



GREENSQUAREACCORD
ESG REPORT | 2023



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HOW WE'RE DOING: OUR ESG IN NUMBERS

25,463
number of homes
we own
and manage

430
new homes
delivered in
2022/23 - of which
100% are
affordable

£27.8m
invested in
works to existing
homes

100%
homes meet
national
housing quality
standard

88%
customer
satisfaction with
repairs

48%
average rents
as % of
PRS

**1 min
19 secs**
average
customer call
waiting times

70%
EPC C or better
in existing
homes

55%
of group
board
members
are female

17.1%
median gender
pay gap -
down 6.2%
from 2021

G1/V2
compliant
governance/
viability regulatory
ratings

100%
CQC compliance
position
(national average:
85%)

FOREWORD



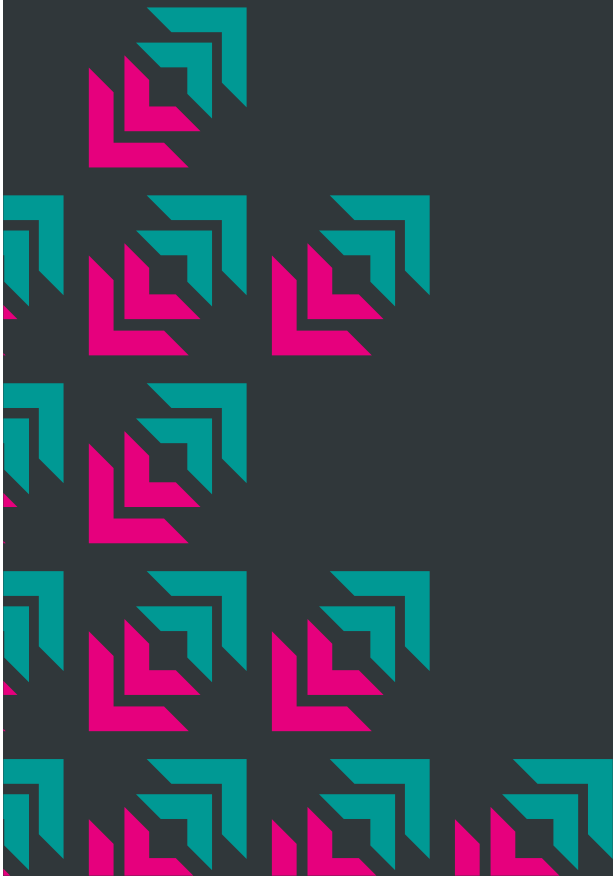
Welcome to our very first environmental, social and governance (ESG) report for the year to 31 March 2023.

As a social housing provider that exists to help people build better lives, everything we do is about our customers and our places. Sustainability has always gone hand-in-hand with this social purpose – in how we support our communities, sustain tenancies, protect and enhance our environment and operate as a business. And as a social landlord that’s embedded in localities for the long-term, we know the decisions we take today must also be in the best interests of future generations too.

This year sees us formalise our ESG approach as we continue on our sustainability journey – spotlighting priorities, tracking our performance, and helping to identify and manage material risks. As we launch our new five-year corporate strategy, ESG provides a further layer of scrutiny for our people and our customers to assess how we are performing against the commitments set out in our ‘Simpler, Stronger, Better’ approach.

We serve over 25,000 homes which increases each year through our commitment to deliver new homes as the lead partner of the Matrix Partnership; a Homes England Strategic Partner. We have a responsibility to help solve the housing crisis by increasing supply whilst looking after our built and natural environment.

We are committed to providing high-quality, sustainable homes which are cost-effective for customers and which limit negative impact on the environment as much as possible. GSA was one of the first housing associations to start measuring its carbon dioxide emissions 15 years ago and we are now working to bring our properties up to both EPC C by 2030/31 and Net Zero carbon by 2050/51. We secured £5.7m of funding via the Social Housing Decarbonisation Fund to help us on our way, to upgrade energy efficiency and reduce customer





energy bills in some of our poorest performing homes. And we are proud that in some cases we are doing work which is leading the way – such as building Europe’s first ever development of virtually plastic-free homes.

Our colleagues, customers and wider communities represent the ‘social’ in ESG. We believe everyone deserves to live in a high quality, safe and affordable home. We believe in customer-led homes and services, and in creating diverse neighbourhoods. Health and safety is our priority, along with championing equality, diversity and inclusion. We are a specialist care provider too, operating more than 100 care and support teams across our geography.

We have pledged to become laser-focused on working with our customers, to put them at the heart of everything we do and create a stronger, better organisation. We recognise the importance of being transparent and clear on what we are doing to make this happen. We won’t always get it right, so ESG disclosure is an important opportunity to show where there is still room for improvement.

Social and environmental objectives on this scale are not possible without strong governance. We are pleased to have returned to the top G1 governance regulatory rating in the current financial year, demonstrating the work we are doing to strengthen our business.

We also undertook significant financial restructuring in 2022/23 to help ensure our funding framework allows us to deliver required investment over the long term, and that we are matching our ESG goals with the right kind of sustainable finance via the bond and bank markets. This funding strategy – sitting within the envelope of our Sustainable Finance Framework

– also provides ESG-linked targets and commitments that feature in this report, and demonstrates that all aspects of our business have a part to play in helping us become a truly sustainable organisation.

Our ESG reporting framework is what binds the many strands of this work. We are pleased to have adopted the Sustainability Reporting Standard for Social Housing – supported by our streamlined energy and carbon reporting – to help us present a set of disclosures that we hope will enable all our key stakeholders to assess our performance and position, and hold us to account over our commitments.

While the environment we are operating in presents a significant challenge, it also represents a major opportunity to sharpen our focus. We hope you find this report of interest, and welcome any feedback you may have on our approach, our activities and our progress.

**As a social housing provider,
everything we do is about
our customers and
our places.**



ABOUT GREENSQUAREACCORD

GreenSquareAccord (GSA) exists to provide services for those in greatest need, focusing on people least able to meet their housing and care requirements.

We house 54,000 customers in our portfolio of over 26,000 owned and managed homes and over 100 care and support schemes.

We formed in April 2021 through the merger of Accord Housing Association and GreenSquare Group. Accord was based in the West Midlands and with origins back to 1511, while GreenSquare Group was based in the South West of England and with origins dating back to 1866.

Our operations are organised under a Locality Model, which devolves decision making to our communities and allows us to deliver our general needs housing services in a focused and collaborative way. Our stock is split across four areas, each with a Locality Board, comprising colleagues from key disciplines of housing, care, estates, assets, surveying, and repairs. Our Locality Boards meet regularly and are responsible for identifying performance issues and developing joined-up, local approaches. Our Locality Model is the bedrock of our commitment to delivering local, community-based services.

We want to ensure that our housing and care services are high quality, and therefore we will only operate where we are confident that we can deliver consistently and safely. Our Locality Model and customer service focus ensures that - in the rare event that customers do have to engage with our co-located contact centre - we are able to deal with problems first time.

We are proud to be an award-winning housing provider too - underscoring our commitment to our customers and our approach to managing our business sustainably. In 2021 we were delighted to be number one ranked in Housing Digital's Top 30 Sustainable Housing Providers.

Our ESG approach goes hand-in-hand with our Simpler, Stronger, Better 2023-28 strategy, which sets out what we will achieve in the next five years and how we will make it happen. To make ourselves Simpler, Stronger and Better, we have set out four focused objectives and a range of projects which will make sure we deliver on our promise. You can read more about the strategy [here](#).

OUR GEOGRAPHY

LOCALITY ONE

Total homes | 7,093

Areas with 50+ homes

- Walsall
- Wolverhampton
- South Staffordshire
- Cannock Chase
- Stafford

LOCALITY THREE

Total homes | 6,036

Areas with 50+ homes

- Oxford city
- Cherwell
- Gloucester
- West Oxfordshire
- Swindon
- Vale of White Horse
- South Oxfordshire
- Stroud
- Malmesbury
- Purton
- Cricklade

LOCALITY TWO

Total homes | 6,469

Areas with 50+ homes

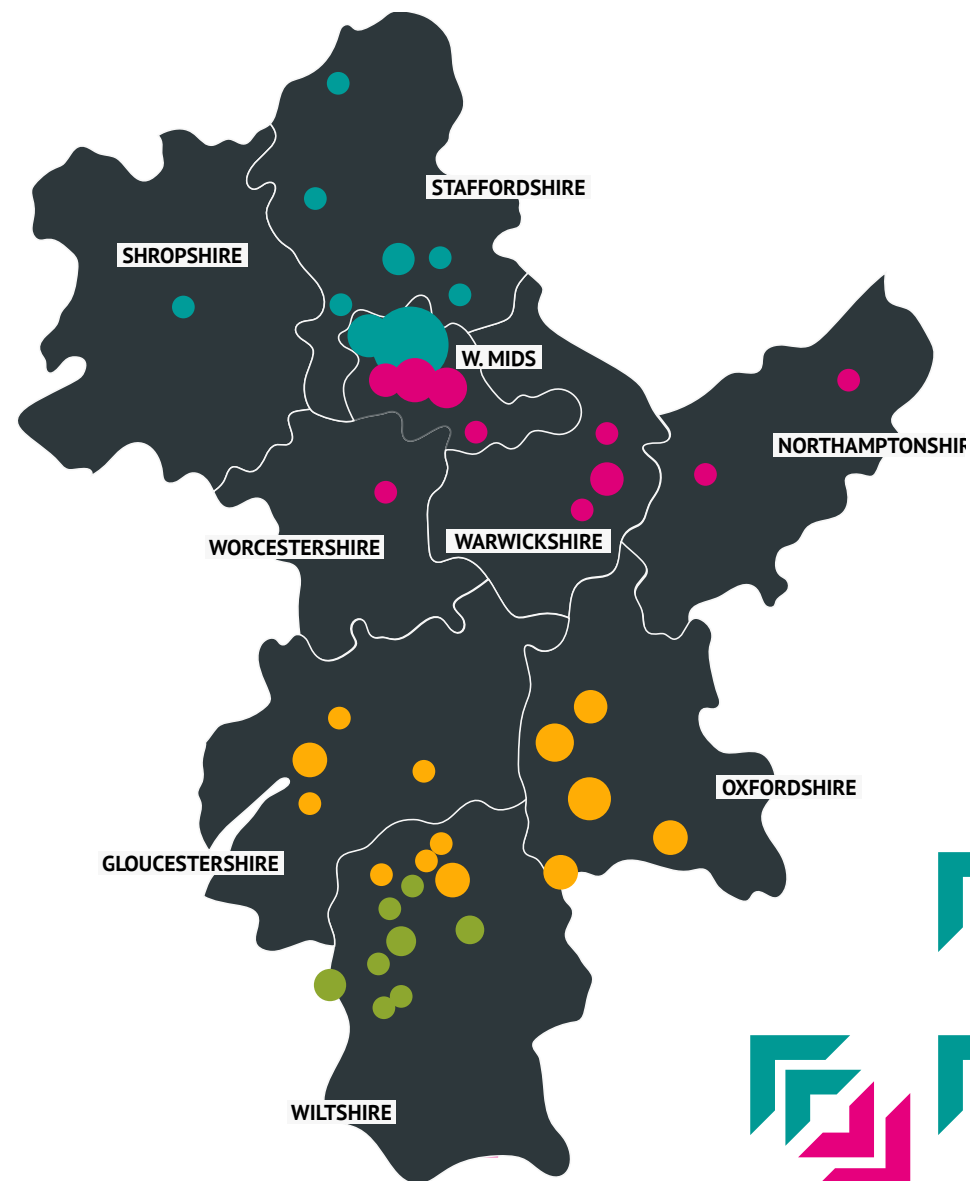
- Birmingham
- Sandwell
- Dudley
- Coventry

LOCALITY FOUR

Total homes | 6,720

Areas with 50+ homes

- Chippenham
- Corsham
- Royal Wootton Bassett
- Calne
- Melksham
- Trowbridge
- Marlborough
- City of Bristol





What we'll do, how we'll do it

Everything we want to achieve in the next five years sits under our **three pledges**: Simpler, Stronger, Better. Under these pledges sit **four objectives** which will enable us to meet them:

We will **simplify and strengthen our business**

We will **improve our customer offer**

We will **improve the quality of our existing and new homes**

We will **create a culture which empowers our people**



**Simpler
Stronger
Better**

Under each objective sit **workstreams and projects** which will enable us to deliver them.

OUR SUSTAINABILITY APPROACH

Our approach to ESG is firmly focused on helping to show our performance and progress, while also demonstrating how we are driving resilience through the business and managing material risks that have the potential to impact what we do and how we do it.

We want to use ESG to demonstrate our achievements and progress towards our sustainability goals, but also to highlight where we need to place more investment and resources.

Telling this story requires a robust evidence base, and we are drawing on three key reporting tools that enable a consistent, transparent, and comparable approach to our ESG reporting. These frameworks align directly with global ESG standards and reporting frameworks, including the UN Sustainable Development Goals (SDGs).

Third Party Assurance

We understand disclosures surrounding sustainability is fast moving and will continue to develop and evolve in the years to come. We also acknowledge that, as our expertise and data accuracy become stronger, what we once perceive as exact needs to advance in line with our understanding and technologies. As a result, we are committed to ensuring our stakeholders are reassured that what is being disclosed is the best it could be at that point in time and, as a result, we welcome the opportunity for third parties to review our business as well as our reporting. We have already seen our rating agencies, Moody's and Sustainable Fitch, evaluate our business and, in time, we will introduce independent accreditation of our disclosures for further assurance.



The three core reporting tools:

Sustainability Reporting Standard for Social Housing (SRS)

We are following best practices within our sector and are aligned with the criteria set out in version 1.2 of the Sustainability Reporting Standard for Social Housing (SRS), published by Sustainability for Housing.

The SRS has been designed by the sector and its funders to help housing associations disclose in a transparent, consistent and comparable way.

It encompasses 12 main themes, and 48 criteria and is regularly reviewed to ensure it is aligned with sector priorities and wider standards and frameworks.

This includes being mapped to seven of the UN SDGs, along with supporting KPIs in ESG and sustainability-linked finance under the International Capital Market Association (ICMA) and the Loan Market Association (LMA) principles.

Its latest iteration has also considered Task Force on Climate-related Financial Disclosures (TCFD), Sustainability Accounting Standards Board (SASB), the Global Reporting Initiative (GRI) and IFRS Sustainability Disclosure Standards.

In the next financial year, we will be aligning our reporting with version 2.0 of the SRS.

Sustainable Finance Framework (SFF)

We launched our SFF in November 2022 to consolidate and support the work we have been doing across sustainability for some time, and to formalise the link between our funding and our social and environmental outcomes.

The framework enables us to take a 'use of proceeds' approach - whereby the financing is allocated to specific eligible green and/or social projects. Eligible Projects will assist in delivering our sustainability strategy, focused on community investment, development, and remediation of housing projects, and will contribute to the UN SDGs.

It also gives us the opportunity to take a sustainability-linked instrument approach, which commits us to a set of specific KPIs set out in our framework.

We have to-date issued a 25-year £400m own name bond to help us refinance our existing debt and continue to fund the delivery of a range of projects including proactive investment into our existing homes and our delivery of new homes.

Our SFF will help guide and shape our future investments, supporting the achievement of the sustainability priorities by facilitating the issuance of a variety of green, social and sustainability products. This can include bonds, commercial paper, loans, and debt private placements.

Streamlined Energy and Carbon Report (SECR) - Carbon Emissions

We acknowledge our impact on the environment both directly, through our business operations, and indirectly, through our supply chain and customers.

We are committed to continuously improving our environmental performance and listen and engage with a wide range of views so that we can strengthen our environmental credentials and continue to make a positive impact on society.

Starting over 15 years ago, GSA was one of the first housing associations to start measuring its carbon dioxide (CO₂) emissions and achieved an ambitious target to reduce its emissions by 25% by 2020/21.

Not only does this dramatically reduce our baseline environmental impact but more importantly it helps to reduce the burden of rising fuels costs for our residents - particularly those in fuel poverty.

Our stock produces on average 2.53 tonnes of CO₂, which is significantly lower than the average UK Household (6 tonnes of CO₂).

This year we commissioned sustainability consultancy the Inenco Group to carry out our Streamlined Energy and Carbon Reporting (SECR) for the financial year ending 31 March 2023. We have taken an 'operational control' approach, capturing emissions associated with the operation of all buildings such as warehouses, offices, and manufacturing sites, plus company-owned and leased transport.

We intend to further develop our GHG emissions reporting in the current financial year, with a plan to publish our full data - including scope 3 figures - in our next ESG report.

THE ROLE OF SUSTAINABLE FINANCE

We are committed to building and investing in high-quality sustainable homes which are cost-effective for customers, and which consider carefully our environmental impact. Securing sustainable finance matches this ambition and helps to ensure our funders are aligned to that shared purpose, while also providing an extra layer of accountability and scrutiny of our performance.

Our SFF was designed in November 2022, and is aligned with the SRS and the UN's SDGs. It also includes measures and sets out performance indicators aligned with our current business strategy.

In December 2022, we issued our first own name public bond as GreenSquareAccord, using our SFF to link the issuance to our green and social commitments. We were also the first housing association to raise finance from bLEND Funding PLC's sustainable finance framework and have already reported under the SRS as part of our debt funded through bLEND Funding Plc for the past few years.

One of our bank debt facilities includes ESG metrics and we are in the process of agreeing metrics on other facilities.

We are committed to further developing sustainable funding credentials as part of our current funding strategy.

We contribute to the the following UN SDGs



ESG-LINKED LENDING

We currently have three funding arrangements with direct ESG linkage:

Funding instrument	Amount	Maturity	ESG linkage
NatWest Revolving Credit Facility	£100m	2026	KPI
bLEND facility	£75m	2061	Use of Proceeds
Public Bond	£400m (£100m retained)	2047	Use of Proceeds

Our NatWest Energy KPI programme was put in place in 2020 and was our first ESG linked funding. This funding is linked to our NatWest lending facility and aims to improve the EPC rating of a number of our homes currently at band 'D' or lower, so that they move into band 'C' or higher. Typical upgrades include extra measures related to insulation loft insulation and replacing boilers and electric heating systems with newer more efficient models. We have reached the mid-point in the Natwest Energy programme; the table on the following page illustrates the targets for all six years and the progress made to date.

After meeting the target for the third year in a row, our objective for year four is to improve the EPC rating of at least 33 properties to ensure that we continue to meet the cumulative objective.





Year of Programme	Energy KPI end of year	Energy KPI Target number of EPC improvements (minimal, on a cumulative basis)	Actual achieved end year	Cumulative improvements achieved	Cumulative target met?
1	31 March 2021	33	34	34	Yes
2	31 March 2022	66	42	76	Yes
3	31 March 2023	99	23	99	Yes
4	31 March 2024	132			
5	31 March 2025	165			
6	31 March 2026	200			

Our funding from bond aggregator bLEND Funding PLC in June 2021 was our first capital markets related funding to be ESG-linked, via a use of proceeds route that highlights our commitment to new ecologically sustainable, affordable homes.

The 40-year deal was also the first funding transaction for the group following our merger in April 2021. An initial £25m of the capital funding from the sustainability bond was allocated to deliver over 150 low cost and affordable rental properties, spread across Wiltshire, Gloucestershire, Oxfordshire, and Northamptonshire. This investment will see over two thirds of the new homes allocated to affordable rent, with the remaining units for low cost home ownership; and these important schemes will combine access to affordable housing with the latest energy saving technology. Our commitment to deliver ecologically sustainable housing will mean all of the homes will have a minimum Energy Performance Certificate (EPC) B rating, with nearly half having a top A rating.

Our debut public bond was issued as a use of proceeds bond and was the first funding to use our SFF. The funding helped us refinance our existing debt and continues to fund the delivery of a range of projects including proactive investment into our existing homes and our delivery of new homes.





SUSTAINABLE FINANCE FRAMEWORK

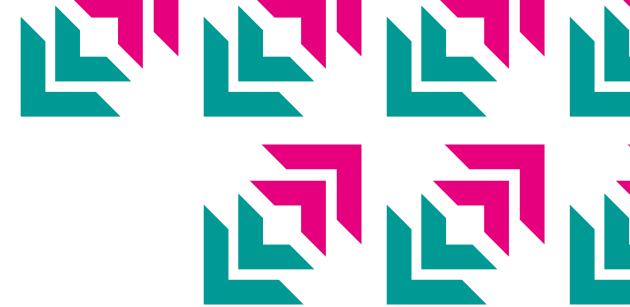
ALLOCATION REPORT

In 2022, we successfully issued a 25-year £400m public bond, of which £100m was retained. The transaction represented our first ever public bond and we were proud that it is formally linked to our SFF. The sustainability bond adopted the use of proceeds principles set out in our Framework and enables us to deliver affordable, energy efficient homes.

Our Framework, which received a Second Party Opinion from DNV Business Assurance Services UK Limited (“DNV”), enables us to allocate proceeds to eligible projects originated or funded two years before the issuance date through to two years after the issuance date. Where the need arises, we may also use or allocate Gross Proceeds to refinance existing Eligible Projects without applying a look-back concept.

As part of our obligations under the Framework and our commitment to updating stakeholders on the progress made, this section outlines how we have allocated the bond proceeds so far.

We have aligned our allocation reporting to financial years and as such all information in this section reflects expenditure incurred from 1 December 2020 to 31 March 2023.



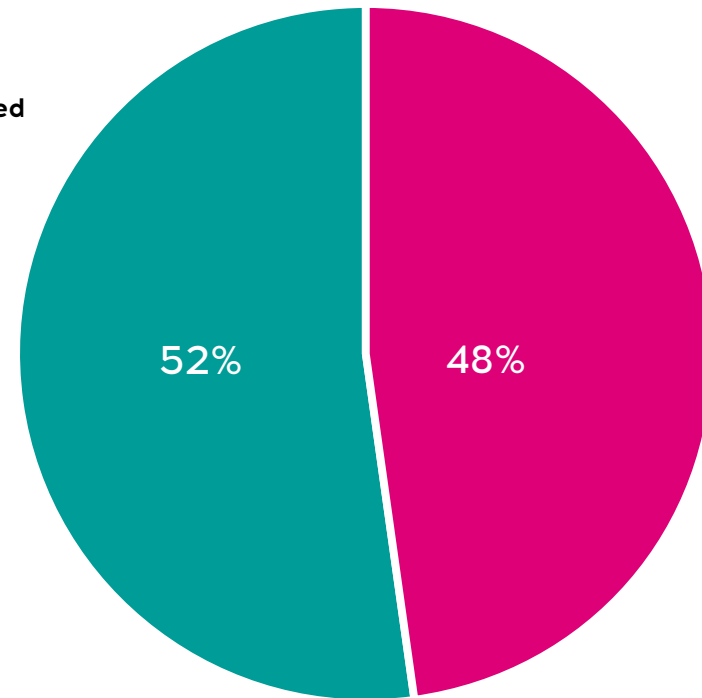
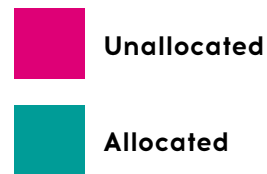
So far, we have allocated 52% of the £300m proceeds received to the eligible projects outlined below:

Eligible Project	Eligible Criteria	Impact Metric	UN SDG Alignment
Affordable Housing	<p>Properties which comply with the UK Government’s definition of Affordable Housing and Shared Ownership, based on the definitions of “low cost rental accommodation” and “low cost home ownership accommodation” in the Housing and Regeneration Act of 2008</p> <p>Target Population: Low income households on the housing register who are unable to own or rent locally on the open market, elderly persons, people with disabilities, unemployed individuals and vulnerable groups</p> <p>Includes: Projects developed and made available for social rent, affordable rent and shared ownership</p> <p>Exclusion: Projects developed for open market sale or market rentals (noting that proceeds from our market activities are reinvested back into our properties, services and regeneration projects)</p>	<p>Number of buildings financed by tenure (split by new and existing buildings)</p> <ul style="list-style-type: none"> - Number of people housed in buildings financed - Percentage of average rent to average market rent by tenure (%) 	11.1
Green Buildings	Buildings with or expected to achieve an EPC rating of A or B	<p>Number of new or existing buildings financed achieving EPC A or B</p> <ul style="list-style-type: none"> - Avoided CO² emissions (tCO² e) 	7.3
Energy Efficiency	<p>Renovation of existing buildings that either improves EPC ratings by at least two notches or by at least one notch to achieve an EPC rating of at least B, improves energy efficiency by at least 30% or is expected to achieve a ranking within the top 15% of the national building stock</p> <p>Installation of energy saving technologies and storage solutions in buildings, such as:</p> <ul style="list-style-type: none"> - Measurement devices including energy smart meters and thermostats - LED lighting, A and B rated household appliances (in accordance with Regulation (EU) 2017/1369, heat pumps and communal heating systems - Battery storage systems 	<ul style="list-style-type: none"> - Renovated buildings achieving each EPC band (including units of uplift achieved) - Avoided CO² emissions (tCO² e) 	7.1



Gross proceeds allocated:

Allocated	Unallocated
£154,705,955	£145,294,045



Eligible Project	Total	New Homes (financing)	Existing Homes (Refinancing)	% in each category
Affordable Housing	£154,685,502 ¹	430	725	99%
Green Buildings	£12,065	-	3	<1%
Energy Efficiency	£8,388	-	2	<1%

¹The Affordable Houses allocation reflects the net allocation amount deducting refunds from projects that occurred before the period 1 December 2020 to 31 March 2023

ESG-LINKED LENDING

We obtained external assurance from DNV who reviewed the allocation table, with respect to the eligible projects, as per the criteria described in our 2022 sustainable finance framework.

The assurance report will be accessible on our website - www.greensquareaccord.co.uk

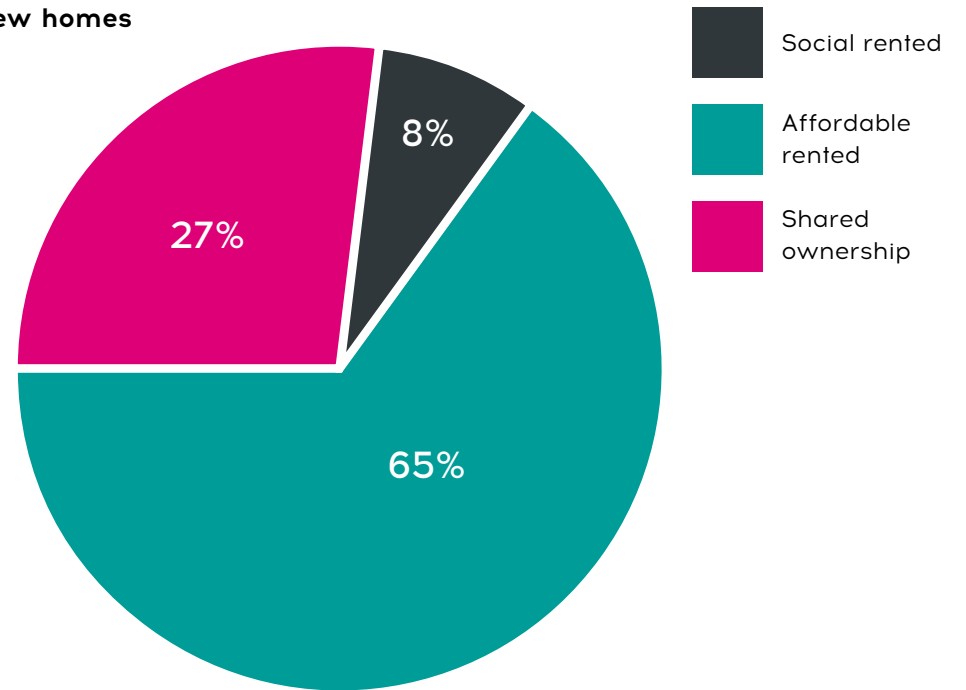
Understanding our impact

Whilst we have yet to fully allocate our sustainability bond, we are keen to demonstrate how the proceeds that have been allocated have already made a difference. We have delivered 1,155 new affordable homes with 75% of properties built either being for social or affordable rent.

Tenure	New homes spend	Number of Homes	Number of people housed	Difference to market rent
Social rented	£12,051,328	66		56%
Affordable rented	£100,085,821	805	3,487	65-70%
Shared ownership	£42,548,353	284		-



Split of new homes delivered:



EPC Improvement

Our framework sets us the challenging target of achieving a two-notch uplift to existing properties rated EPC D or below or a single notch increase to EPC B for those rated EPC C.

Below outlines the improvements made to date which qualify for the use of our bond proceeds.

Eligible Project	Previous SAP (EPC) score	Updated SAP (EPC) score	Spend allocated
Green Buildings	54 (E)	83 (B)	£3,466
	63 (D)	85 (B)	£5,730
	63 (D)	84 (B)	£2,869
Energy Efficiency	51 (E)	71 (C)	£4,188
	52 (E)	70 (C)	£4,200



OUR SRS RESPONSES

SOCIAL

Tackling issues of damp and mould

High profile cases, including the tragic case of Awaab Ishak, have highlighted issues with damp and mould in housing association properties. We are committed to tackling damp and mould in our homes. In early 2022 we conducted a thorough review of our approach to damp and mould cases to make sure we have the right processes and procedures in place to manage this challenge effectively. The review helped us identify where more work needs to be done to prevent and monitor damp and mould across our homes. These learnings shaped a new policy which was introduced last July, detailing our new approach to tackling the challenge.

This means when a case of damp and mould is reported to us it is now essential for our surveyors to book in two follow-up appointments six to eight weeks apart to make sure the issue has been resolved. We also recruited a dedicated Damp and Mould Coordinator to support in the management of these cases.

Involving and empowering our customers

We can only provide great services by actively involving our customers. Our new customer involvement and empowerment strategy launched in early 2023. It has been shaped with customers and includes a new set of guiding principles which will provide the foundation for more effective and meaningful engagement and involvement. We have developed a menu of engagement options that customers can choose from and which accommodate the different ways customers might want to engage with us. They are based around: informing, inputting, influencing and involving.

The menu also includes different ways customers can engage and become involved through our Customer Panel. Membership of the panel is geared towards those customers who want to get involved at a strategic level in the scrutiny of our services and act as a customer voice representative to help drive performance and increase customer satisfaction. The panel will also provide assurance that we are conducting ourselves in an open, transparent, and accountable way.

Our panel membership aims to be reflective of the diverse customers and communities we serve and includes representation from each locality area. It is inclusive of everyone regardless of sex, age, gender identity, sexual orientation, ethnicity, religion, disability, marital status, or family or caring responsibilities. The panel will also have responsibility for overseeing our customer focus groups as a way of gathering and considering customer feedback and any local or thematic issues customers are unhappy about or want to work with us to improve.

JILL'S STORY

Due to a relationship breakdown, Jill was left to manage all the bills and household finances for the first time on her own. We arranged a home visit to put Jill's mind at rest, and we supported her through an income maximisation calculation. We were then able to advise Jill that she would be entitled to full Housing Benefit, council tax reduction and pension credits.

What was achieved with our support:

- **£99.26 per week, full Housing Benefit paid directly to GSA**
- **£66.85 per week paid to the customer from pension credits with a back pay of £334.35**
- **A council tax reduction in place reducing Jill's payment to £0.**





C1

For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:

As a social housing provider, our average rents across all our homes are 48.1% of those charged in the private rented sector.

C2

Share, and number, of existing homes (owned and managed) completed before the last financial year allocated to:

Homes under management in	2022	%	2023	%
General Needs units - Social	15,543	61	15,543	59.1
Intermediate Rent units	504	1.99	304	1.15
Affordable Rent units	3,715	15	3,715	14.1
Supported Housing units	-	-	1,132	4.3
Housing for Older People units	2,671	11	1,539	5.9
Low-cost Home Ownership units	2,221	9	2,418	9.2
Care Home units	377	1.5	377	1.4
Private Rented Sector units	-	-	2	0.007
Other units	432	1.7	1,278	4.6

C3

Share, and number, of new homes (owned and managed) that were completed in the last financial year, allocated to:

Tenure	2022	2023
Social Rent	42	34
Affordable Rent	478	290
Low cost home ownership	160	106
Total	680	430

CASE STUDY: BUILDING IN PARTNERSHIP

GreenSquareAccord leads the Matrix Housing Partnership which is made up of eight housing associations to collectively deliver new affordable housing across the Midlands.

It is on track to deliver over 2,124 new homes through the Homes England 2016-2021 Shared Ownership and Affordable Housing Programme (SOAHP) and the Homes England Strategic Partnering funding programme. Due to the pandemic the cut off date for completions was extended to 31 March 2023.

Supported by a small non grant funded programme these programmes will see GreenSquareAccord deliver 1,605 new homes to local communities over the period of the funding programme, representing a total commitment of £216 million invested in new housing supply supported by £44 million of Homes England grant. Matrix Housing Partnership originally secured Strategic Partnership 2 funding from Homes England totalling £212m to fund 3,755 property 'start on sites' between 2022 and 2026.

During the financial year, Homes England invited all strategic partners to resubmit bids under Strategic Partnership 2, reflecting the impact on development arising from change in the economic environment (in particular relating to rent caps, cost inflation and cost of funds). The Group led the successful submission for the Matrix Partnership which saw the total unit numbers across the Partnership fall to 2,177 homes (a reduction of 42%).

By working in collaboration with Matrix partners, we can share best practice and work together to influence key stakeholders.

The re-bid places greater focus on social rent tenures and there is a continuing major role for shared ownership. Grant rates are significantly higher in the revised bid which will allow the Group and Matrix Partners to undertake new development sustainably.





C4

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

GSA have a financial skills and tenancy sustainment service which any customer of GSA can be referred to. This provides support in helping customers budget (not providing financial advice) and signposting to agencies who can provide additional support.

Under our grant funded programmes, we are committed to a fabric first strategy that provides higher insulation standards than Building Regulations requires, to reduce the cost of heating to customers. Investing in our existing homes to EPC C+ also helps to make our homes cheaper to run. This is supported by our SHDF funding and decarbonisation strategy. We've also created a [website](#) in 2022 to support resident with the cost of living crisis.

C5

What % of rental homes have at least a 3-year tenancy agreement?

The majority of our tenancy agreements are offered on an assured non-shorthold basis. Where this is not appropriate; either as the housing is not intended to be permanent or the housing is linked to support provided, we may offer assured shorthold tenancies. In addition, where a customer has not previously held housing, we would offer starter tenancies, which after 12 months of the tenancy being successful, would convert to being an assured non-shorthold tenancy.

C6

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

100%. We completed our Building Safety Recovery Programme to bring all required communal asbestos, gas, and electrical checks up-to-date in 2023, and have maintained performance since then.

C7

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

99.80% - this was due to access issues. However at 31/01/2024, this was improved to 100%.

C8

What % of homes meet the national housing quality standard?

100% met the Decent Homes Standard.

C9

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

Understanding our customers and their homes has never been more critical, and during the year ahead we will place emphasis on improving our customer data such that the Group can effectively tailor services and better monitor the impact of service changes.

During the year, the Group advertised for a new Customer Panel Chair. We received 70 applications and appointed a resident to lead the panel, who will be working in partnership with GSA to ensure that the customer voice continues to be heard and that customer scrutiny arrangements are in place and operating effectively.

The Customer Panel works in partnership with GSA to ensure resident-led scrutiny where the customer voice is heard and used to influence and drive performance and service improvements and provides assurance that GSA is conducting itself in an open, transparent, and accountable way.

The Customer Panel offers feedback on behalf of the wider customer base on key areas of service delivery and customer concerns to the GSA Board and its committees to inform future strategic decision making. The Customer Panel focuses on GSA's responsibilities as a landlord and will work on behalf of all customers in receipt of Landlord services (including customers in housing, supported housing and care).

C10

How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three year

This is our first year reporting customer satisfaction data as GSA. We measure customer satisfaction in three key areas: the contact centre, repairs and complaints. At 31 March 2023, overall customer satisfaction was 81% with the contact centre, 88% with repairs and 44% with complaints.

Thanks to the hard work of our colleagues and input from our customers we have also managed to make important improvements to our services. This year we answered 78.2% of calls within two minutes, a huge improvement on the 20.4% we managed in 21-22. We completed 85% of repairs first time compared to 72% in 21-22, and we completed 97% of emergency repairs within target times compared to 84% in 21-22.

C11

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

Our focus on complaints handling has meant that 99.5% of Stage 2 complaints have been resolved within service level agreements (SLA) timeframes.

In 2022- 23, the Housing Ombudsman reviewed 17 complaints relating to our services. It found:

69.3% - UPHELD • 17% - PARTIALLY UPHELD • 13.7% - NOT UPHELD





In 2022-23 we received 4,694 complaints. Most of these (3,402) were resolved when the customer first contacted us, and we were able to put the problem right straight away; step one of our complaints process. 1,292 of the complaints were handled at step two and were investigated and responded to by our dedicated Customer Care Team. 145 complaints were reviewed by a director at step three of our process following a customer request to ensure the complaint was handled fairly and reasonably at step two.

In September the Ombudsman made six findings of severe maladministration against GreenSquareAccord in three different cases relating to noise, pests and repairs, leading to the Ombudsman launching a special investigation into the landlord.

We have fully complied with the Housing Ombudsman's orders in each case and taken learnings from them forward. This includes apologising to the customers, compensating them, completing any follow-up work required, and updating our policies and procedures.

Most of the cases the Housing Ombudsman has dealt with reflect the ongoing challenges we faced following our merger in April 2021, when we were still agreeing a single process for handling complaints and bringing together a complex set of policies and procedures across our operational services. We now have a much more robust complaints handling process and many of the challenges identified in these cases are now either resolved or are in the process of being resolved. Since the reporting year we have been working alongside the Housing Ombudsman in its wider review of complaints handling at GSA and have welcomed the opportunity to share evidence of our learning and progress.

We recently conducted an internal investigation into all cases handled by the Housing Ombudsman with a fresh pair of eyes to review what we would do differently today and test whether the changes we have made go far enough. We continually review and learn from complaints, and we now run regular sessions to share detailed learnings from all complaints with colleagues to help to avoid cases like this in the future.

C12

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

We support local initiatives and aim to attract external investment into our neighbourhoods. In particular, we encourage projects that promote financial security, opportunities for young people, wellbeing and community development. We operate a community impact fund providing funding focussing on employment skills and health. Various community projects that focus on

supporting customers to manage their money, training to use computers, access job opportunities and health services. We support people aged 50+ to live independently. We offer intensive support for illness, addictions, and domestic abuse. We have supported 100 local homeless people into housing.

We launched a cost-of-living hub on our website in recognition of the growing challenges faced by people in our communities. It signposts customers to a range of advice, support, and resources, including;

- support with utility bills
- advice on how to keep energy bills down
- financial support available to help customers through the cost-of-living crisis
- support finding work
- Food banks and other emergency support
- Support with mental health.

We ran an email campaign directing customers to the hub and it has received more than 5,000 visits since we launched it in September 2022.

C13

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

The Group's Locality Structure is bedding in well, and patch walkabouts were rolled out across all four localities during the year. These events are advertised to customers and ensure that GSA has a regular visible presence in neighbourhoods, builds relationships with communities and feeds issues back in via Locality Boards.

The Group's Community Impact Fund launched in October 2022 offering grants of up to £500 to community groups and organisations whose projects benefit GSA customers. The Fund supported a Christmas meal for customers, a sustainable expansion into local events for a community larder group, and supported a group providing affordable furniture and goods to customers free of charge to pay for volunteer costs.

We also helped set up after school club at Rose Hill Youth Club, in March 2011. Since then, Rose Hill Youth Club has fed thousands of young people and children in South East Oxford. At every session of the youth club, a healthy hot meal is offered to over 130 children and young people as well as unlimited fresh fruit. For some, this will be the only hot food that they have that day.



OUR SRS RESPONSES

ENVIRONMENTAL

Building a greener future with the UK's first plastic free homes

Our commitment to developing truly sustainable homes is exemplified by our virtually plastic-free homes in Redditch. The off-site highly insulated panels used in construction are complemented by sustainable solar heating. Every component of the building process that incorporates plastic was reviewed with the aim of eliminating plastic wherever regulations allowed.

We worked closely with tenants to ensure they maximise the benefit of using heating and ventilation systems and are continuing to monitor the success of this development with European funding.

In August 2022, we were delighted to complete work on the ground-breaking project of 12 affordable homes.

The project received £1.2m of EU funding from the Interreg North- West Europe partnership, allowing us to research the reduction and removal of plastic in a large-scale construction project and paving the way for a future of plastic free construction - instead, using more natural materials including timber frames from LoCaL Homes. We integrated a solar thermal heating system, and the homes feature innovative components including wiring made with mineral insulation and Graphenstone paint which absorbs 10kg CO2 without emitting VOCs.

The EU funding enabled GSA to monitor the project impacts. This has been particularly helpful in demonstrating the significant reduction in embodied carbon in construction by using timber frames versus traditional forms of construction.





The off-site highly insulated panels used in construction are complemented by sustainable solar heating. Every component of the building process that incorporates plastic was reviewed with the aim of eliminating plastic wherever regulations allowed. We have worked closely with tenants to ensure they maximise the benefit of using heating and ventilation systems and are continuing to monitor the success of this development with European funding.

LoCaL Homes, our housing manufacturer with a dedicated facility in Walsall, truly distinguishes GSA - producing closed panel timber-frame systems that deliver cost, time and quality certainty.

We built our first timber frames in 2008 using energy efficient building methods which complies with critical regulations and has a number of important accreditations, including ISO 9001 (Quality), ISO 14001 (Environmental) and OHSAS 18001 (Health & Safety). Based on Circular Ecology's ICE Database, we believe that our LoCaL Homes processes can reduce embodied carbon in construction by c.40% vs. traditional building methods whilst delivering superior thermal performance which also reduces energy losses in use.

We are committed to increasing the number of high quality, low-carbon homes developed through LoCaL Homes. During the year, LoCaL delivered 92 internal plots for the group and 293 externally, the latter being 124 plots above the target for the year demonstrating the strong and growing demand for the LoCaL product.



C14

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

% of homes rated A	65	0%
% of homes rated B	3,850	15%
% of homes rated C	13,900	53%
% of homes rated D	7,389	28%
% of homes rated E	1,050	4%
% of homes rated F	101	0%
% of homes rated G	13	0%
Total units under management	26,368	100%

As the lead partner of the Matrix Housing Partnership, we secured an SHDF allocation that will help us transform the energy performance of 40 of the Group's most challenged properties. This has provided £4m of grant funding to add to a contribution from GSA of £5.7m, these funds will be used to provide significant energy efficiency improvements to 273 of our homes between March 2023 and September 2025. This will significantly reduce energy costs for these tenants as well as bringing these properties up to a rating of EPC C – helping to meet our obligation as a social landlord to bring all properties to this level or above by 2030.

We are halfway through our Natwest Energy KPI programme (which is also linked to a NatWest lending facility) aimed at improving the EPC rating of a number of our dwellings from band D to C or above. We have met the target for the third year in a row taking the total homes upgraded to 99.

C15

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

A	15
B	151
C	56

C16**Scope 1, Scope 2 and Scope 3 greenhouse gas emissions.**

We have embarked on our journey to demonstrate our carbon emissions as a business and across our value chain. This year includes a partial report.

We commissioned sustainability consultancy the Inenco Group to carry out our Streamlined Energy and Carbon Reporting (SECR) for the financial year ending 31 March 2023.

Emissions Source	2022/2023	Share (%)
Scope 1	6,949	76%
Scope 2	1,834	20%
Scope 3	328	4%
Total emissions (tCO₂e)	9,111	100%

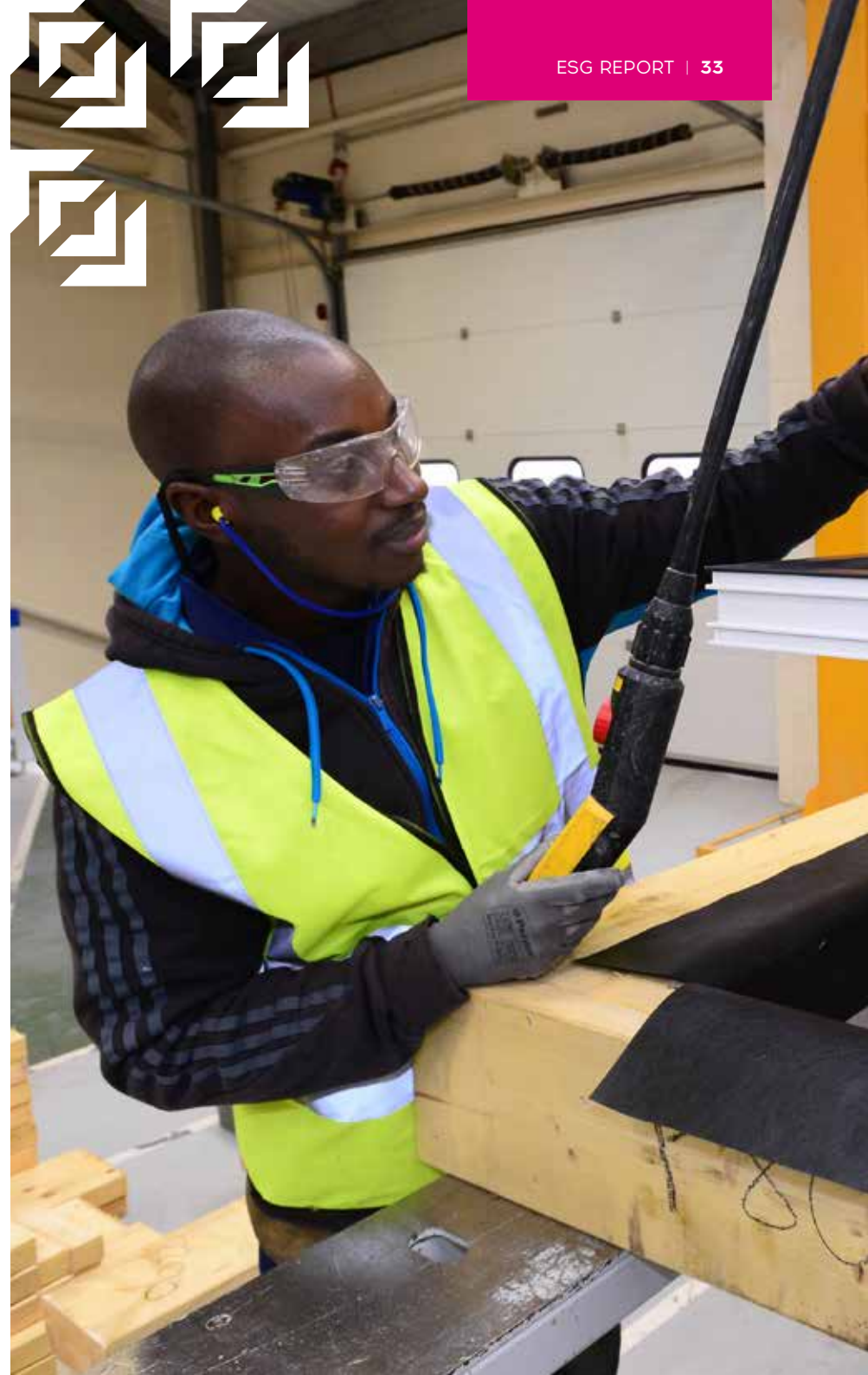
Scope 1: Natural gas, company-operated transport, and gas oil. Scope 2: Electricity.
Scope 3: Losses from electricity distribution and transmission and business travel in employee-owned vehicles.

This only includes emissions reportable under SECR and may not reflect the entire carbon footprint of the organisation.

Our greenhouse gas (GHG) emissions were 9,111 tonnes CO₂e (tCO₂e). These include the emissions associated with electricity and natural gas consumption, oil usage, and business travel in company and private vehicles by employees. From an energy consumption point of view, the business used 44,830,457 kWh of energy to conduct its operations during the last financial year – and this equates to an intensity of 1,682 kWh per property.

We have taken an ‘operational control’ approach this year, capturing emissions associated with the operation of all buildings such as warehouses, offices, and manufacturing sites, plus company-owned and leased transport.

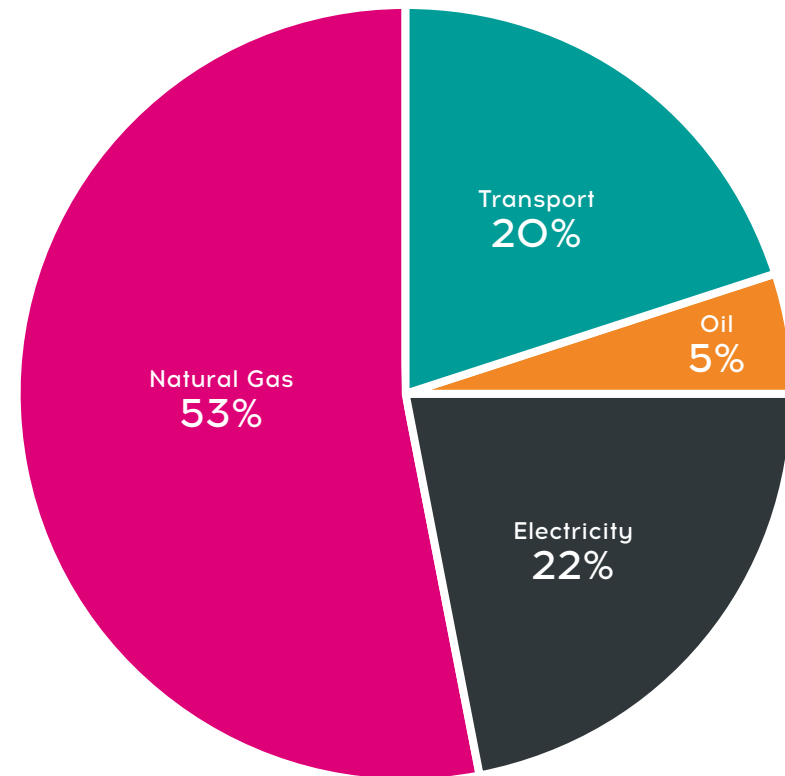
Emissions have been calculated using the latest appropriate conversion factors provided by the UK Government (2023).





There are no material omissions from the mandatory reporting scope. It is worth flagging however, that the total emissions reported in the 2021/2022 financial year amounted to 63,506 tCO₂. This is likely due to the inclusion of more properties (under Scope 3) than in this current reporting year, which has been defined within the scope of 'operational control'. The Scope 3 emissions that are quantified for this report account for 4% of total emissions and are entirely related to the fuel combusted in employee-owned vehicles driven for company business as well as electricity transmission and distribution losses.

Emissions by Source 2022/2023 (%)



We intend to further develop our GHG emissions reporting in the current financial year, with a plan to publish our full data - including scope 3 figures - in our next ESG report.

C17**What energy efficiency actions has the housing provider undertaken in the last 12 months?**

We are improving our homes by carrying out heating and thermal/energy efficiency upgrades, including loft insulation and replacing boilers and electrical heating systems with newer more efficient models.

We saw a successful application to the Social Housing Decarbonisation Fund (SHDF), resulting in £4m of grant funding, along with a £5.7m GSA contribution, to upgrade the energy efficiency and reduce customer energy bills in some of our poorest performing stock.

In October 2023, we released a new animation with the Matrix partnership to help engage customers on energy efficiency.

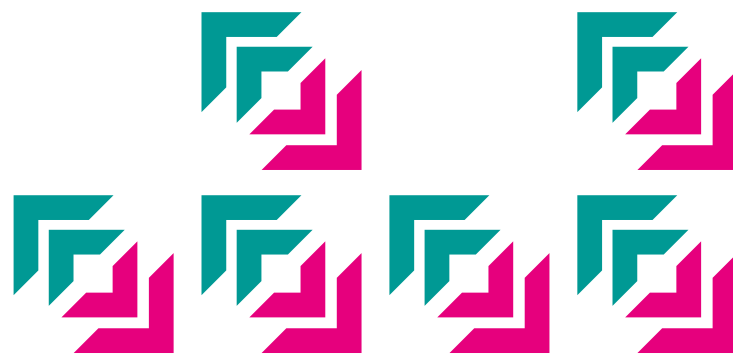
C18**How is the housing provider mitigating the following climate risks:**

- **Increased flood risk**
- **Increased risk of homes overheating**

We do not currently have a policy in place, in part due to our geography in regards to flood risk, however we are exploring how we address and report on these elements.

GSA appraises every potential new development in relation to flood risk, which tends to be relatively low given the geography we work in.

In relation to overheating, Mechanical Ventilation and Heat Recovery systems (MVHR) are standard within our specification requirements, and we have significant experience in successful application, particularly in our LoCal homes given the high thermal efficiency of the timber frame panels.





C19

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

Recognising the important role our customers play in helping us manage the condition of their homes, we are proactive in communicating around all aspects of managing the home. We do this via a specific 'Manage your home' section on our website, containing dedicated sections on condensation, damp and mould, and in customer information packs for both new and existing homes.

Understanding our customers and their homes has never been more critical, and during the year ahead we will place emphasis on improving our customer data so we can effectively tailor services and better monitor the impact of service changes. Our growing community links via the Locality Board and Customer Panel will be integral to this important work.

Having largely completed a full survey of our housing stock, a key priority for 2023/24 is the delivery of an enlarged and targeted programme of investment in our existing homes. This will see us invest over £10m in fire safety works and £11.3m in new components including new windows and ventilation systems to combat damp and mould.

C20

How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?

For all new developments, we undertake environmental and biodiversity evaluations in line with local authority and planning requirements. Our development programme includes a number of significant schemes which are on brownfield/contaminated land. This has involved delivering substantial remediation work to restore the environment and support nature within the newly developed sites. In terms of maintaining the existing natural environment in our communities, our in-house estates teams take care of the open space around many of our customers' homes. Within the estates function we have invested in a dedicated team of specialist arborists working to ensure the active management of trees across our geography and have undertaken tree surveys with the help of GIS mapping to ensure that we catalogue and monitor the quality of our trees our communities.

C21

Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?

No, but we're exploring ways to develop one.

C22

Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?

No, but we're planning to develop one.

C23

Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?

No, but we're planning to develop one.

C24

Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?

No, but planning to develop one



OUR SRS RESPONSES

GOVERNANCE

We recognise the way we do things is just as important as what we do. In September 2022, we launched The GSA Way which sets out the culture and behaviours we expect all our colleagues to live and breathe.

The GSA way comprises of a set of commitments and a series of behaviours underpinning each of them.

Knowing
what
matters
to our
customer

Putting
their needs
first

Keeping
our
promises

Owning
to the end

The GSA Way was developed with a commitment to our customers at its heart.

Hear from our colleagues [via this video](#).

Our commitment to equality, diversity and inclusion (EDI)

We want to be a diverse and inclusive organisation that reflects the communities that we serve, as well as a fair and inclusive employer and landlord.

We champion equality, diversity, and inclusion (EDI), with our Board playing an active role in our EDI forum.

We are committed to using data to understand the diversity of our colleagues, customers, and communities. Our colleagues are trained and made aware of EDI through mentoring.

For colleagues, our EDI mission covers attracting, retaining, and developing our people so that we can better understand and improve our customers' journey. We all have a part to play, particularly our people leaders who underpin our EDI strategy.

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

Yes, GreenSquareAccord Limited is a registered provider of social housing (LH3902).

C26**What is the most recent regulatory grading/status?**

G1*/V2

*During the 2022/23 reporting year, we had been at a compliant G2 rating. Ther G2 rating was assigned in October 2021, six months after our merger and reflected significant risks associated with the lack of up-to-date health and safety information about our homes including fire risk assessments, asbestos surveys, and electrical reports, which came to light during data record checks completed following our merger. When we discovered these breaches, we self-reported them to the regulator.

As at November 2023, we returned to the top G1 rating for governance, after putting in place our Building Safety Recovery Plan to rectify the safety issues with our homes and initiating wide-ranging changes to the governance and leadership of our organisation. In its judgement, the regulator noted that we have strengthened our governance and compliance frameworks. It also said it was clear that our refreshed Board and Executive Team have set a revised strategy that simplifies our organisation's activities and structure and prioritises investment in existing homes. The regulator also noted that we have accelerated our programme of fire risk assessments, asbestos and electrical safety testing, stock condition surveys and now have robust, reliable, and up-to-date data on which we have based our compliance and reinvestment programmes.





C27

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

GreenSquareAccord Limited has adopted the NHF Code of Governance 2020. We ensure that we follow good governance practices across our operations and have implemented a Governance Framework, which includes our standing orders, financial regulations and the terms of reference for our board and committees. We also follow the NHF Code of Conduct 2022.

C28

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

Yes. GreenSquareAccord is a not-for-profit organisation and an exempt charity. Any income we generate is reinvested in delivering our charitable purposes - the provision of housing, care and support to people on low incomes, the elderly and those with additional needs. We have a small number of shareholders, including our board, and an open shareholding policy (which means that tenants can also apply to be shareholders). We are a registered society under the Co-operative and Community Benefit Societies Act 2014 and, unlike a commercial organisation, shareholders have limited powers. They do not invest money in the organisation or hold any form of economic ownership and we do not pay dividends to shareholders. This helps to ensure that we act in the best interests of our charitable beneficiaries at all times.

C29

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

The Board is accountable for effective risk management, agreeing the principal risks facing our business and ensuring these are managed effectively. The Board also has responsibility for defining our risk appetite (i.e. the amount of risk we are willing to take in pursuit of achieving our strategic priorities).

The Group Board reviews and approves a comprehensive Risk Management Framework on at least an annual basis, most recently in February 2023. The Framework describes the responsibilities of our Boards and Committees, alongside our Executive and Leadership teams in relation to the regular appraisal and reporting of risks. The Framework includes a Board approved Risk Appetite for each of our Principal Risks and this has been further reviewed and refreshed during 2022/23 through regular engagement with the Group Board and Audit and Risk Committee.

Ahead of the development and launch of our new Corporate Strategy our Board reviewed our most significant organisational risks and approved changes to these in December 2022.

Our Executive Board also review our Principal Risks on at least a monthly basis. This supports effective and strategic decision-making and ensures that GreenSquareAccord is able to adapt to an ever-changing environment.

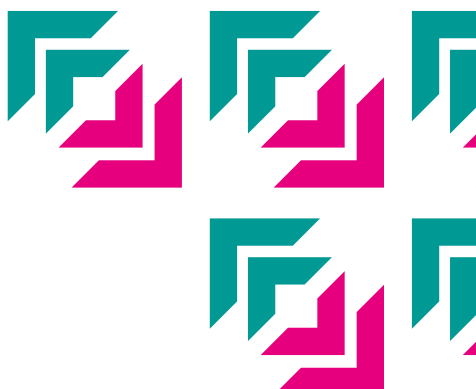
The Group Board and Audit and Risk Committee receive a detailed risk report at every meeting, which highlights the basis for any changes in our assessment of risks and tracks actions for completion to ensure our risk portfolio aligns with our risk appetite.

The Risk Framework incorporates a requirement for the detailed mapping of controls and assurance for all identified risks, and we promote a positive risk culture through engagement with our teams in the regular review and refresh of significant risks.

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?

See question C26 for more information on our governance rating. Following the merger in April 2021, we identified a number of issues which we have been working to resolve. In November 2023 we were upgraded to a G1 rating, however a Regulatory Notice remains in place while we complete outstanding works arising from our building safety programme. We are also subject to a paragraph 49 review by the Housing Ombudsman Service, which primarily relates to historic complaints.





C31

What are the demographics of the board? And how does this compare to the demographics of the housing providers residents?

% of board that are women	54.5%
% of board that are BAME	9.1%
Average age of board members (years)	56
Average board tenure (years)	2.6

C32

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

% turnover figures during this period are not representative as the organisation was created by way of the merger on 1 April 2021.

The maximum tenure for a board member is usually six years, and is set out in our Rules. This aligns with the NHF Code of Governance 2020. In exceptional circumstances the board may approve an extension to this term.

C33

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

Yes, the maximum tenure is six years subject to any specific extension agreed by the Board.

C34

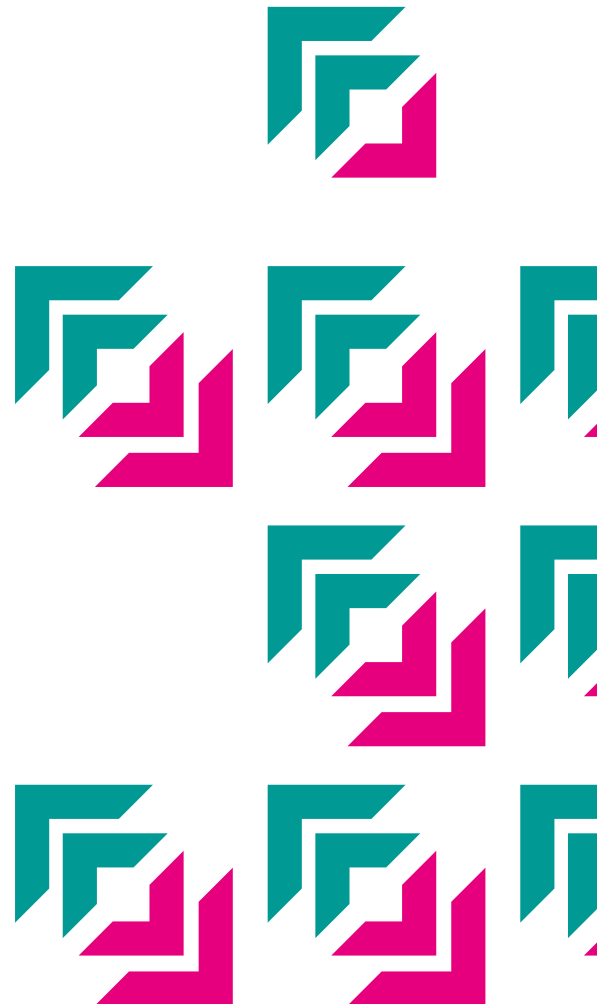
What % of the board are non-executive directors?

81.8%. Our Rules state that non-executive appointees must be in the majority. We currently have 11 board members (out of a possible maximum of 12). Nine are non-executive appointees and two are members of the Executive team (the CEO and the CFO).

C35**Number of board members on the Audit Committee with recent and relevant financial experience.**

Of the four members of the Audit and Risk Committee, one holds and has held several senior finance positions, one is a qualified chartered accountant, one has specific audit and risk experience, and one has a banking background.

The Board also retains responsibility for a number of key finance decisions by way of the reserved matters set out in our standing orders. The Board contains additional financial expertise and experience.





C36

Are there any current executives on the Remuneration Committee?

No – this is not permitted by the NHF Code of Governance 2020. Our People and Culture Committee is responsible for decisions relating to remuneration. It's terms of reference do not allow executives to be members of the committee.

C37

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

Yes. Succession planning is carried out regularly for the board and its committees. We have appointed 5 new non-executive board members and one new executive board member since the date of merger. We have also recently appointed a new chair who will start their term of office in April 2024.

C38

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

7 years.

C39

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

The last independently-run governance review took place in August 2022 and was carried out by Campbell Tickell. An In Depth Assessment (IDA) was also conducted by the Regulator of Social Housing in Autumn 2023, resulting in an upgrade to our governance rating.

C40

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

Yes.

C41

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

Members are asked to declare interests at the start of each meeting. Board members and executives also complete an annual DOI return. Guidance is given to members who serve on subsidiary boards as well as the main board. A fundamental conflict of interest would require a member to step down. A conflict in respect of a specific item would be dealt with individually (e.g. that member may not be able to vote / participate in proceedings).

C42**Does the housing provider pay the Real Living Wage?**

No, but GSA does commit to both the National Minimum and National Living Wage for all employees, and we undertake an annual audit to evidence our own compliance.

C43**What is the median gender pay gap?**

Our median gender pay gap for 2023 was 20.33%.

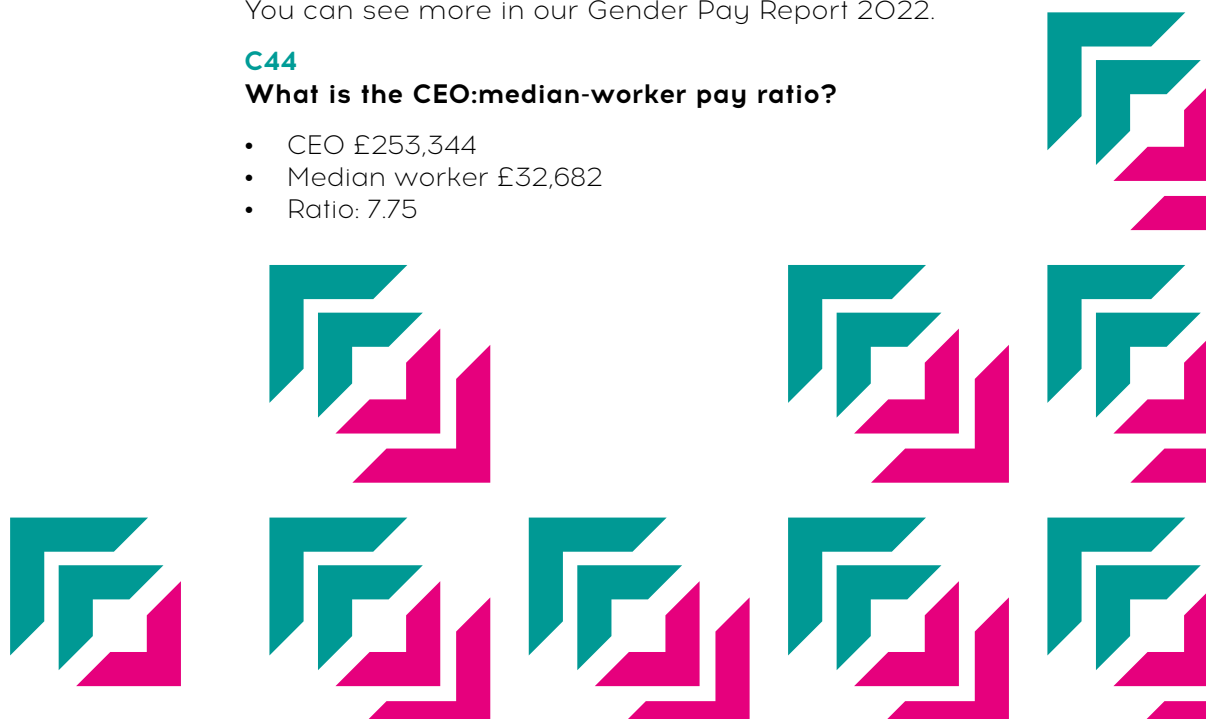
One of the four objectives in our new strategy is that we will create a culture which empowers our people, and we have set out for our colleagues how our commitment to equality, diversity and inclusion will affect all stages of their employment journey with us.

We are continuing to review our remuneration practices, bringing them together to ensure consistency in our approach. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex and we will continue to carry out pay and benefits audits at regular intervals to monitor and act on this.

You can see more in our Gender Pay Report 2022.

C44**What is the CEO:median-worker pay ratio?**

- CEO £253,344
- Median worker £32,682
- Ratio: 7.75





C45

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

Our ability to meet objectives and commitments to customers in an efficient and effective manner depends on the contribution of our people. Every year we complete an annual group employee engagement survey to provide feedback from across the business. We believe our colleague feedback is critical to the group given our focus on colleague satisfaction and the direct impact we believe this has on customer satisfaction. Our latest survey was carried out in June 2022 where our response rate increased by 8% and our overall engagement increased by 2.3% from the previous year's survey.

We added EDI health and culture measures to our survey for the first time with our EDI health measure coming out at 76% and our culture measure coming out at 75%. The main themes from the 2022 survey were connection to the organisational strategy, pay and benefits and communication. To ensure that we remain focused on listening to our colleagues we have agreed a regular business action plan to address the feedback received by colleagues which is reviewed every quarter by our Executive Team and our People & Culture committee.

We have also brought together legacy employee forums to create "Colleague Voices", our workforce representation group who help us create a voice from the colleague, right through to the board room. Our colleague voices have attended a number of People & Culture committee meetings in the last year and continue to be a present voice in the boardroom.

We also have a Mental First Aiders Team who are a group of colleagues who have volunteered to support other colleagues with mental health advice and guidance. They offer informal support to colleagues through a 'buddy' scheme and also regular face to face drop-in sessions for our trades team colleagues.

C46

What is the average number of sick days (both long and short term) taken per employee?

12.8 days

C47**How is Social Value creation considered when procuring goods and services?**

The Group Board recently approved a new five-year procurement strategy and supporting policy during the year, regularising our buying processes to ensure that we deliver benefit from purchasing at scale. A new procurement hub and enhanced procurement portal. As a result, economies of scale and social value in purchasing have been delivered with cashable savings of £0.3m in the year.

C48**How is Environmental impact considered when procuring goods and services?**

GSA is currently developing a sustainability policy and strategy for the group. Where applicable the sustainability goals agreed as part of this process will be translated into specifications for goods and services in future procurement activities.



IN CONCLUSION



We are proud of our achievements so far but this is the start of our ESG reporting journey.

In 2023/24 we intend to:

- Develop our sustainability strategy and policy for the Group
- Formalise our approach to sustainability through the setting up of a Sustainability Forum which will look to ensure ESG considerations are factored into strategic decisions made at GSA
- Drive greater sustainability through partnership working, especially in relation to decarbonisation
- Build on lessons from our SHDF investments
- Enhance our Scope 3 reporting
- Formalise existing practices and processes in to Policies for Pollutants, Waste and Water Management and Climate Risks relating to flooding and overheating

**We value your input
and feedback**





**We are curious
and ambitious**



**We are business-minded
for social purpose**



**We are supportive
and caring**



We are one team



**We believe our
customer is everything**



