



# Environmental, Social & Governance Report 2024-25





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## INTRODUCTION

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## ENVIRONMENTAL

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## GOVERNANCE

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From Tom Paul, CFO

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The Value of a Social Home

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ESG and our charitable mission

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Sustainability Reporting Standard,  
our Strategic Objectives and Social  
Purpose

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Alignment with UN Sustainable  
Development Goals (SDGs)

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# ENVIRONMENT

75%

Homes at EPC C and above

2023/24: 74%



1%

Reduction in greenhouse gas emissions

2023/24: 4%

84%



New homes at EPC B and above

2023/24: 99%



2%

All homes EPC Band E or below  
2023/24: 2%

# SOCIAL



4,951

2023/24: 4,853

Households helped with money and guidance

£6.2m



Additional income secured for households

2023/24: £8.3m

63%

Resident satisfaction

2023/24: 67%

793

New social housing homes completed

2023/24: 748

41%

Average rents vs market levels

2023/24: 41%



99%

Homes met the Decent Homes Standard

2023/24: 99%



# GOVERNANCE



105

Business supply chain partners with social value agreements

2023/24: 165

4

Roles on our board ring-fenced for residents

2023/24: 4



-0.3%

Ethnicity pay gap

£590k

Social value activity delivered from partners



8.95:1

CEO: worker median pay ratio

2023/24: 8.93:1



7.3%

Median gender pay gap

2023/24: 11.3%

# From **Tom Paul, Chief Financial Officer**

I'm pleased to share our 2024/25 ESG Report - our third report since the formation of Southern Housing. This report is aligned with Version 2.0 of the Sustainability Reporting Standard (SRS) for Social Housing and reflects our strengthened commitment to responsible business, transparency, and accountability.

This year we reached a major milestone: 75% of our homes now achieve EPC bands A to C. This achievement, set out as a core target in our Environmental Sustainability Strategy<sup>1</sup>, demonstrates our determination to deliver warmer, more energy-efficient homes and to tackle fuel poverty head on. This figure is underpinned by a robust and extensive dataset, built through comprehensive energy surveys and lodged EPCs over recent years. With the new EPC methodology (RdSAP 10) due to be implemented imminently, we'll continue to review and update our data to ensure ongoing accuracy.

Our goal over the next five years is to get all the homes we can to a minimum of EPC band C. The exceptions will be those homes where it's not practical, cost effective or affordable, or those where we're not in full control of the asset and able to implement measures. For the moment our focus is on measures which improve the fabric of buildings as this is generally cost effective and worthwhile.

Crucially, we continue to provide homes that are genuinely affordable. Our rents are, on average, just 41% of market rent levels, offering significant value for money and supporting those who need it most, especially while household budgets are under pressure.

Elsewhere in this report, you'll find updated details of our progress across all aspects of ESG. Our decarbonisation plans are progressing, our resident governance structure continues to influence service delivery, and we're better capturing the social impact we generate for the people and places we serve.

In October 2024, we issued a sustainable bond. The bond proceeds will be allocated to eligible green and social projects in line with our Sustainable Finance Framework. Later this year, we'll publish an Impact and Allocations Report, providing full transparency on how these funds are being used and the positive difference they're making.

Thank you for taking the time to read this report.



Tom Paul  
Chief Financial Officer



<sup>1</sup>[Environmental Sustainability Strategy \(SouthernHousing.org.uk\)](https://www.southernhousing.org.uk/sustainability-strategy)

# The Value of a Social Home

Social housing is a key part of a fair and thriving society. Across the UK, more than 4 million social homes provide a safe and affordable place to live for around 17% of all households, supporting millions of families, older people, and those with additional needs. In England, Housing Associations own and manage over 2.5 million of these homes, supporting the unity of communities and offering security to those who need it most.

The importance of social housing has never been clearer. With private rents rising and the cost-of-living crisis deepening, social housing offers rents that are typically about half those in the private sector, making it the most affordable option for many. Most residents benefit from assured, lasting tenancies, offering the stability to build their lives, support their families, and participate in their communities.

Applications for our social housing homes are made through local councils, who manage waiting lists and allocate homes based on need. Demand continues to outstrip supply: as of February 2025, over 1.3 million households are on social housing waiting lists<sup>2</sup>, a clear signal of the urgent need for more affordable homes

and the vital role housing associations play in meeting this challenge.

Social housing also delivers significant social and economic benefits. Stable, affordable homes reduce the risk of homelessness and the associated costs to local authorities. In 2023/24, local councils spent £2.3 billion on temporary accommodation<sup>3</sup>, a figure that has nearly doubled in five years, with much of this expenditure going on emergency B&Bs and hostels. The human cost is stark: over 165,000 children are now living in temporary accommodation<sup>4</sup>, often in overcrowded and unsuitable conditions, which can severely impact their health and life chances.

Most social housing residents benefit from assured or lifetime tenancies, giving them the stability to raise families, maintain employment, and engage in their communities. The positive impacts are far-reaching – better mental health, reduced homelessness, lower crime rates, and improved educational outcomes for children. Poor housing currently costs the NHS an estimated £1.4 billion a year<sup>5</sup>; social housing significantly mitigates these costs through safer, warmer homes.

<sup>2</sup> [Social housing lettings in England, tenants: April 2023 to March 2024 \(GOV.uk\)](#)

<sup>3</sup> [Spending Review: £76 million funding gap in councils' temporary accommodation budgets \(Local Government Association\)](#)

<sup>4</sup> [Eighth record in a row of children in temporary accommodation, as one in three homeless households placed out of area \(Shelter\)](#)

<sup>5</sup> [BRE report finds poor housing is costing NHS £1.4bn a year \(BRE Group\)](#)

## Our contribution

As one of the UK's largest housing associations, we're proud to play a leading role in tackling housing need and supporting communities. We offer new lettings on a lifetime basis, ensuring lasting stability for residents from day one. In 2024/25, we completed 2,885 lettings.

Our average rents remain at 41% of equivalent private market rents, making our homes a genuinely affordable option for those most in need. We own and manage 78,000 homes across London, the Midlands, and the south east, providing a safe and affordable foundation for thousands of people. We reduce pressure on local authorities by offering an alternative to costly temporary accommodation. The stable homes we provide enable people to participate in the economy and their communities, resulting in long-term savings for the taxpayer and a stronger, fairer society.

Our resident governance structure ensures that the voices of those we serve are heard at the highest levels of decision-making.



## CASE STUDY

## Our resident Michael's journey to a fresh start at Portsmouth Town Court

**After being made redundant from his job in Guildford, Michael's life took a difficult turn. He found himself in the wrong crowd and spent three years homeless. Hoping for a new beginning, Michael returned to Portsmouth, but with nowhere to live he had to sofa surf.**

Everything changed on 17 January 2024 when Michael came to view one of our homes at Portsmouth Town Court. He was overwhelmed with emotion and kept asking if the flat was really for him. With tears in his eyes, Michael explained these were tears of happiness and relief. On 29 January 2024, Michael moved into his new flat, finally having a place to call home.

This journey wouldn't have been possible without the help of our colleagues who worked together as One Team to support Michael. They helped him get identification, open a bank account and grow his confidence. They also showed him how to manage his tenancy, making sure he was ready to live independently. It was a real team effort that made a big difference in Michael's life.

Ever since, Michael has been making great progress. He's working with the local job centre, doing training courses and now getting ready for job interviews. He's also decorated and furnished his flat, turning it into a warm and welcoming home.

Michael's story is proof of how much of a difference the right support can make. It's not just about finding someone a place to live, it's about giving them the tools and confidence to rebuild their life and look forward to a brighter future.



“

Southern Housing has changed my life. Moving here has made me, me again. I'm proud of my home, I'm confident again, and it's nice to wake up and be able to have a shower.

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# ESG and our charitable mission

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Michael's journey is just one example of the tangible impact our work can have on residents' lives, and our charitable mission commits us to continuing to meet housing need into the long term. ESG for us is not a choice but a fundamental legal requisite born out of our foundation in 1906. As charity we pay no equity dividends but reinvest all financial surpluses into our social mission.

The following section sets out how we have aligned our charitable mission to the Sustainability Reporting Standard (SRS) for Social Housing. This framework enables us to report transparently and consistently across 46 ESG criteria, categorised into Environmental, Social, and Governance themes.












# Sustainability Reporting Standard and our Strategic Objectives and Social Purpose

This table maps the framework criteria of the updated (SRS), version 2.0, to our Strategic Objectives and Social Purpose. By doing so, we demonstrate how integral sustainability is to achieving our objectives.

ESG Area	Theme Name	Description	Social Purpose	Our Objectives
Environmental	Climate Change	Prevents and mitigates the risk of climate change	 <b>Sustainable</b> We work hard to reduce the climate impact in all our work and services	 <b>OBJECTIVE 3</b> Safe sustainable homes in good repair
	Ecology	Promotes ecological sustainability	 <b>Sustainable</b> We work hard to reduce the climate impact in all our work and services	 <b>OBJECTIVE 3</b> Safe sustainable homes in good repair
	Resource Management	Sustainable management of natural resources	 <b>Sustainable</b> We work hard to reduce the climate impact in all our work and services	 <b>OBJECTIVE 3</b> Safe sustainable homes in good repair
Social	Affordability and Security	Provides affordable and secure housing	 <b>Not for profit</b> We reinvest surpluses into improving residents' homes, neighbourhoods, services, and building new homes to reduce housing need	 <b>OBJECTIVE 3</b> Safe sustainable homes in good repair   <b>OBJECTIVE 5</b> Build homes to meet housing need
	Building Safety and Quality	Resident safety and building quality are well managed	 <b>Resident centred</b> We work with residents to shape services and we design service around residents	 <b>OBJECTIVE 3</b> Safe sustainable homes in good repair
	Resident Voice	Listens to residents' voices	 <b>Resident centred</b> We work with residents to shape services and we design service around residents	 <b>OBJECTIVE 1</b> Great customer experience   <b>OBJECTIVE 2</b> Listen and act on resident views
	Resident Support	Supports residents, and the local community	 <b>Social Value</b> We seek to drive the most social impact in everything we do	 <b>OBJECTIVE 4</b> Neighbourhoods where residents are proud to live
	Placemaking	Supports residents and the wider local community through placemaking	 <b>Resident centred</b> We work with residents to shape services and we design services around residents	 <b>OBJECTIVE 4</b> Neighbourhoods where residents are proud to live



ESG Area	Theme Name	Description	Social Purpose	Our Objectives
Governance	Structure and Governance	Legal structure of the organisation and its approach to Governance	 <b>Fair and ethical</b> Value driven in the way the organisation works and what it expects from suppliers	<div><b>OBJECTIVE 2</b> Listen and act on resident views</div> <div><b>OBJECTIVE 7</b> Deliver efficiency</div>
	Board and Trustees	High quality Board and Trustees	 <b>Inclusive</b> We recognise diversity as a strength and seek to harness this, creating workplaces and communities where everyone can thrive	<div><b>OBJECTIVE 6</b> Empower our people</div>
	Colleague Wellbeing	Supports employees	 <b>Inclusive</b> We recognise diversity as a strength and seek to harness this, creating workplaces and communities where everyone can thrive	<div><b>OBJECTIVE 6</b> Empower our people</div>
	Supply Chain Management	Procures responsibly	 <b>Fair and ethical</b> Value driven in the way the organisation works and what it expects from suppliers	<div><b>OBJECTIVE 7</b> Deliver efficiency</div>

# Alignment with United Nations Sustainable Development Goals (SDGs)

In addition to aligning our Strategic Objectives and Social Purpose with the SRS, our ESG report also demonstrates our commitment to the United Nations SDGs. Throughout the report, you will find markers indicating how our initiatives and targets contribute to specific SDGs, highlighting our broader contribution to global sustainability efforts.

We directly align to each of the 9 SDGs identified for the sector within the SRS, with Sustainable Cities and Communities (SDG 11) resonating most strongly.





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Climate Change

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Ecology

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Resource Management



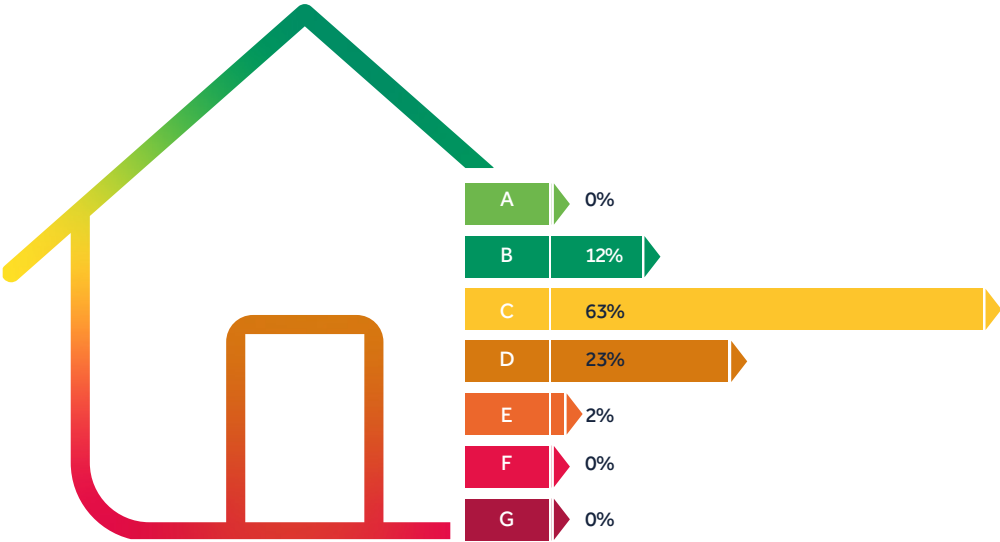


# Climate Change

## C1 Distribution of EPC ratings of existing homes (those completed before the last financial year).

EPC	73% Band C		74% Band C		75% Band C	
	2022/23		2023/24		2024/25	
	Count	%	Count	%	Count	%
A	56	0	55	0	98	0 ↑
B	7,753	13	6,767	11	7,404	12 ↑
C	36,853	60	38,017	63	38,290	63 ↑
D	15,048	25	14,670	24	14,102	23 ↓
E	1,080	2	1,026	2	928	2 ↓
F	167	0	197	0	190	0 ↓
G	18	0	23	0	22	0 ↓
N/A	13	-	0	-	0	-
Total	60,988	100%	60,755	100%	61,034	100%

EPC ratings of Southern Housing Homes



We're on track to meet our target for all our homes<sup>6</sup> to reach EPC band C by 2030. As of April 2025, 75% of our homes are rated EPC band C (SAP score 69<sup>7</sup>) or higher. Our average SAP score has increased to 72.3. This is based on the most up to date energy data for each home; either the:

- ◆ Lodged SAP score registered on the government portal<sup>8</sup> if less than 5 years old (32%), or
- ◆ Calculated SAP scores using portfolio modelling software (68%). We monitor the quality of the energy data used to calculate SAP scores every month to target our Energy Data Improvement Plan.

Our improved performance is a result of:

- ✓ **Retrofitting existing homes**  
Increasing the number of band A homes by over 40 homes. See criteria C4 for more details
- ✓ **Building sustainable new homes**  
Increasing the number of band B homes by over 500 homes. See criteria C2 for more details
- ✓ **Identifying and disposing of our poorest performing homes**  
And reinvesting the proceeds to improve our existing homes
- ✓ **Improving the quality and completeness of our data**  
Of over 10,000 homes, by lodging 1,784 new EPCs and completing 5,000 energy surveys, as part of our home condition survey programme.

An accurate baseline of the energy efficiency of our homes remains critical. We're refining our energy data to inform our Energy Data Improvement Plan and future retrofit programmes.

Our data quality is improving, with fewer assumptions and gaps, giving us greater confidence in our modelling and long-term financial planning. Using this data, we've developed a retrofit plan to ensure our homes reach EPC band C by 2030, through a combination of planned improvement works, building safety improvements and retrofit works.

We've identified around 10% of our homes fall outside the scope of what's considered practical, cost effective and affordable to retrofit by 2030. This is due to a combination of funding gaps, technical limitations and planning restrictions. We're in dialog with the government to address these barriers.

The government's new EPCs methodology (RdSAP 10) launched in June 2025 is expected to impact our modelling and increase data collection costs.

<sup>6</sup>Homes where the Decent Homes Standard applies and where practical, cost effective and affordable

<sup>7</sup>SAP is the UK Government's methodology to assess and compare the energy and environmental performance of dwellings

<sup>8</sup>[Find an energy certificate \(GOV.uk\)](https://www.gov.uk/find-an-energy-certificate)

## C2 Distribution of EPC ratings of new homes (those completed in the last financial year).

EPC	2022/23		2023/24		2024/25	
	Count	%	Count	%	Count	%
A	11	1%	0	0%	10	1%
B	1,367	96%	768	99%	669	83%
C	38	3%	8	1%	128	16%
Total	1,416	-	776	-	807	-

84% of new build homes were at least EPC band B. We remain committed to building high-quality, sustainable new homes. Alongside this, our estate regeneration projects will not only improve existing communities but also create opportunities to deliver additional new homes that meet the same high sustainability and quality standards.

Some of our new developments this year received EPC ratings of band C, primarily due to the use of electric heating systems. Under the current EPC methodology, homes

with electric heating are often scored lower than those using gas, because the SAP score is based on costs, which are higher for electricity. This will not mean higher heating costs for residents, as new build homes are well insulated and modern electric heating systems are more efficient. Plus, these homes produce significantly lower carbon emissions, with an estimated 8% reduction in operational carbon emissions i.e. from residents heating and lighting their homes.



Wings Nursery – one of our developments with Band A homes



## C3 Does the housing provider have a net zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?

Our Environmental Sustainability Strategy<sup>1</sup> outlines our vision to reach net zero by 2050, encompassing every aspect of our business. The 2026 targets are aligned with science-based objectives across carbon, water, waste, transport, materials, overheating, flooding, and biodiversity.

### Decarbonising existing homes

Housing accounts for 14% of the UK's total emissions, making decarbonisation of existing homes a key national priority.

Our Retrofit Roadmap details our plan to achieve net zero carbon emissions across our existing homes by 2050. Following a pilot programme in 2022/23, we retrofitted 99 homes in 2023/24. In 2024/25 we expanded to retrofit 670 homes, funded by the Social Housing Decarbonisation Fund (SHDF) and Energy Company Obligation (ECO) programme, with our own matched funding.

In March 2025, we were awarded £14.6m grant funding for retrofit work via the Warm Homes: Social Housing Fund Wave 3, for delivery between 2025-2028. We're currently exploring other funding opportunities to deliver further retrofit programmes. Additionally, we've plans for further expanding and diversifying our retrofit works through new workstreams.

To map out the path to EPC C by 2030 and net zero by 2050, we conducted an archotyping exercise of our housing portfolio, segmenting homes based on intervention need:

- Homes requiring major retrofits will be upgraded by PAS2035-certified retrofit installers, supported by government funding
- Homes requiring lighter improvements will follow a more flexible, self-funded approach
- Homes requiring planned works without the need for external funding
- Homes requiring further data validation to agree the level of intervention required.

We continue to prioritise a fabric first approach, reducing residents' energy bills as well as carbon emission. For homes that cannot achieve an EPC band C rating through fabric measures alone, we'll install additional measures, such as solar panels and low carbon heating systems, either as standalone or blended programmes.

Heat networks make up approximately 10% of our greenhouse gas emissions, with over 6,000 homes connected to a heat network. Our Heat Network Decarbonisation Roadmap details our plans to decarbonise by 2050, through a process to Stabilise > Optimise > Insulate > Decarbonise.

We've undertaken an efficiency review of all heat networks, conducting 120 detailed decarbonisation surveys to benchmark energy consumption and efficiency, prepare for new regulations and identify quick wins. In the last year alone, we secured over £450k of grant funding to retrofit heating interface units, improve water quality and recommission heat networks. And we're calculating the investment required to decarbonise all heat networks by 2050.

## New build homes

We continue to target SAP 85 (EPC band B) or above for our new build homes, but this may need to evolve. The implementation of SAP10 has highlighted the gap between cost-based SAP scores and carbon-based environmental scores, particularly for new homes with electrical heating. In 2024/25 38% of our new homes used electric heating, up from 8% in 2023/24. While this led to lower SAP scores, it reduced operational carbon emission by 8%. As the national grid decarbonises, this figure is expected to improve further. In parallel, we're currently undertaking research to measure and reduce the embodied carbon to build our new homes. See criteria C5 for more information.



## Offices and operations

After our homes, our most significant reported carbon emissions come from our:

- Offices
- Maintenance fleet vehicles
- Business mileage.

All our main offices are EPC band C, ahead of our target to reach this by 2027, and three offices are already EPC band B ahead of our target for 2030. This year, we undertook office audits to measure the sustainability of our office buildings. Our Croydon and Sussex offices were identified as the least energy efficient, and we're now relocating to more sustainable premises with improved transport links to support greener travel and align with hybrid working patterns.

We're also planning energy efficiency upgrades to our central London office. These audits have improved monitoring, making data more accessible, and helped us promote sustainable workplace behaviours among colleagues.

In April, we began rolling out carbon literacy training to all our colleagues. This helps colleagues understand the role of carbon on climate change, our current carbon footprint and the actions needed to reduce it. Colleagues are asked to pledge how they will reduce carbon emissions, at home and at work.

We're aiming to reduce our business mileage to 4.5kgCO<sub>2</sub> emissions/per home managed by the end of 2026. To help shape our sustainable travel plans, we carried out a travel survey with colleagues. This asked about their commute, how much they travel for business and why, as well as gathering feedback on our cycle to work scheme and electric vehicles. Combined with actual mileage claims data, this gives us an insight into travelling patterns, enabling us to identify opportunities to promote more sustainable travel. In parallel, we're planning for transition to an all-electric fleet and have seven vehicles in our maintenance service as a trial.



## CASE STUDY

## Atlas to help reduce plastics

In their Net Zero Pathway, our office cleaning supplier, Atlas has set a target for no single use plastics by the end of 2026. In addition to our internal office audit, Atlas completed an environmental impact report of cleaning of our two main offices, covering carbon emissions (using Ecovadis) for water, energy, products, colleague commuting and deliveries. We're using the results to identify opportunities to reduce these emissions by changes in the equipment and products we use.

**Atlas**  
cleaning

## Resident engagement

The success of carbon reduction is also dependent on resident behaviour. We continue to support residents to reduce carbon emissions. For example, providing advice after heating system upgrades to save money on energy bills. In our latest SHIFT<sup>9</sup> submission, we achieved GOLD Standard and scored maximum points for resident engagement. See criteria C15 for more information.

## Supply chain

Our Sustainable Procurement Principles<sup>10</sup> set our expectations from suppliers in terms of carbon reporting, and we undertake annual sustainability audits to measure compliance. This provides us with an annual benchmark to track progress, compare suppliers, collate good practice and estimate some of our Scope 3 emissions. Our Sustainability Audit includes measures for responsibly sourced materials, waste diverted from landfill, climate resilience, as well as carbon emissions. Through these, we're working with our internal maintenance team and supply chain to measure and reduce both operational and embodied carbon emissions from our maintenance and construction activities.

<sup>9</sup> SHIFT - Externally validated, sustainability accreditation for Social Housing, covering our homes, operations, strategy, offices and supply chain

<sup>10</sup> [Sustainable Procurement Principles \(Southern Housing.org.uk\)](https://www.southernhousing.org.uk/sustainable-procurement-principles)





## C4 What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?

Over the past 12 months, we've improved the energy efficiency of more than 6,000 homes through our general investment programme, including the installation of modern, energy-efficient heating systems, and the replacement of windows, doors, and roofs.

In addition, we completed comprehensive retrofit projects on 670 homes to help them achieve at least an EPC C rating, creating warmer, more sustainable homes for residents. 184 homes were retrofitted via our Social Housing Decarbonisation Fund Wave 2.1 programme and 450 homes using Energy Company Obligation (ECO4) funding.

Our approach to retrofit is methodical and ensures 'no regrets,' and focuses on long-term energy efficiency and comfort without unintended consequences. We follow a 'fabric first' approach – prioritising insulation, windows, doors, roofs and ventilation before introducing low-carbon heating and renewables. We're installing monitoring devices in a sample of homes to track real-world performance against targets. We have successfully been awarded £14.6m grant funding for Warm Homes: Social Housing Fund Wave 3 to deliver energy efficiency improvements to our homes over the next three years.



This programme will run to March 2028.

Some homes are 'difficult to decarbonise', meaning typical retrofit measures would not improve their performance to EPC C. These homes will need more advanced solutions in future programmes.





## CASE STUDY

## Godalming Retrofit Project

In partnership with our contractor ECO Approach, we've transformed over 450 homes with cutting-edge energy-saving measures. We improved cavity wall and loft insulation in all homes, plus we installed heat pumps & solar panels in over 100 homes, all fully funded by the ECO4 government scheme.

Completed in just two months, ahead of the six-month deadline, the improvements reduce carbon emissions and make homes more comfortable and affordable to heat. One resident, David, said he loves it; his home is much warmer, and the water pressure is much improved. He used to put £20 every two weeks on electric now he only uses £10.

**Based on the post retrofit works surveys of 40 homes in Godalming, we estimate:**

- ✓ Average SAP increase of 31 points, from Band D to A
- ✓ Annual savings of 168 tonnes of carbon, on average 4.3 tonnes CO<sub>2</sub>e per home
- ✓ Average fuel bill savings of over £1,000.

In addition our contractor Chas Berger funded a Community Day at our Northbourne Estate. Volunteers attended to help the community garden install raised flower beds, plant a large variety of fruit and veg, and establish bug hotels. Younger residents were also offered face-painting and bird food making activities throughout the day at the estate. In the future, the community plans to install bat boxes, swift boxes, hedgehog houses, and garden sheds – all contributing to our broader biodiversity goals.



## C5 Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home

We’ve worked with a wide range of data from our energy usage to produce a Streamlined Energy and Carbon Reporting (SECR) compliance report.

Under SECR, Scope 1 and 2 carbon emissions are mandatory, and reporting Scope 3 emissions is currently optional. Scope 3 emissions come from our activities, occurring from sources we don’t own or control. They can be upstream (from product/services coming into our business or used by us) and downstream (resulting from our products and services). For example:

Upstream emissions	Downstream emissions
↑ Embodied carbon in the products we buy and use in our operations	↓ Carbon emissions from our existing homes
↑ Carbon emissions from business travel and from employees commuting to work	↓ Carbon emissions of our maintenance contractors driving between jobs in Southern Housing homes
↑ Carbon emissions associated with the waste we generate and water supply.	↓ Carbon emissions from the homes we sell (Shared ownership or outright sales).

### Scope 3 accuracy and completeness

Under Scope 3, we currently report emissions for business mileage (category 6), and downstream leased assets not captured under Scope 1 or 2 (category 13). The latter is based on calculated EPC ratings and our energy data and reflects the improvements we’ve made to our homes. We’re investigating ways to report categories 1, 2, 5, and 11.

Our Scope 3 data is largely accurate where based on primary sources, such as staff

mileage claims, though emissions estimates are less precise when fuel type is unknown. For our homes, we calculate the estimated emissions for each property using available energy data, to determine total emissions. This method provides greater accuracy compared to simple averages; however, results are dependent on the quality of our energy data. Our data quality is generally robust, supported by ongoing programmes such as home conditions surveys, EPCs and retrofit assessments.

### Embodied carbon

We’re committed to reducing embodied carbon across our operations. Embodied carbon - the emissions generated from the extraction, manufacture, transport, and installation of building materials - represents a significant portion of our Scope 3 emissions, especially in the construction of new homes. Since 2021, we’ve been conducting whole life carbon assessments for new developments in London, in line with the Greater London Authority’s (GLA) London Plan Policy SI2. At the design stage, these assessments establish a baseline

model of embodied carbon, benchmarked against GLA targets and used to identify reduction opportunities. Through our annual sustainability audits, we’re working with our main construction contractors to collect real-time data from a sample of typical developments. This allows us to compare actual performance against design-stage estimates and extrapolate embodied carbon figures across different development archetypes, enabling us to calculate upfront embodied carbon.

<sup>11</sup> Revised figures based on actual billed energy usage 2023/24

<sup>12</sup> Where Southern Housing buys the gas; primarily heat networks and some communal heating

<sup>13</sup> This includes mileage claims for colleagues relocated from Horsham to Croydon or Kent offices

<sup>14</sup> Where Southern Housing buys the electricity; primarily communal electricity for lighting, lifts etc., though there is some electric heating

<sup>15</sup> Assumes Electric Fleet vehicles are not charged at offices

<sup>16</sup> Carbon emissions are estimated based on the calculated SAP score, using Portfolio software, adjusted using 2024 carbon conversion factors  
NB: only includes rented homes owned by Southern Housing, excluding those already included Scope 1 or 2. If gas heating reported under Scope 1, then 70% of emissions are excluded, as emissions from domestic electricity will come under Scope 3. If electric heating reported under Scope 2, then 100% of emissions are excluded

<sup>17</sup> Sites where energy is purchased by the NHS Trust or residents

<sup>18</sup> Scope 1 & 2, plus business mileage and T&D losses based on primary data

	2022/23 CO <sub>2</sub> e Tonnes	2023/24 <sup>11</sup> CO <sub>2</sub> e Tonnes	2024/25 CO <sub>2</sub> e Tonnes
<b>↑ SCOPE 1 COMBUSTION OF FUELS</b>	<b>13,114</b>	<b>12,453</b>	<b>13,173</b>
<b>↑ Gas heating in homes<sup>12</sup></b>	<b>11,874</b>	<b>11,266</b>	<b>11,702</b>
<b>↑ Housing for older people</b>	7,186	6,816	6,927
<b>↓ Student &amp; Keyworker</b>	1,343	1,363	1,245
<b>↓ General Needs</b>	2,421	2,034	1,987
<b>↑ Homeowners</b>	374	452	558
<b>↑ Supported Housing</b>	503	470	521
<b>↑ Other properties e.g. community centres</b>	48	131	464
<b>↑ Gas heating in offices</b>	172	116	138
<b>↑ Combustion of fuel for company vehicles<sup>13</sup></b>	1,069	1,071	1,333
<b>↓ SCOPE 2 EMISSIONS FROM ELECTRICITY</b>	<b>6,035</b>	<b>6,134</b>	<b>5,596</b>
<b>↑ Purchased electricity for our offices</b>	496	390	373
<b>↓ Purchased electricity for our homes<sup>14</sup></b>	<b>5,539</b>	<b>5,743</b>	<b>5,222</b>
<b>↓ Housing for older people</b>	1,773	1,931	1,717
<b>↓ Student &amp; Keyworker</b>	883	928	801
<b>↓ General Needs</b>	2,045	1,991	1,904
<b>↓ Homeowners</b>	521	520	458
<b>↓ Supported Housing</b>	216	227	183
<b>↓ Other homes e.g. temporary housing, garages</b>	102	156	153
<b>→ Purchased electricity for charging EV Fleet<sup>15</sup></b>	-	2	2
<b>↓ SCOPE 3 ALL OTHER INDIRECT EMISSIONS</b>	<b>123,954</b>	<b>119,263</b>	<b>117,764</b>
<b>↓ Fuel for personal vehicles used for business</b>	147	497	441
<b>↓ Transmission and distribution losses</b>	551	531	495
<b>↓ Estimated carbon emissions of social homes<sup>16</sup></b>	<b>123,256</b>	<b>118,235</b>	<b>116,829</b>
<b>↓ Housing for older people</b>	3,861	4,285	4,315
<b>↓ Keyworker<sup>17</sup></b>	254	381	378
<b>↓ General needs</b>	116,852	111,178	110,102
<b>↓ Supported housing</b>	1,569	1,807	1,508
<b>↓ Other homes e.g. temporary housing</b>	720	584	525
<b>↓ Total emissions (including Scope 3 homes)</b>	<b>143,104</b>	<b>137,850</b>	<b>136,533</b>
<b>↓ CO<sub>2</sub> emissions per home managed</b>	<b>2.35</b>	<b>2.27</b>	<b>2.24</b>
<b>↓ Total emissions (mandatory emissions<sup>18</sup>)</b>	<b>19,296</b>	<b>19,615</b>	<b>19,704</b>
<b>↑ Number of homes managed</b>	<b>61,003</b>	<b>60,757</b>	<b>61,032</b>
<b>→ CO<sub>2</sub> emissions per home managed (mandatory emissions)</b>	<b>0.32</b>	<b>0.32</b>	<b>0.32</b>

Overall, our total carbon emissions, including Scope 3, have reduced by over 1,300 tonnes CO<sub>2</sub>e; primarily due to lower estimated emissions from our homes under Scope 3, and lower electricity use in our homes under Scope 2.

This year we consolidated our billed energy use under one energy broker, so all metering and billing data is in one place. Going forward, this will enable better information and insights in relation to energy data.

Scope 1 and 2 emissions have increased by 181 tonnes CO<sub>2</sub>e due to increased direct emissions (Scope 1). The majority of direct emissions is from heating our heat networks (over 6,000 homes) and student and keyworker schemes (over 600 homes). Compared to last year, Scope 1 emissions have increased by over 700 tonnes CO<sub>2</sub>e. This is due to increased gas use in our homes and offices, and an expansion of our maintenance fleet, where more services have



### Positive outcomes for residents and carbon emissions

In March 2024 we completed a major heat network retrofit in Brighton, aiming to reduce energy costs and carbon by 70%.



### External Assurance

Our reported carbon emissions data has undergone a third party verification check by SHIFT, an independent sustainability assessment and accreditation body for the housing sector. This process ensures that our carbon reporting is robust, accurate, and fully compliant with Streamlined Energy and Carbon Reporting (SECR) guidelines.

been brought in house, although this would have been offset by equal reduction from fleet emissions from our previous suppliers. We've also seen an increase in gas use across housing for older people, supported housing, shared ownership and commercial properties, reflecting the colder winter weather 2024/25, compared to 2023/24. However, consumption has fallen in our rented homes—including general needs, and student and keyworker schemes, potentially due to residents restricting energy use due to increases in energy costs as well as our retrofit programme. As part of our Heat Network Decarbonisation Roadmap, we're prioritising improvements in the efficiency of gas heat networks.

Most of our Scope 2 emissions (80%) is communal electricity. Compared to last year, Scope 2 emissions have reduced by 538 tonnes CO<sub>2</sub>e, due to lower electricity use. As part of our Heat Network Decarbonisation Plan, we've updated our cyclical replacement specification so we can incorporate lighting upgrades with LEDs on timers at the same time.

Scope 3 emissions have reduced, despite an additional 500 new homes added onto our portfolio. With a higher proportion of new homes having electrical heating, estimated operational carbon from new homes has reduced. Plus, energy efficient works, via our retrofit and capital investment programmes, have reduced operational carbon emissions of our existing homes.



## C6 How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks? How is the housing provider mitigating these risks?

### Flood risk

In 2025, the Environment Agency published a new National Flood Risk Assessment (NaFRA), providing a single picture of current and future flood risk from rivers, the sea and surface water for England.

Using this data we've assessed our risk of flooding. Initial findings are:

- ◆ Homes at risk from rivers and the sea fell from 7% to 4% compared to 2023–24
- ◆ High-risk river flood areas rose from 182 to 587 homes, while medium-risk areas fell from 1,252 to 668
- ◆ Climate change projections show river and sea flood risk rising from 3,545 to 3,791 homes (6% increase) between 2036 and 2069
- ◆ High-risk river and sea flood exposure could rise 59%, from 587 to 1,438 homes by 2069
- ◆ Surface water flood risk remains stable at 6,852 homes in medium or high-risk areas
- ◆ Homes at high risk from surface water rose 39%, from 2,791 to 3,868
- ◆ Climate change could raise total surface water risk to 10,000 homes and high-risk cases to 6,484 by 2060.

**Note:** The rise in homes at risk from surface water largely reflects improved data and modelling, not an actual increase in risk.

In line with our Environmental Sustainability Strategy<sup>1</sup>, we aim to build all new homes in low flood risk areas. We carry out risk assessments at the planning stage to assess flood risk and identify any mitigating measures required. In response to an increase in extreme weather and flood risk, development contractors are adapting their approach during construction phase. For each scheme, a Surface Water Management Plan is created, including principles such as:

- ✓ Installing roads, drainage systems and SUDs early to manage surface water and provide water storage capacity
- ✓ Minimise stripping of sites to slow runoff and aid infiltration. Hydroseeding exposed areas, if necessary
- ✓ Utilise temporary control measures to slow the flow of water across site e.g. cut-off trenches and silt fencing.

### Risk of overheating

To reduce the risk of overheating, all our new homes comply with Approved Document O of the Building Regulations. We validate these to ensure the assumptions align with the fabric parameters and new build designs consider adaptation measures such as shutters, insulation and biodiversity.

Using SHIFT's methodology, we identified 9.9% of our homes are at high risk. We've put in extra monitoring where overheating risk is higher, such as homes connected to heat networks, homes that have recently undergone retrofit works, or where residents report excessive heat. Further assessments are planned for flats within our heat network portfolio to better understand and implement appropriate mitigation measures.

In 2024, we commissioned our first TM59<sup>19</sup> overheating assessment on a high-rise glass façade building. Findings are being reviewed and acted on with a view to increasing the capacity for future assessments.

While our offices are situated in some of the UK's highest-risk areas for overheating, a mix of active and passive design strategies keep the overall organisational risk low.

We now ask our major suppliers about the climate and resilience as part of our annual Sustainability Audits, using their responses to demonstrate how they're mitigating risks on our behalf. This process not only informs our own learning but also feeds into our sustainability criteria for tenders, including recent evaluations of capital investment bids.

<sup>19</sup> CIBSE TM59 is a methodology for assessing the risk of overheating in homes. It uses dynamic thermal modelling to simulate how a home's internal temperatures will respond to different weather conditions, considering factors like solar gain, building orientation, and internal heat sources.



# Ecology

## C7 Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?

As a landowner, we have the power to influence land use and management, positioning us to enhance biodiversity. Balancing nature, green spaces, and the wellbeing of our residents and colleagues is crucial. Urban development has surged, reducing natural spaces, while climate change continues to harm remaining habitats.

In 2024, we published our Biodiversity Pathway<sup>20</sup>, co-created with our residents, external stakeholders, and colleagues to capture our priorities into an action plan:

- ✓ Create and enhance habitats for 30 key flora and fauna
- ✓ Restore and reconnect degraded and fragmented ecosystems
- ✓ Conserve biodiversity through bespoke management plans
- ✓ Deploy nature-based solutions to support climate change mitigation and adaptation
- ✓ Increase access to and benefits from nature for health and wellbeing
- ✓ Increase awareness and engagement with our residents, colleagues and supply chain.

Currently 12% of the land we own is classified as “natural” by Ordnance Survey. We’ve mapped 16,500 trees, collecting information on tree species, age, structure and condition. Biodiversity on land we own has already exceeded the 2043 target of 10.52 tonnes of biomass per hectare, currently measuring 12.36 tonnes of biomass per hectare, as verified independently by SHIFT.

Our regional biodiversity plans aim to improve 30 sites per year. In the first year, we exceeded this by enhancing 60 sites, supported by social value agreements and external funding. We’re now developing species recovery plans to guide our work on-the-ground.

On the ground, we are:

- ✓ Completing biodiversity surveys to help us complete our natural asset audit by the end of 2025
- ✓ Enhancing habitats e.g. reduced mowing as part of the No Mow May initiative
- ✓ Enriching dead hedges, compost areas and increasing ‘wild’ areas
- ✓ Identifying sites for stepping stones for local wildlife and to cultivate climate-resistant shrubs.



<sup>20</sup>[Biodiversity Pathway \(Southern Housing.org.uk\)](https://www.southernhousing.org.uk/biodiversity-pathway)

## CASE STUDIES

## Sussex swifts and house martins

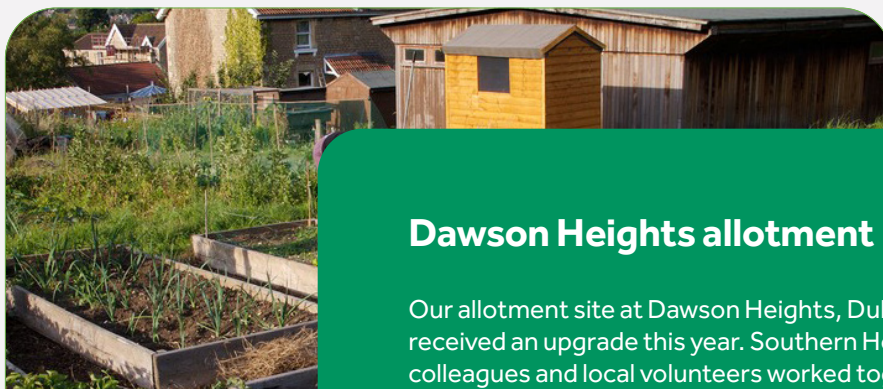
As part of our capital investment programme, colleagues and our construction partner, Colours, came together to install 25 swift nest bricks at the St Martins Independent Living Scheme in Battle, while roofing works were taking place. Following the positive feedback from residents, a further 30 bricks were installed at Alexandra Mansions, Hastings, along with 36 house martin cups to support the local colonies.

This effort seeks to combat the declining populations in the area, and demonstrates what can be achieved when residents, conservation groups, and contractors unite for a common cause.



### External Assurance

Our progress on biodiversity has been independently verified by SHIFT.



## Dawson Heights allotment

Our allotment site at Dawson Heights, Dulwich, received an upgrade this year. Southern Housing colleagues and local volunteers worked together to install 12 planters and a composting area. Looking ahead, the site will continue to receive upgrades, including a water storage container, an edible garden, and harvesting days throughout the summer.

This site is a true testament to our commitment to sustainability, and the crucial role which our residents and volunteers play in making our visions come to life.





## C8 Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?

Our Environmental Sustainability Strategy<sup>1</sup> details our approach to identifying, managing, and reducing pollutants.

To reduce our environmental impact from the products we use across our offices and operations, we're creating a chemical reduction plan, including:

- ✓ Conducting an internal chemical audit to set a baseline and identify key areas for improvement
- ✓ Working with our main office cleaning contractor (Atlas) to install chemical-free systems in three of our main offices. We're also piloting new refillable products made from natural ingredients with our in-house cleaning teams
- ✓ Reducing the use of chemical weed control (herbicides) through bespoke learning programmes to upskill our in-house teams
- ✓ Working with our supply chain to maximise/ prioritise the use of environmentally friendly materials and minimise the use of hazardous materials (including plastics and chemicals). We monitor our suppliers and gather good practice via an annual sustainability audit.

### Plastic Reduction Plan

This year, we initiated a review of plastic use across our offices, beginning with a comprehensive audit to identify reduction opportunities. Based on our findings, we've developed recommendations to drive progress:

- Requiring our maintenance suppliers to transition to sustainable materials by 2026
- Working with our main office supplier, Lyreco, to identify plastic reduction measures
- Prioritising responsibly sourced materials on our core procurement list - where cost effective - to reduce reliance on single-use plastics and consumables.



#### CASE STUDY

### New development benefitting from Clean Air

**This year, we introduced an innovative 'Clean Air' spray at our Holmhurst Gardens development in St Leonards, in collaboration with Four Agency Worldwide and Thakeham. The spray has been applied to all on-site branding and signage, harnessing the power of sunlight to break down harmful greenhouse gases.**

Its use is projected to deliver a daily reduction of 72,150 mg of nitrogen oxides and eliminate emissions equivalent to 13,181 car journeys annually. Proven to reduce air pollution by up to 40% for a guaranteed 12-month period, this initiative marks a significant step forward in our commitment to cleaner, healthier communities. It also sets a new benchmark for sustainable innovation in construction.

four

THAKEHAM  
HOMES





# Resource Management

## C9 Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?

Our Environmental Sustainability Strategy<sup>1</sup> outlines our plans to increase the use of responsibly sourced materials, by:

- ✓ Carrying out annual sustainability audits with key supply chain partners
- ✓ Requiring our maintenance suppliers to use responsibly sourced materials by 2026
- ✓ Leading by example – 51% of office products we used were responsibly sourced in 2024/25, up from 41% in 2023/24.

Our Sustainable Procurement Principles<sup>10</sup> require our suppliers to minimise the use of scarce materials, use resources efficiently, and prioritise responsibly sourced and renewable materials.

Our 2024/25 sustainability audits showed 68% of materials (by cost) used by our largest contractors were responsibly sourced, including FSC timber, windows made from recycled materials and plants that are traceable by purchasing plant passports for every specimen.

More suppliers are now able to provide information on embodied carbon, though most data remains spend based. We're planning to work with Travis Perkins and our main maintenance contractor to refine embodied carbon reporting and enable us to make informed decisions to reduce our carbon emissions.

## C10 Does the housing provider have a strategy for waste management incorporating building materials?

Our Sustainable Procurement Principles<sup>10</sup> ensure we design contractual measures and targets to "prevent and reduce waste including reuse, recondition and remanufacturing of products".

When building new homes, as part of our employer requirements, we require contractors to comply with Site Waste Management Plan Regulation 2008. They must ensure a site waste management plan details who will be removing the waste from site, with a written description of the waste and where it is taken to. Contractors must review this plan at least every six months. Within three months of the work being completed, the contractor provides a comparison of estimated and actual quantities of each type of waste and an explanation of any deviation from the plan.

In London, we comply with the London Plan

Policy SI 7, reducing waste and supporting the circular economy. This encourages waste minimisation and waste prevention and ensures there is zero biodegradable or recyclable waste to landfill by 2026.

We also review waste management as part of the sustainability audits with maintenance and construction contractors. By engaging with conscious construction partners, we aim to divert as much waste as possible from the landfill during the building process.

Our in-house maintenance team, Resolve, confirmed 97% of waste was diverted from landfill. As part of the integration work following merger, Resolve is exploring better ways to manage maintenance waste, to not only optimise our operations but also potentially reduce costs. Our external maintenance contractors confirmed 94% of waste was diverted from landfill.

## CASE STUDY

## Holding our suppliers accountable

**Travis Perkins is the main supplier of maintenance materials for our in-house maintenance team (Resolve) and our largest maintenance contractor (Axis). They've developed a supplier assessment programme to assess whether products are responsibly sourced.**

This requires their UK suppliers to go through a due diligence process, including:

1. Contractual commitment to their ethical requirements
2. An online risk assessment questionnaire
3. Site audit of the factory. Where sites already hold an internationally recognised report for ethical assessment, these are accepted and reviewed by Travis Perkins.

 Travis Perkins





## C11 Does the housing provider have a strategy for water management?

Our Environment Sustainability Strategy outlines our plans to reduce water usage. In 2024/25, we made great progress in increasing water efficiency across our homes and offices.

To improve water efficiency in our existing homes, we upgraded over 3,000 kitchens and bathrooms in 2024/25. We estimate residents in our existing homes use 144 litres per person per day<sup>21</sup>.

When building new homes, as part of our employer requirements, we require new builds to have average water usage of no more than 125 litres per person per day, or 110 litres per person per day in line with the optional higher target in the London Plan (Approved Document G).

We continue to provide information on water efficiency on our website<sup>22</sup> and social media pages for residents. With bills increasing

significantly this year, we're advising residents to consider if a water meter could save them money. We're also engaging with regional water suppliers to promote water efficiency devices and further engagement with residents.

In the last year, we've assessed our water usage and procurement arrangements, identifying high-usage sites and beginning a water meter installation programme.

In 2023/24 estimated office water usage was 36.92 cubic meters per employee. Targeted office audits have since improved our data collection, allowing us to report a more accurate usage of 16.25 cubic meters per employee per year. We're aiming to reduce this to 15.65 cubic meters per employee per year by 2026, by closely monitoring usage and promoting water efficiency across our website and social media pages.

<sup>21</sup> Calculated by SHIFT based on the age and specification of bathrooms and kitchens

<sup>22</sup> [Water saving advice \(Southern Housing.org.uk\)](#)



02

ENVIRONMENTAL

03

SOCIAL

04

GOVERNANCE

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Affordability and Security

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Building Safety and Quality

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Resident Voice

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Resident Support

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Placemaking



## Affordability and Security

**C12** For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:  
1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority  
2) Rent compared to the relevant Local Housing Allowance (LHA)

41%

Average rent compared to market rent levels (2023/24: 41%)

£567m

Approximate market rent discount per annum, equivalent to £10k per home per year

54%

Average rent compared to LHA levels (2023/24: 56%)

**C13** Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to all tenures.

	31/03/2024	31/03/2025
<b>SOCIAL HOUSING HOMES</b>		
General needs rent	45,813	45,972
General needs affordable rent	6,043	6,530
Supported housing rent	1,447	1,744
Supported housing affordable rent	27	27
Housing for Older People rent	5,827	5,429
Housing for Older People affordable rent	100	100
Key workers	1,204	1,207
Low cost home ownership	9,330	9,736
Temporary & intermediate rent	1,809	1,796
Care homes	124	88
<b>Total social housing homes owned and or managed</b>	<b>71,724</b>	<b>72,629</b>
Total social housing homes owned but not managed	645	598
Total social housing homes managed but not owned	1,557	1,984
<b>NON SOCIAL HOUSING</b>		
Market rent	308	321
Student accommodation	1,654	1,299
<b>Total non social housing homes owned and or managed</b>	<b>1,962</b>	<b>1,620</b>
<b>Total owned and managed</b>	<b>73,686</b>	<b>74,249</b>



C14 Share, and number, of new homes (owned and/or managed) that were completed in the last financial year

	2023/24	2024/25
TENURE TYPES		
Affordable and social rent	394	385
Shared ownership	354	408
Market rent	0	0
Open market sale	28	14
Total	776	807



CASE STUDIES

## Ockford Park, Surrey

The St George Family (pictured) bought their home in the summer of 2023 at our Godalming development in Surrey.

Buying through shared ownership, they were able to secure their perfect family home that offered the space they needed and the childhood they wanted for their two young children.



“

Buying on the open market was an option, but we couldn't find the right mix of size, space, and location within our budget. We'd have had to look further afield, or buy a 'doer-upper', which isn't us at all! Buying through shared ownership meant we could live in the house we wanted, in the location we wanted.

”



## Grand Avenue, Hove

Grand Avenue proved itself to be an outstanding development and an exceptional place to live, winning two awards in 2023. The seafront development, which offers 72 shared ownership apartments, was awarded Best Show Home at the First Time Buyer Reader's Awards and Best Shared Ownership development at the Evening Standard New Homes Awards.

## C15 How is the housing provider trying to reduce the effect of high energy costs on its residents?

The cost-of-living crisis and rising energy prices have affected all our residents, prompting us to prioritise financial support and tenancy sustainment at the heart of our services. Since April 2024, we've:

- ✓ Provided money guidance support to 4,951 people
- ✓ Secured £6.19 million in additional income, benefits, and funds for our residents
- ✓ Restructured our energy purchase contracts to drive down the amounts we service charge.

Through targeted outreach campaigns, we've proactively engaged with households at greater financial risk, addressing potential challenges early before they escalate into more complex issues. This year, we have shared energy-saving advice on our website and social media platforms to help residents reduce fuel costs.

To provide targeted support for residents facing high energy costs, we've:

- ✓ Issued fuel vouchers to over 1,177 households, averaging £152 per voucher
- ✓ Supported 3,321 residents with money & household budget guidance, including the management and reduction of household energy and utility costs
- ✓ Delivered personalised home energy advice to 445 isolated older residents through Fresh Visions In Touch Project
- ✓ Helped 336 residents get online with digital devices and Wi-Fi access – including the recycling of 200 former Southern Housing devices for resident use.

We've undertaken a review of our energy purchasing and billing arrangements for all sites with communal heating and hot water. Following this review, we've set up a bespoke framework for energy procurement which has enabled us to consolidate all contracts for communal gas and electricity purchases. Through this we've reduced the cost of energy by around 25% for 2024/25 and estimate a reduction of 15% in 2025/26.





## C16 How does the housing provider provide security of tenure for residents?

Providing safe, sustainable homes in good repair is one of our Strategic Plan<sup>23</sup> objectives and secure, long-term tenancies are central to this. We're committed to building strong, sustainable communities, and believe lifetime tenancies are key to achieving this. That's why all general needs housing and homes for older people are let on an assured

tenancy basis wherever possible. Only a small proportion of residents in these homes remain on fixed-term tenancies of less than three years, and we are actively converting these to assured tenancies. This reflects our long-standing commitment to housing security and community stability.



<sup>23</sup> [Strategic Plan \(Southern Housing.org.uk\)](#)

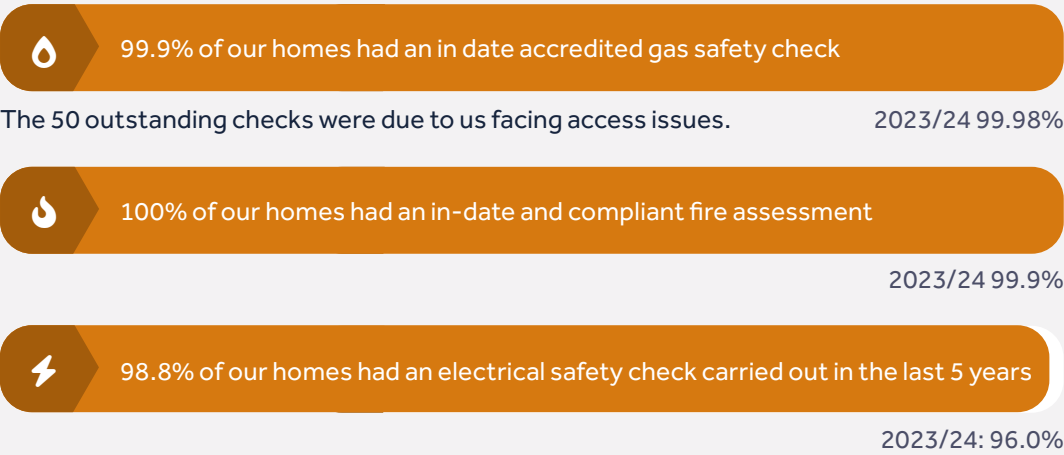




# Building Safety and Quality

**C17** Describe the condition of the housing provider’s portfolio, with reference to:  
% Gas safety checks have been carried out to homes  
% Fire risk assessments have been carried out to homes  
% Electrical safety checks have been carried out to homes

As of 31 March 2025:



**C18** What % of homes meet the national housing quality standard?

As of 31 March 2025, 99.6% (2023/24: 99.7%) of homes met the Decent Homes Standard. The total number of homes that don't meet the Decent Homes Standard is 250. We aim for all our homes to meet DHS, but at any point in time we'll have a small number of homes that fail decency due to disrepair claims raised by residents, or Housing Health and Safety Rating System failures identified through home condition surveys. We've processes in place to monitor and resolve non-compliant cases.

## C19 How do you manage and mitigate the risk of damp and mould for your residents?

We understand the significant impact these issues can have on residents' health and well-being, and we are dedicated to working collaboratively with residents to find effective solutions.

We have adopted a proactive, multi-faceted approach, guided by the Housing Ombudsman's recommendations and informed by resident feedback:

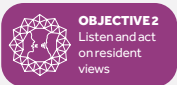
- ✓ **Proactive identification**  
We actively survey 20% of our homes annually to identify and address potential issues before they escalate
- ✓ **Resident communication**  
We provide clear information on damp and mould prevention and encourage reporting through various channels
- ✓ **Data-driven solutions**  
We are utilising data loggers in homes to monitor conditions and prevent damp and mould before they occur
- ✓ **Collaborative resolution**  
We work closely with residents throughout the remediation process, ensuring their concerns are heard and addressed
- ✓ **Continuous improvement**  
We actively learn from complaints and feedback to enhance our service and prevention strategies.

We undertook a comprehensive service review, carried out by our Resident Scrutiny Panel, to further improve our damp and mould response. As a result, we implemented several enhancements, including:

- Additional training for frontline colleagues
- Increased use of monitoring technology
- Expansion of our surveying team
- Dedicated disrepair team
- Improved reporting mechanisms
- Upgraded equipment for surveyors.

We believe that through open communication, proactive measures, and a commitment to continuous improvement, we can effectively tackle damp and mould and provide safe, healthy homes for all our residents.





# Resident Voice

## C20 What are the results of the housing provider’s most recent tenant satisfaction survey? How has the housing provider acted on these results?

We’re pleased to say that 80% of residents feel we treat them fairly and with respect. We know this is really important to residents, so we’re pleased to score highly in this area.

We’re also pleased that 76% of our residents agree we keep them well informed and 78% reported they feel safe in their homes. This is great news as we know that feeling informed and safe helps residents enjoy their homes and have peace of mind. We’ll maintain our focus on these areas as we continue to improve the customer experience for all our residents.

Our repairs service scored 65% and the time taken to complete repairs scored 62%. Resident dissatisfaction with the repairs

service comes from time taken to carry out the repairs and the quality of the repair. Residents who were unhappy with the service commented that it can take months to complete repairs. Appointments were also raised as an issue, as operatives may not turn up or attend outside the scheduled time. We’re already making improvements and have retendered our London repairs service contract, which has been the root cause of much dissatisfaction. We expect these changes to result in improvements during in the next year.

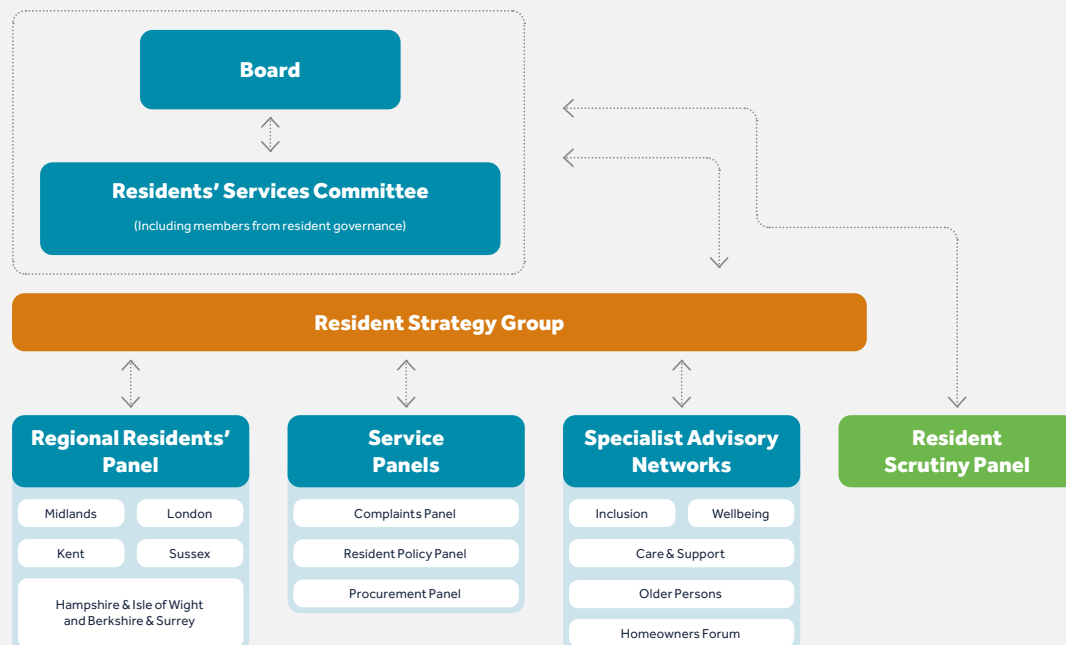
More information on TSMs, our performance results, and results for homeowners can be found on a dedicated section of our website<sup>24</sup>.

Results for rented homes	2023/24	2024/25
Overall Satisfaction	67%	63%
Repairs Service	68%	65%
Repairs time taken	63%	62%
Listens and acts	63%	59%
Keep residents informed	78%	76%
Fair & Respect	81%	80%
Safe home	78%	78%
Well maintained home	73%	72%
Communal areas	69%	67%
ASB handling	68%	63%
Complaints handling	34%	33%
Contribution to neighbourhood	80%	73%

<sup>24</sup> [Tenant Satisfaction Measures – Homeowners \(Southern Housing.org.uk\)](#)

## C21 What arrangements are in place to enable residents to hold management to account for the provision of services?

We have an extensive resident governance structure that helps to support involved residents with holding management to account for the provision of services.



Our resident governance structure enables residents to be involved from the highest levels of governance for scrutinising services and holding senior management to account. For example, four out of 14 places on the board are reserved for residents. Management are accountable to our Resident Strategy Group for the following:

- ✓ Levels of resident satisfaction
- ✓ Complaints handling
- ✓ The repairs service
- ✓ Opportunities for resident scrutiny and involvement
- ✓ Compliance with regulatory requirements for resident involvement and empowerment
- ✓ The diversity of members in the whole resident governance structure
- ✓ Resident-facing policies
- ✓ Scrutinise delivery of Southern Housing's Strategic Plan<sup>23</sup>.

The Resident Strategy Group and Resident Scrutiny Panel meet with the Executive Team annually to build a shared understanding of challenges, opportunities, priorities and where best to focus their attention.



## CASE STUDY

## Resident Board membership – embedding resident voice

**At Southern Housing, four of our Board's fourteen seats are held by residents, reflecting our commitment to 'Don't make decisions about me, without me.' This structure ensures residents have a direct role in shaping our organisation's strategy and holding leadership to account.**

When a resident Board vacancy arose in 2024, we launched a wide-reaching recruitment campaign, including targeted letters, emails to over 38,000 residents, and social media outreach. The response was exceptional: 224 residents applied, representing a diverse range of backgrounds and experiences.

Applicants were assessed on their skills and potential contribution as Board members, not just their status as residents. Following a rigorous selection process, five residents were interviewed, and Billy Brown (pictured), a resident for 12 years and active in resident involvement since 2020, was appointed to the Board.

This process not only secured an outstanding new Board member but demonstrated the depth of talent and engagement among our residents. Our resident Board members play a vital role in ensuring that resident perspectives are embedded in governance and decision-making at every level, strengthening our accountability and transparency.

By reserving Board places for residents and running an inclusive recruitment process, we are making decisions with residents, not just for them.



## C22 In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?

In 2024/25, 208 complaints were upheld by the Ombudsman (in 2023/24 it was 196).

A significant proportion of these complaints relate to repairs. In response, we've taken clear steps to improve both our complaint handling and the underlying service issues. This includes expanding our Complaints Team to manage increased volumes and strengthening our repairs and maintenance functions.

To increase accountability and improve service quality, we've brought more maintenance work in-house. Expanding our internal Repairs Teams gives us greater direct control, enabling us to better track performance, respond more effectively to resident needs, and reduce the root causes of dissatisfaction.



# Resident Support

## C23 What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?

As a housing association we're about so much more than just bricks and mortar. In just 12 months, we've worked hard to make a tangible difference for our residents.



### Digital inclusion

- ✓ 336 residents received digital support and access to affordable devices
- ✓ We recycled 200 laptops and secured contractor sponsorships for residents unable to afford their own
- ✓ We helped 221 households access affordable internet connections.



### Targeted financial support

- ✓ 4,951 residents sought urgent financial help - an average of 95 each week
- ✓ 3,321 residents received cost of living money guidance
- ✓ We secured £6.18 million in added income, benefits, grants and savings for our residents
- ✓ £628k in hardship funding was provided for 1,483 residents in crisis
- ✓ We issued 1,177 emergency fuel and food vouchers
- ✓ 401 residents accessed job and training opportunities, many via our supply chain partners.



### Stronger communities through partnerships

- ✓ 3,694 residents involved in local neighbourhood improvement projects
- ✓ 1,057 residents accessed affordable food initiatives including local food pantries
- ✓ 141 community volunteers supported this work
- ✓ Thousands of residents and hundreds of partner organisations used our 38 community venues.

## CASE STUDY

## Reminiscence group gives Grace connection to new community

**New to the area, 76-year-old Grace was looking to establish herself in her new community and make new friends, when she found the Reminiscence Group at Battle Library, run in partnership by InTouch and Fresh Visions.**

Being blind and having a sight dog meant that Grace, who lives alone, had previously struggled to find suitable groups to join, so she was over the moon to find a group she could feel a part of.

Every week, there's a different activity for members to get involved with, whether that's sharing photographs and memorabilia with the group, listening to a guest speaker, participating in a quiz, or heading out on a trip.

Grace has been attending for just over a year now, and she shared the impact the group has had on her.

"It's not easy to move to a new place when you're older and on your own, and it's certainly not fun to try and do it when you're blind. It's a lot harder to settle into a new town.

Without exception, everyone in the group has made me feel very welcome. This is my first step to becoming part of a different, more inclusive community.

“

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"The sessions are interesting, I especially enjoyed when the fire service came and explained things to me. And I know Wilma, my sight dog, loves coming in too, in fact she drags me to the path of the library!

"It's given me a lot of confidence and somewhere to go. I now have friends, and feel a bit more part of this community, I'm grateful for that."

Over time, the group has become one of the most established and popular community groups at the library. Members have grown in confidence and now have the self-belief to lead quizzes and provide talks.



# Placemaking

**C24** Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.

We've a special responsibility for placemaking where we own significant concentrations of homes. This is true both of existing assets and new sites under construction. We take pride in making sure our communities are designed to promote people's health, happiness and wellbeing.



## CASE STUDY

### Improving Farley Bank, Hastings

Our team has been meeting with residents in Farley Bank, Hastings to listen to concerns and improve the community. We've also been working with the local council and police.

Residents told us about some of the challenges they were facing, including:

- ⬢ Speeding mopeds
- ⬢ Broken steps
- ⬢ Illegal dumping
- ⬢ Neglected areas.

Working together, we're happy to report some positive changes:

- ✓ The local play area has been cleaned
- ✓ The steps have been fixed
- ✓ Alleyways have been cleared of rubbish
- ✓ We're also looking into expanding the garden to prevent future issues
- ✓ Local artists and young people created a new mural to brighten the area.



## CASE STUDIES

## Making improvements at Hindle House

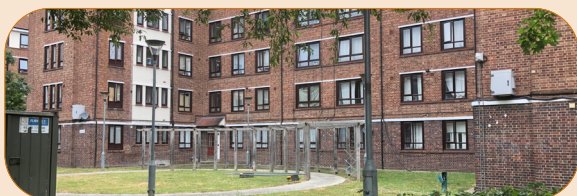
**Hindle House is a mixed tenure estate in Hackney, made up of social housing residents and leaseholders. Our Resident Involvement Team have been working with residents to build relationships, improve services and the neighbourhood. Damp and mould, repairs and anti-social behaviour were the main issues residents reported to us at our first engagement session back in June 2023.**

Over the last year we've:

- ✓ Held five engagement sessions  
Established a residents' association
- ✓ Met face to face with 68 residents
- ✓ Engaged online with 176 visitors
- ✓ Consulted with residents via the 'Local Gym Consultation' and 'Community Projects Consultation'.

As a result of working with residents at Hindle House, we've completed a number of actions including:

- ✓ **Fixing the roofs**  
The work included replacing damaged tiles and lead, gutter cleaning and repairs, installing new brackets and repairing disconnected drainpipes
- ✓ **Stopped water coming into communal areas**  
We've installed new door seals and thresholds in the front and rear of the building to help prevent damp
- ✓ **Addressed low water pressure issues**  
We identified the issue that was causing some residents to experience poor water pressure.
- ✓ **Delivered bike boxes to the estate.**



## Cleaning up The Blatchens: skip day

Worthing residents were feeling overlooked, so we decided to act. Our partner Axis brought in two free skips, and 35 neighbours helped clear out junk and tidy up the area.

We went door-to-door to hear what people had to say and everyone was keen on more community activities. One resident suggested a garden with raised beds and a green-thumbed resident offered to lead the project, with 15 others eager to lend a hand.

This sparked a community day over Easter and despite the gloomy weather, 25 determined people showed up. It's great when a community comes together!

A man with glasses and a blue shirt is speaking at a conference table. He is gesturing with his right hand. The background is a blurred office setting. The image has a purple overlay.

03

SOCIAL

04

GOVERNANCE

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Structure and Governance

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Board & Trustees

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Colleague Wellbeing

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Supply Chain

16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONSSOCIAL PURPOSE  
FAIR AND ETHICALOBJECTIVE 2  
Listen and act  
on resident  
viewsOBJECTIVE 7  
Deliver  
efficiency

## Structure and Governance

### C25 Is the housing provider registered with the national regulator of social housing?

Yes

### C26 What is the housing provider's most recent regulatory grading/status?

In August 2024 we received a regulatory rating of G1 V2 C2 by the Regulator of Social Housing following a regulatory inspection. Our interim judgement had been G2 after we merged in December 2022. The new rating shows the significant progress that was made since merger.

We retained our V2 rating, which is in line with other large housing associations.

We achieved a C2 rating from the Regulator of Social Housing, reflecting our current compliance and governance standards as a newly merged organisation. We've developed a board-approved action plan aimed at reaching a C1 rating and are actively implementing improvements to achieve this higher standard.

### C27 Which Code of Governance does the housing provider follow, if any?

National Housing Federation's Code of Governance 2020<sup>25</sup>.

### C28 Is the housing provider Not-For-Profit?

Yes



<sup>25</sup> [National Housing Federation | Code of Governance \(housing.org.uk\)](https://www.nationalhousingfederation.org.uk/code-of-governance)

## C29 Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?

ESG risks are fully embedded in our strategic risk register and monitored at board level. Our risk management approach is aligned with our strategic objectives - specifically our commitment to delivering safe, sustainable homes.

A key ESG-related risk is identified as: "Failure to plan and deliver environmental sustainability targets, including the roadmap to net zero carbon." This is actively monitored through defined Key Performance Indicators (KPIs).

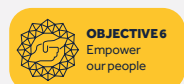
The board receives regular updates on all strategic risks, including ESG, and sets risk appetite to ensure alignment with our objectives and social purpose. Our operational sustainability risk register feeds directly into the strategic register, supporting joined-up oversight and decision-making.

## C30 Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?

No, we have not been subject to any adverse regulatory findings that have resulted in enforcement or other equivalent action.







## Board and Trustees

**C31** Does the housing provider consider resident voice at the board and senior management level? How does the housing provider ensure it gets input from a diverse range of people, into the governance processes? Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

We actively seek the views of residents and ensure they're given opportunities to influence and be heard at board and senior management level. This includes opportunities to shape our strategies, policies, how we operate and how we're governed.

We reserve four board places for residents, and when a vacancy arose in 2024, we launched an inclusive and far-reaching recruitment campaign, resulting in 224 applications from residents across diverse backgrounds. Billy Brown, a resident of 12 years and actively involved since 2020, was appointed following a rigorous selection process focused on skills and governance contribution. Our resident board members play a critical role in ensuring lived experience informs strategic decisions and holds the organisation to account.

We also ensure resident perspectives shape our wider governance through our Resident Strategy Group, which reviews proposed KPIs before board approval. In recognition of our commitment to meaningful engagement, we were awarded the TPAS Scrutiny Assured Quality Mark with an exceptional 94% score - making us the first housing association to receive the award. TPAS highlighted our inclusive approach and praised the effectiveness of our Resident Scrutiny Panel in ensuring all voices are heard.

Our Resident Strategy Group has influenced and shaped the following strategies in the last year:

- Compliance with the Tenant Involvement and Empowerment Standard for 2023/24, (June 2024)
- Resident governance framework and the resident involvement strategy statement (September 2024)
- KPIs for 2025 to 2026 (March 2025).

In addition, each year the Resident Strategy Group scrutinises proposed strategic KPIs for the following year, prior to board approval.

We actively seek input from a diverse range of residents in our governance processes through our resident governance structure. This structure reserves four out of 14 board places specifically for residents, ensuring their voices are heard at the highest level of decision-making. Additionally, resident board members actively participate in our Resident Services Committee, which scrutinises the provision of services and holds senior management accountable. This multi-layered approach ensures diverse resident perspectives are integrated into governance processes, enhancing transparency and accountability. More information on our resident governance structure can be found in criteria C21.

We've robust policies which integrate equality, diversity, and inclusion (EDI) into the recruitment and selection processes for board members and senior management. We've an EDI policy in place that ensures all recruitment activities promote diversity and inclusion. Additionally, our board has appointed one of our board members to be our EDI lead to oversee and champion these efforts. This role is critical in guaranteeing that our strategic and policy objectives on EDI are met, providing assurance that EDI principles are embedded within our organisational practices.

The EDI lead's responsibilities include challenging and supporting the executive and management teams to ensure EDI is a core consideration in decision-making processes. They also ensure that board discussions

and key policy formulations consider EDI perspectives and that performance data is analysed for diversity impacts. Furthermore, the EDI lead maintains oversight of service accessibility, reasonable adjustments, and the positive social impact of community services, acting as an ambassador to enhance our EDI credentials at various levels. Through these measures, we strive to create a diverse, inclusive, and equitable environment for all stakeholders.



### C32 What % of the housing provider's Board have turned over in the last two years? What % of the housing provider's Senior Management Team have turned over in the last two years?

In the last two years, 14% of our board, and 25% of our Executive Team have turned over.

In 2024/25 Mark Everard and Billy Brown (Chair of our Resident Strategy Group) joined our board.

Following year end we had changes at our Executive level, Troy Francis was appointed as Executive Director of Operations, following Jane Porter's retirement in April. Troy was previously our Corporate Director of Operations. Tom Paul became Chief Financial Officer in July, following Sarah Smith's retirement. Tom was previously our Executive Director of Strategy and Change.

### C33 Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.

Our Audit and Risk Committee has five members, three of which are board members and two are independent members who do not sit on our board. Of the three board members, two have recent and relevant financial experience. One of the independent members also has recent and relevant financial experience.

### C34 What % of the housing provider's board are non-executive directors?

93% of our board are non-executive directors as of 31 March 2025. The only executive on the board is our Chief Executive.

### C35 Has a succession plan been provided to the housing provider's board in the last 12 months?

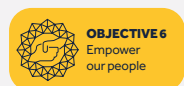
Oversight of our succession plan is delegated by the board to the People Committee. The committee undertakes succession planning at each of its meetings. The committee last considered the succession plan in March 2025.

### C36 For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

Paula Willock of BDO is our current external audit partner. She has provided audit services for the past four years.

### C37 When was the last independently-run, board-effectiveness review?

Independently run board effectiveness reviews are undertaken every three years. The first independent review, since merger, is due in Autumn 2025.



# Employee Wellbeing

## C38 How does the housing provider handle conflicts of interest at the board?

Board members are required to complete an annual declaration of interests and inform us if there are any changes to their interests during the year, in line with our Code of Conduct. Declarations of interest is a standing item of business at every board meeting. Board members are asked to

declare any actual or potential conflicts of interest in any of the items of business on the agenda. The board member will be asked not to contribute/vote on the item of business where there is an actual or potential conflict or be asked to leave the room while the business is discussed.

## C39 Does the housing provider pay the Real Living Wage?

We're committed to paying either the London UK Living Wage or the Real UK Living Wage, as appropriate and this is confirmed in our

pay policy. There may be some exceptions to this for example some trainee roles, work-placement, intern and/or apprentice roles.

## C40 What is the housing provider's median gender pay gap?

We have continued to openly report on our pay gaps so we can better understand the challenges we face and take meaningful action to create a more inclusive workplace. While there is a government requirement to report on our gender pay gaps, there is no associated mandate to publish ethnicity pay gap figures. However, we've continued to voluntarily report on this as part of our commitment and inclusive approach. Our median pay gap is 7.3% which is a positive reduction from 11.3% in 2024, although slightly higher than the 2024 median national pay gap at 7%. Other key data highlights are:

- ◆ The organisation employs more women (59.4%) than men (40.5%)
- ◆ Our mean pay gap is 11.2% which is slightly lower than last year (11.3%) and the 2024 mean national gender pay gap at 13.1%
- ◆ Our mean ethnicity pay gap is 4.3%, compared to 2.1% in 2024
- ◆ Our median ethnicity pay gap is -0.3%, compared to -4.8% in 2024.

To reduce our pay gaps, we're actively supporting women and ethnically diverse colleagues into senior roles through targeted advertising, career development, and mentoring programmes. We've implemented inclusive hiring practices by using anonymised recruitment, inclusive job descriptions, and diverse interview panels to reduce bias. All hiring managers complete mandatory training that incorporates inclusive practices. We promote flexible, agile, and job-share opportunities to widen access and internal mobility.

More on our gender pay gap can be found on our website<sup>26</sup>.

<sup>26</sup> [Gender and Ethnicity Pay Gap Report \(Southern Housing.org.uk\)](#)



C41 What is the housing provider’s CEO:median-worker pay ratio?

We calculated the ratio between the CEO and the median pay of workers and using the Department of BEIS Methodology<sup>27</sup>, the pay ratios are as follows:

Financial Year	Method	25th Percentile Pay Ratio	Median Pay Ratio	75th Percentile Pay Ratio
2024/25	Option A	8:30:01	6.07:1	3.50:1
2023/24	Option A	11.89:1	8.93:1	6.77:1
2022/23	Option A	12.26:1	8.95:1	6.77:1

C42 How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its employees?

We’re committed to being a diverse and inclusive organisation, prioritising our people and residents to ensure they feel valued and supported. This dedication is articulated in our EDI policy, supported by our EDI Commitment and Action Plan, which sets out our aims and targets for creating a culture where everyone can be their best selves, have a voice, and find Southern Housing a great place to work.

Our established EDI Governance Framework ensures that our efforts are authentic, impactful, and well-structured. This framework includes our EDI Steering Group, Inclusion in Action Group, and six EDI Network Groups. These network groups provide safe spaces for colleagues to connect, share experiences, raise awareness, support each other, challenge inequalities, and influence business decisions with innovative solutions that promote equality, diversity and inclusion. We also offer a suite of learning resources on diversity and inclusion, some of which is required learning for our colleagues, such as ‘Inclusive Southern Housing’ and ‘Creating Value through Diversity and Inclusion.’

Our partnerships and memberships support us on our journey and enable us to promote, gain ongoing knowledge and share best practice. Some of these include Inclusive Employers, HenPicked, Unify, Women in Social Housing, Housing Diversity Network and Stonewall. We’re also a Disability Confident Committed Level 2 Employer which confirms that we’ll offer an interview

to any applicant who declares they have a disability (in line with the Equality Act 2010), providing they meet the minimum criteria of the job profile, and we’ll make any reasonable adjustments required. By displaying our partnerships on our adverts and website, along with who we are and what we do, applicants and colleagues should feel welcomed and confident enough to join and work with us, confident that their differences will be celebrated and without feeling that they’ll be disadvantaged or discriminated.

We want to embrace the richness of our differences and the unique perspectives our shared diversity brings to our daily lives. We know there’s still progress to be made, but we’ve a clear vision of where we want to be. Our journey continues, and together, we’ll shape a culture and services that are inclusive, representative and right for everyone. Each of us has a role to play in making this a reality.

<sup>27</sup> [BEIS Document \(GOV.uk\)](#)

## Our EDI Network Groups

We currently have six EDI Network Groups:

- REACH (ethnically diverse) Network
- PROUD (LGBTQ+) Network
- Women@Work Network
- Diverse Ability (Disability) Network
- Multi-Faith Network
- Parents & Carers Network

Each network is led by a Chair and Co-Chair, sponsored by an Executive Director, and supported by the Leadership Team, the People & Culture Team, and our Wellbeing Matters Group. These groups are instrumental in creating a supportive and inclusive environment.

We are committed to upholding The Equality Act 2010, legislation designed to protect people from discrimination, harassment and victimisation in the workplace and in wider society, covering the nine protected characteristics. We demonstrate this commitment through our actions, culture and operations which must be ongoing, evaluated and reviewed.



**DIVERSE ABILITY**



**MULTI-FAITH**



**PARENTS  
& CARERS**



**PROUD**



**WELLBEING  
MATTERS**



**WOMEN@WORK**

## C43 How does the housing provider support the physical and mental health of its employees?

We understand that people spend a significant part of their lives at work, which is why supporting colleague wellbeing is a priority for us. We promote positive physical and mental health by embedding wellbeing into our culture, ensuring our policies are inclusive, and continuously investing in support and engagement.



Our Wellbeing Matters Group is a group of over 50 wellbeing passionate champions leads our wellbeing agenda, planning and co-creating activities throughout the year.

As a registered Mindful Employer, we've signed the 'Charter for Employers Positive about Mental Health,' to foster a supportive and open culture. Tools and services available to colleagues include:



### Mental Health First Aiders

Over 50 nationally accredited Mental Health First Aiders available to support colleagues.



### Wellbeing annual programme

A year-round, calendar of wellbeing and cultural activities.



### The Unmind app

A digital platform offering mental health and wellbeing resources for colleagues and a plus one.



### Employee assistance programmes

A free, confidential 24/7 service with access to counselling and expert support on health, medical, financial, and legal issues.

### Additional benefits

Including flexible working, gym memberships, financial education, health cash plans, multi-faith rooms, cycle-to-work schemes.

## C44 How does the housing provider support the professional development of its employees?

Colleagues are encouraged and supported to achieve professional qualifications through apprenticeships, and we offer comprehensive learning and development opportunities via a blended learning approach.

Succession planning is embedded within the organisation, and we're actively attracting new talent into our trades to enhance diversity through apprenticeships. All vacancies are advertised internally, contributing to strong rates of promotion, internal movement, and secondments across the business.

Work shadowing and work experience are both available and supported. We maintain a robust performance management process, which includes one-to-one meetings every four to six weeks, clear objective setting, and ongoing development planning. Wellbeing is a priority, with over 70 Mental Health First Aiders accessible to all colleagues, alongside a range of employee networks and occupational health support.





12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTIONSOCIAL PURPOSE  
FAIR AND ETHICALOBJECTIVE 7  
Deliver  
efficiency

## Supply Chain

### C45 How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?

Our Principles of Sustainable Procurement<sup>10</sup> are our commitment to generating social value through the products, services and works we tender and buy.

In 2024/25, we partnered with 157 businesses, including 105 formal social value agreements, delivering £590k worth of direct and in-kind social value benefits. This included cost of living support, resident training and jobs, improvements to neighbourhood facilities, community projects and specialist support for some of our most vulnerable residents.

Through the procurement design phase, we define proportionate and relevant commitments.

Through the tender phase, we evaluate and score bidders' responses and commitments. Our internal award panel, Risk Appraisal Group, chaired by our Chief Financial Officer, are informed of these deliverables in our recommendation to award reports. The commitments are formalised in the final contract documents ahead of award. We then work with suppliers to monitor and facilitate delivery of social value commitments, reporting progress into wider contract performance meetings. Where underperformance is identified we can apply relevant contract mechanisms to address, including reducing the amounts paid to our suppliers.



## C46 How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?

Our Principles of Sustainable Procurement<sup>10</sup> ensure the products, services and works we buy are as sustainable as possible.

At the scoping stage, we use a Procurement Project Plan (PPP) to identify key stakeholders and set clear, proportionate environmental requirements. These include standard impact and reporting measures, which are embedded into tender documents and contracts.

### Our standard impact and mitigations measures are:

- Supplier environmental policy and net zero plan
- Environmental accreditations e.g. ISO14001
- EURO 6 vehicle compliance
- Waste duty of care compliance
- Environmental standards for products used
- Carbon impacts of products supplied.

### Our standard supplier environmental reporting requirements are:

- Annual carbon emissions apportioned to the project
- Fleet vehicle mileage by fuel type
- Annual energy usage of main offices
- Details of responsibly sourced products
- Waste volumes and disposal methods.

To monitor compliance, our key suppliers complete annual sustainability audits covering emissions, materials, waste, and climate resilience. Larger suppliers typically report more consistently, but we offer support, including guidance and templates, to help all suppliers complete their audits.

We're expanding supplier engagement each year and escalating non-compliance where needed. For contracts with embedded sustainability KPIs, failure to complete audits may result in termination. Audit results feed into our SHIFT submission and will inform future Scope 3 emissions baselines, supported by planned automation of data collection.

