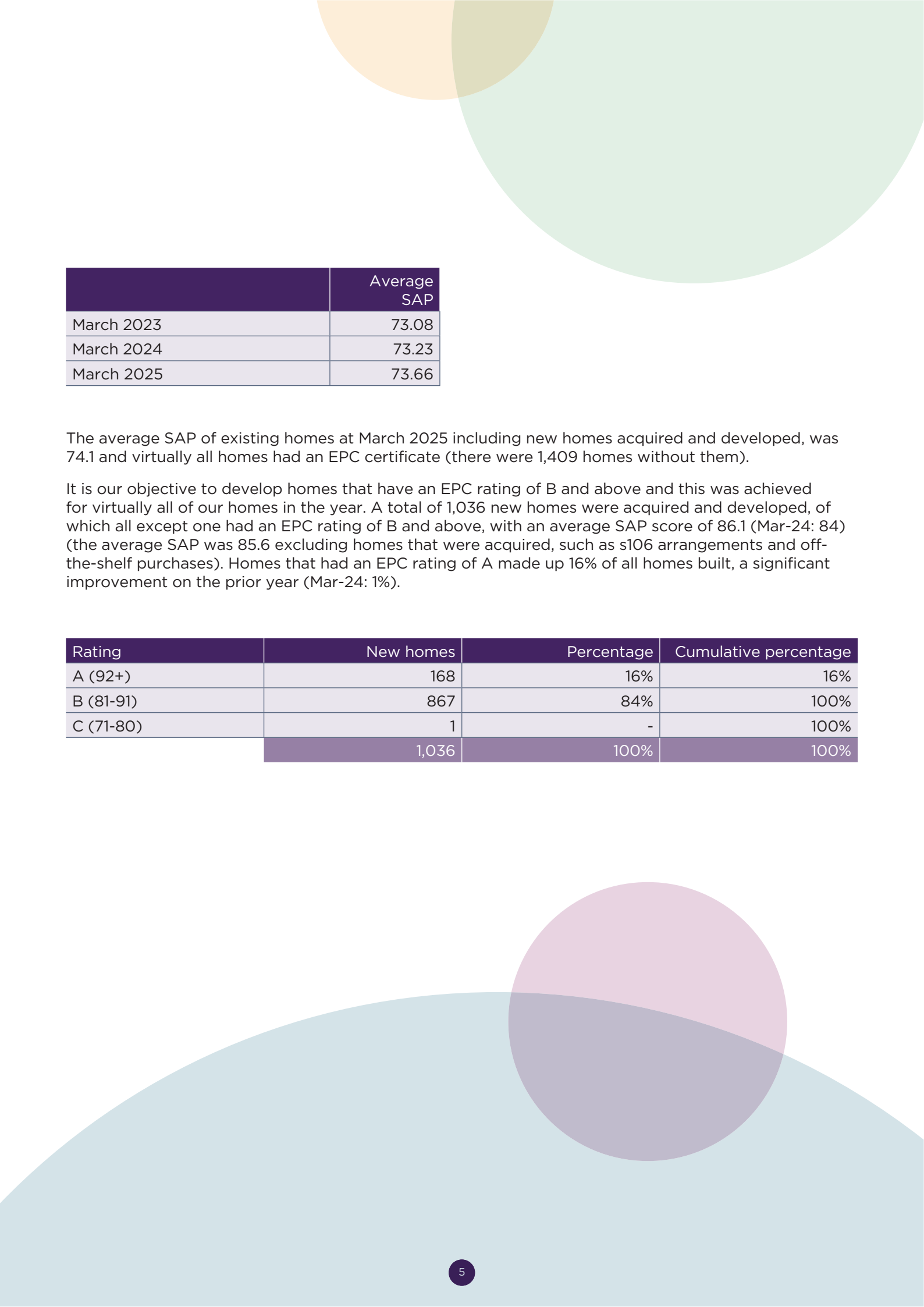
In line with the Paris agreement, national and sector wide climate goals, Platform is committed to achieving net zero carbon emissions across our operations and housing stock by 2050 at the latest. We have recently introduced additional milestones for our net zero target to ensure that it is fully aligned with the latest climate science.

Overall Net Zero Target	Platform Near Term Target	Platform Long Term Target
Platform commits to reach net-zero greenhouse gas (GHG) emissions across the value chain by FY2050.	<p>Platform commits to reduce absolute scope 1 and 2 GHG emissions 50% by FY2035 from FY2025 base year.</p> <p>Platform commits to reduce absolute scope 3 GHG emissions 36% by FY2035 from FY2025 base year.</p>	<p>Platform commits to reduce absolute scope 1 and 2 GHG emissions 90% by FY2050 from FY2025 base year.</p> <p>Platform commits to reduce absolute scope 3 emissions 90% by FY2050 from FY2025 base year.</p>

We remain committed to improving the energy efficiency of our homes in order to reduce our carbon footprint and help make energy costs more affordable for customers. Our goal is to transition all homes to EPC C or better by 2030 and net zero by 2050. At March 2025, 81% (Mar-24: 78%) of our homes had an EPC rating of C and above:

Rating	Homes	Percentage	Cumulative percentage
A (92+)	284	0.7%	0.7%
B (81-91)	8,945	21.6%	22.3%
C (69-80)	24,100	58.3%	80.6%
D (55-68)	7,458	18.1%	98.7%
E (39-54)	486	1.2%	99.9%
F (21-38)	38	0.1%	100%
	41,311	100%	100%

We continue to track energy efficiency improvements to our homes as we invest in capital and retrofit programmes, noting further increases in the average SAP scores for homes that existed at March 2022:



	Average SAP
March 2023	73.08
March 2024	73.23
March 2025	73.66

The average SAP of existing homes at March 2025 including new homes acquired and developed, was 74.1 and virtually all homes had an EPC certificate (there were 1,409 homes without them).

It is our objective to develop homes that have an EPC rating of B and above and this was achieved for virtually all of our homes in the year. A total of 1,036 new homes were acquired and developed, of which all except one had an EPC rating of B and above, with an average SAP score of 86.1 (Mar-24: 84) (the average SAP was 85.6 excluding homes that were acquired, such as s106 arrangements and off-the-shelf purchases). Homes that had an EPC rating of A made up 16% of all homes built, a significant improvement on the prior year (Mar-24: 1%).

Rating	New homes	Percentage	Cumulative percentage
A (92+)	168	16%	16%
B (81-91)	867	84%	100%
C (71-80)	1	-	100%
	1,036	100%	100%

Social Leadership

Affordability, Safety & Accountability

We provide our customers with secure, affordable and safe homes to help them thrive as part of our communities.

The provision and maintenance of quality, affordable and safe housing remains at the core of our social purpose. At March 2025 99% (March 2024: 99%) of homes owned were let for a social purpose and 99% of the homes we developed in the year to March 2025 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 to rent on the open market. Our rents were on average 63% of PRS rents at March 2025 (March 2024: 64%).

We again ran a Wellbeing Fund in the year, providing short-term support to customers experiencing financial difficulties. Over the year the fund has allocated £1.1m to support c3,000 customers with essentials such as food, household items and energy vouchers. On top of the fund our Successful Tenancies Team, who provide help and advice to customers who are experiencing financial difficulties, dealt with c7,000 cases in the year, recording c£4m in financial outcomes for customers through unclaimed welfare benefit claims, appeals and backdated payments.



Looking after our Customers

Building Safety

The safety of our customers is our number one objective. As at March 2025 100% of our homes had an in-date Fire Risk Assessment (March 2024: 100%) and gas compliance was 99.95% (March 2024: 99.97%). Gaining access to our customers' homes continues to be a challenge, which has resulted in gas safety compliance not quite reaching 100%. Of our eligible homes, 99.9% met the Decent Homes Standard (March 2024: 100%) and we are working with our customers to remedy the property failure points for the small number of homes that were considered non-decent.

During the year there were a number of sanctions imposed on Tri Fire by the Institute of Fire Engineers. Tri Fire provided external wall system assessments for a number of Platform's buildings. In response we instigated renewed assessments and are currently working through queries with the appointed advisors to assess works required. Tri Fire were also responsible for undertaking assessments of some of Platform's low and mid-rise buildings, which we will re-review in accordance with the risks involved.

We continue to robustly deal with all cases of damp and condensation mould (DCM), ensuring issues reported are tracked to resolution in a timely manner. During the year we created a dedicated Damp and Mould Team that consists of field-based Surveyors, office-based Co-ordinators and Managers, who are overseen by a Head of Service. We have also supplied training across the Group to raise awareness of DCM for colleagues, so that when spotted we can ensure positive action is taken.

Resident Voice

Ensuring our customers are at the heart of what we do is central to achieving our strategic goals. Our Customer Voice Panel (CVP) continues to meet quarterly with senior leaders to review service provision and to challenge and discuss areas for improvement. During the year we have strengthened the customer voice by introducing a number of new initiatives, including the introduction of an online portal which enables customers to take part in surveys, as well as focus groups and in-person workshops.

We continue to survey customers after interactions with Platform, allowing our Customer Experience Team to follow up on any issues identified. Our overall customer satisfaction figure for the year was made up of over 43,000 (March 2024: 32,233) transactional surveys, all contributing to the aggregate score. It was pleasing to note that we ended the year above target and saw a further improvement in overall customer satisfaction, ending the year on 81%, up from 76% in the previous year and 10% higher than two years previous.

Year	Satisfaction	Target
To March 24/25	71%	75%
To March 25/26	76%	75%
To March 26/27	81%	75%



Governance

Platform is committed to maintaining the highest standards of governance.

During the year the Regulator of Social Housing affirmed the highest ratings of governance and financial viability for Platform (G1 and V1). On top of this, Platform’s credit ratings were also affirmed in the year at A+ / A+ with S&P and Fitch.

We continue to value diversity in our colleagues, benefiting from the range of views that this brings. Looking at our board, it is pleasing to note that it closely aligns with those that we serve:

	Our Board	Our customers
Proportion of women	50%	62%
Proportion of BAME	10%	10%
Average age	58	51

Staff wellbeing

The wellbeing of our colleagues remains a focus for Platform and is overseen by our dedicated Wellbeing Team, who are responsible for the implementation of our Wellbeing Strategy.

We recognise that our people are our biggest asset and take a multifaceted approach to professional development, aligning learning and development with organisational goals, performance improvement, and cultural transformation. During the year 6.7% of all employees undertook a qualification and on top of this, 3.5% of all employees undertook apprenticeships.

Our gender and ethnicity pay gap report for the year showed that Platform’s gender pay gap continues to be negative (3.1%), with women being paid on average more than men and the ethnicity gap is 3.3%. Both measures highlight Platform’s ongoing work in ensuring equality, diversity and inclusion. At the year-end 17.8% of colleagues were from black, asian and minority ethnic backgrounds.



Sustainable Finance Framework

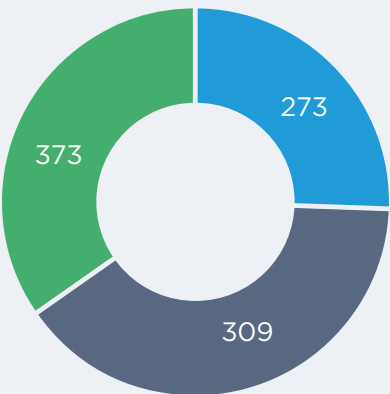
£250m sustainable bond issued in year

Platform issued its second sustainable bond in the year, taking total issuance under our framework to £500m. The previous bond was fully allocated before the start of the financial year. The second bond was issued in April 2024, raising £250m to help fund future eligible projects, with none used for refinancing.

During the year £185m was allocated to 169 (capex) developments, producing 955 affordable homes, of which 153 (16%) had an EPC (energy performance certificate) rating of A and 802 (84%) had a rating of B. At the end of the year £65m was yet to be allocated.

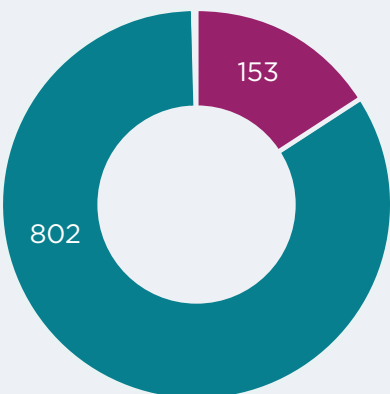
Of the 955 homes funded, 309 were for affordable rent, 273 for social rent and 373 for shared ownership (including four 'rent-to-buy' homes). The 582 rented units were all used to provide accommodation for households on Local Authority waiting lists, housing up to 2,055 people.

Homes Developed



- Affordable Rent
- Low Cost Home Ownership
- Social Rent

EPC Ratings



- EPC A
- EPC B

Section 1

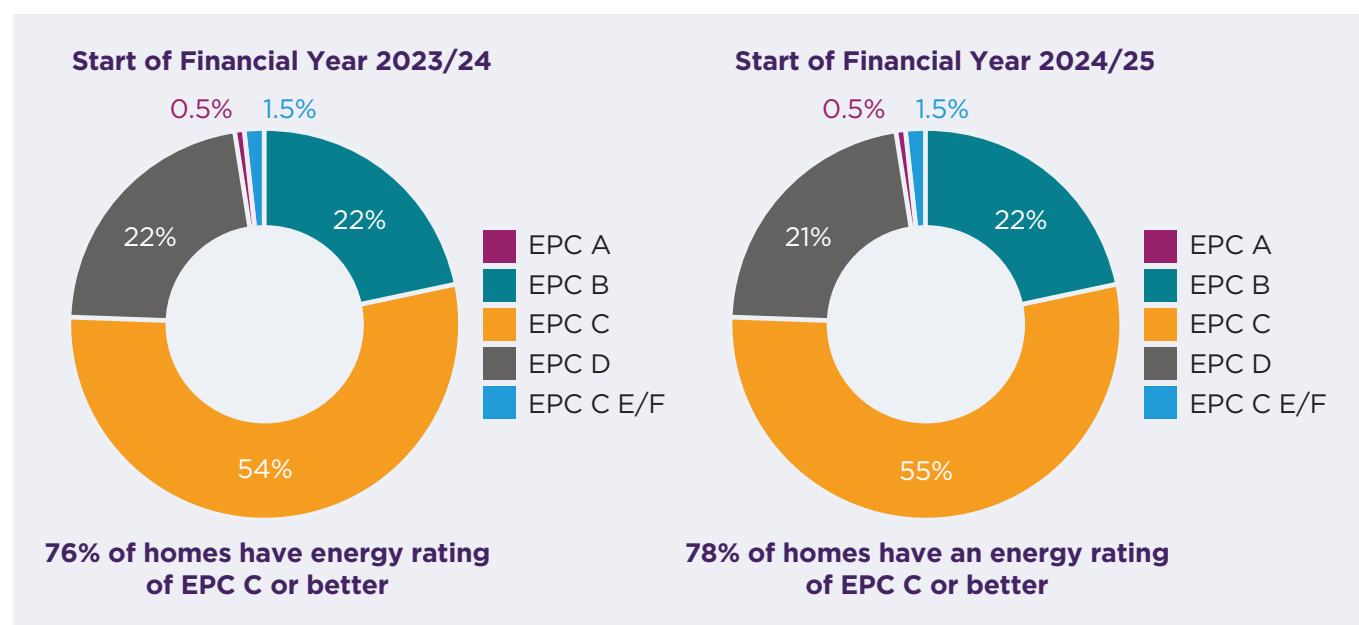
Environmental Impact

Climate Change

C1: Distribution of EPC ratings of existing homes

(those completed before the last financial year)

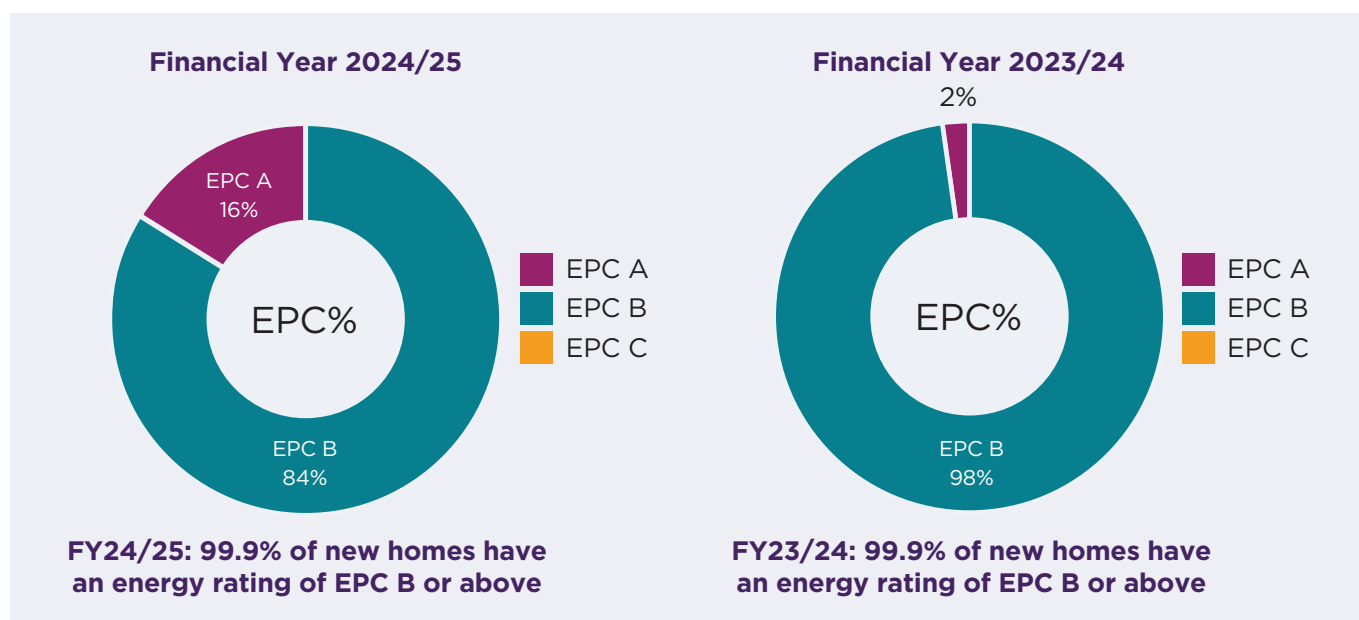
Average SAP rating of our homes at the end of FY 24/25: **74.1**



C2: Distribution of EPC ratings of new homes

(those completed in the last financial year)

Average SAP rating of our new homes at the end of FY24/25: **86.1**



C3: Does the housing provider have a Net Zero target and strategy?

In line with the Paris agreement, national and sector wide climate goals, Platform are committed to achieving net zero carbon emissions across our operations and housing stock by 2050 at the latest.

We have recently updated the language around our net zero target to ensure that it is fully aligned with the latest climate science. In this way we can demonstrate transparency and credibility and ensure that our stakeholders can better understand what has been promised, by when and how.

Overall Net Zero Target	Platform Near Term Target	Platform Long Term Target
Platform commits to reach net-zero greenhouse gas (GHG) emissions across the value chain by FY2050	Platform commits to reduce absolute scope 1 and 2 GHG emissions 50% by FY2035 from FY2025 base year. Platform commits to reduce absolute scope 3 GHG emissions 36% by FY2035 from FY2025 base year.	Platform commits to reduce absolute scope 1 and 2 GHG emissions 90% by FY2050 from FY2025 base year. Platform commits to reduce absolute scope 3 emissions 90% by FY2050 from FY2025 base year.

Our Net Zero Strategy has been developed to ensure we take immediate and sustained actions to implement initiatives to increase energy efficiency and reduce absolute carbon emissions. Through our strategy we are embedding carbon reduction

into our decision making and have reinforced our commitment to enhancing the accuracy and transparency of the data that we collect.

C4: Retrofit activities

What activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider’s net zero strategy and target?

Platform have undertaken an extensive programme of retrofit activities aimed at improving the energy efficiency and reducing carbon emissions from our housing stock. Having successfully secured funding from the Social Housing Decarbonisation Fund ‘Wave 2’, we have utilised the proceeds to enhance

many of our less efficient homes. In addition, Platform have continued to implement measures as part of our planned works to further increase energy efficiency and reduce operational carbon emissions.

Retrofit activity	FY2025	FY2024
Air source heat pumps	226	101
Solar PV panels	385	14
External wall insulation	24	15
Cavity wall insulation	48	536
Loft insulation	237	786
Windows	969	136



All retrofit activities are directly aligned with Platform's net zero targets:

Platform Net Zero
Homes Target

Achieving an energy rating of EPC C or above for all homes by 2030

Platform Net Zero
Homes Target

Decarbonise all of Platform's housing stock by 2050

Platform has been allocated a further £8m as part of 'Wave 3' of the Warm Homes Fund (formerly the 'Social Housing Decarbonisation Fund'), which will help support future retrofit activities. This funding will be matched with funding from

Platform and a further c900 homes will be brought to EPC C or better. It is hoped that this will completely remove the small number of homes that are currently rated EPC E and F.

C5: Carbon emissions

Scope 1, Scope 2 and Scope 3 greenhouse gas emissions.

This year's Greenhouse Gas (GHG) emissions data reflects significant improvements in how we calculate and manage our carbon data. Compared to the previous year, changes in reported emissions have been influenced by the strengthening of our carbon accounting processes and use of more accurate activity data. This has enhanced the reliability and transparency of our reporting.

This year for the first time, our scope 1, 2 and partial scope 3 greenhouse gas emissions data

has been independently verified by Achilles and has met the requirements of Achilles Carbon Reduce Certification¹. This assurance corroborates the accuracy, completeness, and reliability of our emissions calculations and data.

Included below are the verified Scope 1, Scope 2 and partial Scope 3 emissions for the 2025 financial year (aligned with the Streamlined Energy & Carbon Reporting minimum boundary).

Carbon Emissions: Scope 1, 2 and partial scope 3

Scope	Energy source	TCO ₂ e	Overall %
Scope 1	Natural gas	119	2.6
	Diesel (company vans)	2,975	65.8
	Petrol	56	1.2
	LPG	0.3	0.0
	Gas Oil	20	0.4
Scope 2	Electricity (Location Based)	628	14
	Electricity (Location Based)	335	N/A
Scope 3	Business Travel (Employee-owned vehicles)	723	16
Total	Scope 1&2 - Location based	3,505	
	Scope 1&2 - Market based	3,798	
	Scope 1,2 & partial 3 - Location based	4,228	

Carbon Emissions: Scope 3

This year we are undertaking a comprehensive and detailed assessment of all scope 3 GHG emissions relevant to our organisation, as defined within the GHG protocol. Results will be independently verified by Achilles in August 2025 to meet the requirements of Achilles Carbon Reduce Certification. This initiative forms part of our ongoing commitment to improve transparency and accountability within our GHG emissions reporting.

Initial calculations have been completed for the most material scope 3 emissions categories and

outlined below. These preliminary figures are included in this report to provide early insight into our emissions profile. However, it is important to note that these figures remain subject to change pending the completion the audit by Achilles.

- Scope 3 Category 1 – Purchased Goods and Services: 65,398tCO₂e
- Scope 3 Category 13 – Downstream Leased Assets: 72,315tCO₂e

Summary

Scope	Carbon Emissions (TCO ₂ e)
Scope 1 and 2	3,798
Scope 1, 2 and partial scope 3 ¹	4,520
Scope 3 ²	138,436
Scope 1, 2 and 3 ²	142,234

Carbon Intensity Ratios: Scope 1 and 2

Gross scope 1 and 2 emissions in tonnes of CO₂e per home are shown below.

Emissions Intensity Metric	Unit	TCO ₂ e	Homes ³	Result
Scope 1&2	TCO ₂ e/home	3,798	41,356	0.09
Scope 1, 2 & partial scope 3	TCO ₂ e/home	4,520	41,356	0.11
Scope 3 ²	TCO ₂ e/home	138,436	41,356	3.35

¹ Scope 1, 2 and partial scope 3 data for FY24/25 has been audited in May 2025 through the Achilles' Carbon Reduce Programme in accordance with ISO 14064-3:2019. All other scope 3 emissions sources will be audited by Achilles by the end of the summer.

² Scope 3 total based on the most material categories of scope 3 emissions only

³ Homes owned and managed include all homes reported as such in Platform's Financial Statements, excluding those where we do not have the ability to influence energy efficiency improvements, such as leasehold properties, private rented and shared ownership.

To calculate the required information, we have used:

- The 2019 UK Government environmental reporting guidance
- The GHG Reporting Protocol - Corporate Standard (revised edition)
- ISO 14064-1:2018 Specification with Guidance at the Organisational Level for Quantification and Reporting of GHG Emissions and Removals
- UK Government's GHG Conversion Factors for Company Reporting 2024

C6: Climate risk mitigations

How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?

At Platform we recognise the increasing threats posed by climate change, particularly flood risk, overheating and drought. We are committed to improving the resilience of our homes and protecting our residents from the worst impacts of the climate crisis. We also recognise the value of climate risk assessment and mitigation in protecting our asset values and future proofing our operations against worsening climate conditions.

Climate risk has been assessed, assigned a risk rating and included within the organisational risk register and subject to regular review by the Group Board. In addition, risk mitigation strategies are incorporated into wider corporate planning, directorate level and business continuity strategies.

Mitigation

As part of our risk management processes, we have put in place mitigation actions to help manage climate risk and enhance our resilience. This has included:

Flood Risk: Flood risk is addressed through:

- Mapping our housing portfolio to identify homes at high risk of surface water flooding and overheating
- Assessing the vulnerability of our home types using archetype data
- Ensuring that new developments incorporate Sustainable Drainage Systems (SuDS)
- Planning surface water attenuation to ensure sufficient storage capacity to manage water discharge
- Ensuring developments are located outside of flood plain areas
- Engineering solutions are utilised (such as raised plot and road levels) as required

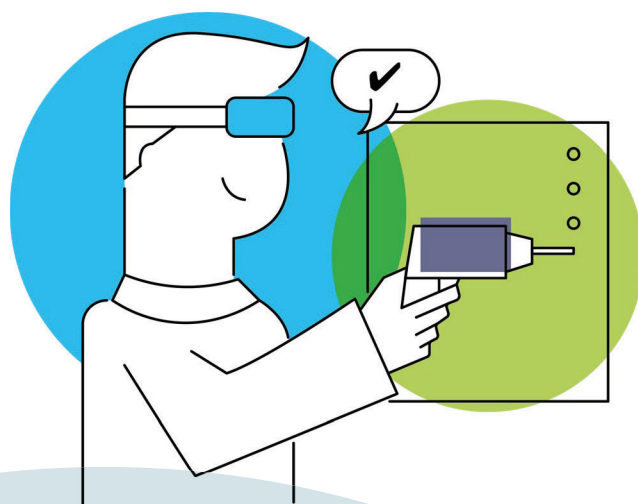
Overheating Risk:

Overheating Risk is addressed through:

- Shading used to help control internal property temperature levels
- Installation of enhanced ventilation systems within retrofit programmes
- Passive ventilation design strategies within new build developments where feasible
- Consideration of the impacts of items such as glazing and thermal mass when designing new homes

Drought

Acknowledging drought and water efficiency issues, water efficient fixtures and fittings are specified as standard within our new build properties. Additionally, we regularly promote water saving behaviour among customers and use national campaigns such as World Water Day to reinforce this messaging.



Section 2

Ecology & Resource Management

C7: Green space and biodiversity

Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?

We have a strategy in place to enhance green space and promote biodiversity on and around our homes. Our approach focuses on enhancing biodiversity within our new homes as well as our existing communities. This includes the creation of communal green areas, tree planting and use of landscaping which supports local ecosystems. We work closely with our residents and actively involve them in our biodiversity initiatives to ensure we maximise the benefit to the communities we operate in.

Following the introduction of Biodiversity Net Gain via planning policy, Platform has worked closely with partners to ensure protection of habitats and sustainable delivery of biodiversity. Preference is given to onsite biodiversity, minimising offsetting wherever possible to ensure contributions are sympathetic and complementary to existing habitats. Measures prioritise native species with management plans established early in the design process to guarantee long-term protection of the environments created. Bat boxes, pollinator, hedgehog highways and bird bricks are requirements of our standard specification.



C8 – C11: Strategies for pollutants, materials, waste and water

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

During the year we have improved our leadership in this area by adding a new Director of Sustainability role to the Platform team, who is working with each area of the business to shape future improvements. A particular area of focus has been on waste management, where we are progressing on a number of fronts:

- We are developing a waste management strategy along with new waste targets which includes a minimum diversion of waste from landfill of 95%
- We have established a waste task group to help develop policies, procedures and actions that promote sustainable waste management and efficient waste reduction
- We are reviewing our contracts with waste suppliers' operations and specifying enhanced criteria for sustainable waste management and reporting
- We are continuing to explore partnerships with local organisations for reuse and recycling solutions
- We are recording best practice case studies from parts of the business where waste management has been successful. By raising awareness of the importance of responsible waste management, we are encouraging participation in waste reduction initiatives as well as continuous improvement

On top of these improvements our maintenance subsidiary, Platform Property Care (PPC), continues to be certified to ISO 14001, an internationally agreed standard that ensures high levels of environmental performance through more efficient use of resources and reduction of waste.

PPC's most recent ISO 14001 audit was in January 2025, where a full review was undertaken to ensure that continued improvement occurred over the year, with notable improvements including:

- Greater supply chain engagement – where our suppliers have trained their own staff in environmental awareness. This has helped to ensure that purchases of consumables better match actual requirements, thus generating less waste
- Continued evaluation of battery powered tools to eliminate oil-based fuels and noise pollution. Approximately 20% of tools are now battery powered, which will increase as battery life increases over time
- Increased inspections and audits of our waste providers to assess their operational performance on site. Improvements noted include better waste segregation, increased security of waste holding and avoiding overfilling skips



PPC has an established Environment, Health and Safety Committee where ideas for reducing pollutants are discussed and implemented. This involves engagement with the business to ensure insights and best practice is shared across front-line operations. A major part of this relates to the initial purchasing of products and 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. In the year PPC's revenues grew by 11% to £92m (March 2024: £83m) and it is pleasing to note that total waste grew at a much lower rate of 3.2% to 480 tonnes (March 2024: 465 tonnes), of which 6.9 % went to landfill sites (March 2024: 7.1%).

On top of maintenance activities we do, through our 'Platform Standard', commit to a number of objectives to improve the sustainability of our development programme:

- We use sustainable components to ensure the reduction of pollutants in the new homes we build. This includes specification of low VOC/ VOC free paints and copper or plastic pipes
- We require any timber frames to come from renewable sources, for example Forestry Stewardship Council (FSC) or Pan European Forest Certification (PEFC) or similar schemes
- We take a fittings approach to developments in accordance with Building Regulations, ensuring that the potential consumption of water per person per day is less than 125 litres



Section 3

Social Leadership

Affordability and Security

C12: 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 housing that is genuinely affordable for our customers. By letting homes at rents that are below the private rented sector (PRS) we are able to help those who are unable to access the open market find 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 open market rents subject to larger differences. Platform have rents that are on average 63% of PRS rents (March 2024: 64%) 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	6,503	104	149	69%
Worcester	Worcestershire	5,145	108	197	55%
Malvern Hills	Worcestershire	4,170	122	188	65%
Wychavon	Worcestershire	3,812	119	197	61%
Derbyshire Dales	Derbyshire	3,297	113	160	70%
Harborough	Leicestershire	2,421	112	202	55%
Birmingham	West Midlands	2,083	120	224	54%
Herefordshire	Herefordshire	1,810	116	174	67%
Leicester	Leicestershire	1,029	91	169	54%
Other	n/a	10,551	129	176	73%
Total		40,821	116	185	63%

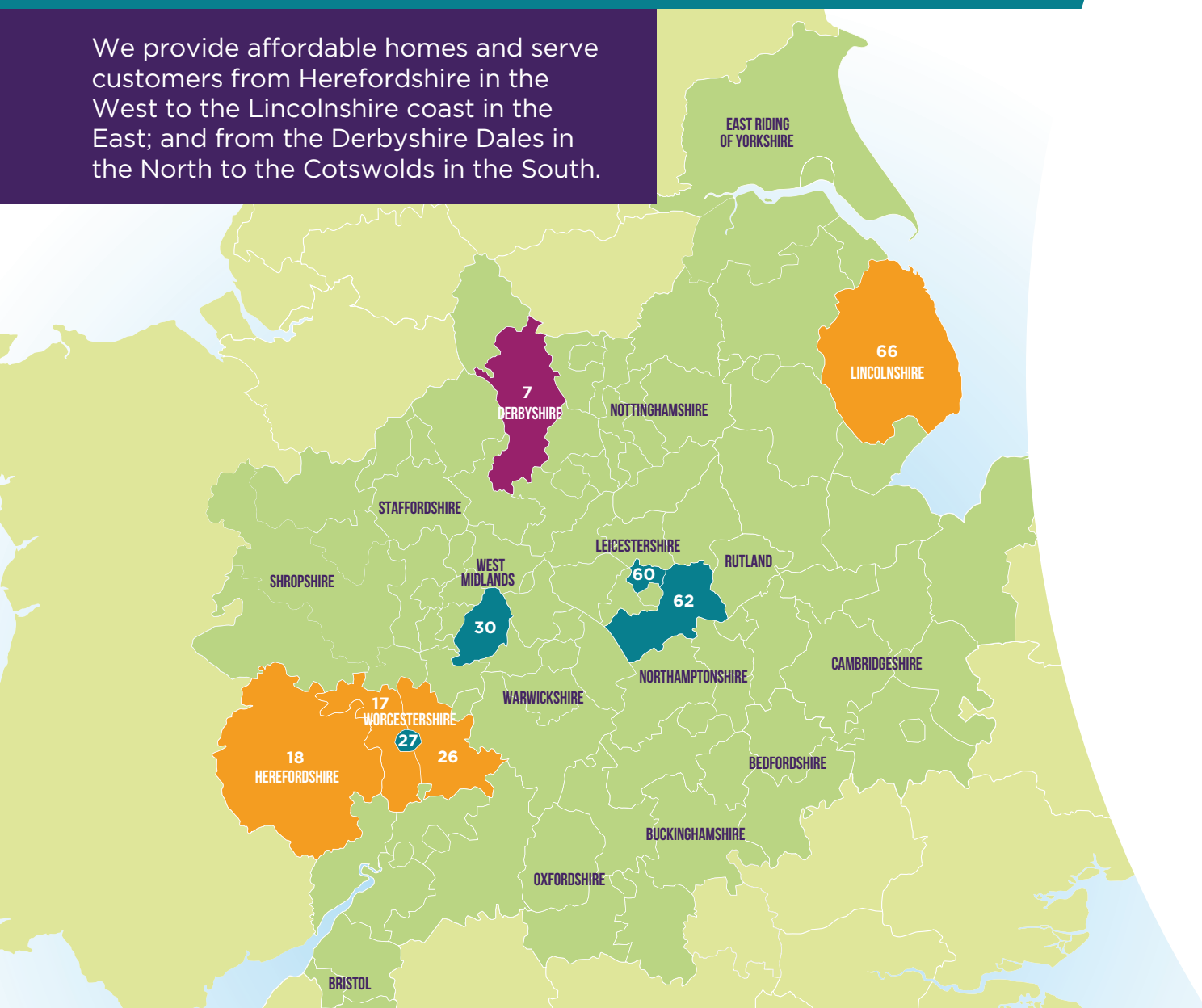
¹Homes include social rent, affordable rent, intermediate rent and housing for older people. Shared ownership homes are excluded because rents are not comparable with open market (rent relates to the remaining equity owned). Supported housing is also excluded because it is specialised accommodation and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

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

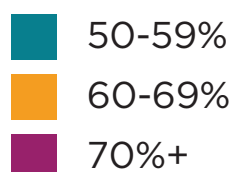
³Source: Rents are taken from ONS private rental market data by local authority that have, on average, the same number of bedrooms as Platform's homes: [Price Index of Private Rents, UK: monthly price statistics - Office for National Statistics](#)

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



LOCAL AUTHORITY AREA	
66	East Lindsey
27	Worcester
17	Malvern Hills
26	Wychavon
7	Derbyshire Dales
62	Harborough
30	Birmingham
18	Herefordshire
60	Leicester

C13-C14: Affordability indicator:

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

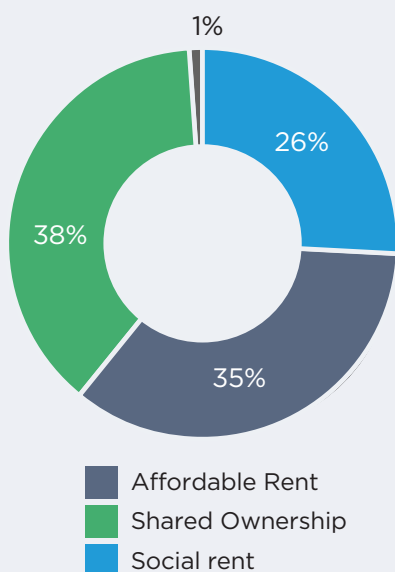
Platform is committed to managing and developing homes that are affordable to those in the areas in which we operate. At March 2024 99% of the homes we owned were let for a social purpose. During the year all of our homes were built for a social purpose, with 275 (26%) built for social rent, 359 (35%) for affordable rent, 390 (38%) for shared ownership, with 4 for rent-to-buy homes and 8 commercial units that were part of a wider retirement village in Herefordshire (no homes were built for outright sale).

	Total owned March 2024	Additions	Disposals	Conversions	Total owned March 2025	Total owned March 2025 (%)
General Needs	28,755	275	-20	12	29,022	58%
Affordable rent	8,248	359	-2	-7	8,598	17%
Supported	618	-	-	-3	615	1%
Housing for older people	2,706	-	-	-	2,706	5%
Intermediate rent	482	4	-	2	488	1%
Shared Ownership ¹	6,688	390	-80	-3	6,995	14%
Social Leased @100% sold ²	1,149	-	9	-	1,158	2%
TOTAL SOCIAL	48,646	1028	-93	1	49,582	99%
Non-social rented	111	-	-	-	111	0%
Non Social Leased ²	425	-	-24	-	401	1%

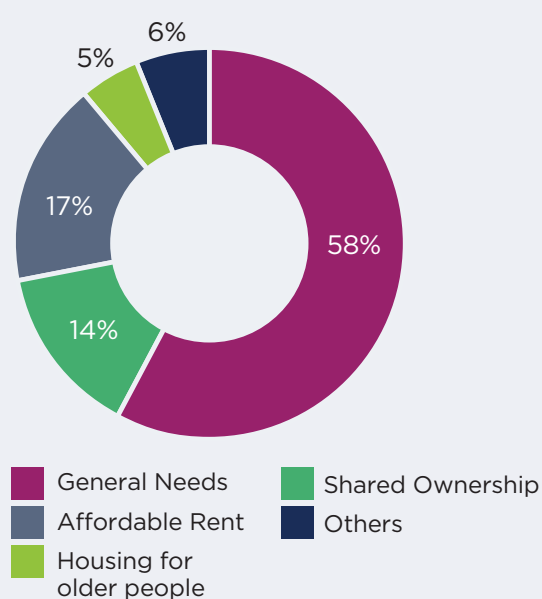
¹Homes where a proportion is sold to help people into home ownership. The unsold element is retained and rent applied on an affordable basis.

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

Homes Developed in the
Year to March 2025



Total owned at end of
March 2025



C15: Affordability indicator:

How is the housing provider trying to reduce the effect of high energy costs on its residents?

We recognise the burden of high energy costs on our customers, particularly those who may be vulnerable or on low incomes. We actively work to reduce this impact by improving energy efficiency, through our retrofit and planned works programmes. In addition, smart meters are provided in most of our homes so that customers can monitor and control their energy usage. We also help customers minimise their bills by providing advice and signposting to third party support such as energy grants or debt support. In some cases, we provide help directly to those most in need through our Wellbeing Fund.



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

We will support those most in need

In response to the UK Government's withdrawal of the winter fuel allowance, we ran a campaign to contact pension age customers, offering advice and support relating to their pension age benefits. Nearly 200 customers self-referred for support as a result of the campaign, securing £310,860 in pension credit income.

We continued to provide a Wellbeing Fund in the year, which helps customers experiencing acute financial difficulties. The criteria and award framework enables Platform to reach those customers in greatest need of help. Over the year the fund has allocated £1.1m and has supported 2,941 customers with essentials, including energy vouchers.

C16: Security indicator

How does the housing provider provide security of tenure for residents?

All of our tenancy agreements are provided on a lifetime basis in order to give customers the peace of mind that the home they live in is secure going into the future. On top of this we have now phased out virtually all historical tenancies that had a term of under three years.



Section 4

Building Safety and Quality

C17 – C18: Safety and quality indicators:

What percentage of homes have an in-date and compliant Fire Risk Assessment, gas safety certificate, electrical safety certificate and meet the Decent Homes Standard?

We continue to prioritise building safety for our customers, complying with all regulatory requirements and most importantly, keeping them safe.

At the end of March 2025 we achieved **100%** Fire Risk Assessments, **99.9%** for Gas Safety and **99.7%** for domestic EICR's. Decent Home Standard (DHS) also achieved an overall figure of **99.9%** for all relevant homes.

Gaining access to our customers' homes continues to be a challenge, which is why we Gas Safety and Domestic EICR's achieving 99.9%. Where we haven't achieved 100%, we have clear visibility and auditable tracking of the process that details all unsuccessful attempts to gain access to the relevant customers' homes. We have and continue to work with our customers as well as reviewing

our processes to ensure we have the best possible solutions for appointment acceptance to minimize no access. For the properties on our failed DHS list, we are working with our customers to remedy the property failure points.

There are a number of other building safety KPI's that further demonstrate our focus on having a safe environment for our customers, for example:

Asbestos Management: Surveys & Re-inspections	100%
Legionella: Risk assessments	100%
Passenger Lift Checks (LOLER):	100%
Carbon Monoxide Detectors in Homes	100%



C19: Safety indicator:

How do you manage and mitigate the risk of damp and mould for your residents?

The safety of our customers is our top priority and we are acutely aware of the danger that damp and condensation mould (DCM) can present. We have continued to build on last year's investments within our people by creating a dedicated Damp & Mould Team that consists of field-based surveyors, office-based coordinators, managers and overseen by a head of service. We have also supplied training across the Group to raise awareness of DCM, so that when spotted by colleagues they are able to ensure positive action is taken.

We have reviewed our processes against the upcoming implementation of Awaab's Law, which is scheduled to come into effect in October 2025 and will require social landlords in England to address dangerous damp and condensation mould hazards within specific timeframes and repair emergency hazards within 24 hours. Our processes have been designed to ensure we exceed all timeline expectations, as well as being customer centric. As part of the process review we have created demanding KPI's that exceed the expected objective of Awaab's Law, with the primary focus being speed of attendance and immediately removing risk to the affected customer. We are pleased to report that we have achieved these KPIs in the year.

We have also undertaken a number of other activities and initiatives in order to help strengthen our ability to effectively manage DCM during the year, including:

- Working with external manufacturers of products that are applied to remove and prevent DCM. Our teams have received direct training from these manufacturers, to ensure the treatments are applied as designed and provide the maximum benefit;
- Updating our literature for customers to share tips on how to reduce or prevent the incidents of DCM. We also sent out a Winter Briefing document to colleagues and customers, focused on how to spot DMC, and how to prevent or report incidents;
- Conducting an external audit on our new DCM process to test its effectiveness against all core outputs, including how it stands up to Awaab's Law expected objectives, which gave a positive outcome.

We have continued to review other ways of improving our customers' homes and we are using the data obtained from Switchee devices, smart devices installed in customers homes that measure a number of indicators, to feed into our retrofit and capital investment programs.



Section 5

Resident Voice

C20 & C22: Customer satisfaction & complaints

What are the results of the housing provider’s most recent tenant satisfaction survey? How has the housing provider acted on these results? In the last 12 months, how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?

We are committed to providing excellent service and encourage our customers to challenge us if they aren’t receiving the standards they expect. Our Customer Experience Team collect and analyse customer feedback using surveys in addition to our complaints and compliments processes. This information is used to implement changes that improve our offering.

Customer Satisfaction

Our customer satisfaction figure for the year was made up of 43,311 responses from transactional surveys (March 2024: 32,233), which combined to give our overall satisfaction rating. It was pleasing to note that we ended the year above target on 81% and saw a further improvement in overall customer satisfaction compared to 76% the previous year. This continues the trend in overall satisfaction levels, which have increased by 10% over the last two years.

Time Period	Satisfaction	Target
Year to Mar 23	71%	75%
Year to Mar 24	76%	75%
Year to Mar 25	81%	75%

One of the most pleasing things that the survey’s feedback has shown us is how much our customers value our people. There are overwhelmingly positive comments about how our people deal with customers every day and we received 514 compliments during the year to that effect. However, we also receive feedback on how things can be better and have continued to see an increase in formal complaints, in line with the trend being seen across the sector and by the Housing Ombudsman Service. We take all complaints extremely seriously and have a dedicated team who are responsible for ensuring they are reviewed and responded to in a timely and efficient manner.



Tenant Satisfaction Measures

On top of the customer satisfaction recorded in our transactional surveys, we also report on Tenant Satisfaction Measures (TSMs) for our Regulator. The TSMs were surveyed monthly by IFF Research, with c2,900 customers contacted over the course of the year. Overall we are delighted with the improvements we have made to TSM scores, with overall satisfaction increasing by 2% to 65% for rented homes and by 5% to 53% for shared ownership homes (where customers own part of their home and pay a smaller rent to Platform for the remaining portion). In addition to improvements in overall satisfaction, we experienced notable increases in satisfaction in many areas and in total, 17 out of the 21 measures experienced increases.

Housing Ombudsman Determinations

During the year we received a total of 38 determinations from the Housing Ombudsman Service (March 2024: 27) from which 100 findings were noted. These included 33 instances of maladministration (March 2024: 26), of which four were severe maladministration (March 2024: five).

Outside jurisdiction	9
Service failure	21
Reasonable redress	21
No maladministration	16
Maladministration	29
Severe maladministration	4
	100

We highly value the feedback we receive from customers and the ombudsman and use it to continuously improve our processes. Some of the key changes that have been made throughout the year as a direct result of this feedback include:

- We have created a new Complex Works Team that as well as leading on damp and condensation mould and disrepair, will also oversee more complex works that need to have added oversight and scrutiny
- We have also created a new Complaints Aftercare Team to ensure that actions committed to as part of formal complaints are followed through to completion
- A new Contracts Manager post has been created that is dedicated to customer resolutions and will help to ensure that we are able to respond quickly to customer complaints
- A new Service Manager post has been created to oversee sub-contractor work and quality standards
- Additional 'Platform Experience' training has been given to colleagues, helping to strengthen collaboration and relationship building across the Group to support a consistent experience for our customers
- Additional 'Platform Experience' training has been given to colleagues, helping to strengthen collaboration and relationship building across the Group to support a consistent experience for our customers
- Our website has been updated to provide clearer information to customers about emergency repairs and how to report them

C21: Accountability

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

Customer Voice and Scrutiny Panels

Ensuring our customers are at the heart of what we do is central to achieving our strategic goals. Our Customer Voice Panel (CVP) continues to meet quarterly with senior leaders to review service provision and to discuss areas for improvement. The panel reviews and provides feedback on policies, complaints and customer satisfaction, monitors performance and represents the customer voice at a strategic level. The CVP is supported by two sub panels for 'Customer' and 'Assets and Sustainability', which have a specific focus in these areas. Panel members also meet monthly to review and approve funding for Platform's Community Chest awards, ensuring that this funding is allocated to projects that deliver the biggest impact across Platform's communities.

The CVP is complimented by the Customer Scrutiny Panel (CSP), a group of customers who work with Platform colleagues and other customers to carry out reviews of our services. CSP members act as critical friends, providing customer perspectives on our policies, procedures and working practices. They often make recommendations on how services can be altered to improve the experience for all our customers. The CSP have held regular meetings and completed a review of our complaints process in the past year. They have also received three training sessions provided by the Tenant Participation Advisory Service. CSP members will join CVP meetings to ensure any service improvement recommendations are supported by both groups.

Further Engagement Initiatives

We have continued to review and develop the approaches we take to engage customers in shaping our services.

Platform Voices

To increase opportunities for customers to get involved and have their say we have introduced the Platform Voices online portal, a tool that enables customers to take part in surveys and consultations online, as well as signing up for focus groups and in-person workshops. Since its launch in July 2024, we have had over 300 customer registrations and have run over 30 projects.

Community Conversation

We continued to run our 'Community Conversation' roadshow events throughout the year. In total, we held 16 events across our localities and spoke to over 150 customers in their local communities. This programme has proven to be a successful way to engage with customers and provide them with information and support from a range of Platform colleagues where they live. We are currently designing a programme of events for the year to March 2026.

Customer Sounding Board

Our Customer Sounding Board gives customers the opportunity to have their say at a time that suits them. They can choose which topics and consultations to get involved in based on their interests, and how much time they have to give. During the year we carried out 33 exercises with the sounding board.



Section 6

Resident Support



C23: Support services

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

We offer a suite of services that ensure our customers are supported to achieve the best outcomes available. These include checking that we keep in touch, help with employment, debt advice and welfare benefits, through to direct support from our Wellbeing Fund.

Staying in Touch

As a large landlord we have a number of processes in place to ensure we keep in touch with our customers, which makes sure that no-one is overlooked:

- Our **Tenancy Healthchecks** continue to be operated by our Neighbourhood Officers, prioritising those with concerns and vulnerabilities
- As part of ensuring our homes go beyond the UK Governments 'Decent Standard', we regularly **schedule visits for maintenance activities**
- We continue to purchase and install more **'Switchee' smart devices for homes**, which help to identify those at greater risk of developing damp and condensation mould, so we can contact customers before problems materialize
- We use **artificial intelligence** to identify 'silent customers' who have not interacted with Platform for 12 months, ensuring that contact is made and in some instances, a visit organised to check they are safe and well

Employment and Income

Our Successful Tenancies Team provide help and advice to customers who are experiencing financial difficulties. The adviser's work with customers:

- To help them better understand their income and expenditures and eligibility for welfare benefits
- To maximise their income by providing budgeting advice and helping to facilitate access to funds or grants, where relevant
- By connecting customers with specialist debt and energy support and other services where appropriate

During the year our Successful Tenancies Team supported approximately 7,000 customers to achieve £3.9m in income maximisation activities (March 2024: £3m). This year-on-year increase is particularly pleasing in light of shrinking funding and financial provision, which continues to be experienced on a local and national level.

On top of the Successful Tenancies Team we also provide helpful information and tools on our website to enable customers to self-serve with things like budgeting and benefits calculations, navigating Universal Credit, cost of living support and general energy advice.

We continue to work with Stay Nimble, a certified social enterprise that delivers award-winning career development support via an always-on digital platform. The programme is free to our customers across our operating area. Through Stay Nimble, customers have support from a qualified career coach and access to a range of easy-to-use online tools to help build confidence and inspire them to explore future career goals.

Working with customers

There has been increased focus in the year on customer co-creation projects, for example:

- A co-creation project to develop new tenancy enforcement letters, which also included sessions with young people living at our Homeless Foyer scheme in Malvern, Worcestershire
- Using co-creation to design our 'Platform Pledges', our service level commitments

Many of the techniques learned through co-creation have been used to develop different approaches to projects which were not suitable for a more authentic co-creation approach. This learning was showcased at a recent TPAS 'Co-Creation Summit. Moving forwards, we are keen to review how we can use customer insight from other areas of the business to identify potential opportunities to co-create.

The Platform Wellbeing Fund

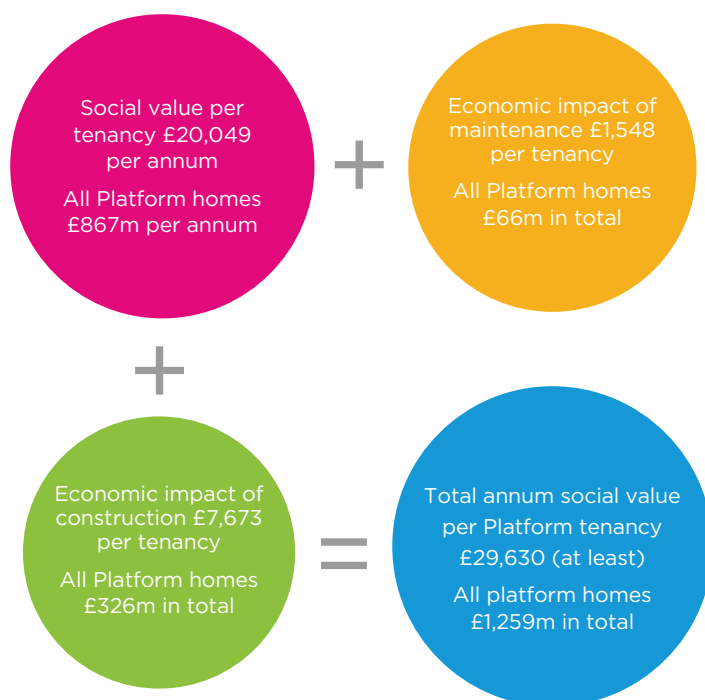
Our Wellbeing Fund helps us target those customers who are most in need with essentials such as food, clothing and white goods. The fund, which was originally established during the Covid-19 pandemic, was maintained for the fourth year in a row, allocating £1.1m to help approximately 3,000 customers. The Fund also supported community initiatives, allocating £263,000 to community projects, community interest companies and charities across our operating area.

Social Value

All of the above activities have a significant impact on the lives of our customers and generate social value, which we measure in accordance with the Housing Association Charitable Trust methodology. It is pleasing to note that Platform delivered over £16m in wellbeing-centric social value directly to our customers from these activities.

Value of Social Tenancies

We commissioned Sonnet Advisory and Impact to generate an updated Value of a Social Tenancy (VoST) report for 2024-25, to evidence the positive impact of Platform's existing homes in local communities. The report shows that, last financial year, Platform delivered over £1.25 billion pounds in social value through our General Needs tenancies and the economic impact of our Development and Maintenance programmes. This includes savings of more than £190m for the NHS through the improved physical and mental wellbeing of our tenants, and a positive impact of more than £325m to the economy through enabling more of our customers to work due to the stability of their housing situation (and similar factors).



Section 7

Placemaking and Community

C24: Placemaking and community activities

Describe community investment activities and how they contribute to positive neighbourhood outcomes. Provide examples of where the housing provider has been engaged in placemaking or placeshaping activities.

We are committed to being both a landlord and a developer of places that provide positive neighbourhoods to our customers. Our Community Engagement Officers work hand-in-hand with community representatives to ensure that we provide value to the communities in which we operate. Four further officers were recruited in the year, together with an additional 13 representatives, helping to strengthen our offering.

During the year we continued to operate a range of initiatives, including:

- Our **Communities Connected** initiative, which includes a range of community events, neighbourhood clear-ups, fitness activities, environmental initiatives, community safety promotion and digital inclusion sessions. Over 200 volunteering opportunities were provided across our areas and over 750 hours were given by volunteers, including Platform colleagues
- Our **Community Chest Fund**, which supports charitable organisations, voluntary groups and other clubs to make a difference in their community. The fund supported 118 organisations with £160,000 of funding in the year. The fund also referred projects on to our Wellbeing Fund as well as issuing diversity grants
- Our **Community Kindness Campaign**, which provided funding to community groups who help those in need, supported 154 initiatives with £83,000 in funding
- Working in partnership with **Tutors United** to provide educational support in english and maths to children aged 8-11 years old using funding from our Wellbeing Fund. The initiative helps support children to improve their numeracy and literacy by attending weekly sessions and has seen notable improvements. Customer feedback has been very positive about the tangible differences this has made to children's learning;
- Providing two part-time **Community Builder** roles, funded by the UK Shared Prosperity Fund and Homes for Ukraine Fund. During the year we received the High Sheriffs Award in recognition of work undertaken with the Ukrainian community in Malvern, Worcestershire, to bring about the twinning of the town with the city of Korosten in the north of Ukraine



Digital Inclusion

We continue to deliver a range of digital inclusion activities for customers across our localities, working in partnership with external partners such as Local Authorities, Age UK and the NHS. Our digital inclusion sessions, either led by Platform or by partners using equipment provided by us, are well attended across our localities and enable customers to access help with food bank vouchers, energy bills advice (including referrals to our Successful Tenancies Team) and to seek employment, as well as mastering IT basics. These sessions are complemented by sourcing low-cost, high performance refurbished laptops for our customers at half the cost of new, similar products. Work in this area provided a number of successful outcomes during the year, including:

- Our Digital 4 Everyone programme was runner-up in the collaborative working category at the 2025 Building Communities Awards
- The Platform-led Malvern Help Centre was recognised with a Worcestershire High Sheriff Award
- More than 50 regular sessions were held to support customers to get online and get the most out of being online
- Our online 'Digital Ninja' sessions were attended by more than 50 colleagues and involved customers information about the impact of digital exclusion, how to spot signs and how to refer people to help them to become digitally included
- Two additional Digital Empowerment Officers have been recruited, meaning that we now have one in each of our main areas of operation



Section 8

Structure and Governance

C25: Regulation

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

Platform Housing Group Limited 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 Limited is an asset-holding charitable Registered Provider (RP) 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 Platform as well as to partners Rooftop Housing Association Limited and Stonewater Limited as part of a Cost Sharing Group;

Platform New Homes Limited is a company limited by shares and provides construction and development services to Platform Housing Limited;

Platform HG Financing plc is public limited company and provides financing services to Platform Housing Limited;



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

- Waterloo Homes Limited is a dormant company 100% owned by Platform
- Platform Property Care Limited 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?

The activities of the Group are supported by a commitment to the highest standards of governance and financial viability. The Regulator of Social Housing performed an annual stability check in December 2024, re-affirming the highest governance and viability ratings of 'G1/V1'.

In addition to regulatory assessments, we are rated by both S&P Global and Fitch Ratings. Our A+ (stable outlook) rating was affirmed by S&P following an annual review in January 2025 and

our Fitch rating of A+ was affirmed earlier in the year (October 2024), with the Fitch outlook being revised to 'negative' from 'stable, reflecting some downwards movement in the credit metrics that support the Fitch methodology.

C27: Governance code

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

Platform follow the National Housing Federation's (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 customers at the heart of their strategic decision-making

- Put measures in place to ensure that 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 Environmental, Social and Governance risks. Are ESG risks incorporated into the housing provider's risk register?

Risks that prevent Platform achieving its objectives, including those related to Environmental, Social and Governance (ESG), 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 GARC has a monitoring role in relation to risk management and advises the Board on internal control matters.

The Board has a defined risk appetite statement which is reviewed annually. 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 and emerging risks are identified through strategic business planning days, sector briefings, horizon scanning and the process of stress testing the Long-Term Financial Plan. In addition, Platform operate the following groups whose remit specifically covers

sustainability related activities, including any associated risks:

- Assets and Sustainability Committee: comprised of executive and non-executive directors, the committee meets at least four times a year and has risk identification as a standing item on its agenda
- Sustainability Forum: comprised of senior members of the leadership team and other operational experts, the forum meets at least four times a year and reviews on-going and emerging projects and risk areas

There are governance and environment-related risks included in Platform's Risk Register. All risks on the register highlight Platform's actions and plans to help mitigate the probability of risks materializing, and impact should it do so.

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 9

Board and Trustees

C31: Diversity in Governance

How does the housing provider ensure it gets input from a diverse range of people into the governance processes? Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

During the year two new members joined the Platform Group Board. Mandy Clarke was appointed as board member and chair of the People and Governance Committee in June 2024, replacing Helen Southwell. Sara Waller was appointed to replace Jane Wynne as board member and chair of the Assets and Sustainability Committee in February 2025. Mandy has previous experience as a non-executive director and chair and is experienced as a chartered HR, transformation and organization development professional. Sara is an experienced leader in asset management, housing, development and regeneration.

The demographics of the Board in comparison to our customers can be seen below (following these two new appointments).

	Our board	Our customers
Proportion of women	50%	62%
Proportion of BAME	10%	10%
Proportion disabled	-	8%
Average Age	58	51
Average tenure	4	

The Group has a Diversity Strategy and associated policies in place which help to ensure that diversity is embedded into our culture. Diversity in the board is encouraged through our innovative Trainee Board Programme, for which the first cohort of recruits graduated and three were appointed Associate Committee Members on our committees. A second cohort of five trainees were recruited in 2023 as we continue with the programme.



C32: Board and management turnover

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

As mentioned above, two board members left and were replaced during the year. These two members represented 20% of the board. One member of the Executive Team left their post in the year (Dennis Evans, Property Management) and another member joined (Ian Joynson as Chief Investment Officer). In addition, a new role

- Platform Property Care Managing Director, was created in 2024 and the post was filled by Alan Hayward. The Board and Executive Team members have substantial experience and skills and will help to ensure that our strategy is appropriately set and delivered.



C33: Financial experience on Audit Committee

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

The Group Audit and Risk Committee has a number of Board members with extensive financial experience, including:

Ian Aillies (Committee Chair): Ian has a wealth of experience both in the UK and abroad. Having initially trained as a chartered accountant and working in investment banking, he moved to work within the travel and tourist industry.

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.



Ian Aillies



Elizabeth Froude

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 directors and one executive director.

C35: 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 during the year and subsequently to the Group Board. Two new board members started during the year following two departures. The Board continues to review work underway on board succession planning.



C36: External audit

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

KPMG are the Group's external audit provider and the year to March 2025 will be the fifth year of

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

C37: Board effectiveness

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

Platform appointed the Housing Quality Network to undertake an independent review of the Board's performance during February/March 2023. The review identified that 'Platform is a successful and high performing housing association, with a strong Board and Executive Team'. Some

recommendations for improvements were made and an Action Plan developed, which was approved by Group Boards in July 2023. The majority of actions have been addressed or are ongoing in nature.

C38: 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 three yearly intervals and were last reviewed in 2022 to reflect the Group's adoption of the updated NHF Code of Conduct. Both are due for further review in 2025.

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 10

Staff Wellbeing



C39: The Real Living Wage

Does the housing provider pay the Real Living Wage?

Platform pays at least the Real Living Wage to all its colleagues including apprentices, regardless of their age. This continues to demonstrate our commitment to fair pay, and investment in future skills within all areas of our business.

Through the monitoring of key metrics and regular surveys, we aim to ensure pay supports high

engagement and wellbeing, whilst minimising attrition (with voluntary turnover for 2025 below 10%), and maximising attraction by presenting Platform as an employer of choice both within our sector and the wider labour market.

C40: The gender pay gap

What is the gender pay gap?

Platform continues its proud record on pay equality, with a narrow gender pay gap of -3.1%, meaning women earn more than men on average. This commitment to pay equality is also visible in our narrow Ethnicity Pay Gap of 3.3%, which was published for the second time this year.

We remain committed to doing everything we can to provide an inclusive environment that supports people to work and develop successfully. We have implemented measures to ensure that colleagues receive a fair remuneration for the roles they undertake, and to promote opportunities in all roles to remove unconscious bias, including:

- Pay and benefits: a standard pay structure and job evaluation methodology to ensure equal and consistent pay
- Pay and benefits: annual reviews of pay and benefits against market benchmarks
- Diversity and Inclusion Strategy: challenging stereotypes associated with certain roles through initiatives such as International Women’s Day, Women in Construction/Try a Trade day
- Recruitment: Ensuring a non-discriminatory process that allows candidates to succeed based on merit and ability

Our gender pay gap is shown below, alongside the average for the UK economy. The gap has been calculated based on average hourly pay.

	Platform	UK in 2023 ¹
Gender pay gap	(3.1%)	11.3%

¹Source: Office for National Statistics: ‘Gender pay gap in the UK: 2024’: median gap for those in full-time employment

Platform now has a consistent history of equitable mean pay rates across gender:

	2024	2023	2022	2021
Mean gender pay gap	(3.1%)	(4.2%)	(3.3%)	1.2%

C41: 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 recommended.

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
2025	A	11.30:1	9.65:1	8.21:1
2024	A	11.40:1	9.68:1	8.26:1
2023	A	11.59:1	9.74:1	8.45:1
2022	A	12.6:1	10.25:1	8.64:1
2021	A	12.29:1	10.48:1	8.46:1

https://assets.publishing.service.gov.uk/media/5be550fd40f0b667b05610b4/The_Companies_Miscellaneous_Reporting_Regulations_2018_QA_-_Publication_Version_2__1_.pdf

C42: Equality, diversity and inclusion

How is the housing provider ensuring equality, diversity and inclusion is promoted across its staff?

The oversight of EDI at Platform sits with a corporate steering group called Platform Together, whose purpose is to ensure that the Group delivers on its commitment to integrate the principles of EDI in our day-to-day business activities and strategic

planning, and introduce accountability across all areas of business to deliver this. Platform Together reports to our People and Governance Committee, a sub-committee of the Group Board.



Platform Together meets on a quarterly basis to review and monitor on the delivery of the following:

- Priorities set out annually by the Group Board
- The business- as-usual action plan which ensures EDI is embedded in practice across all aspects of our organisation and which corresponds to our corporate objectives
- Ad hoc task and finish groups which are set up in response to legal, regulatory or operational challenges in the context of EDI

During the year we successfully:

- Reached our aspiration of having at least 18% of our colleagues from ethnic minority backgrounds while also making progress in encouraging more applications from the LGBTQ+ and disability communities
- Launched the Customer First Programme, which is now one of our 3 core change programmes. The programme will help us improve EDI data quality and ownership, to support better customer experiences

- Improved diversity in customer involvement by launching Platform Voices, an online platform allowing our customers easier access to engagement with us
- The Group Board took on the 'Chairs' Challenge' designed by the National Housing Federation as an important tool for driving and embedding equality, diversity and inclusion (EDI) across business
- Introduced EDI priorities into the retrofit programme to ensure better outcomes for vulnerable customers
- Introduced additional networks and groups for colleagues from ethnic minority backgrounds, carers and the LGBTQ+ community



C43: Supporting employees

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

Platform have a dedicated Employee Relations and Wellbeing team, created to promote all aspects of wellbeing within our workforce. The team deliver Platform's Wellbeing Strategy, based on the following five pillars of wellbeing:

1. Mental Wellbeing
2. Physical Wellbeing
3. Financial Wellbeing
4. Social Wellbeing
5. Occupational Wellbeing

Working in collaboration with the Health & Safety Team and Payroll & Benefits Team, colleagues 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 Team and Group 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
- Health care cash plans
- Wellbeing Advocates, that represent all 5 pillars of Wellbeing, offering a peer support network to employees
- A programme of mental health support sessions for areas of the business identified as higher risk
- A published calendar of wellbeing events throughout the year, allowing employees time and opportunity to engage in events that are important to them
- 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
- One day paid volunteering leave, for volunteering opportunities that align to our Group values or social purpose

Furthermore, we hold financial wellbeing seminars covering a range of issues such as mortgages, budgeting and pension advice. 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. We also offer a programme of Mens' Health Sessions across the Group, facilitated by an external provider which has received positive response from employees.

In addition to the above, Platform holds regular wellbeing events throughout the year, including walking challenges, mindfulness sessions (facilitated by a employee) and regular 'Cuppa with a Colleague' calls that cover topics such as Mens' Health, Menopause and Healthy Eating/ Recipe Ideas.



C44: Supporting employees

How does the housing provider support the professional development of its staff?

We take a highly intentional, strategic, and multifaceted approach to professional development, aligning learning and development with organisational goals, performance improvement, and cultural transformation. Outlined below are some of the key ways in which we encouraged our colleagues to bring their best during the year:

Structured Leadership and Colleague Development Programmes

- Leading for Results' is our flagship leadership programme which continued to run during the year. The programme supports leaders from first-line managers up to our Senior Leadership Team, promoting consistent expectations for behaviours, leadership approach and language
- We introduced 'Stepping into Leadership' for aspiring leaders and 'Leading Strategically' for senior-level development to create a comprehensive leadership development pipeline
- The 'Platform Experience Programme' also launched in 2025 and is a sector-leading, accredited customer experience development solution aligned with the Chartered Institute of Housing and Institute of Customer Service (ICS) standards. All colleagues will be trained to improve service and experience delivery and earn a professional standard ICS certificate in customer experience

Apprenticeships and Qualifications

- Over the last 12 months, we have supported approximately 3.5% of colleagues to complete apprenticeships across a wide range of areas
- Programmes like our Digital Futures Academy support both workforce planning and future skill needs, with a focus on internal talent development and social value creation

- We are committed to supporting colleagues with achieving external qualifications and have funded 6.7% of colleagues to gain one in the year
- We conducted a comprehensive skills gap analysis to ensure we meet the skills, knowledge, and professional qualifications standards set out in Clause 21 of the Social Housing (Regulation) Bill regarding conduct and competence. Based on the findings, we have developed a detailed plan to upskill our colleagues where necessary, ensuring all training and qualifications are completed within the suggested timelines

Performance Management as a Development Tool

We introduced a modern, continuous performance management approach in the year, encouraging regular check-ins, dynamic objective setting, and development-focused conversations. Our performance conversations are intended not only to assess but to coach and support development.

Cultural Development and Employee Listening

- Our 'Bring Your Best' programme continued in 2025, helping to support a culture in which all colleagues can thrive. This was complemented by a cultural review, to ensure we are on the right path
- We used surveys throughout the year to ensure that we know what our people think and feel, which helps to identify development needs and inform organisational learning strategies



Section 11

Supply Chain

C45: Procurement and Social Value creation

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

At Platform we recognise the central role that procurement plays in creating a more socially sustainable economy, and we strive to benefit the communities in which we operate. We understand and appreciate that social value must be designed and delivered in a way that is accessible, fair, and free from discrimination for all people and communities. Therefore, we work closely with our Customer Engagement Team to understand exactly what our communities' need, feeding this back to suppliers to offer place-based social value initiatives that truly make a difference.

We are currently drafting our Social Value Strategy, which will be used to help embed social value creation at contract stage. We are also working towards a Group-wide procurement target of all contracts over £250,000 reporting contract social value annually by 2030.

We work with local suppliers to ensure that economic benefits are retained within the local community. Through our procurement for communal gas servicing, we generated sustainable employment opportunities such as creating apprenticeships, providing accredited training and work experience days. We remain focussed on local employment opportunities, with one of our key contracts requiring one apprenticeship placement to be delivered per £0.5m.

We have incorporated social value into our award criteria, with social value making up to 10% of our quality weighting, and we aim to work with suppliers who embed social value into their business as usual approach.



C46: Procurement and the environment

How is Environmental impact considered when procuring goods and services?

We recognise the importance of reducing environmental impact through our procurement practices, and we are actively working towards embedding a sustainable procurement system aligned with ISO 20400. Environmental impact is a key consideration in our procurement of goods and services across Platform and we are working to enhance our processes and policies to support environmental sustainability within the supply chain.

We are encouraging our supply chain to embrace opportunities to reduce reliance on fossil fuels, eliminate waste and embrace natural solutions. Similarly, we are listening to the ideas and proposals from our supply chain partners as we understand that they provide invaluable expertise, which will allow us to collectively achieve positive environmental impacts.

This includes the following key practices:

- **Sustainable Procurement Policy:** Our procurement policy is currently being updated to reflect the principles of ISO 20400
- **Supplier Engagement:** We include environmental criteria when engaging suppliers currently. We also plan to enhance these criteria within our future tender processes and associated evaluation scores evaluation scores

- **Material Selection:** Within our procurement decisions, we prioritise materials with lower environmental impact, including responsibly sourced and recyclable products
- **Life Cycle Consideration:** Life cycle considerations are included within our procurement processes, and both cost and carbon are evaluated for key decisions
- **Training and Awareness:** We continue to enhance the training provided to relevant staff on sustainable procurement and ISO 20400 principles
- **Monitoring and Measurement:** We are working on defining key performance indicators to measure environmental impact in procurement and track progress over time



