



ESG STRATEGY

DECEMBER 2024

Contents

03	CEO foreword	26	Social
04	Customer foreword	27	Managing Communities
05	Executive summary	43	Developing Communities
07	Introduction	48	Helping Communities
09	Our approach	50	Governance
13	Our strategic ambitions	51	Setting ourselves up for success
14	Environmental	53	Trusted and collaborative partnerships
15	Carbon reduction	56	Investing in our People
19	Climate resilience	61	Colleague afterword
20	Nature and biodiversity	62	Annex: strategy targets
22	Sustainable resource management	73	Glossary
24	Getting ourselves there		

Greg Reed

CEO for Places for People

“If you’re going to commit to something, make it meaningful. Make sure it has impact, and make sure you see it through. This philosophy resonates just as much for an organisation of our scale and social purpose as it does for each of us as individuals.

I’ve personally set and met targets to support my physical and mental health for several years now, running 50 miles a week in support of Diabetes UK - come rain or shine. Each week I share with People what I’ve done, what’s been easy and what’s been hard, to help them on their own journeys.

Running gives me a chance to step back even as I step forward, providing the perspective I need to help deliver on our core mission: changing lives by making and supporting thriving Communities.

This ESG Strategy serves a similar purpose. It gives us perspective, and it gives us direction.

In developing our approach, it’s helped us to understand what we’re doing and why we’re doing

it, providing further clarity and purpose to our operations.

Moving forward, the strategy is going to make an impact, and we’re going to tell you about how we’re getting it done and the difference we’re making. We’re committed to transparency, and so we’re going to share what works and what still needs work, so our partners can keep moving forward on their own ESG journeys. This isn’t about being selfless for the sake of it - social challenges and climate change demand that we act, and we’re proud to play our part.

The timing for this strategy is apt. We’re well on the way with our own organisational journey, two years into delivering our Because Community Matters strategy. We have a new Government and ambitious commitments on building the homes the country needs, and we’re here to play our role as one of the leading developers of social homes in the country. There is also the urgency of action demanded by the climate emergency - the planet is in crisis and People’s homes and Communities

are already starting to bear the brunt of extreme weather and a changing climate in catastrophic ways.

So, it’s only right that we have ambitious targets across environmental, social and governance dimensions which are going to make a difference, directly to our Customers and our People as well as the rest of the country, rest of the world. No one target or action is going to be the panacea but, when we reflect on the package of work we’re going to deliver, we’re going to shift the dial, meaningfully.

We’ll keep a close eye on our progress, holding ourselves accountable to our goals. This is why we’re one of the first in the sector to link Executive bonuses to our sustainability objectives.

We will need to make use of the ingenuity and experience embedded within Places for People to see this through, but we’re ready for the challenge and are hitting the ground running.

Onwards!”



Peter Harrison

Places for People Customer and RCG North Member

“As well as being a Places for People Customer for 15 years, I’ve always been interested in the environment and how we can reduce our impact, while making more space for nature in our lives. In 2023, I joined the Places for People Regional Customer Group (RCG) to learn more about how the organisation works. It’s encouraging that Places for People are publishing an ESG Strategy to address how they can positively impact society, beyond simply being a housing provider. There are many ways to achieve this but having a written strategy brings various initiatives together and provides a vision and continuity for the future.

It is positive to see environmental challenges such as carbon emissions and energy efficiencies being prioritised and I’m

encouraged to see Places for People calculating emissions across properties and operations. Driving improvements in energy efficiencies brings benefits of homes being cheaper to heat and less prone to issues such as damp and mould. There is welcome focus on making homes more accessible and Places for People’s position on addressing the housing crisis. Additionally, Places for People’s commitment to transparency is reassuring.

I understand that driving these improvements requires additional resources and not everything can be done immediately. However, keeping Customers informed about priorities and decision-making processes strengthens trust between tenants and landlords.

Overall, the ESG Strategy has a lot of potential. The focus on retrofitting the existing housing stock is much needed, as well as more local projects such as composting and gardening. While flagship projects can be effective, it’s often the smaller, everyday improvements that make the biggest difference. This strategy is a positive start and provides a foundation to build on for the future.”

If you would like to learn more about or are interested in joining our Customer national and local panels, please see our webpage [here](#).

Executive summary

Our ESG Strategy outlines our approach to developing and maintaining sustainable Communities, providing homes that are safe, affordable and support our Customers' needs, and ensuring we have the right systems and processes to run ourselves effectively.

The ambitions and targets outlined in this Strategy will guide us in delivering an approach tailored to the needs of our Customers while helping us fulfil our responsibility to the planet, Communities, and People.





Environmental

CARBON REDUCTION

We will focus on enhancing the energy efficiency of our new and existing homes while adopting sustainable practices across our broader operations to achieve net zero by 2050.

CLIMATE RESILIENCE

We will build long-term resilience in our Communities by improving how we identify, manage and support Communities most at risk from the impacts of climate change, ensuring they can adapt effectively.

NATURE AND BIODIVERSITY

We will promote biodiversity and improve access to nature across all our Communities.

SUSTAINABLE RESOURCE MANAGEMENT

We will promote a circular economy by managing resources responsibly and minimising waste across all our operations.

GETTING OURSELVES THERE

We will drive sustainability across the sector by upskilling people in green and future-focused skills.



Social

MANAGING COMMUNITIES

We will ensure our homes are safe and affordable while delivering services to our Customers in a way that makes their experience with us as effortless as possible.

DEVELOPING COMMUNITIES

We will tackle the housing crisis by building more affordable, future-proof homes that meet net zero standards.

HELPING COMMUNITIES

We will remain committed to supporting our Communities and Customers, increasing the social value we generate each year to help them thrive.



Governance

SETTING OURSELVES UP FOR SUCCESS

We will ensure we have the correct systems and processes in place to run ourselves effectively and make informed, sound decisions.

TRUSTED AND COLLABORATIVE PARTNERSHIPS

We will continue to collaborate with our existing and prospective partners to share experiences and knowledge and drive collective progress.

INVESTING IN OUR PEOPLE

We will empower our Colleagues to be their authentic selves, provide support throughout their journey with PfP, and ensure they have access to the future-ready skills needed to succeed.

Introduction

At Places for People, we're committed to fostering thriving, inclusive, and sustainable Communities. It's fundamental to our purpose and ambition as the UK's leading Social Enterprise to take a holistic approach to sustainability and lay the foundations in which current and future Communities can thrive.

This strategy outlines a clear vision of how we, as a socially responsible organisation, will balance the needs of our current Customers and Communities with the anticipated demands of future generations. It builds on existing work across Places for People, helping us to deliver on our core strategic aspirations in an environmentally and socially robust manner.

Regulatory requirements like Streamlined Energy and Carbon Reporting (SECR) and national housing quality standards set us a good baseline, from which we can and should do more. While these standards ensure we meet our basic obligations on critical measures like carbon emissions and the condition of our homes, they are not the end goal. It is our ambition to raise the bar from the statutory floor and lead the way in creating sustainable, thriving Communities for now and the future.



Our ESG priorities have been identified through a rigorous strategy development process. This has actively considered current and future regulatory requirements, key sector and thematic frameworks such as the Sustainability Reporting Standard for Social Housing, insights from our wider risk management approach, and rich conversations with our Customers, Colleagues and sector peers.

ESG PRIORITIES

Environmental: We need to ensure that we can mitigate and adapt to the threats posed by a changing climate while actively working towards a **just transition**, one where the benefits of decarbonisation and sustainability are shared equitably across the whole population.

Social: We need to **tackle the housing crisis**, providing more affordable, safe, secure and decent housing, and support the health and wellbeing of our Communities, through effective collaboration across our different companies and the development of strong working relationships across our sectors.

Governance: We need to maintain and grow the **culture of strong governance** which underpins our activities and continue to do the right thing, utilising our supply chain and sustainable finance proposition to support our environmental and social aspirations.

By bringing together the activity required to meet our ESG commitments in one place, we can hold ourselves accountable to improving ESG outcomes for all our Customers, Communities, partners and the wider society. We will report each year with updates on our successes and challenges. We will promote a culture of transparency around our ESG performance to help meet the needs of our commercial and regulatory counterparts. Throughout, we will deepen and broaden our organisational capabilities, making sure we have the skills, insights and ingenuity to tackle whatever challenges lie ahead for our Customers and Communities. Because Community Matters.



Our approach

We have taken a broad and deep approach to consultation to make sure that this strategy is reflective of the interests of those affected by our operations. Throughout the development of this strategy, we have engaged with our Customers, our People, and our strategic and commercial partners, taking on board a wide array of insights and perspectives to make sure our priorities truly align with our ambition to be the UK's leading Social Enterprise, and with our responsibilities as a trusted custodian of Communities. Throughout this process we have strengthened relationships with our peers, such as in the ESG Cross-Sector Working Group, ensuring that insights on ESG are shared, learned from and developed for the benefit of wider society.

CUSTOMER INSIGHTS

We engaged with 716 Customers through an ESG survey and hosted six engagement sessions across England and Scotland. These sessions included a diverse mix of tenures and demographics, helping us understand what matters most to the people we serve when it comes to ESG. These conversations gave us invaluable insights into Customer priorities, perceptions, and behaviours, helping us shape our focus on ESG and uncover new ways to improve our services and make a real difference in our Communities.

STAKEHOLDER INTERVIEWS

We carried out interviews with 22 internal business areas to ensure the strategy reflects what we do and what we need. We also spoke with eight external partners, including charities, sector bodies, commercial partners, and investors, to gather wider perspectives on key priorities, challenges, and opportunities.

SECTOR ANALYSIS

We have reviewed and analysed ESG Reports and associated outputs from 32 organisations across different sectors in England and Scotland to ensure the inclusion of relevant thematic topics and frameworks within our strategy development process.

STANDARDS AND FRAMEWORKS

We've examined current and proposed reporting standards and frameworks across housing and leisure sectors to identify requirements and applicability to our business model.

REGULATORY ENVIRONMENT

We've systematically reviewed current, upcoming, and anticipated regulation utilising internal expertise on risk, governance, and sustainability reporting so our activity and reporting continues to meet and, where appropriate, surpass requirements.

This responsibility to our Communities and the planet extends to how we run ourselves in a sustainable way. Our ESG priorities and targets directly contribute towards the UN's Sustainable Development Goals and map to the following nine goals:



1

No poverty



7

Affordable and clean energy



8

Decent work and economic growth



10

Reduce inequalities



11

Sustainable cities and communities



12

Responsible consumption and production



13

Climate action



15

Life on land

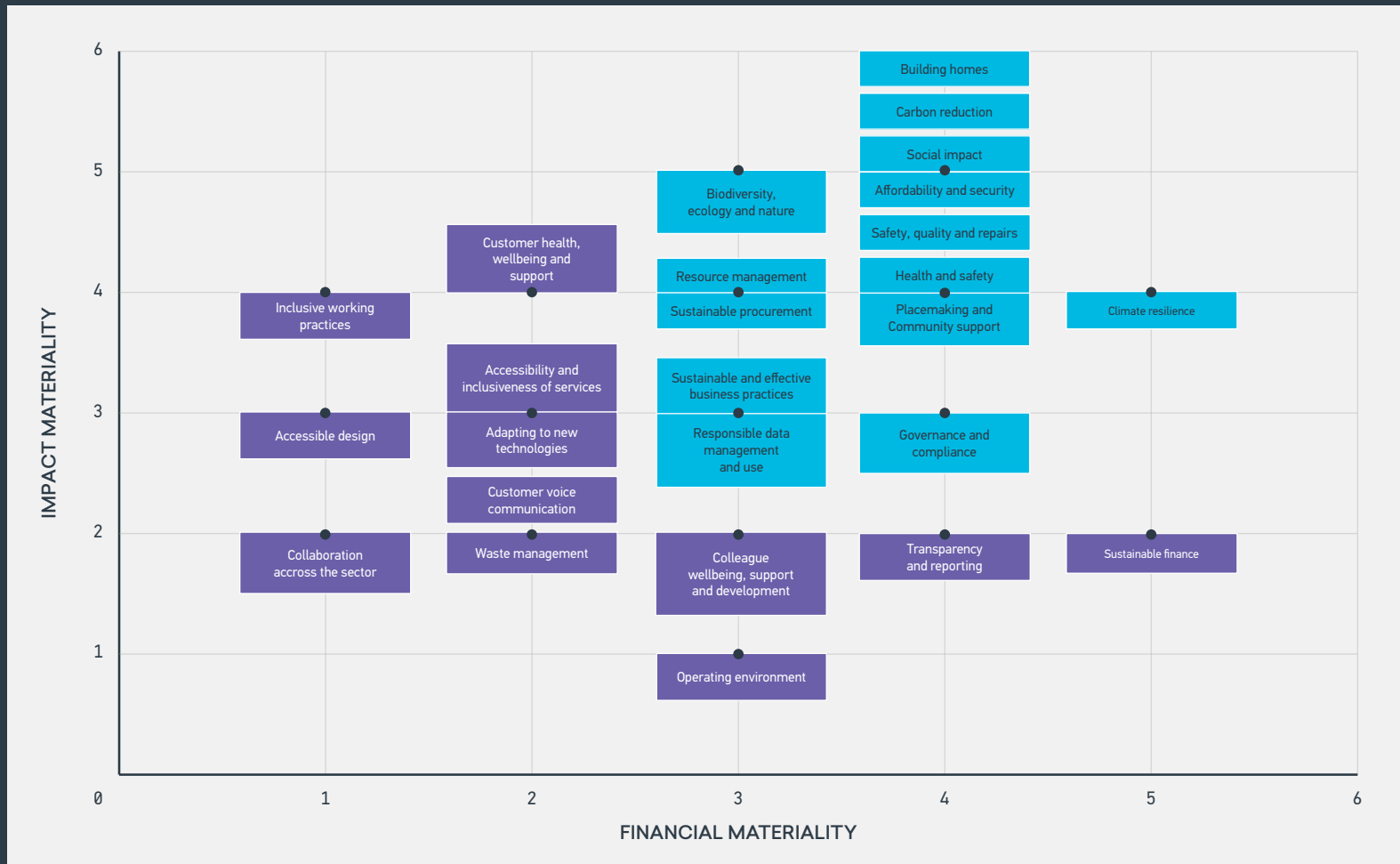


16

Peace, justice and strong institutions

We know we can't do everything, everywhere, all at once, and need to prioritise our resources effectively to maximise our impact on the areas that matter most, at the right time. Our double materiality matrix, featured in our [Sustainable Finance Framework](#), highlights the impact we have on the world around us, as well as how the world impacts us. This tool guides us in making thoughtful, informed decisions about where to focus our efforts.

The insights it provides have been key in shaping our priorities and will continue to drive our wider ESG approach, ensuring we deliver meaningful outcomes for our Customers, Communities, and the environment.



Blue boxes signify the most material themes.

To deliver, we will need to leverage the capabilities held across Places for People and across our partners, including a deep understanding of our Customers, and trusted and collaborative Partnerships. The breadth of experience, expertise, and impact across the companies within our Group—ranging from Community regeneration and mixed-tenure housing to the leisure centres we manage—uniquely positions us to drive meaningful change. Together, the collective strengths of our different businesses are greater than the sum of their individual contributions, creating a unified approach that accelerates innovation and supports our sustainability objectives.

We also recognise the skills and insights held across other organisations and we look to bring them into our family of companies when opportunities arise. Origin Housing and South Devon Rural Housing Association have recently joined Places for People, meaning that we can extend our influence further, making real differences to Customers across the UK.

We also commit to reporting annually on our progress through our **expanded reporting framework**, which takes the best of the sector's approach to ESG reporting with additional metrics to reflect the individuality of our organisation. With this we will be able to tell a fair and evidenced story of our ESG performance and will persist through evolving regulatory and investor requirements to ensure that it continues to meet the needs of everyone who benefits from our reporting.



Our strategic ambitions

Our ESG strategic ambitions are grounded in our wider Group strategy: We will **create and support Thriving Communities by managing Communities, developing Communities, and helping Communities**. Looking at our aims through the ESG lens helps us to deliver on these wider ambitions, ensuring that we are doing all that we can, and all that we should, across different environmental, social and governance themes. This focus also helps communicate our strategic priorities in this space more succinctly, outlining a holistic approach to wider corporate sustainability. Our strategic themes have been identified throughout our extensive strategy development process, reflecting what matters to our Customers, stakeholders and Places for People.

Environmental

Carbon reduction
Climate resilience
Nature and biodiversity
Sustainable resource management
Getting ourselves there

Social

Managing Communities
Developing Communities
Helping Communities

Governance

Setting ourselves up for success
Trusted and collaborative partnerships
Investing in our People

Our ambitions for each of the identified ESG themes are underpinned by a connected set of capabilities we are developing as an organisation. These central pillars emanate from our Because Community Matters strategy, and our whole-system approach to delivering outstanding outcomes for our Customers. Embedded throughout our organisation, they set us up for success in ESG and all that we do.

- Deep understanding of our Customers
- User-led experiences and data-driven decisions
- People development with laser-focus on equality, diversity and inclusion (EDI)
- Trusted and collaborative partnerships
- A pipeline of funding and developments
- Excellence in end-to-end delivery

ENVIRONMENTAL



Carbon reduction

ASPIRATION: ACHIEVE NET ZERO (SCOPES 1, 2 AND 3) BY 2050 FROM A 2023 BASE YEAR

At Places for People, we know that the cost of inaction on climate change is simply too high - not only for the planet but for the future of our Communities. Acting on the climate will lead to healthier Communities, and homes that are more resilient, comfortable, and affordable for our Customers. It is therefore our responsibility to leverage our size and reach to actively contribute to global efforts to limit temperature rises and mitigate the impacts of climate change. That's why we've made a firm commitment to reaching net zero across our operations by 2050 in line with Government targets and will look to publish a detailed Climate Transition Plan by 2027. The plan will build on this ESG Strategy, providing further detail and clarity on the carbon reduction targets outlined below and how they fit within our decarbonisation pathway, taking account of evolving regulatory requirements. At the core of our mission is a just transition, ensuring that the benefits of decarbonisation are shared fairly, leaving no one behind.

Beyond the mandatory SECR disclosure of Scope 1 and 2 emissions and business travel in our [Annual Report](#), we've taken the step of calculating our entire footprint of greenhouse gas emissions for 2022/23. We know we need improve the accuracy of this figure in line with general experience in the sector currently. We will have a focus on data availability, quality, and consistency across our diverse operations and supply chains in the coming year to enable this.

In parallel, we will continue to monitor technological advancements in mature markets to deliver the most significant impacts in a cost-effective way. Like many others in the sector, our supply chain and our Customers' homes have emerged as key areas where we can drive meaningful change. Details on how we are working with our suppliers to reduce the carbon emissions in our supply chain can be found on [page 23](#).

We will:

- Publish our pathway to net zero within our Climate Transition Plan by 2027, covering Scope 1, 2 and 3.



RETROFITTING OUR EXISTING HOMES

Our efforts to reduce emissions start with making our existing homes more sustainable and energy efficient, bringing warmer, more comfortable living spaces for our Customers. We're focusing on meeting the regulatory minimum Energy Performance Certificate (EPC) C rating across all our social homes by 2030. With 82% of current stock already hitting that mark, we're well on our way.

To achieve EPC C, we've put a Planned Investment Programme in place, which enhances the energy efficiency of our homes through targeted retrofit measures, focusing on replacing and upgrading critical components such as insulation, window and doors and heating systems. This ensures our social homes are fit for the future and on the path to net zero, with the potential to lower energy use and reduce Customers' bills.

Changes to how home energy performance is calculated are on the horizon, with the Home Energy Model (HEM) set to replace EPCs from April 2025. This new assessment will focus more on energy efficiency and carbon emissions. We will revise our targets in line with further government guidance.

In addition to improving energy efficiency in homes, we are exploring where we can expand access to electric vehicle (EV) charging points across our Communities, making EV ownership more accessible and empowering our Customers to choose greener transport options.

We will:

- Ensure all our existing homes are rated EPC C or above by 2030.
- Carry out 20,000 energy improvement works in homes by 2027.
- Conduct feasibility assessments in our Communities by 2025 to map where we can install communal electric vehicle charging points.



BUILDING SUSTAINABLE HOMES

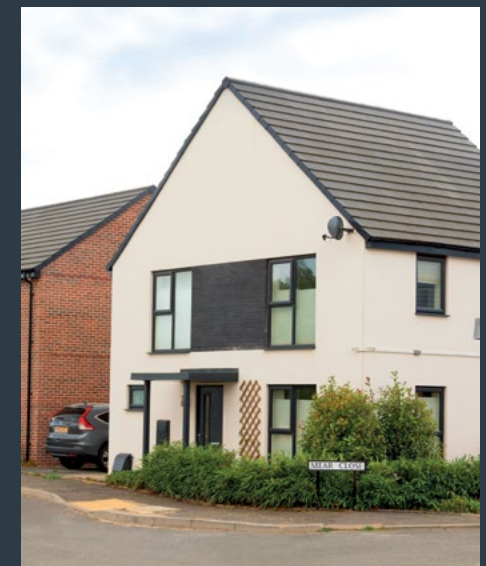
When it comes to new build homes, we're focused on sustainability from the ground up, ensuring compliance with the Future Homes Standard in England and the New Build Heat Standard in Scotland. We're integrating low carbon heating solutions, such as air source heat pumps, to further reduce emissions and reliance on fossil fuels.

All our new homes will meet high energy performance standards, ensuring that renewable energy is part of the fabric of these homes where feasible, delivering real benefits to future Customers. Modern Methods of Construction, including off-site manufacturing, allow us to build more efficiently, reducing waste and decreasing energy use during construction. In Scotland, most of our homes are built with timber kit, enhancing the use of renewable materials, and we're now expanding this approach to projects in England.

We're also shifting our focus to embodied carbon - the emissions associated with the entire life cycle of materials used in construction - and whole life carbon, ensuring that from construction through to operation and eventual deconstruction, our homes have minimal environmental impact.

We will:

- Ensure at least 90% of our new homes are rated EPC B or above from 2025.
- Build a minimum of 20% of new homes using Modern Methods of Construction from 2024.
- Complete whole life carbon assessments for homes in our new developments and set targets by 2026 for reducing embodied carbon.
- Integrate renewable energy technology into at least 60% of new build homes by 2030.
- Increase the uptake of renewable energy through 100% of new builds being on renewable energy tariffs at the point of handover to Customers by 2027.



OUR WORKPLACES

Our own operations are evolving too. In our workplaces, we use smart technology in our Building Management Systems to continuously monitor and set environmental targets to reduce our carbon footprint. This also includes tracking building temperatures across complex environments like our leisure centres to identify performance improvements. We're implementing more efficient ventilation, heating, and cooling systems across key sites, replacing the use of gas with more sustainable energy sources where possible. We've already started integrating solar energy at our workplaces and leisure centres, with plans to progressively increase renewable energy use and self-generation, including installing our first wind turbine at one of our larger sites in Preston. This will reduce our dependence on the grid and help lower our emissions over time.

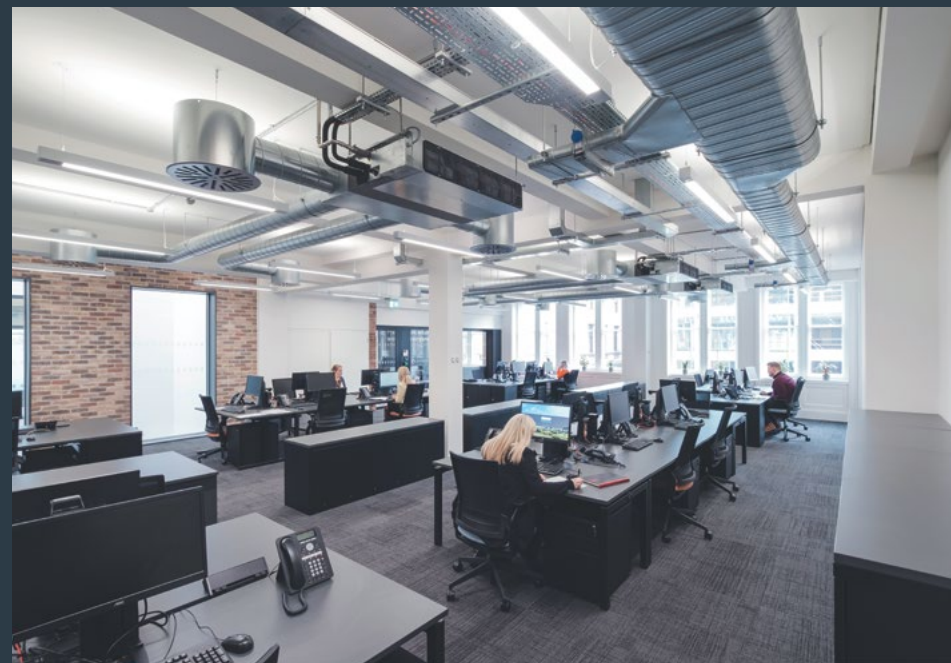
With a phased approach, we are increasing the number of EVs, reducing our operational emissions as we move towards a low-carbon fleet. In addition, we have partnered with the telematics provider Lightfoot to encourage optimal driving behaviour using 800 of our vehicles, actively measuring and managing fuel consumption and carbon emissions to make year-on-year improvements.

We are also optimising our IT energy usage by migrating data to the Cloud, streamlining equipment needs and repurposing or reusing products that have reached their end of life.

While our property management companies operate under client direction, we have focused on reducing emissions within our own operations here too. This includes prioritising virtual meetings to reduce travel and encouraging the use of trains or shared vehicles when travel is necessary. Such emissions are also reported under Scope 3. We are actively working to understand the emissions associated with our clients and their Customers, offering support for their carbon reduction journeys through guidance, collaboration, and tailored solutions.

We will:

- Procure low carbon or renewable energy where possible across the Group.
- Continue to install solar panels at our operational sites where we can and self-generate electricity. At our leisure centres, up to 45% of energy consumed will be self-generated by on-site solar panels by 2026.
- Work towards our workplaces being rated EPC B or above by 2030 and strive for ratings of EPC A when refurbishing and future-proofing our facilities.
- Map tool and equipment usage across the Group and identify opportunities to reduce energy consumption by 2026.
- Continue to transition our fleet to hybrid and electric vehicles with at least 20% of new orders for light commercial vehicles being hybrid or electric by 2026.



Climate resilience

ASPIRATION: ENSURE THE COMMUNITIES WE MANAGE, DEVELOP AND HELP ARE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE

With the increasing impacts of climate change, building long-term resilience across our Communities has never been more crucial. Climate events like flooding and overheating can have profound impacts on the physical, mental, and financial wellbeing of our Customers, while also threatening the very foundations of our homes and infrastructure. By tackling these challenges head-on, we are not only protecting our assets - we are safeguarding our Customers and future-proofing our Communities. This commitment extends to our property management clients, where we can offer guidance and advice, leveraging Group-wide resources to help them effectively manage and mitigate their climate risks.

In 2023/24 we completed our first Climate Change Risk and Resilience Assessment and published our first climate-related financial disclosure in our [Annual Report](#). This enabled us to identify where there is more to do, and we are working to strengthen our analysis, including improving our understanding of the potential financial impacts of climate-related risks and opportunities on our organisation. Through proactive planning, strategic partnerships, and innovative solutions, we will create resilient, thriving Communities that can adapt to whatever the future brings.

We will:

- Carry out in-depth climate risk assessments at locations identified as being at high risk from the impacts of climate-related events by 2025 and integrate adaptation and mitigation measures into our Planned Investment Programme, where required.
- Install 6,000 smart thermostats and sensors in our homes by 2027 to help us mitigate the risks of extreme temperatures and flooding.
- Support our clients in assessing climate-related risks and opportunities and developing mitigation strategies by 2030.



Nature and biodiversity

ASPIRATION: ENHANCE AND PROTECT BIODIVERSITY ACROSS OUR COMMUNITIES TO DELIVER LONG-TERM BENEFITS FOR NATURE AND OUR CUSTOMERS

We are committed to enhancing biodiversity across our new and existing Communities, and this is something that matters to our Customers. Boosting biodiversity in our Communities provides essential habitats for diverse plant and animal life, helps capture carbon, reduces flood risk, and improves air quality. While biodiversity is not solely about green spaces, they often play a critical role by providing the conditions needed for species to flourish. For our Customers, access to green spaces promotes physical and mental wellbeing, encourages social interaction, and creates inclusive, vibrant Communities where people want to live.

As we look to foster biodiversity to support our Customers, our property management companies are also reinforcing client-led initiatives including wildflower meadows and sustainable drainage systems.

Regulation is evolving in this space and we will consider the impact initiatives such as the Taskforce on Nature-related Financial Disclosures (TNFD), that are likely to become mandatory in the future, may have on our operations.

In England, we will achieve a minimum 10% Biodiversity Net Gain (BNG) in new developments, with a goal to exceed this regulatory requirement wherever possible. We will also prioritise onsite improvements over the use of offsite credits where possible to enhance local biodiversity.

In our existing Communities, where regulation is still evolving, we see this as an opportunity to pilot and evaluate biodiversity initiatives and upskill our landscaping teams, all while keeping costs manageable for our Customers. While flagship projects are important, we understand that smaller, everyday improvements such as planting pollinator-friendly shrubs or creating wildlife corridors often resonate most with our Customers and create visible, meaningful change in their daily lives.



We will therefore map and assess the green and blue spaces within our Communities. By building a baseline of biodiversity, we can take a consistent, strategic approach to enhancing biodiversity across our Communities, leisure centres, and workplaces.

We will:

- Deliver the regulatory minimum of 10% Biodiversity Net Gain in new planning applications in England, and go above this where possible.
- Map our biodiversity baseline in our existing Communities by 2028 to identify key areas for enhancement and tailored interventions.
- Improve biodiversity in our existing Communities, completing up to 3 projects each year.



Sustainable resource management

ASPIRATION: ADOPT THE PRINCIPLES OF THE CIRCULAR ECONOMY TO SUSTAINABLY AND RESPONSIBLY MANAGE OUR RESOURCES

WASTE

At Places for People, we recognise the importance of effective waste management and reporting. Reducing waste is an essential step to minimise our environmental impact, maximise efficiencies and unlock new opportunities for innovation and growth. We currently track waste across parts of the Group and have achieved impressive results in some areas - our workplace landfill diversion rate for example is at 99.8%. However, we have lacked a unified approach, and addressing this gap is a priority for us.

Some of our property management companies are already leading the way with innovative circular economy initiatives. Derwent FM has introduced swap shops for students, focusing on recycling electronics, with plans to have such items Portable Appliance Tested for reuse. Residential Management Group Limited (RMG) has been highly successful introducing clothing banks at their sites, which reduced landfill waste by approximately 17,100 kg in 2023.

Looking ahead, we're committed to building strong processes and reporting systems for comprehensive waste management across all our operations, from leisure centres and property management companies to construction sites and offices. This ensures sustainability is embedded at every stage - sourcing, production, use, and disposal - embracing the principles of the circular economy to drive responsible resource management across the Group.

In addition, this is an issue we must address in the homes we develop and manage. Our Customers have made it clear: they want better access to recycling facilities at home. So, we're committed to engaging with our Customers, local authorities and other stakeholders to gather their input and explore how we can upgrade these amenities in our existing homes.

We will:

- Work with our external waste partners to improve monitoring processes across our operations and identify opportunities for reducing waste generation by 2026.
- Send zero waste to landfill from our workplaces and leisure facilities and divert at least 95% of waste from landfill from our development sites by 2030.
- Collaborate with external partners to trial solutions for refurbishing or repurposing IT equipment by 2026 to ensure 100% of assets at the end of their life are refurbished or repurposed by 2030.
- Work with our partners to identify and implement opportunities to improve access to recycling and composting facilities for our Customers by 2026.

WATER

Water is an invaluable resource, and water scarcity will likely increase due to the impact of climate change. Our dedication to responsible consumption is essential for safeguarding the environment for future generations. Our new build homes are already setting a high bar, exceeding regulatory standards for water efficiency and helping to lower our Customers' bills and operational costs.

Looking forward, we will implement systems to monitor and reduce water consumption across all our operations. This will be assisted by the adoption of advanced technologies such as the water-saving pool backwashing systems currently being trialled in our leisure centres.

We will:

- Work with our external water management partners to improve monitoring processes across our operations, identify opportunities for reducing water consumption and set reduction targets by 2026.
- Install water saving backwashing technology in our leisure centre swimming pools across four sites by 2025, reducing water consumption by up to 80%, then introduce across a further eight sites by 2026.
- Design and build our new homes to have a water efficiency rate of 105 litres per person per day from 2024.
- Partner with water providers to provide water saving devices to our Customers and reduce their water demand.

OUR SUPPLY CHAIN

While we are committed to getting our own operations in order, the reality is that the impact of our supply chain plays an even larger role in shaping our environmental performance.

To this end, we've already updated our Supplier Code of Conduct to ensure our suppliers meet the growing expectations around environmental performance, and we will be developing and implementing our Sustainable Procurement Framework to define and ultimately restrict the use of unsustainable products across Group operations. Where we can, we will adopt our Group procurement standards with clients and provide guidance and resource to encourage more sustainable choices and help drive these initiatives forward.

Over the coming years, we'll bring our suppliers on this journey with us, gaining deeper insights into our supply chain, identifying risks, and working closely with selected suppliers to share best practice and elevate performance. As climate change risks, such as extreme weather events, and geopolitical factors continue to escalate, the likelihood of supply chain disruptions will increase. Strengthening our supply chain's resilience is crucial to mitigate these risks. By doing so, we can better safeguard our long-term sustainability goals and ensure continuity in delivering our commitments.

We will:

- Define our Sustainable Procurement Framework by 2026.
- Use our Sustainable Procurement Framework to baseline the environmental impact of our top 20 suppliers by spend by 2027 and set performance improvement targets by 2028.
- Review the catalogue of items we procure against the framework and set targets to reduce non-environmentally friendly products by 2028.
- Ensure 25% of materials are reused or sourced from recycled content for office refurbishments by 2028.

Getting ourselves there

ASPIRATION: EQUIP OUR COLLEAGUES WITH THE GREEN SKILLS AND KNOWLEDGE NEEDED TO SUPPORT OUR TRANSITION TO NET ZERO

As we step up to meet the challenges of climate change, our strength lies in the collective actions of our more than 11,000 Colleagues. By cultivating green skills and knowledge at every level, we will ensure that everyone - regardless of their role or business area - has the knowledge, tools, and confidence to contribute to the low-carbon transition. The diverse nature of our business allows us to bring together our different strengths and perspectives, creating an integrated approach that is far greater than the sum of its parts. This isn't just about meeting targets; it's about fostering a culture where sustainability is at the heart of everything we do, from the way we design our homes to how we serve our Customers.

The UK's housing and construction sector is currently experiencing a major skills shortage. With approximately 80% of existing homes in the UK expected to remain in use by 2050, there is an urgent need for the sector to enhance retrofitting and broader green skills. In response, we are delivering specialist training courses focusing on cutting-edge technologies such as air source heat pumps, retrofitting, and EVs, offered at our academies across the UK.

By collaborating with industry partners, we're providing opportunities not just for our Colleagues but for all housing professionals, equipping them with the technical expertise needed to drive sustainability across the sector. We are offering a range of training programmes designed to equip the sector with the latest technologies and skill sets, ensuring its long-term success. Trades and construction skills will be the 'bread and butter', but we will also be looking at technical skills needed to support the low-carbon transition. This initiative is all about upskilling our People, championing sector-wide growth, addressing the sector's skills shortage and increasing social value within Communities.



Leading by example, our Senior Leadership Team (SLT) and Executive members now have embedded sustainability objectives and, for the Executive, these are linked to their performance bonuses. These objectives will be reviewed annually to ensure they are ambitious and adaptive to the evolving operating environment. To further our commitment, **Unlock Next Gen** is our dedicated Colleague group and platform for raising awareness of sustainability, through engaging content like blogs, podcasts, and Community-led environmental volunteering projects.

We will:

- Deliver future and green skills training to up to 200 frontline Colleagues and 200 students from external housing providers each year from 2025.
- Continue to include annual sustainability objectives for our SLT and Executive members to drive delivery of this ESG Strategy.
- Complete up to 3 environmental volunteering projects in our Communities each year from 2025, in partnership with our environmental group Unlock Next Gen.
- Scope environmental sustainability learning needs for our Colleagues and collaborate with our partners to roll out a learning pathway by 2026.



SOCIAL



Early Careers

Sept 18 • @25

Seen by 753 ...

It all starts here. Unleash your potential at Places for People!
#EarlyCareers #firedupreadytogrow #newstart



Like



Comment



Share



You and 187 others

Managing Communities

ASPIRATION: PROVIDE SAFE AND WELL-MAINTAINED HOMES, WITH REPAIRS DELIVERED EFFICIENTLY AND EFFECTIVELY, TO ENSURE AN EFFORTLESS EXPERIENCE FOR OUR CUSTOMERS

Providing quality homes and services, listening to Customers and treating them with fairness and respect is at the heart of our ambition to be the UK's leading Social Enterprise. Whether it's the homes we own as part of our social housing portfolio, the leisure centres we run on behalf of local authorities, or the private residences and properties we manage via our property management companies, our overarching ambition of achieving positive and measurable social outcomes persists.

While the ways we deliver these outcomes vary across our operations, we're committed to providing high quality, safe and accessible services across all our Communities.

MAKING OUR CUSTOMERS' EXPERIENCES EFFORTLESS

We know through our Customer insights work that Customers want their problems solved quickly and conveniently. Our effortless approach is designed to make every interaction with our organisation seamless and effortless for our Customers. By streamlining communication and simplifying access to our services, we aim to create a Customer journey that facilitates quick and convenient resolution of issues, particularly in vital areas such as complaints and repairs.

We are monitoring our ambition via our Customer Effort Score, a repeatable Customer experience metric that measures the ease with which Customers can use a product or service, resolve an issue, or find the information that they need. Customers are invited to rate their experiences with us on a scale of 1 to 5, with 5 being the least effort and 1 the most effort, at over 80 touchpoints across our operations. We are committed to expanding our Customer touchpoints and actively measuring Effort Scores across more stages on Customer journeys to equip all Group businesses, including our property management companies and Places Leisure, with practical and actionable insights.

We use these scores to shape our services, learning from this valuable data and adopting new processes to improve Customer experience. We are working to address areas with lower engagement, introducing additional touchpoints where needed to improve data collection, and establishing targets to improve support for Customers.

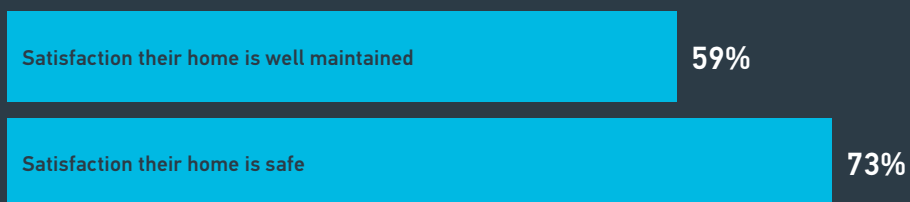
We will:

- Aim for the maximum Customer Effort Score of 5, to support a truly effortless Customer experience.

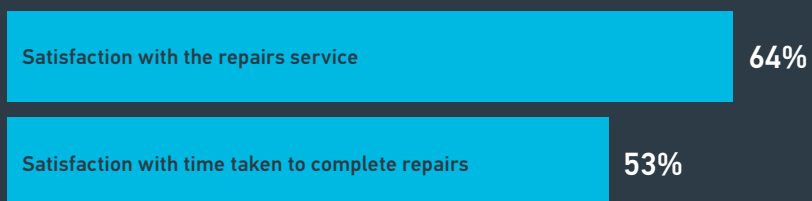
TENANT SATISFACTION MEASURES

Tenant Satisfaction Measures (TSMs) are a comprehensive set of performance measures that all social housing providers in England must report on every year. These measures are collected by a Customer survey and through management performance information. In line with regulation and the rest of the social housing sector, we ran our first TSM Customer survey in 2023/24 – you can find the results and what we're doing to improve our TSM scores and our Customers' experiences below:

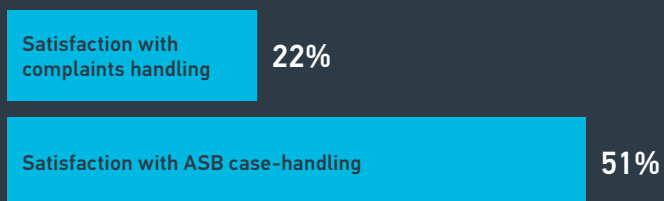
BUILDING QUALITY AND SAFETY



RESPONSIVE REPAIRS



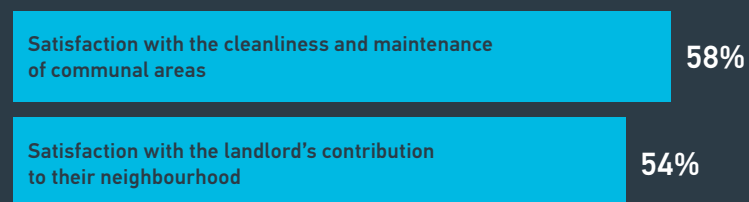
COMPLAINTS AND ANTI-SOCIAL BEHAVIOUR (ASB) HANDLING



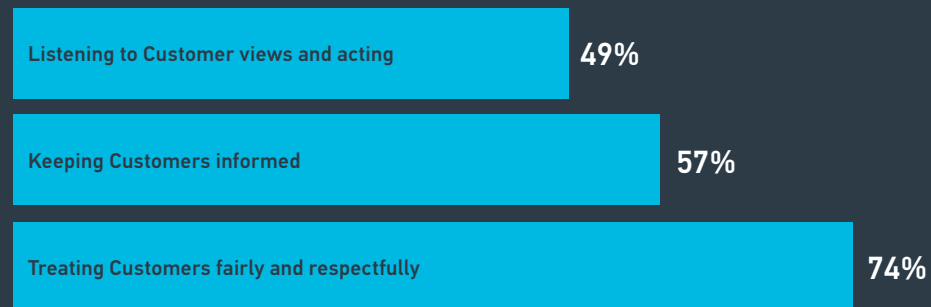
Overall satisfaction

57%

NEIGHBOURHOODS AND COMMUNAL AREAS



COMMUNICATION AND RESPECT



CUSTOMER SATISFACTION SURVEY

Annual Return on the Charter

The Scottish Housing Regulator (SHR) requires landlords to conduct Customer surveys to gather satisfaction data at least every three years. This information is reported through our Customer Satisfaction Survey and submitted via the Annual Return on the Charter (ARC), which sets service standards and outcomes that all social housing providers in Scotland should aim to achieve. You can find a summary of our scores from 2023/24 below:

ANTI-SOCIAL BEHAVIOUR (ASB)



Number of ASB cases reported

105

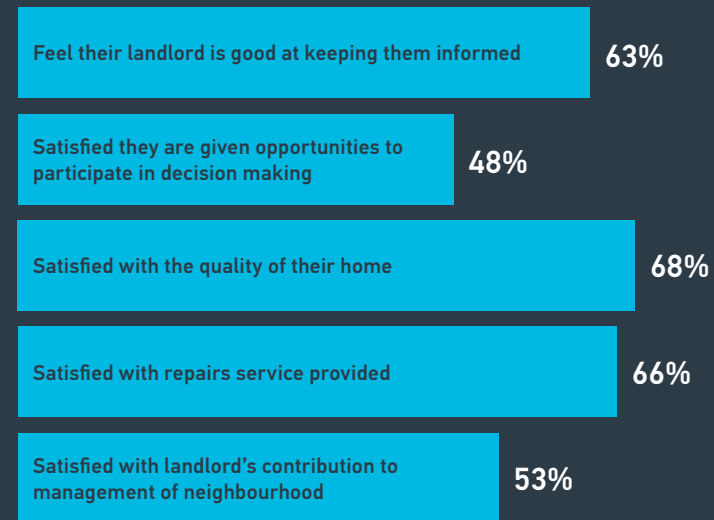
GAS SAFETY CHECKS

All gas safety checks required within the 2023/24 financial year have been completed.

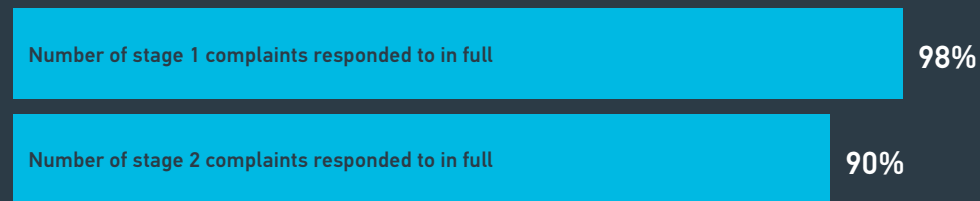
Overall satisfaction

68%

CUSTOMER SATISFACTION SURVEY SCORES



COMPLAINTS



Total number of stage 1 complaints

631

Average time to respond to stage 1 complaints

3

days

Total number of stage 2 complaints

48

Average time to respond to stage 2 complaints

21

days

As part of our commitment to improving Customer experience, we're always working to address the root causes of concern and put in place steps to make things better for our Customers. We are committed to continuously improving our TSM and ARC scores and aim to embed them as part of a wider performance delivery framework.

REPAIRS

Average length of time for non-emergency repairs to be completed

16

days

Average length of time for emergency repairs to be completed

22

hours

CHANGE TO SCOTTISH HOUSING QUALITY STANDARDS (SHQS)

Properties meeting the SHQS target

82%

HELPING TO BETTER RESOLVE COMPLAINTS

Sometimes things go wrong. Sometimes we don't respond the way we should, and a Customer will raise a complaint about our service. In these cases, we are committed to responding in a timely and compassionate manner. We acknowledge that our service levels have occasionally fallen below the standard we and others would consider acceptable.

To improve our complaints process, we've increased resources and changed our approach. In practice this means a move to a centralised complaints management service to ensure faster responses and greater consistency. We've increased our number of complaint handlers, with a new induction programme so all Colleagues have the right skills and expertise to handle complaints fairly and consistently. We're also redesigning our Customer Portal to provide a system that caters to users of all digital skill levels and accessibility needs, implementing efficient feedback mechanisms to capture Customer insights, and setting impactful performance targets on complaints across all of Places for People. By focusing on reducing escalations and maintaining service efficiency, we aim to improve Customer experience and ensure a responsive, effortless complaints handling process.

We will:

- Resolve 90% of initial Stage 1 investigations of complaints within 10 working days and resolve 90% of Stage 2 complaints, which are a review of the adequacy of the Stage 1 response, considering any new information and providing a resolution, within 20 working days.



REPAIRS

We are committed to deepening our understanding of our Customers' homes and the buildings we manage so that we can address urgent Customer needs more effectively. Our aim is to achieve a 90% 'Right First Time' repair rate, improving service efficiency and effectiveness. Our focus remains on completing more jobs each day while driving out inefficiencies in our processes. Data-driven decision-making is critical to identifying improvement opportunities and directing resources effectively. High-quality, accessible data remains essential, and we are making sure our teams in the field have clear and meaningful data to drive action.

Within our repairs service, we are advancing our model to improve speed and flexibility, adding two new repairs priority levels to better categorise repairs and align with Housemark: P1 Emergency, P2 Urgent, P3 Routine and P4 Planned Repairs. We are implementing a comprehensive review of appointment scheduling and optimisation processes to drive greater efficiency and ensure timely, transparent communications with our Customers. We have invested significantly in capital improvements across our social housing, and in the tools and capabilities to assess and better understand our homes. Launched in July 2023, we committed to invest over £400 million over four years to upgrade thousands of homes across England and Scotland, spending on capital improvements and investing in local Communities to stay ahead of repair demands.

We will:

- Increase the level of repairs completed 'Right First Time' to 90%.
- Aim to achieve the new repair category Service Level Agreements on time and efficiently.
- Achieve and maintain 100% in our statutory and planned maintenance and 95% reactive maintenance repairs target for our student facilities we manage.

SUPPORTING COMMUNITIES AND CUSTOMERS

Central to our ambition of becoming a Community-based Housing Association at scale, we're recruiting more Customer-facing Colleagues while reducing patch sizes to create closer relationships with Customers across all our Communities. Our regional model helps us stay connected to our Communities, keeping us close to the people we serve. Additionally, we ensure that Community is our top priority by bringing key services like repairs, landscapes and Customer support in-house and utilising group-wide resources.

We want to hear what our Customers are thinking and we have systems in place to capture their valuable insights and feedback. Through our National and Regional Customer Groups, Customers work closely with our Group board (Group Chair and Non-Executive Directors), Group Executives and Management Representatives to review performance, hold us accountable, and ensure their voices drive significant change. We are continually opening new channels for Customer engagement, such as student forums and our Customer Colleague Group, to ensure every Customer has the opportunity to contribute. Local engagement opportunities further empower Customers to provide feedback and influence services at a Community level.

To better understand the diverse needs of our Customers, we have undertaken extensive Customer segmentation research which identified six distinct Customer segments, each with unique characteristics, attitudes, and requirements, allowing us to understand both the differences and commonalities between groups. Through improving our understanding, this will enable us to use our resources, design our services and direct strategic decisions more effectively.

As we continue to deliver and grow our social impact each year, our Community Investment Managers and Community Connectors will work with our Customers, local agencies and grassroots Community organisations to understand and respond to local needs. Our Customer wellbeing survey, repairs survey and Colleague feedback further support us in shaping our delivery of national support and targeted local



Community grant programmes. Each year we are committed to ensuring that social initiatives are shaped by our Customers, foster trust and build strong Communities while aligning to our broader strategic goals.

We will continue to gather and analyse Customer feedback to inform our strategic and service-level decision making, including previously 'silent' Customer voices, so that we benefit from genuine diversity of thought and experience. Our Customer research and insight capabilities will focus on clear and distinctive insight pillars, including Voice of the Customer and more advanced analytics. This will help us to better understand the impact of our activity on Customers, and tailor our approach to different Customer segments as needed.

On ESG matters specifically, bringing in our Customers' voices is key to making sure our priorities truly reflect what our Customers want and need. We are committed to continuing our ESG Customer engagement that has been so instrumental in the development of this strategy, to provide Customers with an active role in our ESG journey.

We will:

- Embed insight from the information we have about our Customers and their needs and preferences to make better strategic and operational decisions.
- Continue to engage with our Customers on our ESG journey to reflect changing needs.
- Continually improve our Customer engagement, ensuring Customer input remains central to our decision making and service delivery.

ENSURING OUR HOMES ARE SAFE AND COMPLIANT

The safety and wellbeing of our Customers and their homes is our top priority. Our Customers have told us how important it is that not only are they safe and secure in their homes, but also that they feel safe and secure. We are committed to providing and maintaining homes that meet the highest standards of safety and regulatory compliance.

It's not just what we do that's important, it's how we act. We actively review our policies and processes to ensure we are fully compliant with evolving regulatory requirements. We are preparing for the STAIRs framework (Standards, Transparency, Accountability, Independence, and Respect) as well as the Competence and Conduct standards, while recognising the need for clear and prompt policy guidance from government to support our efforts. We are committed to staying informed and adapting as new guidance becomes available, to continue providing safe and reliable housing that meets the highest standards, learning from our sector partners where possible.

ENSURING COMPLIANCE

More broadly, we are focused on achieving and maintaining 100% compliance across all safety and regulatory standards, with specific targets for the homes we own for gas safety, electrical safety, fire risk assessment, asbestos, legionella, and communal passenger lift safety. In the event that things go wrong, we take immediate action to resolve the issue as quickly as possible, ensuring the safety and satisfaction of our Customers continues to be our top priority.

In response to the Grenfell report findings, Places for People has continued to take a proactive approach to ensure compliance and safety across all our assets, including but not limited to social housing. We have carefully reviewed Phase 1 and 2 of the Grenfell Report, and the Scottish Government's response, and we are working to ensure we apply the recommendations comprehensively throughout our portfolio. Alongside these measures, we want to develop open communication and engagement with our Customers to ensure transparency and build trust.

We regularly update Customers and stakeholders about the steps we are taking to improve safety, addressing any concerns promptly. Additionally, any identified risks are escalated, documented, and resolved to reinforce our dedication to proactive risk management. Through these efforts, we aim to create safer, more resilient Communities while ensuring our Customers are informed and involved in our journey towards enhanced safety and compliance.

We will:

- Ensure we achieve and maintain 100% compliance across all safety and regulatory standards, with specific targets for:
 - » 100% Gas Safety Compliance (Homes Owned)
 - » 100% Electrical Safety Compliance (Homes Owned)
 - » 100% Fire Risk Assessment Compliance (Homes Owned)
 - » 100% Asbestos Compliance (Homes Owned)
 - » 100% Legionella Risk Assessment Compliance (Homes Owned)
 - » 100% Communal Passenger Lift Safety Compliance (Homes Owned)

NATIONAL HOUSING QUALITY STANDARDS

We continually monitor and review our homes to maintain full compliance and make sure every Customer lives in a home that meets or exceeds the required standards. To maintain high standards, we are committed to meeting the Decent Homes Standard in England and the Scottish Housing Quality Standard across our Scottish properties. If we identify areas where these standards are not being met, we will act swiftly and decisively to address and resolve any issues. For properties that we own or manage that do not yet fall under national housing quality standards, we commit to never knowingly operating a non-decent home and will continue to keep homes in a good state of repair for our Customers.

The Good Landlord Charter was agreed by the Greater Manchester Combined Authority on 12 July 2024. We welcome this move, demonstrating our commitment to providing safe, healthy, and well-maintained homes. This voluntary initiative aims to raise the standards in the private rental sector throughout Manchester, by encouraging landlords to commit to responsible, ethical, and transparent practices. It goes beyond legal requirements, promoting better property maintenance, tenant rights, fair rental practices, and open communication. By aligning ourselves with this charter, we are committed to exceeding legal requirements and taking proactive steps to enhance Customer wellbeing, responsible property management, and ongoing improvements in housing quality.

We will:

- Achieve and maintain 100% compliance with national housing quality standards, including Decent Homes Standard and Scottish Housing Quality Standard, ensuring that every home we provide is safe and secure.

In line with our forward-thinking approach, we are actively preparing for the upcoming New Decent Homes Standard (NDHS). In October 2024, the government announced that, as part of its [consultation on future social housing rent policy](#), it will also seek feedback on the proposed NDHS in early 2025.

This upcoming standard builds on commitments from the [2020 Social Housing White Paper](#), where the government pledged to review and improve the Decent Homes Standard. In the [2022 Levelling Up White Paper](#), the government further committed to reducing the number of non-decent rented homes by half across both social and private sectors by 2030.

NDHS is expected to introduce significant updates to enhance the safety, quality, and sustainability of housing, setting a higher bar for providers. Key areas of focus will likely include building safety, energy efficiency, and resident well-being, building on the original DHS. To ensure full readiness for these changes, we are proactively identifying and addressing improvement areas now, positioning ourselves to meet the new standards with confidence.

We understand that we need to act transparently and with integrity to meet these requirements. Therefore, we have set out what our Customers and our People can always expect from us, in the form of our Customer Promises and People Promises. We will continue to embed and champion transparency in our corporate Reporting, including our Group annual Report, ESG Report, TSM Report, and Performance Report for our Scottish operations.

**Before and when
you become a
Customer...**



We'll make it easy for you to join our Community.

We'll welcome you, make it clear about how things will work, how we'll engage with you, and what we should expect from each other.

**While you're
with us...**



We'll be considerate and compassionate, fair and honest.

We'll trust you and want you to trust us. We'll respect you and your individuality, we'll listen, understand your needs, and support you. We'll always think of ourselves as a Customer.

**When you
need us...**



We'll be easy to speak to, easy to deal with, and we'll communicate in the way that works for you.

We'll own it and we'll keep you informed along the way. We'll always aim to do what we say, when we say we will. But if we can't, we'll talk to you and explain what's happening.

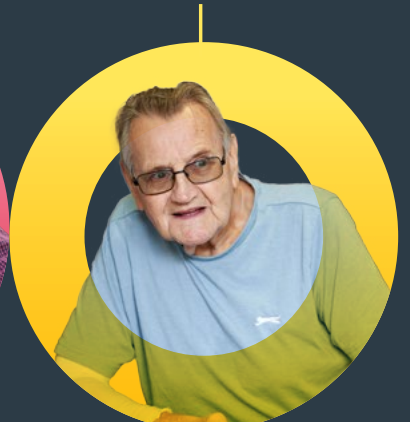
**If something
goes wrong...**



We'll listen, say sorry, and get things sorted as quickly as possible.

We'll aim to do the right thing. Always.

**And all the time
you're a Customer...**



Whether it's keeping you safe and secure, improving your health and wellbeing, or providing additional support, we'll always do as much as we can to help you thrive.

We are Places for People. We are Community.

This is what we stand for and this is how we roll.
When you're in our Community, this is what you sign up to.



Do The Right Thing. Always.

We always aim to **do the right thing** for our Customers, for our Communities, for each other.

What is the right thing?
Never walking by. Owning it.
Picking up the litter.
Doing that bit extra. Helping.
Giving. Being transparent.
Making choices for the right reasons. Never letting anyone down. Running through the line.

We know what the right thing is because it's in our DNA.
It's who we are.

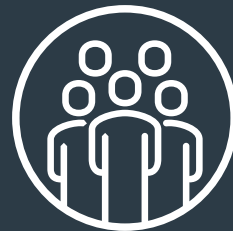


Fired Up, Ready To Grow.

We have a drive to improve and make things easier. We do something new, and something better, every day.

We have a thirst to learn. We're curious.

We take care of our precious resources so we can reinvest them wisely. We're bold, we're adaptable. We're passionate about thriving Communities.



One Community.

Our differences make us who we are, our shared mission makes us different.

In our inclusive Community everyone is welcome, everyone is important, everyone is supported, and everyone can thrive.



Be Respectful, Earn Respect.

We keep our promises. We're not scared to admit we're wrong. We're open, honest, humble. We'll always listen, we're always accessible.

We are respectful, and we respectfully challenge and question. We trust each other and in turn are trusted.

We recognise, appreciate, and celebrate each other. We say thank you, a lot.



Enjoy Work.

Work can be hard, but we have a very special role to play — to be a force for good for our Customers, for our Communities, and for our society.

That's why we enjoy what we do.

It's a rare opportunity we've been given, we never take it for granted.

PREVENTING DAMP AND MOULD

In line with Awaab's Law, we are steadfast in our commitment to developing a zero-tolerance approach to damp and mould in our homes, ensuring that all issues are promptly identified, reported, and addressed. We actively work to create safe, healthy living environments by implementing standards for prevention, rapid response, and thorough remediation.

To better address these issues, we have implemented a new process that prioritises cases based on severity and Customer vulnerability as soon as they are reported. By categorising cases by severity and urgency, we can respond more quickly to protect our Customers, prevent further risks and ensure their homes remain safe and healthy.

We will:

- Develop a zero-tolerance approach to damp and mould in our homes.



AFFORDABILITY AND SECURITY

GENUINELY AFFORDABLE HOMES

The provision of homes which are safe, secure and genuinely affordable is the core of what we do, and has been for over 50 years.

We will continue to advocate for the social housing sector. For our Customers and for anyone who might live in a Places for People home one day, this has never been needed more. For several years, housing costs have been increasing at a rate faster than incomes and inflation, a trend that is set to widen in the coming years. This makes it more important than ever for us to manage the rent we receive responsibly, so we can provide our Customers with the homes they deserve and can afford.

According to research from the Joseph Rowntree Foundation, by 2029 the average family will spend 22% of their post-tax income on housing, up from 18% in 2021. For the poorest 40% of households, in which social renters are disproportionately represented, housing costs are projected to consume a staggering 38% of post-tax income by 2028¹. Affordability concerns are further exacerbated by how Customers in lower income brackets have lower (and at times negative) rates of spending power growth. Analysis by the Centre for Economics and Business Research shows that their spending power lags behind 2021 levels, in contrast to the top two quintiles.

¹ Joseph Rowntree Foundation, 2024, <https://www.jrf.org.uk/housing/placing-households-at-the-centre-of-the-economy>

We use the rent we receive from our Customers to ensure that homes are safe and well-maintained, and we strive to provide excellent Customer service to a broad Customer base whenever and wherever it is needed. Doing this requires a continual cycle of investment in Customer's homes: in 2023/24 a total of £98 million was spent on capital improvements and a further £120.5 million was spent on maintenance and landscaping. It's why we welcome the latest commitments from government for social rents, which will contribute to giving us the financial headroom to continue to invest in service provision.

However, our ability to keep investing in affordable housing and providing support across a wide range of housing types is increasingly challenged by rising operational costs, including additional Employer National Insurance contributions introduced in the Autumn 2024 Budget.

In addition, while we welcome the proposed certainty on social rent setting at Consumer Price Index plus 1% per year, we know that such increases can adversely impact our Customers' financial situations. We have a range of programmes in place to support those experiencing financial hardship (see [page 48](#) on Helping Communities), but this is only part of the solution. It is also crucial that the government continues to increase any housing support it provides in line with inflation and the market, including a keen focus on the operability and amount of Local Housing Allowance for private tenants.

It's not just in our social homes that we look to ease affordability pressures. We have taken steps to ensure costs remain affordable for our Customers living in the homes we manage, too.

- RMG ensures service contracts are tendered annually, with a maximum duration of 12 months, and submits budgets for client approval to align with current market conditions.
- Touchstone sets rents based on market rates or client decisions, while also employing comprehensive referencing procedures to ensure affordability. Additionally, Touchstone's credit control team actively supports tenants by managing missed payments and helping to prevent debt.
- Derwent FM works closely with landlords to influence rents at a number of student accommodation sites, particularly at Essex, Hertfordshire, and Gloucester, with final decisions made by the Universities.

SERVICE CHARGES

We want our Customers to feel proud of their homes, and the buildings and Communities in which they live. Making sure that any communal areas, grounds and building exteriors are well-maintained and promote the wellbeing of our Customers therefore is fundamental to developing and managing our Communities. We're committed to delivering these services effectively and fairly.

Our priority is for service charges to provide value for money. In practice, this means proactively managing costs while maintaining or improving the quality of services Customers rely on, underpinned by clear and transparent processes. We're committed to continuously improving our service charge processes to ensure that charges are a reasonable reflection of actual costs and are accurately apportioned.

We have reviewed and refined our processes for setting service charges and are developing mandatory compliance training to be undertaken annually by all Colleagues involved in the service charge process. We have developed a sophisticated service charge dashboard to help us to identify Customers receiving the highest year-on-year increases and are using this intelligence to target assistance where it is most needed.

We will:

- Introduce an annual Value for Money review for the high materiality areas where we are procuring goods and services for Customers, ensuring that we consistently procure at the best possible prices, and explore opportunities to redesign services to drive out unnecessary costs.
- Annually review a selection of our highest-value service charges, with a specific objective to identify ways to reduce costs, promote longer-term financial security and support better sustainability outcomes for Customers and our homes.



SECURITY OF TENURE

We are committed to providing our Customers with secure and flexible tenancy options that are tailored to their individual needs, ensuring long-term housing stability whether they rent or own their home. Our 'Assured Starter Tenancies' offer the highest level of security, giving our general-needs Customers peace of mind. With these tenancies, we guarantee a home for as long as Customers require it, supporting them every step of the way in maintaining their tenancy. To ensure that we are helping Customers into new homes where we can and as quickly as possible, we aim to minimise the time a property is vacant between tenancies.

We manage all homes in line with tenancy legislation and actively support rental Customers where challenges arise, upholding service level agreements for our clients. We are closely monitoring progress of the Renters' Rights Bill and, should reforms protect both tenant and landlord rights as currently proposed, we are supportive of longer tenancy lengths and enhancing stability for our Customers.

This stability extends to our Shared Ownership Customers. The Shared Ownership scheme, a government-backed initiative, enables Customers to step onto the affordable property ladder by purchasing a portion of their home and paying rent on the remainder. With rising mortgage rates and the end of the Help to Buy Scheme, this option offers a crucial pathway for many who might otherwise feel home ownership is out of reach. Our new campaign 'SO' aims to raise awareness of this opportunity and establish us as a trusted leader in Shared Ownership homes.

As the Shared Ownership Council introduces the Code of Good Practice, Places for People is committed to adopting its standards, which ensure transparency, fairness, and support across every stage of Shared Ownership. This code reflects our mission to provide exceptional service, promoting a sense of Community and security for our Customers. Through best practice, stronger consumer protections, and consistent guidelines, the Code marks a significant advancement, reinforcing our role in shaping a more accessible and trustworthy Shared Ownership market across the UK.

We will:

- Provide our Customers with secure and flexible tenancy options that are tailored to their individual needs, to promote long-term housing stability.



COST OF LIVING SUPPORT

We're more than just a landlord to the thousands of households we provide homes for. We're a Social Enterprise and we provide a range of support options to help our Customers thrive, even when it's tough. We know the extent of the challenge, with rising energy costs and inflationary pressures making everyday items more and more expensive: 31% of our social housing Customers who completed our 2024 Wellbeing Survey told us that they often struggle financially and 60% of those who often go without essentials feel anxious most of the time. While our retrofit work is essential for creating more energy efficient and affordable homes, many of our Customers need immediate support due to rising energy costs and other affordability pressures.

To help, we have dedicated a Cost of Living Taskforce which provides direct support to help with unaffordable energy bills, improve energy efficiency, and link up with our money advice teams in Scotland and England. These expert teams are well equipped to offer benefits support, debt advice, rent arrears support and early tenancy support ensuring Customers can manage financial challenges while claiming the support they are entitled to. In 2023/24, our Cost of Living Hardship Fund distributed over £500,000 of vouchers to almost 3,000 Customers, as well as being supported by a £500,000 Service Charge and Rent Relief Fund. In the last year alone, we supported 14,697 people with financial and digital inclusion help, including hardship funds. To further support our students, Derwent FM is exploring establishing a student hardship fund while continuing to partner with third party suppliers and merchants to offer student discounts.

We will:

- Continue to offer the support necessary to help Customers maintain stability and security in their homes.



Developing Communities

ASPIRATION: BUILD THE HOMES AND COMMUNITIES OUR CUSTOMERS AND THE COUNTRY NEED

As a major house builder, how and where we build has the potential to dramatically improve outcomes for our Communities. That's why it's important to us that we don't just build homes, but that we create Thriving Communities. We do this by focusing on three areas: Social Mobility, Thriving Communities, and Homes for Life.

Developing our Communities is about more than simply building homes for our Customer. It's about creating sustainable places equipped with the physical and social infrastructure our Customers need to thrive in their Communities. With over 50 years of expertise in placemaking, we prioritise forming strategic partnerships across the breadth of our operations to assist us in delivering the right homes in the right places. From our work with local government to support our planning efforts, with other house builders to secure access to land, and with contractors to guarantee we have the workforce with the skills we need to deliver our homes, we're committed to being a trusted partner and recognise the strategic and practical benefits this affords us and our Customers.

Places for People has been a trusted delivery partner of Homes England for over 60 years, delivering affordable homes through various grant-funded programmes. We have consistently participated in a wide range of initiatives, including:

- National Affordable Housing Programme (2006-08, 2008-11)
- New Partnerships in Affordable Housing
- Affordable Homes Guarantee Programme (2013-15)
- Affordable Homes Programmes (2011-15, 2015-18)
- Shared Ownership and Affordable Homes Programme (2016-21)
- Rough Sleeping Accommodation Programme
- Care and Specialist Supported Housing Programme



In recent years, we have been at the forefront of Homes England's strategic initiatives. We were among the first eight partners in the 2018-23 Strategic Partnership Programme (SP1) and continued as a partner in the 2021-26 Strategic Partnership Programme (SP2).

2018-23 PROGRAMME (SP1)

Delivery

2,603

new affordable homes

Funding

£87m

in new grant

2021-26 PROGRAMME (SP2)

Delivery

4,403

new affordable homes

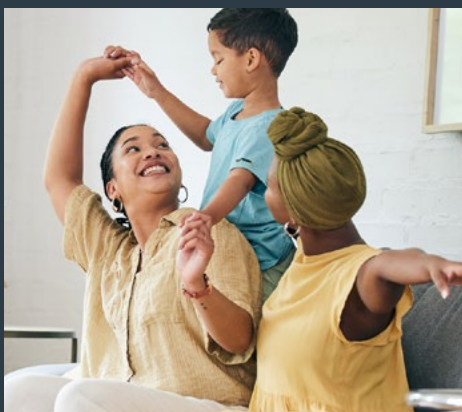
Funding

£281m

in new grant

We're also proud to position ourselves at the forefront of a number of innovative approaches to regeneration and development. Drawing on the strength of the Group's expertise in property management and social value creation, through Thriving Investments we run an FCA-regulated fund and award-winning development platform, igloo Regeneration. Thriving Investments itself offers investors strong returns and ongoing value growth, as capital is deployed to power local economies, unlock financial returns and leverage institutional investment to tackle the housing crisis. Through a range of innovative strategies and tenures, Thriving Investments enables large-scale regeneration projects, including suburban build-to-rent developments, Shared Ownership schemes, discounted homes for essential workers, and urban regeneration.





The UK is in a state of housing emergency. Across England, the average house costs more than ten times the average salary. Vacancy rates are below 1%, and space per person for private renters has dropped substantially in recent decades. In a 2023 report, the Centre for Cities found that there is a backlog of 4.3 million homes.

The National Housing Federation (NHF) estimates that at least 8.5 million people in England experience unmet housing needs, with social rented housing representing the most suitable tenure for 4.2 million of these individuals. Yet, we continue to see a net loss of social homes each year – last year alone, roughly 12,000 were lost across the UK due to sales, demolitions, and conversions. This decline has been ongoing for decades, reducing social housing's share of the market from around 30% to just 15%, while the private rented sector has grown.

The Right to Buy scheme has for decades removed homes from the social housing market, diminishing the social housing stock with homes not being replaced at the same rate. We therefore welcome recent measures allowing local authorities to retain 100% of Right to Buy receipts and limiting discounts, but we know more needs to be done. We're committed to pushing for a stronger, more sustainable social housing sector and working with policymakers on viable alternatives to Right to Buy, including through the recent government consultation on Reforming the Right to Buy.

With a target of delivering 2,000 homes this year and an ambitious goal to increase that to at least 3,000 homes annually over the next five years, we are doing our part to tackle the housing crisis head-on.

HOMES AS THE FOUNDATION FOR SOCIAL MOBILITY

We have the ability and skillset to tackle the housing crisis head on, as a leading social landlord with a strong developments function. We are doing this by expanding our social housing stock. On our direct build sites, 70% of homes will be affordable, with 30% available for outright sale, aligned with local tenure needs. We're stronger together, so we'll continue to work with key partners like Homes England, the Greater London Authority, and Local Planning Authorities to make a real impact in tackling the housing shortage.

Our own lettings data shows a real need for larger family homes, a finding echoed by the NHF, which reports that overcrowding is the biggest unmet housing issue in England, affecting 3.7 million people. With more families living together across generations – especially in light of rising living costs and the lasting effects of the Covid-19 pandemic – the demand for bigger homes is greater than ever. It's estimated that two million children in England currently live in overcrowded, unaffordable, or unsuitable homes. Addressing this social need requires us to prioritise building larger homes, offering families the space, dignity, and security they deserve, and we are committed to working with partners to meet this demand wherever possible.

As we grow our direct-build projects, we gain more flexibility to embed social value across our supply chain. By working closely with our Developments and Social Impact teams, we ensure that social mobility is supported through new contracts, and that we support our Communities with funding, fundraising, and volunteering initiatives.

We recognise our core responsibility in tackling the housing crisis, not only by building more homes nationwide, but also ensuring they are truly affordable and accessible. With 21% of people in the UK concerned that they or someone they know could be homeless within the next year, we are calling on the government to commit to building 90,000 new social homes annually.

The affordable housing sector plays a vital role in addressing homelessness, and urgent action is needed to make a meaningful impact. That's why our 'Time to Build' campaign urges the government to prioritise funding solutions and unblock the planning system, enabling the sector to lead the way in creating new Communities and the supporting infrastructure they need to thrive.

While we acknowledge the challenges of delivering affordable housing at this scale, us and others in the sector should see this as an opportunity to foster stronger partnerships, working more closely than ever with public-interest-led development groups.

We will:

- Deliver 2,000 homes in 2024/25, with an ambition to deliver at least 3,000 homes annually over the next 5 years.
- Deliver 70% affordable homes and 30% for sale to help meet local tenure needs.

THRIVING COMMUNITIES

We take pride in thoughtfully considering and nurturing the long-term legacy of the new Communities we design and build so they can thrive. Our commitment is to deliver sustainable, well-connected, and inclusive mixed-tenure Communities with high quality homes, which have access to social and commercial amenities as well as vital infrastructure and services.

As we expand our development pipeline, delivering more homes and creating thriving places for people remains a fundamental responsibility. We understand the importance of acting now to ensure that future generations have access to the stability and opportunities that come with access to housing and thriving Communities. Through careful planning, we ensure that new infrastructure, amenities and public spaces are delivered in a way that supports Communities to truly thrive. We're dedicated to environmentally conscious landscape-led design, creating open spaces that support biodiversity, the health and wellbeing of our Customers and everyone who benefits from these facilities.



HOMES FOR LIFE

An estimated 95% of the UK's current housing stock is inaccessible for people with disabilities, with only 9% of English homes universally meeting basic accessibility features like level entrances, flush thresholds, wide doorways, and a ground-level toilet. We are focused on closing this gap through our developments.

In Scotland, all our affordable homes meet the Housing for Varying Needs standards. In England, 7 of our 10 affordable house types are already M4(2) compliant. We will continue to adapt our designs to meet Future Homes Standards, ensuring that our Customers have homes that adapt to their needs over time. This means our homes will continue to support our Customers as their circumstances change, allowing them to stay comfortably in their homes for longer, letting them put down roots and grow in their Communities as time passes.

Our experience in delivering extra care schemes has underscored the critical role of thoughtful design. Features like power assisted doors, D-handles, pull-out baskets and storage, wide angled spy holes, and free-swing door closers are essential for improving usability and comfort. We are actively exploring these and other design interventions to integrate them into our standard house types to ensure that our homes really are Homes for Life.



Helping Communities

ASPIRATION: CREATE £500 MILLION ANNUALLY OF SOCIAL VALUE ACROSS OUR BUSINESSES BY 2028

CREATING SOCIAL VALUE

Whether it's managing and developing our Communities or promoting health and wellbeing through our leisure facilities, creating positive social impact is at the top of our to do list. We are dedicated to helping our Communities thrive, becoming sustainable and more resilient through the support we offer. We fund this work by reinvesting profits from across our operations back into the business, and strive to increase our social value outputs each year so we can keep improving the livelihoods of those in our Communities.

Our wider social impact strategy aims to fulfil four key outcomes: improved health and wellbeing, increased financial and digital inclusion, enhanced opportunities for education, employment and training, and supporting sustainable and resilient Communities.

We adopt a range of primary methods to measure the long-term impact of social value initiatives, namely economic value to the Customer, economic value to the state, and wellbeing value. While our measurement is based principally on the Housing Associations Charitable Trust framework, we also draw upon recognised methodologies such as the National TOMs Framework and commissioned research from measurement experts **State of Life** to complete the picture where needed.

To understand the needs of our Customers and Communities, we gather up to date information via our annual Wellbeing Survey. Through our analysis of Customer feedback, national datasets and internal records such as anti-social behaviour reports, we identify areas where we can continually improve and make a difference locally to stay abreast of changing Community needs. For Customers who opt in, we follow up directly after the wellbeing survey to connect them with our support services, whether that's money and energy advice or guidance on getting involved in our employment programmes.

To ensure we have visibility of the longer-term impacts of our support services, we hold regular strategy meetings across our different areas of support, including employability, financial inclusion, digital inclusion and wellbeing. These help us to monitor the effectiveness and long-term impact of our different support services and adopt an action learning approach.

We will:

- Generate £250 million of social value per year within our housing business by 2028.
- Increase the value of contracts with social value commitments to £100 million per year by 2028.
- Support 11,250 people who are homeless or at risk of being homeless per year by 2028.
- Support 4,900 people with education, employment or training per year by 2028.
- Engage 19,600 individuals in digital and financial inclusion activities per year by 2028.
- Support 24,600 people per year through targeted health and wellbeing projects by 2028.
- Support 30,600 people per year through projects targeting sustainable and resilient Communities by 2028.

SOCIAL VALUE IN OUR LEISURE OPERATIONS

We're committed to establishing ourselves as the UK's leading physical activity and wellbeing Social Enterprise. Our leisure centres are central to how we help and support our Communities by promoting health, wellbeing and wider Community cohesion. They also play a key role in reducing the burden on the NHS and social care services stemming from poor physical and mental health, through prevention of certain health conditions and managing others via social prescribing initiatives.

We will leverage strategic partnerships to enhance how we deliver social value in this space. This approach will involve collaborating with health and wellbeing organisations, engaging with sporting governing bodies and charities to expand our Community reach, and working together to provide alternative services, including medical and educational services, within our leisure centres. Our Leisure strategy is central to us achieving this vision. It also helps drive growth and enhance our attractiveness as a partner, through which we will promote and deliver a more comprehensive social value package to strengthen our proposition in future tenders.

We will:

- Deliver over £200 million of social value by 2028.
- Engage with over 30 million Customers to expand our Community presence by 2028.
- Collaborate with health and wellbeing organisations, governing bodies and charities to provide a wider range of services.
- Deliver a more comprehensive social value package to strengthen our future tenders.
- Gather enhanced Customer insight and frontline feedback to identify opportunities for growth.



GOVERNANCE



Setting ourselves up for success

ASPIRATION: ENSURE WE HAVE THE RIGHT TOOLS AND PROCESSES TO RUN OURSELVES EFFECTIVELY AND DELIVER ON OUR ENVIRONMENTAL AND SOCIAL AMBITIONS

HOW WE RUN OURSELVES

At Places for People, we are proud to define ourselves as a Social Enterprise—an organisation that places people, Communities, and sustainability at the core of its mission. We, like all Social Enterprises, operate by balancing commercial outcomes with a steadfast commitment to environmental and social good, striving to reinvest profits to further our positive impact on society. This ethos aligns seamlessly with our organisational commitment to the triple bottom line: balancing Customer, profit, and social value to fulfil our purpose of fostering thriving, inclusive, and sustainable Communities for the benefit of current and future generations.

Where the money goes is critical, but so is how we make those decisions. Operating as a sustainable and ethical organisation means acting on our responsibilities to our stakeholders, Customers and Communities in the most impactful way. This is underpinned by the robust approach to governance at the centre of our operations. It ensures that we have the right processes in place to operate effectively in line with regulatory and contractual requirements, alongside our core commitment to doing the right thing, always. While some areas of the organisation have achieved ISO certifications, those that have not still adhere to best practices, ensuring consistently high standards across all operations.

RISK

The effective management of risk is an integral part of ESG and, in turn, ESG is an integral part of our Group's risk management approach. It has therefore been embedded as a lens through which we continuously assess risks in our Risk 360 management framework. In addition, processes have been set up to ensure ESG-specific risks are identified and addressed via the Group's wider risk management processes, including specialist horizon scanning of new regulation, changes in stakeholder views and external events. These processes have led to improved oversight and mitigation of these risks and provides a strong foundation for ongoing assessment and management of ESG risks. To ensure that our processes align with the environment in which we operate, sector best practice and stakeholder expectations, we will monitor and update these processes over time.

We have also strengthened the accountability for and awareness of ESG risks across Places for People by assigning risk and control owners across our businesses, while educating and communicating the importance of ESG risk management to the whole organisation.

DATA

Good data supports better decisions - from how we invest in our homes and Communities to providing the foundations to set our ambitious targets on climate reduction. We are already developing the technology, tools, processes, and training to provide us with better access to high quality data so we can make better decisions to support our ESG ambitions. As we progress our Making Better Decisions data programme, we will benefit from a deeper understanding of our Customers, leading to clear, data-driven improvements in service provision in our businesses.



SUSTAINABLE FINANCE

All our governance activity is geared towards helping us achieve our strategic goals. This secure foundation is strengthened by our approach to securing and managing our financial position through our [Sustainable Finance Framework, updated in 2024](#). The Framework outlines our focus on Social and Green benefits, and provides the platform required for our different businesses to thrive and act in the interests of our Customers and Communities.

Through reporting on the use and allocation of proceeds, per the Framework's eligibility criteria, we will continue to support the delivery of new affordable housing and the acquisition or retrofitting of affordable housing to improve the energy efficiency of our homes.

Our investors are an immensely important part of our ESG ecosystem, and so while we hold ourselves to high standards and continuously strive to improve our disclosures to support the value chain with investors, we will look in turn to support our investors on their ESG journeys.

We will:

- Periodically report on the allocation and use of proceeds on capital obtained via our Sustainable Finance Framework.
- Endeavour to expand the proportion of maturing non-ESG debt with debt having a sustainability label via refinancing each financial year.

Trusted and collaborative partnerships

ASPIRATION: ACTIVELY AMPLIFY OUR STRATEGIC ESG AND BECAUSE COMMUNITY MATTERS AMBITIONS THROUGH COLLABORATION WITH KEY PARTNERS

The way we work with our partners across our value chain and within the sectors in which we do business is critical to our broader ESG approach. While we have the strength, size and experience to operate at scale across the country, it is through collaboration with others that we can unlock the greatest benefits.

We can further utilise this scale through strategic mergers and full integration. This can create greater clusters and density of homes, resulting in more efficient delivery of services to our Customers. Ultimately, this sector consolidation can deliver ESG benefits by leveraging our Customer and asset intelligence, and with the benefits of economies of scale in our supply chain processes, we're increasingly able to serve more Communities wherever they are across the country.



WORKING WITH OUR COMMERCIAL PARTNERS TO EFFECT POSITIVE CHANGE

We recognise the role our supply chain plays in supporting our environmental and social commitments, ensuring our products and services impact our People and the planet positively across their entire life cycle. This commitment to responsible and sustainable practices is reflected in our Supply Chain Code of Conduct, as set out in our Sustainable Resource Management section on [page 23](#). This reflects our commitment to never partner with an organisation which knowingly supports or is found to involve itself in slavery, our commitment to the delivery of positive social outcomes under the Social Value Act 2012, and alignment with the United Nations Sustainable Development Goals.

As we strive to be a leading Social Enterprise in the sectors we operate in, we will consider who we work with more closely. Social Enterprises, driven by a mission to create positive social or environmental change, reinvest profits or surpluses to further these goals. We believe that this is a better way to do business. To support our ambition, we want to grow our support for the Social Enterprise sector, positioning ourselves as a leading voice and influencer. This will involve reviewing our procurement processes, supply chain, and commercial properties to identify opportunities to collaborate with and support local Social Enterprises.

We place importance on embedding social value expectations within our procurement processes to maximise public benefit in line with the Social Value Act 2012. In preparation for the introduction of the Procurement Act in February 2025, we are overhauling our procurement processes and template documents and will ensure that a strong emphasis on Social Value is integrated throughout. As with all contractual obligations, we hold our suppliers accountable for achieving the targets set out in their agreements. We have dedicated resource to ensure social value requirements are included in our tenders and to monitor supplier performance.

We will:

- Incorporate social value requirements and standard questions in all of our tenders by the end of the 2025/26 reporting period.
- Establish proportionate and relative requirements, questions and associated tender weightings on social value, depending on the nature and size of the contracts, where we identify enhanced opportunities for social value.
- Proactively engage with Social Enterprises through Social Enterprise UK to maximise the visibility of our opportunities within Places for People.
- Offer support in training and advice for Social Enterprises on engaging with public procurement processes and on how to succeed.

WORKING WITH OUR SECTOR PARTNERS TO DRIVE PROGRESS AND SHARE LEARNING

Other housing associations are not our competitors. Other developers are not who we benchmark ourselves against. Commercial gyms with high monthly fees are not the aspiration for our leisure facilities. For Places for People, homelessness and inactivity causing ill health are our competition, and that's why it's so important that we commit to effective working practices with other organisations looking to tackle these urgent societal challenges.

We can't achieve this alone. Collaboration, innovation, and knowledge sharing are key to meeting regulatory requirements and the targets in this strategy. We're committed to leading across sectors, amplifying our voice, and driving positive change. For nearly two years, we have developed and chaired an ESG Cross-Sector Working Group, bringing together over 20 housing associations to share best practice and collectively develop solutions to common issues. We have been proud to align this group with the Sustainability Reporting Standard for Social Housing and are working with them to enhance ESG-related outcomes across the sector. Since 2021, we also have led the sector's Future Homes Consortium, bringing together over 20 housing providers to share insights and tackle key issues like data quality, damp and mould, and repair strategies. We remain committed to fostering collaboration and strengthening cross-sector partnerships in the future.

We will:

- Share our insights transparently with others in the sector to drive collective progress and support more efficient resource allocation.



Investing in our People

ASPIRATION: EMPOWER OUR PEOPLE WITH THE SKILLS AND CONFIDENCE THEY NEED TO SUCCEED.

EMBRACING AND SEEING THE BENEFITS OF EQUALITY, DIVERSITY AND INCLUSION

At Places for People, our vision is to create 'A Place for Everyone,' where we value difference and build a culture of inclusion and belonging, enabling everyone to feel comfortable being themselves. By 2027, we will have implemented our Group-wide Equality, Diversity and Inclusion (EDI) strategy, with clear achievements before we reach 2027.

The business case for diverse leadership is clear and undisputable. Despite representing 18% of the UK population, individuals from Black, Asian, and Minority Ethnic backgrounds hold only about 6% of senior roles across the UK¹. Women make up just 38% of senior leadership and continue to face an enduring gender pay gap². Individuals identifying as neurodivergent or living with a disability face similar barriers. Despite people living with a disability representing 17.8% of the population, only 7% of Executives report having a disability^{3,4}. Diverse leadership teams demonstrate more effective decision making, are more innovative and deliver greater commercial returns for their organisations.

At Places for People, our senior leaders account for the top approximately 130 individuals in the organisation, including the CEO and Executive team. We have an aspiration to achieve more diverse representation at senior leadership level and our expectations are likely to continue to evolve. That's why we have chosen to call it an 'aspiration' rather than a 'target' to reflect the ongoing journey towards this objective.

We are committed to playing our part to improve social mobility for our People, and remove the barriers which hold people back, including a lack of career progression and regional inequalities. We have entered the Employers Social Mobility Index and are actively developing a social mobility approach to ensure that opportunities within our organisation are accessible to all, regardless of socio-economic background.

We're proud to say that we implemented the Real Living Wage across all of Places for People from 1 October 2022, and we have continued to uphold this commitment in our annual pay reviews. As part of our commitment to inclusive practices, we've also aligned our family friendly benefits, including maternity, paternity and adoption policies, ensuring that Colleagues receive the same approach to pay during family leave regardless of what area they work in.

- 1 ONS, 2023, <https://www.gov.uk/government/statistics/home-office-workforce-diversity-statistics-2022-to-2023/home-office-workforce-diversity-statistics-2022-to-2023>
- 2 CMI, 2024, <https://www.managers.org.uk/knowledge-and-insights/professional-practice/gender-equity/>
- 3 EY and Valuable 500, 2019, <https://www.thevaluable500.com/press-release/disability-absent-from-leadership-strategy-in-majority-of-global-businesses>
- 4 ONS, 2021, <https://www.gov.uk/government/statistics/the-employment-of-disabled-people-2022/employment-of-disabled-people-2022>

Key to achieving these outcomes are our six employee networks: Disability, Gender, Parents and Carers, LGBTQ+, Mental Health, and Cultural Diversity. These networks provide essential spaces for Colleagues to share challenges and advocate for change. Each is supported by a senior leadership sponsor to ensure their voices are heard by leadership, and their needs are addressed.

We will:

- Establish leadership that is 50/50 gender balanced, with 20% Black, Asian and Minority Ethnic Population representation and 20% of leaders identifying as disabled or neurodivergent by 2027.
- Achieve and maintain an 85% inclusive index score, derived from a range of inclusion metrics within our annual Great Places to Work Colleague Survey, by 2027.
- Ensure 85% completion of Colleague diversity data by 2027.
- Rank in the top 75 of the Social Mobility Employer Index by 2027.



SUPPORTING COLLEAGUE WELLBEING

Our wellbeing vision is to create 'A Place to Thrive'. We will create a workplace that actively promotes and supports the health and wellbeing of our Colleagues, so that they are able to thrive at work and provide exceptional Customer service, whatever their role.

Wellbeing is something that runs through all our People Promises – from Doing the Right Thing for each other through to Being Respectful and appreciating each other, and of course Enjoying Work. Our strategy includes ambitious aspirations that will drive our efforts and hold us accountable. We are taking a proactive, strategic approach to Colleague wellbeing by supporting our Colleagues with mental health support, with over 2% of our workforce trained as Mental Health First Aiders, regular awareness sessions for managers, and a trauma risk management approach for distressing events. We promote physical wellbeing by offering Places for People Colleagues a free membership to our national network of leisure centres, as well as providing access to our leisure app for those that don't have a centre near them.

We value the hard work and expertise of our Colleagues, and we are committed to providing a comprehensive benefits package that supports their financial and personal wellbeing. Our rewards platform, Our Place Rewards, offers deals, discounts, cashback, and exclusive promotions. Financial resources include access to budgeting tools, Salary Finance services, affordable loans, and free financial education. Additionally, our Colleague Hardship Fund offers crucial support during financial crises, ensuring that help is available when it's needed most. All Colleagues have access to a healthcare cash plan, as well as 24/7 access to Employee Assistance Programme provision. We've also made changes to life assurance for Colleagues, so that if the worst happens, their family members will receive a financial benefit.

We will:

- Train 1 in 10 Colleagues in Mental Health Awareness by 2027.
- Maintain an absence rate of less than 2.5% by 2027.
- Ensure 0% of Colleagues' annual leave entitlement is untaken.
- Achieve an 85% wellbeing index score on the annual engagement survey by 2027.



PROMOTING TALENT AND DEVELOPMENT

To support our long-term strategy, our Talent and Development approach is built to equip our People with future-ready skills and create an environment where they can thrive. By aligning our development initiatives with our business goals, we ensure that our Colleagues have the skills, knowledge and behaviours needed to build homes and Communities where everyone can succeed.

We recognise our People are essential to fulfilling our mission, and the diversity within our organisation is one of our greatest strengths. By drawing on the unique experiences, perspectives, and skills of each individual, we create a dynamic environment where innovation and collaboration can flourish. As such, our dedicated Talent and Development strategies, tailored to each business area, focus on individual and organisational growth. From induction to continuous professional development, whatever the role, we are dedicated to delivering impactful learning initiatives - both face-to-face and online. These initiatives enable employees to grow in their current roles and prepare for future opportunities across the organisation. Our vision is simple: to create a place for our People to grow and be the best they can be.

APPRENTICESHIPS

Our apprenticeships play a pivotal role in addressing the industry's skills shortages. We facilitate internal apprenticeships, focusing on critical trade roles within our organisation, and external apprenticeships in collaboration with housing partners across the sector.

PLACES FOR PEOPLE THRIVE

At Places for People Thrive, our new training academy, we are redefining skills development across our sector. We're committed to making a significant social impact by empowering individuals who are furthest from the job market.

Starting in March 2025, we will launch an annual bootcamp programme designed to offer a pathway for those not yet ready for apprenticeships. Over 12 weeks, learners will develop specific skills, preparing them for job opportunities and beyond. Initially focusing on trades, the programme will gradually expand to include more advanced skills, such as electrics, future skills, and digital skills, addressing sector-wide skill shortages. These are registered learning activities through the Department for Education's funded routes.

Our bootcamps target specific demographics, prioritising hiring from within our Communities, ensuring diversity and inclusion are central to our mission. We are particularly committed to supporting underrepresented groups from an Equality, Diversity, and Inclusion perspective.

EMERGING TALENT

Our Emerging Talent Programme reflects our forward-looking approach to talent acquisition and retention. Focused on attracting diverse talent and building a strong pipeline for future leadership roles, the two-year work-based development programme provides our cohorts with the tools and experiences they need to thrive. This initiative not only equips our Colleagues with industry knowledge but also encourages them to contribute to sector-wide innovation, reinforcing our commitment to shaping the future of the housing sector.

FLIGHT PATH

Flight Path, our leadership development framework, is central to our strategic goals. By developing managers who can lead, engage, and inspire their teams, we can drive engagement and keep our organisational culture inclusive and dynamic.

CAREER DEVELOPMENT

Career Compass empowers every Colleague to take charge of their career development. By providing clear insights into the skills, knowledge, and qualifications needed to advance, this framework supports our 'Map. Develop. Move.' initiative, ensuring that employees can plot personalised development journeys that align with both their aspirations and business needs.



We will:

- Facilitate 100+ internal apprenticeships in 2025/26, focusing on critical trade roles within our organisation, and another 100+ external apprenticeships in collaboration with housing partners across the sector.*
- Provide 200+ bootcamps in 2025/26.*
- Train 1,000 operatives annually in essential skills needed to maintain health and safety standards.*
- Ensure all managers have completed a Flight Path programme by June 2026.
- Achieve and maintain a Glassdoor rating of 4.5 or higher by 2027.
- Achieve and maintain a CEO approval rating of 95% by 2027.
- Attain an 85% or higher employee engagement score by 2027.
- Achieve a high Effortless NPS score by 2027.
- Ensure that 80% of all management and above positions are filled through internal hires by 2027.
- Maintain a staff retention rate with turnover less than 15% annually by 2027.

*Contingent on the continuation of Skills England funding beyond July 2025

Greg Milburn

Chair of Unlock Next Gen

“As Chair of Unlock Next Gen, I’ve seen firsthand how education and collective action can spark real behaviour change. The more we know, the more likely we are to make a change. Our ESG Strategy drives us in navigating the challenges ahead and seizing opportunities for lasting, positive change. It helps us align our actions with the needs of both our People and the planet, providing a clear framework to track progress and drive meaningful impact.

For me, the power of ESG lies in its ability to bring people together - Customers, Colleagues, and Communities - to work toward a shared goal. By embedding ESG in everything we do, we’re not just ticking boxes; we’re empowering others to take actions that contribute to our goals. That’s where I see Unlock Next Gen plays a key role in supporting the strategy, building understanding, easing concerns, and making

sense of what can sometimes seem like a complex challenge. I believe every one of our more than 11,000 Colleagues can find their own way to contribute to delivering this strategy.

At the recent EFL Decarbonisation Housing Stock Europe conference, hosted by Places for People, I was reminded of the power of collaboration. Challenges we face, like funding, skilled labour shortages, and Customer engagement are shared globally, but so are the solutions. Seeing how different countries are tackling these issues reinforced my belief in the importance of collaboration and knowledge sharing. It’s important to see this focus reflected in the ESG Strategy.

Looking ahead, I’m excited to see how partnerships will continue to shape our ESG journey. Whether it’s through new technologies, innovative funding models, or

projects that bring social and environmental goals together, there’s so much potential to create change.

This journey isn’t simple, but by embedding ESG into our everyday work, we’re moving forward with a clear goal in mind, ready to make a difference.”



Annex: strategy targets

In 2023/24 we aligned the publication of our ESG Report with our Annual Report for the first time. We will continue to publish both reports simultaneously to provide a comprehensive overview of our ESG performance alongside our financial position for the benefit of all parties.

Our ESG reporting is fully aligned to the Sustainability Reporting Standard for Social Housing to showcase our progress during the reporting period on a basis consistent with other social housing providers. We will complement this approach by reporting on our performance against all targets outlined in this strategy.

ESG Dimension	Theme	Sub-theme	Target
Environmental	Carbon reduction		We will publish our pathway to net zero within our Climate Transition Plan by 2027, covering Scope 1, 2 and 3
Environmental	Carbon reduction	Retrofitting our existing homes	We will ensure all our existing homes are rated EPC C or above by 2030
Environmental	Carbon reduction	Retrofitting our existing homes	We will carry out 20,000 energy improvement works in homes by 2027
Environmental	Carbon reduction	Retrofitting our existing homes	We will conduct feasibility assessments in our Communities by 2025 to map where we can install communal electric vehicle charging points
Environmental	Carbon reduction	Building sustainable homes	We will ensure at least 90% of our new homes are rated EPC B or above from 2025
Environmental	Carbon reduction	Building sustainable homes	We will build a minimum of 20% of new homes using Modern Methods of Construction from 2024
Environmental	Carbon reduction	Building sustainable homes	We will complete whole life carbon assessments for homes in our new developments and set targets by 2026 for reducing embodied carbon

ESG Dimension	Theme	Sub-theme	Target
Environmental	Carbon reduction	Building sustainable homes	We will integrate renewable energy technology into at least 60% of new build homes by 2030
Environmental	Carbon reduction	Building sustainable homes	We will increase the uptake of renewable energy through 100% of new builds being on renewable energy tariffs at the point of handover to Customers by 2027
Environmental	Carbon reduction	Our workplaces	We will procure low carbon or renewable energy where possible across the Group
Environmental	Carbon reduction	Our workplaces	We will continue to install solar panels at our operational sites where we can and self-generate electricity. At our leisure centres, up to 45% of energy consumed will be self-generated by on-site solar panels by 2026
Environmental	Carbon reduction	Our workplaces	We will work towards our workplaces being rated EPC B or above by 2030 and strive for ratings of EPC A when refurbishing and future-proofing our facilities
Environmental	Carbon reduction	Our workplaces	We will map tool and equipment usage across the Group and identify opportunities to reduce energy consumption by 2026
Environmental	Carbon reduction		We will continue to transition our fleet to hybrid and electric vehicles, with at least 20% of new orders for light commercial vehicles being hybrid or electric by 2026
Environmental	Climate risk		We will carry out in-depth climate risk assessment at locations identified as being at high risk from the impacts of climate-related events by 2025 and integrate adaptation and mitigation measures into our Planned Investment Programme, where required

ESG Dimension	Theme	Sub-theme	Target
Environmental	Climate risk		We will install 6,000 smart thermostats and sensors in our homes by 2027 to help us mitigate the risks of extreme temperatures and flooding
Environmental	Climate risk		We will support our clients in assessing climate-related risks and opportunities and developing mitigation strategies by 2030
Environmental	Nature and biodiversity		We will deliver the regulatory minimum of 10% Biodiversity Net Gain in new planning applications in England, and go above this where possible
Environmental	Nature and biodiversity		We will map our biodiversity baseline in our existing Communities by 2028 to identify key areas for enhancement and tailored interventions
Environmental	Nature and biodiversity		We will improve biodiversity in our existing Communities, completing up to 3 projects each year
Environmental	Sustainable resource management	Waste	We will work with our external waste partners to improve monitoring processes across our operations and identify opportunities for reducing waste generation by 2026
Environmental	Sustainable resource management	Waste	We will send zero waste to landfill from our workplaces and leisure facilities and divert at least 95% of waste from landfill from our development sites by 2030
Environmental	Sustainable resource management	Waste	We will collaborate with external partners to trial solutions for refurbishing or repurposing IT equipment by 2026 to ensure 100% of assets at the end of their life are refurbished or repurposed by 2030

ESG Dimension	Theme	Sub-theme	Target
Environmental	Sustainable resource management	Waste	We will work with our partners to identify and implement opportunities to improve access to recycling and composting facilities for our Customers by 2026
Environmental	Sustainable resource management	Water	We will work with our external water management partners to improve monitoring processes across our operations, identify opportunities for reducing water consumption and set reduction targets by 2026
Environmental	Sustainable resource management	Water	We will install water saving backwashing technology in our leisure centre swimming pools across four sites by 2025, reducing water consumption by up to 80%, then introduce across a further eight sites by 2026
Environmental	Sustainable resource management	Water	We will design and build our new homes to have a water efficiency rate of 105 litres per person per day from 2024
Environmental	Sustainable resource management	Water	We will partner with water providers to provide water saving devices to our Customers and reduce their water demand
Environmental	Sustainable resource management	Our supply chain	We will define our Sustainable Procurement Framework by 2026
Environmental	Sustainable resource management	Our supply chain	We will use our Sustainable Procurement Framework to baseline the environmental impact of our top 20 suppliers by spend by 2027 and set performance improvement targets by 2028
Environmental	Sustainable resource management	Our supply chain	We will review the catalogue of items we procure against the framework and set targets to reduce non-environmentally friendly products by 2028
Environmental	Sustainable resource management	Our supply chain	We will ensure 25% of materials are reused or sourced from recycled content for office refurbishments by 2028

ESG Dimension	Theme	Sub-theme	Target
Environmental	Getting ourselves there		We will deliver future and green skills training to up to 200 frontline Colleagues and 200 students from external housing providers each year from 2025
Environmental	Getting ourselves there		We will continue to annually include sustainability objectives for our SLT and Executive members to drive delivery of this ESG Strategy
Environmental	Getting ourselves there		We will complete up to 3 environmental volunteering projects in our Communities each year from 2025, in partnership with our environmental group Unlock Next Gen
Environmental	Getting ourselves there		We will scope environmental sustainability learning needs for our Colleagues and collaborate with our partners to roll out a learning pathway by 2026
Social	Managing Communities	Making our Customers' experiences effortless	We will aim for the maximum Customer Effort Score of 5 to support a truly effortless Customer experience
Social	Managing Communities	Making our Customers' experiences effortless	We will resolve 90% of initial Stage 1* complaints within 10 working days and resolve 90% of Stage 2* complaints within 20 working days
Social	Managing Communities	Making our Customers' experiences effortless	We will increase the level of repairs completed 'Right First Time' to 90%
Social	Managing Communities	Making our Customers' experiences effortless	We will aim to achieve the new repair category Service Level Agreements on time and efficiently
Social	Managing Communities	Making our Customers' experiences effortless	We will achieve and maintain 100% in our statutory and planned maintenance and 95% reactive maintenance repairs target for our student facilities we manage

Stage 1 *Initial investigations of complaints.

Stage 2 *A review of the adequacy of the Stage 1 response, considering any new information and providing a resolution.

ESG Dimension	Theme	Sub-theme	Target
Social	Helping Communities	Making our Customers' experiences effortless	We will embed insight from the information we have about our Customers and their needs and preferences to make better strategic and operational decisions
Social	Helping Communities	Making our Customers' experiences effortless	We will continue to engage with our Customers on our ESG journey to reflect changing needs
Social	Managing Communities	Making our Customers' experiences effortless	We will continually improve our Customer engagement, ensuring Customer input remains central to our decision-making and service delivery
Social	Managing Communities	Ensuring our homes are safe and compliant	<p>We will ensure we achieve and maintain 100% compliance across all safety and regulatory standards, with specific targets for:</p> <ul style="list-style-type: none"> • 100% Gas Safety Compliance (Homes Owned) • 100% Electrical Safety Compliance (Homes Owned) • 100% Fire Risk Assessment Compliance (Homes Owned) • 100% Asbestos Compliance (Homes Owned) • 100% Legionella Risk Assessment Compliance (Homes Owned) • 100% Communal Passenger Lift Safety Compliance (Homes Owned)
Social	Managing Communities	Ensuring our homes are safe and compliant	We will achieve and maintain 100% compliance with national housing quality standards, including Decent Homes Standard and Scottish Housing Quality Standard, ensuring that every home we provide is safe and secure
Social	Managing Communities	Ensuring our homes are safe and compliant	We will develop a zero-tolerance approach to damp and mould in our homes

ESG Dimension	Theme	Sub-theme	Target
Social	Managing Communities	Affordability and security	We will introduce an annual Value for Money review for the high materiality areas where we are procuring goods and services for Customers, ensuring that we consistently procure at the best possible prices, and explore opportunities to redesign services to drive out unnecessary costs
Social	Managing Communities	Affordability and security	We will annually review a selection of our highest-value service charges, with a specific objective to identify ways to reduce costs, promote longer-term financial security and support better sustainability outcomes for Customers and our homes
Social	Managing Communities	Affordability and security	We will provide our Customers with secure and flexible tenancy options that are tailored to their individual needs, to promote long-term housing stability
Social	Managing Communities	Affordability and security	We will continue to offer the support necessary to help Customers maintain stability and security in their homes
Social	Developing Communities	Homes as the foundation for social mobility	We will deliver 2,000 homes in 2024/25, with an ambition to deliver at least 3,000 homes annually over the next 5 years
Social	Developing Communities	Homes as the foundation for social mobility	We will deliver 70% affordable homes and 30% for sale to help meet local tenure needs
Social	Helping Communities	Creating social value	We will generate £250 million of social value per year within our housing business by 2028
Social	Helping Communities	Creating social value	We will increase the value of contracts with social value commitments to £100 million per year by 2028

ESG Dimension	Theme	Sub-theme	Target
Social	Helping Communities	Creating social value	We will support 11,250 people who are homeless or at risk of being homeless per year by 2028
Social	Helping Communities	Creating social value	We will support 4,900 people with education, employment or training per year by 2028
Social	Helping Communities	Creating social value	We will engage 19,600 individuals in digital and financial inclusion activities per year by 2028
Social	Helping Communities	Creating social value	We will support 24,600 people per year through targeted health and wellbeing projects by 2028
Social	Helping Communities	Social value in our Leisure operations	We will support 30,600 people per year through projects targeting sustainable and resilient Communities by 2028
Social	Helping Communities	Social value in our Leisure operations	We will deliver over £200 million of social value by 2028
Social	Helping Communities	Social value in our Leisure operations	We will engage with over 30 million Customers to expand our Community presence by 2028
Social	Helping Communities	Social value in our Leisure operations	We will collaborate with health and wellbeing organisations, governing bodies and charities to provide a wider range of services
Social	Helping Communities	Social value in our Leisure operations	We will deliver a more comprehensive social value package to strengthen our future tenders

ESG Dimension	Theme	Sub-theme	Target
Social	Helping Communities	Social value in our Leisure operations	We will gather enhanced Customer insight and frontline feedback to identify opportunities for growth
Governance	Setting ourselves up for success	Sustainable finance	We will periodically report on the allocation and use of proceeds on capital obtained via our Sustainable Finance Framework
Governance	Setting ourselves up for success	Sustainable finance	We will endeavour to expand the proportion of maturing non-ESG debt with debt having a sustainability label via refinancing each financial year
Governance	Trusted and collaborative partnerships	Working with our commercial partners to effect positive change	We will incorporate social value requirements and standard questions in all of our tenders by the end of the 2025/26 reporting period
Governance	Trusted and collaborative partnerships	Working with our commercial partners to effect positive change	We will establish proportionate and relative requirements, questions and associated tender weightings on social value, depending on the nature and size of the contracts, where we identify enhanced opportunities for social value
Governance	Trusted and collaborative partnerships	Working with our commercial partners to effect positive change	We will proactively engage with Social Enterprises through Social Enterprise UK to maximise the visibility of our opportunities within Places for People
Governance	Trusted and collaborative partnerships	Working with our commercial partners to effect positive change	We will offer support in training and advice for Social Enterprises on engaging with public procurement processes and on how to succeed
Governance	Trusted and collaborative partnerships	Working with our commercial partners to effect positive change	We will share our insights transparently with others in the sector to drive collective progress and support more efficient resource allocation
Governance	Investing in our People	Embracing and seeing the benefits of Equality, Diversity and Inclusion	We will establish leadership that is 50/50 gender balanced, with 20% Black, Asian and Minority Ethnic Population representation and 20% of leaders identifying as disabled or neurodivergent by 2027

ESG Dimension	Theme	Sub-theme	Target
Governance	Investing in our People	Embracing and seeing the benefits of Equality, Diversity and Inclusion	We will achieve and maintain an 85% inclusive index score, derived from a range of inclusion metrics within our annual Great Places to Work Colleague Survey, by 2027
Governance	Investing in our People	Embracing and seeing the benefits of Equality, Diversity and Inclusion	We will ensure 85% completion of Colleague diversity data by 2027
Governance	Investing in our People	Supporting Colleague wellbeing	We will rank in the top 75 of the Social Mobility Employer Index by 2027
Governance	Investing in our People	Supporting Colleague wellbeing	We will train 1 in 10 Colleagues in Mental Health Awareness by 2027
Governance	Investing in our People	Supporting Colleague wellbeing	We will maintain an absence rate of less than 2.5% by 2027
Governance	Investing in our People	Supporting Colleague wellbeing	We will ensure 0% of Colleagues' annual leave entitlement is untaken
Governance	Investing in our People	Supporting Colleague wellbeing	We will achieve an 85% wellbeing index score on the annual engagement survey by 2027
Governance	Investing in our People	Promoting talent and development	We will facilitate 100+ internal apprenticeships in 2025/26, focusing on critical trade roles within our organisation, and another 100+ external apprenticeships in collaboration with housing partners across the sector
Governance	Investing in our People	Promoting talent and development	We will provide 200+ bootcamps in 2025/26

ESG Dimension	Theme	Sub-theme	Target
Governance	Investing in our People	Promoting talent and development	We will train 1,000 operatives annually in essential skills needed to maintain health and safety standards
Governance	Investing in our People	Promoting talent and development	We will ensure all managers have completed a Flight Path programme by June 2026
Governance	Investing in our People	Promoting talent and development	We will achieve and maintain a Glassdoor rating of 4.5 or higher by 2027
Governance	Investing in our People	Promoting talent and development	We will achieve and maintain a CEO approval rating of 95% by 2027
Governance	Investing in our People	Promoting talent and development	We will attain an 85% or higher employee engagement score by 2027
Governance	Investing in our People	Promoting talent and development	We will achieve a high Effortless NPS score by 2027
Governance	Investing in our People	Promoting talent and development	We will ensure that 80% of all management and above positions are filled through Internal hires by 2027
Governance	Investing in our People	Promoting talent and development	We will maintain a staff retention rate with turnover less than 15% annually by 2027

Glossary

Awaab's law: A provision within the Social Housing (Regulation) Act (2023) mandating that landlords address reported hazards in social housing within a specified time frame to protect tenant health.

Because Community Matters Strategy: Places for People's approach to creating thriving, resilient Communities by focusing on affordable housing, Community engagement, and long-term sustainability.

Biodiversity Net Gain: A planning and land management approach that aims to improve the natural environment through development. New developments in England must deliver a minimum of 10% uplift in biodiversity by law under the Environment Act 2021.

Biodiversity: The variety of living organisms in an area, forming an ecosystem.

Capital improvements: Significant investments made to enhance the physical condition, safety, functionality, or energy efficiency of a property or asset, providing long-term benefits and increasing its overall value or useful life.

Carbon footprint: The total greenhouse gas emissions directly or indirectly attributable to an entity.

Carbon scopes 1,2 and 3:

- Scope 1: Direct emissions from owned or controlled sources.
- Scope 2: Indirect emissions from purchased energy.
- Scope 3: Emissions from the value chain, including suppliers and Customers.

Circular economy: A regenerative model emphasising reuse, repair, recycling, and waste minimisation.

Climate-related Financial Disclosure: Regulatorily required or voluntary disclosure setting out the organisation's strategic framework and approach for managing climate-related risks and opportunities.

Climate transition plan: An organisation's time-bound action plan to reduce its greenhouse gas emissions and transition to a lower-carbon economy.

Communities: The people, places, and networks connected to our homes, leisure centres, and shared spaces.

Consumer Price Index: An economic indicator measuring the average change in prices over time for a basket of goods and services.

Customers: Those living in properties we own and manage, members and clients of our leisure centres, and all others we support and serve across the nation.

Decarbonisation: The process of reducing carbon emissions to mitigate climate change.

Decent Homes Standard: Standards ensuring that homes in England are safe, warm, and in good repair.

Employers Social Mobility Index: A benchmarking tool assessing employers' efforts to enhance social mobility through inclusive practices.

ESG: A set of standards, disclosures and approaches measuring and advancing an organisation's impact on society, the environment, and how it is run to achieve this.

Electric Vehicles: Vehicles powered by electricity stored in batteries rather than by traditional internal combustion engines that burn fossil fuels.

Future Homes Standard: A set of building regulations aiming to ensure all new homes in England are highly energy-efficient, use low-carbon heating, and are net zero-ready by 2025.

Green skills: Skills necessary for jobs supporting the transition to a sustainable, low-carbon economy such as building retrofit and electric vehicle maintenance.

Greenhouse gas emissions: Gases, such as carbon dioxide and methane, that trap heat in the atmosphere and contribute to global warming.

Group: Places for People as a holistic organisation, including our social housing operations, development arm, leisure centres and various property management functions.

Housing for Varying Needs Standards: A set of standards that help house designers create homes that are suitable for people with different abilities and needs.

Local Housing Allowance: A calculation that determines how much housing benefit a person can receive when renting from a private landlord.

Modern Methods of Construction: A variety of building techniques that are more efficient, effective and sustainable than traditional construction methods.

Glossary

Net zero: A balance between greenhouse gas emissions produced and removed, resulting in no net increase in atmospheric carbon dioxide.

New Build Heat Standard: Proposed UK regulations mandating low-carbon heating systems in new homes from 2024.

Passivhaus: A rigorous standard for energy-efficient buildings focusing on reducing heating and cooling needs.

People: Places for People staff.

People Promises: The guiding vision and values that empower all Colleagues to act, make decisions, and contribute positively to the organisation's goals.

Placemaking: A collaborative process to design and improve public spaces, creating vibrant, inclusive, and sustainable places that reflect a Community's needs and identity.

Procurement Act 2023: Legislation promoting sustainable and ethical practices in public sector procurement processes.

Real living wage: A voluntary UK wage benchmark based on actual living costs, exceeding the legal minimum wage.

Renters Rights Bill: UK legislation aimed at improving protections for renters, ensuring fair treatment, and addressing housing affordability and stability issues.

Retrofit: Upgrading existing buildings with energy-efficient technologies and materials to reduce carbon emissions.

Right to Buy: A UK policy that allows eligible council tenants to purchase their homes at a discount.

Scottish Housing Quality Standard: A minimum housing standard in Scotland.

Streamlined Energy Carbon Reporting (SECR): A UK framework requiring large organisations to report energy use and carbon emissions.

Service charge: Fees charged to tenants or leaseholders to cover communal or property management costs.

Social Housing Quality Framework (SHQF): A framework defining standards for the quality and sustainability of social housing.

Social Enterprise: An organisation that uses its profits to tackle social or environmental issues.

Social mobility: The ability for individuals to improve their socio-economic status through education, employment, or other means.

Social Value Act 2012: UK legislation encouraging public bodies to consider social, environmental, and economic impacts when procuring services.

Social value: The value that an organisation brings to a Community, economy, or environment beyond the cost of goods and services.

Supplier Code of Conduct: A framework outlining Places for People's main principles, standards, and ethical practices that we expect all our suppliers to follow.

United Nations Sustainable Development Goals (SDGs): A global framework of 17 goals to achieve a more sustainable future for all.

Whole life carbon: Carbon emissions from the entire life cycle of a building including materials, construction, use, demolition and disposal.



If you need information about your home, such as how to report a repair, money advice or wellbeing support — please get in touch with us and we will help you. Visit our website:

www.placesforpeople.co.uk

#WeAreCommunity