



Building a sustainable future:

Impact Report

For the year ended 31 March 2023

Bromford.

A snapshot of our business

1,770

Colleagues



A2/A+

Credit ratings

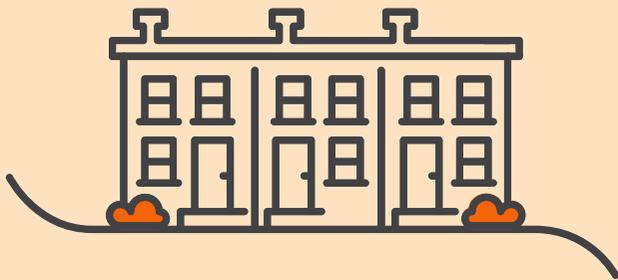
G1/V1

Regulatory gradings



1,265

New homes completed



46,437

Homes owned and managed



110,000+

Customers



Our sustainability golden metrics

In May 2023, we set out for the first time our sustainability golden metrics to provide our stakeholders with an overview of our progress against the key drivers of truly sustainable outcomes for our people and places. We will report these semi-annually in our trading updates as we continue to drive greater visibility, comparability and accountability.



87%
Homes at EPC C or above



111,765t
CO2 emissions (Scope 1, 2 and 3)



54%
Market-social rent differential



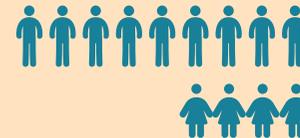
554
New social rent homes completed



27%
Proportion of our new lettings in the year let to the homeless



83%
Customer advocacy



9:4
Board and Executive male:female ratio



6.5%
Gender pay gap



4.4%
Ethnic pay gap



99.99%
Gas safety

100%
Fire safety



99.99%
Decent Homes Standard



9
complaints upheld by Ombudsman

Nil
adverse regulatory findings

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As the cost of living crisis continues to impact our customers and the communities in which they live, as waiting lists for affordable housing continue to grow, and as our operating environment becomes ever more challenging, there has never been a more important time to affirm our clarity of purpose – investing in homes and relationships so people can thrive.

Bromford has provided affordable homes for sixty years, and sustainability has always run to our core purpose. As one of the largest developer housing associations in the United Kingdom, owning and managing more than 46,000 homes and with plans to build 12,000 more by 2031, we have an important role to play in building a sustainable future where everyone has a home that is safe, secure and affordable.

We care about the people who live in our homes and want each of them to be able to achieve their goals – and we believe sustainability is at its most powerful when it improves the lived experience of our customers and colleagues.

This year, as waiting lists across our top four areas approached 10,000 families, we completed a record year of house-building. We delivered 1,265 new homes, with just under half of these homes offered to

customers at social rent. With rising food and energy prices, and stubbornly high inflation, we established our Cost of Living Working Group in June 2022. It has already delivered over 2,500 positive interventions tailored to individual customers, helping them to secure additional income of over £250,000. And, as we continue to drive for even greater equality in our service delivery; we have evolved our Bromford Home Standard – a set of principles defining what is important to customers when living in a Bromford home, old or new.

Ensuring sustainability runs through every part of the business is a central part of our strategy. Our pioneering approach to sustainability-linked finance is also paying dividends, this year helping to drive a reduced gender pay gap of 6.5% and improving the energy efficiency of our existing homes portfolio to 87% at EPC C or above.

We believe our sustainability reporting should be more transparent, more open and more regular. In a first for the sector, our 2023 year-end trading update included our sustainability golden metrics – the core measures which we know truly deliver sustainable outcomes for our people and places. Internally, we have established customer and sustainability frameworks, each with their own golden rules and aspirations, to sit alongside our financial framework to provide regular updates for our Board and drive even greater accountability for all colleagues. We will continue to develop these frameworks and metrics as we learn more about the drivers behind the numbers; including macro developments in the policy landscape,

how the national grid is powered, and the emergence of new technologies. And we will always listen to our customers; we will continue to run the customer focussed sustainability workshops we established this year to ensure their voice is not lost.

We also want our sustainability journey to be honest and sincere. Last year, we made an error in our carbon emissions disclosure. Working with our specialist partners at SHIFT Environment, we have corrected this and refined our understanding of the methodology that underpins Scope 1, 2 and 3 CO2 emissions to re-baseline our performance this year. We have openly published this year's report on our website and have run workshops with our investors

to develop a shared understanding of our current emissions and our route map to a net zero carbon future.

Looking forward, our new corporate strategy 2023-2027 is driven by our clarity of purpose and sets out our sustainability aspirations across our core strategic pillars of place, scale and impact. Importantly, we have renewed and enhanced our commitment to setting targets and measuring outcomes. Over the next four years, we want to reduce our carbon footprint to below 3 tonnes of CO2 per home; we want to bring 1,000 customers into employment and training; and we want to reduce our colleague sick days. These aspirations, and many others, are

enshrined in our 2023 Sustainable Finance Framework, accredited by DNV and aligned to the latest market principles.

Our sustainability work will always be Bromford led. We know our people, and the homes and communities in which they live; and working with our customers and colleagues, we know what delivers truly sustainable outcomes. And we will continue to tell our story in a way that resonates with all stakeholders including our investors and funders.

This is our second annual sustainability impact report, and is the central channel through which we can tell our story and demonstrate our progress against our sustainability commitments, so that our customers, colleagues, investors, and other strategic partners can hold us to account. We are proud of the strides we have made on our sustainability journey this year but we know there is a long road to travel – it is a path we will continue to travel with an honest and transparent assessment of where we are, acknowledging that we don't have all of the answers and in some cases we are still forming the right questions.

Robert Nettleton
CEO, Bromford



About us

Since forming in 1963, Bromford has grown to become one of the largest housing associations in the country. We now own and manage 46,437 homes and plan to deliver more than 12,000 new homes by 2031. Our colleagues build individual relationships with more than 110,000 customers that live in our homes and use our services.

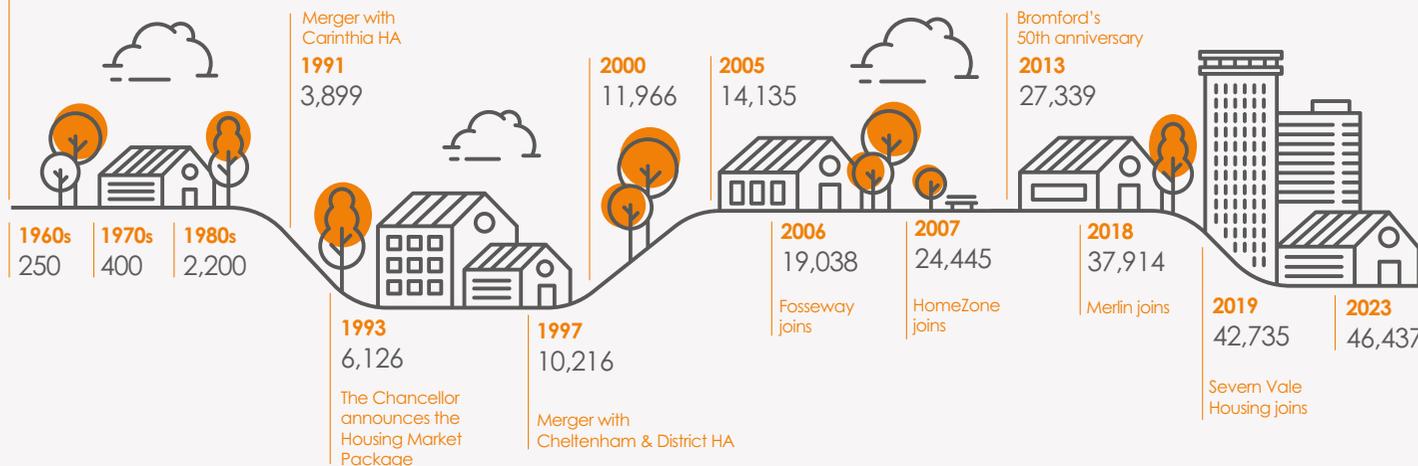
Over 50% of our customers live in just four areas, Lichfield, Tewkesbury, Cotswolds and South Gloucestershire, all of which feature in this report in relation to our social and environment impact.

Our purpose is to invest in homes and relationships so people can thrive. Sustainability has always been fundamental to our mission and continues to underpin everything we do. It runs to our core purpose and is the foundation upon which our new 2023–2027 corporate strategy is built.

We believe that everyone should have a home that is safe, secure, warm and affordable and for the third year in a row, we are proud to be in the top three developers of social rented homes in England.

With our strategic shift to scale, place and influence, we have the aspiration to be the number one developer of affordable homes in Gloucestershire and throughout the wider M5 corridor. We will continue to be a major developer of new homes across a wider area too including the West Midlands and West of England Combined Authority regions.

Our history.



CASE STUDY

Helping our customers through the cost of living crisis.

In June 2022 we formed our Cost of Living Working Group to help customers who were struggling in the face of rising inflation and its impact on the price of food, fuel and utilities.

The group includes a range of colleagues from across the business, is chaired by Hazel O'Halloran, head of homelessness & community investment, and reports into our Customer Forum with visibility at Executive and Board level.

In the three months to the end of March 2023, we recorded over 3,000 cost of living conversations with customers with over 2,500 positive interventions and actions to support our customers.

These interventions have resulted in access to food bank vouchers, referrals to internal income management advisors, referrals to external partners for Household Support funds, Warmer Homes Discount Scheme and other resources.

In the six months to the end of March 2023, our income management colleagues helped secure £250,000 of additional income for customers.

Our efforts have been appreciated by customers, including one who messaged a colleague after we

provided her with food bank vouchers:

"I really appreciate the support and kindness you've shown me. I went to the food bank and it wasn't as scary as I thought, the support from you doing that was huge," she said.

"It meant everything and we needed it more than I can explain. They even gave me some washing powder when I've been using washing up liquid to do all our clothes just to be able to clean them.

"I know sometimes your job is going to be hard but you've shown me kindness and no judgement when lots of people can be quite mean about things so I just don't talk to them. Even though you have a job to do, having the humanity that you have makes a difference - honestly. And the fact that you speak to me honestly and give me the facts in black and white really helps because I know exactly where I stand with it all."

It's a view shared by a neighbourhood coach, Nina Pearce, who added: "It's really encouraging to think what can be achieved in the future as we continue to access all local resources and work collaboratively with other organisations to help customers thrive."



Our strategic objectives

These eight objectives will turn our purpose into action over the life of this strategy. They demonstrate how we will invest in homes and relationships so people can thrive.



Place-based working



Relationships that support customer aspiration



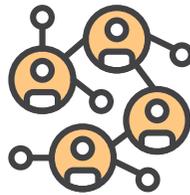
Our move to scale



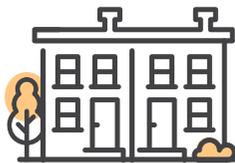
Proactive maintenance and compliance



Agile working to solve problems



Place-based pipeline of talent



Home Standard - closing the gap



Known as a leader and influencer

Alongside our new strategic objectives, we have also established a set of guiding principles, which include:



Build relationships



Think community



Places, not projects



Invest for impact



Develop trust



Seamless service



Data driven



One Bromford

Our sustainability reporting approach

We have made significant enhancements to our sustainability reporting approach in the last year, establishing a golden thread across our new corporate strategy, our business plan, our updated sustainable finance framework and this impact report. In another sector first, we have also launched our sustainability golden metrics and published these in our trading update for the 2023 year end.

Our three core reporting pillars, set out below, remain at the heart of our approach, demonstrating our sustainability reporting and our alignment to the UN's Sustainable Development Goals. These include:

- Our Sustainable Finance Framework (Framework)
- Our Sustainability-linked loans (SLLs)
- The Sustainability Reporting Standard for Social Housing (SRS)

From Framework to SLLs: establishing the golden thread

Our sustainability ambitions continue to be Bromford-led and powers our updated corporate strategy 2023-2027.

And, we now have a dedicated and emerging internal sustainability framework which sits alongside our customer and finance frameworks, all with golden rules

and aspirations, bringing ESG performance front and centre in the work delivered by our dedicated colleagues every day, with performance overseen by our Sustainability Group, Executive and Board.

Our sustainability commitments are also reflected in the investment decisions which underpin our 2023 business plan.

This golden thread continues in our 2023 Sustainable Finance Framework which makes a firm commitment to setting targets and measuring outcomes against our ESG projects, in line with our corporate strategy.

This impact report completes that golden thread internally, setting out our annual performance in FY2022/23 against our commitments for all of our stakeholders from customers and colleagues, to developers and investors, and other key stakeholders.

Having established our golden thread, we are then perfectly positioned to continue issuing new sustainable linked finance which focuses on the KPIs and projects that we know truly make a difference to our people, and the homes and communities in which they live.

Adopting the SRS: facilitating comparability but telling our story

We are an adopter of the SRS and remain passionate supporters of its role in social housing. In working to a common standard, and in bringing together housing associations, funders, investors and other important stakeholders, the SRS has already provided a common language to facilitate a sincere and collaborative commitment to sustainability reporting in our sector. Importantly, it has already provided a reference point to highlight key areas of success and areas for future development.

Our commitment to the UN's Sustainable Development Goals.



We welcome the collegiate approach to the second iteration of the standard, SRS2.0, and are pleased to be in discussion with the leadership team at Sustainability for Housing to provide our feedback. We value the advanced set of disclosures proposed under SRS 2.0 and support the “comply or explain” approach for disclosure.

But, at Bromford, we will always look to go beyond standardised disclosures in order to tell our own story. This impact report therefore covers a range of performance measures against our 2021 Framework which set targets across a number of projects for FY2022/23, in addition to our SRS responses. And, we believe that our story is only complete as we hear and share our customers stories and our colleague stories, and we are pleased to also include a number of case studies throughout this report which highlights the impact of our work on our people.

From reporting to reflection and action: our sustainability golden metrics

Whilst the adoption of the full SRS continues to represent an important aspect of our disclosure and reporting, we are keen to promote a set of core metrics which allow all stakeholders to identify with ease the progress we are making. We want to ensure that the core drivers of our ESG performance are not lost in a sea of reporting. We want to drive more visibility, more comparability and more accountability of our performance against these core drivers. We want to continue pushing the boundaries of what we can achieve and we want to make sure there is nowhere to hide if we don't deliver. And importantly, we want to create spaces where reporting moves to reflection and action so we remain focused on doing the things that make a difference on the ground.

We have therefore promoted a set of golden metrics and became the first housing association to openly publish our sustainability performance in our year-end trading update for the financial markets for 31 March 2023. Importantly, the selection of these metrics continue to be led by us in discussion with our customers and colleagues. Through this regular dialogue, we remain close to our customers, and the homes and communities in which they live, and are best placed to identify the activities that drive truly sustainable outcomes and how this should be reported. But, as always, we want to tell our story in a way that resonates with investors and the broader stakeholder community, and we welcome external challenge and examination – we have run dedicated workshops throughout with our key funding partners for exactly that purpose.

As we strive for even greater clarity and transparency, we will continue to track these metrics internally and we will continue to publish them every six months in our market updates. We appreciate that the sustainability space remains dynamic and nascent, and we therefore look forward to working with our customers, colleagues, investors and other stakeholders to develop our

sustainability golden metrics over time. And we will continue to call on the SRS now to promote a set of golden metrics within the standard.

Looking forward: a call for standardisation and audit

Sustainability reporting continues to move at pace, manifesting in a return of different reporting authorities and investors asking for an increasing amount of data and disclosure. With the obvious burden on our resources, this carries the risk that we become reporting rather than delivery focused. It also presents further challenge in reporting being authority led rather than housing association led. We are therefore calling reporting authorities to unify behind a single reporting standard and for housing associations to drive that standard.

And, we welcome a future where sustainability data is only published once it has been audited, in the same way financial performance is today. This will provide greater assurance on our baseline positions and the progress we are making – and ultimately, enhance our credibility and hold us to account.



Our 3 sustainability reporting pillars



1 Sustainable Finance Framework

Our Framework is an essential component of our sustainability story and wider corporate strategy, cementing the relationship between finance and purpose and enabling all future funding to have a sustainability focus. It has been updated in 2023 to align our future financing to strategic commitments of place, scale and impact. Launched in 2021, the Framework maps our contribution to the UN SDGs (Sustainable Development Goals) and details and tracks our progress against a set of eligible social and green projects. Our 2023 iteration has been updated in line with latest markets principles. It encompasses funding options including UK listed bonds, UK and US private placements, bank facilities (revolving and term debt). The Framework is aligned to the International Capital Markets Association (ICMA) principles for: green bonds, social bonds and sustainability bond guidelines. It also satisfies Loan Market Association (LMA) principles for green loans and social loans.



2 Sustainability-linked loans

We believe that SLLs are more than just about discounts or margin savings. When they work effectively, they create a new awareness and discussion throughout our organisation, and with our partners, to drive new outcomes on important pillars of sustainability. Our existing revolving credit facilities see margins and fees on the loans ratchet down as we successfully meet pre-agreed ESG targets. We are passionate about delivering against all aspects of ESG and have developed a series of sustainability-linked loans across the themes of energy efficiency, gender pay gap, colleague sick days and customer employment.



3 Sustainability Reporting Standard for Social Housing

We are proud to be an adopter of the SRS, which aims to provide a transparent, consistent and comparable approach to ESG reporting across UK social housing. The collective approach includes 12 themes and 48 criteria, and has been adopted by over 130 housing providers, banks and investors. The SRS has been designed to align with both the ICMA and LMA Social and Sustainability Bond Principles and will be updated in 2023/24 in response to the changing housing environment and wider ESG reporting landscape. We will always look to go beyond these metrics to tell our own story. Ultimately our sustainability journey is as unique as our people and tailored to meet the specific needs of the customers and communities we serve.

OUR IMPACT:

Sustainable Finance Framework



Our sustainable finance framework is an essential component of our sustainability story, cementing the relationship between finance and purpose.

For our customers to see the true benefits of our sustainability strategy, a shared purpose and commitment must run right through the organisation – including the way we are funded and financed.

Our Framework is integral to our corporate strategy, committing us to raising all future funding under the sustainability banner, aligning our future financing to strategic commitments, underpinned throughout by seven UN SDGs.

We have committed to all future funding being tied to our sustainable objectives. To put this into context, we currently have £1.7bn of private finance, with plans to raise another £1bn over the next decade.

Like many of our peers, we have adopted a “use of proceeds” Framework, which means the net proceeds from the issuance of green, social or sustainable funding will be exclusively used to finance or refinance green and social projects.

However, we have gone further by making a voluntary commitment to a set of stretching and tangible social and

environmental KPIs that address our housing ambitions and other priority areas across 10 projects.

The narrative around these projects – ranging from the delivery of social homes and improving customer employment, to creating an inclusive culture for colleagues and greening our office space and fleet – has been updated to reflect the targets and impact measures we have carefully designed against our core strategic pillars of place, scale and impact. First published in 2021, our updated Framework aligns our future financing to strategic commitments, underpinned throughout by a clear link to seven United Nations’ Sustainable Development Goals and to updated International Capital Markets Association and Loan Market Association principles too.

We expect our Framework to continue to evolve over the coming years in line with policy, technological and other macro drivers, as will our strategic targets. This may require some retuning of those targets to ensure we continue to raise the bar in what we can achieve.

Imran Mubeen
director of treasury



Our Framework captures our commitments across six eligible categories – from new affordable homes and EDI, through to green buildings and clean transport. Our progress against these 2021 commitments are set out below.

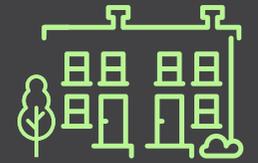
1. Affordable Housing

Delivering affordable homes and regeneration

We have had another record year at Bromford, delivering **554 new social rent homes**, representing **44%** of our **1,265** new homes delivered. For the third year in a row, we are proud to be in the top three developers of social rented homes in England and the graph overleaf illustrates the year-on-year step change across our big four geography.

Social rent homes remain a key focus, the delivery of homes for affordable rent and shared ownership are also important in offering affordable housing for customers who cannot access the private rent or sale market.

Over the life of our new strategy, the delivery of new social rent properties will continue to represent c.50% of new homes delivered and we will do this through a mixture of S106 and land led development schemes, with a slightly higher weighting of properties via Bromford land led developments.



1,265
new homes
delivered of which:

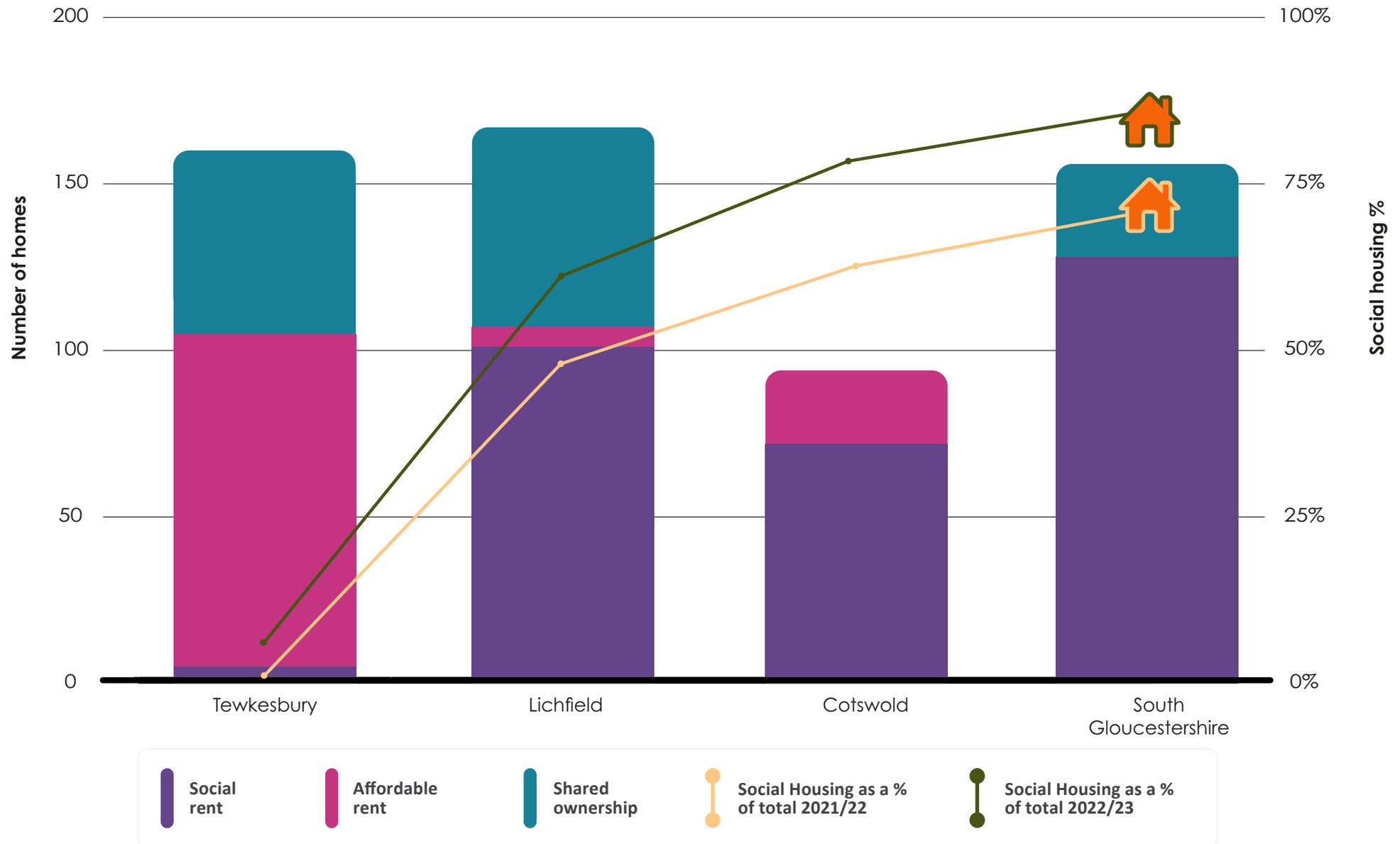
554
Social rent

348
Affordable rent

363
Shared ownership

Homelessness reduction

Developing social rent homes is fundamental to our strategy in tackling homelessness. Over the last three years, we have consistently been in the top three developers of social rented homes in England and in 2023, as illustrated below, we outperformed the previous year in delivering new social rent homes across our big four areas.



CASE STUDY

Community's generosity helps former homeless customer feel right at home

Being homeless is a reality for thousands of people in the UK at any given time and can have a devastating impact on lives, affecting everything from health to job prospects. But everything doesn't just immediately improve when someone who was homeless is handed the keys to their new property. It gives them a roof over their head in a home that is their's, but a home is much more than that.

That was the situation Miss M found herself in towards the end of 2022. She had been staying in hotels with her two children aged 8 and 14 after losing her previous home. But when she moved into a two-bedroom flat in Staffordshire, she was arriving with no furniture, white goods or money for carpets.

Eleanor, her neighbourhood coach, had identified that she was likely to struggle when carrying out the home visit with her prior to Miss M signing the tenancy agreement. So, she started identifying local organisations that might be able to help Miss M settle into her new

home. After having had success with a previous appeal on the local Facebook group, she suggested that Miss M could reach out on there. There was an almost immediate response of offers of nearly-new furniture, pots and pans and even white goods from a local agency that prides itself on offering random acts of kindness.

Eleanor also contacted the parish council and church to see if they could offer any support. The council provide a supermarket voucher, while the church put out an appeal to its congregation which lead to further donations of curtains, bedding, towels, cutlery, and rugs. After a referral to the local foodbank Miss M received an essential food parcel as well as a Christmas hamper and toys for the children to help them really celebrate their first Christmas in their new home.

Miss M has been totally overwhelmed by the generosity of the local community in helping her feel at home and giving her the best possible chance for her and her children to thrive in their new flat.



2. Employment generation alleviating unemployment

Employment of apprenticeships and graduates

We are a business that supports our community, and we demonstrate this through supporting the career development of our new and existing colleagues. Our apprenticeship and graduate programme continues to go from strength to strength, with **54 colleagues** currently on the programme as at March 2023. This takes the total number of apprentices and graduates who have

trained through the programme since its inception to **130** as at March 2023, **surpassing our target of 100.**

As members of the national body the 5% club¹, we are committed to increasing this number even further and aspire to achieve 5% of our colleagues in 'earn and learn' positions as we seek to make esteemed workplace learning a more accessible opportunity. To this end, we have been investing in new apprenticeships in our skilled trades, as well as providing further support to existing colleagues to help them upskill and thrive in their careers. Our 2022 graduate programme took on a further six graduate colleagues across the business, with a further **seven** graduate roles actively being recruited to start in September 2023.

An apprenticeship will not be a good fit for every colleague's career development. That's why we have launched our **Career Pathways** platform. It pulls together information on different career journeys from existing colleagues across the business to help others identify and map out possible pathways for future development, such as interactive courses and links to the roles available at Bromford, progression within them and more widely across the organisation.

Employment generation at Bromford does not stop with colleagues and we are committed to coaching customers into employment, so much so that our new 2023 sustainability linked loan with ABN Amro is formally linked to getting more of our customers into employment and training.



130

new apprenticeships
or graduate roles
delivered since 2021



¹ By joining The 5% Club, members aspire to achieve 5% of their workforce in earn and learn positions within five years of joining.

CASE STUDY

Building the workforce of tomorrow: Over 100 new apprentices and graduates

Over the past four years we've recruited some of the brightest talent in the housing sector, hiring 100 apprentices and graduates who've brought their skills and enthusiasm into the business.

It's been a concerted effort for us to bring significant numbers of people into Bromford at the start of their career so they can develop and grow with us, with the benefit of reducing turnover and recruitment costs.

And we've committed to continuing to support up-and-coming talent by joining the 5% Club and increasing the number of apprentices, sponsored students and graduates to at least 5% of our workforce by 2027.

We have worked with our local communities to run recruitment with assessment centres run in our key offices to provide opportunities for people living in our communities and advertised locally.

Many of our apprentices have been recruited into some of our harder-to-fill roles such as electricians, which has ensured we have continued to provide the services our customers expect. Others have joined our Learning and Development, Risk and Audit and Project Management teams.

Apprenticeships run for between two to four years before an embedding year to cement their learning before transitioning into a permanent role.

Our graduates have taken roles right across the business, from service delivery team to ICT to the people team. They have taken part in some of our most important pieces of work, including our ongoing cost-of-living project where they have been instrumental in improving the quality of information we have to support customers facing financial hardship due to rising prices.

This year's National Apprenticeship Week was a special one for us as our apprentices and graduates came together to celebrate how their careers were kickstarted by our early careers programme, which has been running since 2019.

Kate Farnell, who joined us in the latest intake of graduates in September, said: "It was so nice to see that apprenticeships and graduate schemes are becoming more widely used and was such a great way to showcase that apprenticeships are for everyone! It has made me excited to continue my graduate journey at Bromford."

Apprentices and graduates lead Sharon Carrington added: "We're passionate about developing young people who are just starting their careers through our graduate and apprenticeship schemes. We are very much a people business and helping people to thrive, whether that's the customers living in our homes, or our colleagues delivering services to them, is what gets us out of bed every morning."



3. Socioeconomic advancements and empowerment

For Bromford to continue to succeed, our people and customers need to be given the opportunities and tools to thrive.

Equality, diversity and inclusion

Employment generation creates a diverse and individual DNA at Bromford and it is imperative that an environment is created where colleagues feel that they truly belong.

As described further in the case study overleaf, our Be.You group and inclusion champion groups identify events and activities to support our people, ranging from religious festivals such as Divali or Ramadan to cultural awareness events such as Black History Month and LGBT+ History Month.

In the run-up to our annual Inclusion Week, we launched new guidance setting out our approach to supporting colleagues through all stages of the menopause and empowering colleagues to feel confident talking about it. A total of **68 colleagues** took part in a subsequent workshop and by the end of it, **93%** said they felt quite or very knowledgeable about the

menopause compared with 3% at the start. We have since signed up to become an officially accredited menopause friendly organisation.

Neighbourhood coaching

Our neighbourhood coach operating model helps us to understand our customers and communities' needs by providing us with a unique angle to engage with our customers through a personalised relationship. This enriches understanding of different customer needs and the intimacy of our neighbourhood coaches to customer patch size demonstrates how strong this relationship is across our geography.

Our Customer and Community Influencing Networks (CCIN) and Local Influencing Networks (LIN) enable us to work with customer groups which are diverse and facilitate focussed discussions relating to our homes and communities. Our involved customers help us to codesign how we move forward at Bromford and also hold us to account to deliver on our promises. Through our data and insight approach at Bromford using the Qualtrics platform, we survey 1000s of customers a year and this enables us to capture qualitative feedback which also helps us to design how we engage with our customers and service them. In 2023, our customer advocacy score was **83%**, up from 79% in 2022.



6.5%
Gender pay gap

4.4%
Ethnic pay gap

83%
customer advocacy

CASE STUDY

Creating an inclusive workplace

Our unique Bromford DNA sets us apart from our peers and is integral to helping colleagues achieve their individual and strategic goals.

It is imperative that all colleagues feel that they truly belong at Bromford, which is why we have placed so much importance on ensuring we are an inclusive place to work where different life experiences, views and perspectives are welcomed and valued.

Each year our Be.You group and inclusion champion groups identify events and activities to support, ranging from religious festivals such as Divali or Ramadan to cultural awareness events such as Black History Month and LGBT+ History Month, which we marked for the first time this year, with a quiz, lunch and learn event and special Valentine's Day bake off, with all the proceeds donated to LGBT+ support line Switchboard.

After February's event, Alice Phillips, a member of the LGBTQIA+ community and allies working group, said: "Hopefully by recognising this month at Bromford it's helped provide some new information to colleagues that they may be able to discuss and share. We're hoping to keep the conversation going all year round, ensuring that equality and diversity is celebrated across the business."

We arranged a series of events during Inclusion Week 2022 to help colleagues better understand and learn about other people's experiences. Among the guests brought in to speak was paralympic cyclist Sam Ruddock

who, in a webinar with colleagues, shared his experience of growing up with a disability and how he has built resilience over the years. Colleagues also heard from inclusion and diversity consultant Sean Childerley who presented a session on allying diversity and explained how allies can make a difference in making workplaces truly inclusive.

In the run-up to Inclusion Week we launched new guidance setting out our approach to supporting colleagues through all stages of the menopause and empower colleagues to feel confident talking about it. A total of 68 colleagues took part in a subsequent workshop and by the end of it, 93% said they felt quite or very knowledgeable about the menopause compared with 3% at the start. We have since signed up to become an officially accredited menopause friendly organisation.

Sally Burford, project data analyst, said, "As part of Inclusion Week I joined a webinar "Talking Menopause". It highlighted how important it was for women to share their stories of what they are going through and how the symptoms affect us on a day to day basis. Having these conversations can be difficult but it can only help to raise awareness and give colleagues means to gain support from others going through the same struggles. By talking and opening up in a safe environment can only be a good thing as the more we share the more we learn, with the aim to improve our well-being and mental health. Bromford has an ongoing commitment to bring menopause higher up the agenda and support women through this difficult time."

Menopause was one of the themes of the event we held in March 2023 to celebrate International Women's Day, alongside learning from our annual gender pay gap report and our female career accelerator programme.

Luan Roper, project manager, said, "Ensuring everyone is included is important to me and key to Bromford's DNA. So, seeing people of all ages and genders attend the recent menopause session as part of inclusion week was wonderful. We found out what Bromford is doing to support colleagues and the steps we are taking to share knowledge, improve understanding and ensure our policies and practices are up to date in key areas. As someone just starting on this journey myself, it was really good to hear the commitment from leaders and colleagues to work towards menopause friendly accreditation at Bromford."



4. Green buildings

Carbon reduction: energy efficient new and existing homes

Due to pioneering new energy efficient enhancements, **87%** of our existing homes are EPC C and above and we remain on track to achieve **100% by 2028**, two years ahead of targets imposed on the sector. In terms of homes developed in 2022/23, our new homes programme delivered **84%** of properties at EPC A or B with **16%** EPC C.

Whilst EPC ratings are an important tool in measuring the energy efficiency of our homes, our new sustainability golden metrics disclosed in May 2023 go beyond our homes and incorporates Scope 1, 2 and 3 emissions across our business. We also want our sustainability journey to be honest and sincere. Last year, we made an error in our carbon emissions disclosure. Working with our specialist partners at SHIFT Environment, we have corrected this and refined our understanding of the methodology that underpins Scope 1, 2 and 3 CO2 emissions to re-baseline our performance this year to **111,765t**. We have openly published this year's report on our website and have run workshops with our investors to develop a shared understanding of our current emissions and our route map to a net zero carbon future.

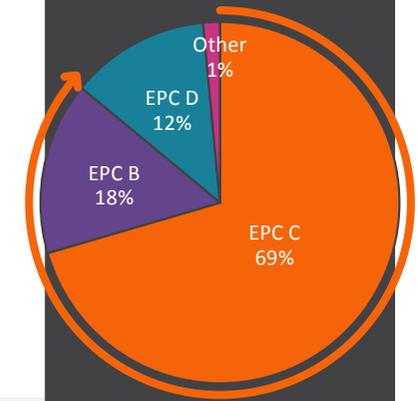
Modern Methods of Construction (MMC)

MMC continues to be an important part of our broader new homes' ambitions. Of the **1,265** homes delivered in the year, **108** homes were via MMC. This is further supported by the implementation of our MMC framework in June 2022. The framework has a focus on developing homes under Categories 1 and 2 of the Government's 'Modern Methods of Construction – MMC Definition Framework', building on our strategic partnership with Homes England and the

requirement for us to have **400 category 1 & 2 MMC homes** started onsite by 2026. However, we believe all categories of MMC can deliver carbon reduction benefits in construction, increased construction speed and quality, as well as a reduction in our reliance on traditional resource-intensive building methods. This is why we are committed to building at least an additional **330 MMC units across all categories** to be completed by March 2029, with a firm aspiration to build more than this as our MMC partnerships become more embedded in our development practices.



EPC of our existing homes:



87%

1,265
new homes of which:

20
EPC A

1,033
EPC B

212
EPC C

108
MMC

5. Clean transport

Carbon reduction: commercial and company car fleet

We want to significantly reduce our carbon footprint when considering our commercial and company car fleet.

At present, our fleet comprises of more than **600 vehicles** and, over the next two years, we will fast track the transition to greener alternatives.

- We have **509 vehicles** in our commercial fleet, of which **14% (72)** are electric or hybrid
- Our company car fleet totals **100 vehicles**, of which **39% (39)** are electric or hybrid

We have not ordered a single standalone internal combustion engine company car for over two years and our strategy is to replace all remaining non-electric vehicles with greener alternatives over the next four years.

To reduce the carbon footprint of our company vehicle fleet and colleague vehicles, we have installed **26** electric vehicle charging points at our offices. This initiative promotes cleaner transport alternatives as we encourage our colleagues to consider electric vehicle use.



111
low emission
vehicles
representing:

14%
of commercial fleet

39%
of company car fleet

26
new electric vehicle
charging points at
our offices

6. Energy efficiency

Carbon reduction: green offices

Implementing initiatives to reduce the carbon footprint of our existing homes and office spaces remains a key part of our plans to become a greener and more sustainable business.

In Tewkesbury and Wolverhampton, our office spaces already make use of energy-efficient LED lighting from their refurbishment in 2021, saving a combined **38 tonnes** of carbon emissions per annum. This year we have expanded this to our Chipping Sodbury office which reduces our carbon emissions by a further **five tonnes** per annum. In 2023, we are taking our commitment a step further by

implementing the next phase of LED lighting installations at our Lichfield office. This upgrade is projected to save **20 tonnes** of carbon emissions annually and reduce lighting energy consumption by up to **80%**. Additionally, we are actively addressing our business waste by introducing improved vending services in May 2023. As part of this initiative, we have removed all single-use plastic cups and encourage the use of our reusable and eco-friendly Bromford cups.

Each Bromford cup has a carbon saving impact of **10-30g**, resulting in an estimated annual reduction of **2.5 tonnes** of carbon emissions and exemplifies the significant impact that even a simple sustainability measure can have.



43t
CO₂e
reduced by LED
light installation

CASE STUDY

Working with customers to set a new Bromford Home Standard

We have been working with customers and colleagues to produce our Bromford Home Standard – a set of principles defining what is important to customers when living in a Bromford home, old or new. It guides how we invest in our new and existing homes and how we prioritise what is important when making investment decisions. Customers told us they wanted to feel proud of their home, so that theme runs throughout the standard.

The principles are:

- **Homes that work:** ensuring we are building, repairing and maintaining homes using quality products that are built to last.
- **A place to thrive:** taking into account individual needs for space, storage and accessibility.
- **Safe and sound:** beyond the regulations, considering how customers feel safe in their homes and communities.

- **Affordable and sustainable:** considering how people can afford to be comfortable in their homes and moving towards a sustainable future.
- **Community and wellbeing:** considering the wider neighbourhood, place and sense of belonging.

We have started to make some improvements to existing homes by doing some much-needed external decorations, improving kitchen lighting, installing showers for customers who need them and starting a flooring pilot.

Fully furnishing a home can prove a big undertaking for some customers, so as part of our new home standard we launched a pilot to measure the impact that gifting flooring to customers can have. We identified 12 initial properties, a mixture of houses, flats and maisonettes as the first to benefit from the pilot and installed the flooring in all of them during March 2023.



OUR IMPACT:

Sustainability-linked loans



Sustainable finance can help ensure we are accountable for the commitments we make around specific sustainability and ESG targets.

SLLs are more than just about the savings. They are an integral part of the golden thread which links our ESG journey to the aspirations of our funds and, when they work well, they create the right discussions which lead to new initiatives to improve the lived day to day experience of our people. Ultimately, our SLLs ensure we have even more visibility, more comparability and more accountability so there is nowhere to hide if we do not deliver.

We currently have three bank facilities totalling £200m linked to sustainability measures, with more SLLs in the pipeline, and have committed to all our future finance being linked to sustainability and ESG measures.

We are passionate about delivering against all aspects of ESG and we have pioneered sustainable finance with the first green and governance loans in the sector. We now have loans touching all pillars of ESG across the themes of energy efficiency, gender pay gap, colleague sick days and customer employment. We believe that every new funding streams should have distinct KPIs for true additionality.

We are committed to re-investing our margin savings into the community and have supported several projects over the past two years to support the victims of domestic violence in our communities. See page 31 for more detail.

Our existing SLLs include:



2020: Energy efficiency (E)



A 10-year, **£50m** revolving credit facility with Natwest, where the interest rate is linked to our ability to meet **EPC C ratings** across our existing homes, and will ratchet down as and when we meet our targets. We saw this as a material step on our net zero carbon journey and we are delighted to report it is already paying dividends with 87% of our homes already at EPC C or above. See page 28 for further details.



2021: Gender pay gap (G)



A five-year, **£75m** revolving credit facility with SMBC Bank International plc, which marked the first loan of its kind to be linked to the **gender pay gap** - and the first in our sector to be linked to governance metrics. The loan is already driving improvement, having reduced our gender pay gap to 6.5%. See page 29 for further details.



2023: Colleague wellbeing and customer employment (S, G)



A five-year, **£75m** revolving credit facility with ABN Amro, linked to reducing our **colleague sick days and coaching more of our customers into employment** - another first for the sector.

The facility includes progressive annual targets as we seek to reduce colleague sick days from 9 days to 6.5 days, and coach 1,400 of our customers into employment or training by 2028. This loan was completed in July 2023 and we look forward to reporting progress next year. See page 30 for further details.

Making our homes more energy efficient and cheaper to run

Linking our borrowing to our energy efficiency objectives creates a community of interest that engages people around our ambitions as a sustainable business, and coalesces around our corporate strategy. We are pleased to say that 87% of homes meet EPC C or above, but we need to go further, and faster.

That's why we brought our target for 100% of homes to meet EPC C or above forward by two years, to 2028, where financially viable. This means making our homes more energy efficient, warmer and cheaper to run for our customers, sooner than originally planned.

EPC ratings also contribute to our wider net zero strategy; however they are one part of a big picture, and we have plenty to do as a business and a social landlord.

Our long-term financial plan includes the full cost of achieving our net zero carbon target by 2050.



SLL KPI PERFORMANCE

1,303

Number of homes improved from below EPC C to EPC C and above since 1 April 2020

Target: 1,175



Investing in equality: addressing our gender pay gap

In 2021, we agreed the first loan in the sector to be linked to a governance target, and the first anywhere to link to the gender pay gap. The more effectively we reduce the gender pay gap, the lower the interest rate we pay on the loan.

The loan with SMBC initiated important dialogue across our business: with a gender pay gap at the time of over 8%, how could we introduce new initiatives to support female colleagues enhancing their careers, so that we remained true to our corporate strategy of enabling people to thrive?

This led to a number of new initiatives, including the roll-out of our inaugural Female Career Accelerator Programme, a three-month programme of career coaching sessions, weekly activities, videos, and an on-line platform of e-learning to embed learning.

Our Gender Pay Gap loan and Female Accelerator Programme have together been shortlisted for a national award at the Women in Housing Awards 2023. Eight colleagues have completed the programme under our first cohort, and a further eight started in March 2023. It has provided the perfect platform to empower our female colleagues and we will now roll it out annually.

Cohort 1 attendee Daisy Beck, After Care Manager in New Homes, said: “This programme was very much about positive self-reflection and learning about the skills that you’ve already got and how you apply them. One of the things I took away was the language that I used and changing the negative self-talk. I have kept that network so we can all keep in touch. I would encourage any woman within our business to go on it because it wasn’t so much what position you’re in now, it was about how can you be a better version of yourself.”

Imran Mubeen, director of treasury, said: “Sustainability-linked loans are more than just about the savings. When they work well they create the right discussions which lead to new initiatives to improve the lived day to day experience of our people. The focus and visibility around performance drives accountability across a range of stakeholders including our funders, rating agencies, our Regulator, our Board, and most importantly our colleagues and customers. It means we continue to ask ourselves, are we doing enough to create a level playing field to enable all of our colleagues to thrive.”

We have reduced our gender pay gap to 6.5% but know we have more work to do.



REDUCING OUR GENDER PAY GAP:

Gender pay gap reported at 31 March 2023 (snapshot date 5 April 2022)



Gender pay gap reported at 31 March 2022 (snapshot date 5 April 2021)



Coaching customers into employment and colleague sick days

Our new 2023 facility with ABN Amro, combines reducing the number of colleague sick days and coaching more of our customers into employment, representing another sector first and reflecting our focus to invest in our people.

Coaching customers

Customers are at the heart of our sustainability work. For sustainability to be effective it needs to positively impact the day-to-day lives of our customers.

Our customers continue to face into the rising cost of living, and the financial pressures they are experiencing are further compounded with rising unemployment. Across our core geographies, the number of people unemployed and seeking employment has increased by 20% since 2022 alone. We want to develop new partnerships with training providers and local employers to help our customers get back into work - it's a core part of our new Bromford corporate strategy as we continue to invest in homes and relationships so our people can thrive.

We are therefore targeting coaching 1,000 customers to secure work or training by 2027 to address this need and, should this facility extend beyond this period, we will target coaching an additional 400 customers per annum.

Colleague sick days

The wellbeing of our colleagues is a key priority at Bromford, and we are focused on reducing our colleague sick days.

Our chief financial officer is the group's mental health and wellbeing champion, and our wellbeing strategy aims to go beyond the foundational level of wellbeing initiatives. We seek to embed a preventative and multi-level approach to colleagues' wellbeing. We want all our colleagues to have a great place to work, with a good work life balance, a sense of fulfilment, job satisfaction, financial security and psychological safety.

Our approach to wellbeing is intrinsically linked to our wider colleague engagement work, where we look to work with colleagues to ensure that everything we do is aimed at making sure all colleagues feel that they belong at Bromford.

As part of our work leading into this loan, we refreshed our wellbeing framework that drives our actions. We have expanded our activity aimed at reducing absence days to include in house physio support, additional mental health awareness training, investment in the Yu Life app to promote healthier lifestyles, and the Employee Assistance Programme to provide a wide range of support services.

This facility targets reducing our annual colleague sick days from 9.0 at 31 March 2023 to 6.5 by 31 March 2028.

With this environment and our focus on colleague wellbeing, we would ultimately expect this to be reflected in a reduction in employee sick days.



SLL KPI TARGETS

1,400

customers coached to secure work or training by 2028

6.5

average number of employee sick days by 2028



CASE STUDY

Supporting our customers through hard times

We're helping some of our most vulnerable customers feel more secure in their homes thanks to the funding secured through our two sustainability-linked loans with NatWest and SMBC.

The loans set targets around improving the energy efficiency of our homes and reducing our gender pay gap, which if met, reduces our interest cost and allows us to reinvest these savings back into our communities.

We have allocated the second year of savings from these loans and are building on the work we're doing to improve the lives of domestic abuse victims. Making customers feel safer in their homes reduces the risk of them deciding to flee and make themselves homeless.

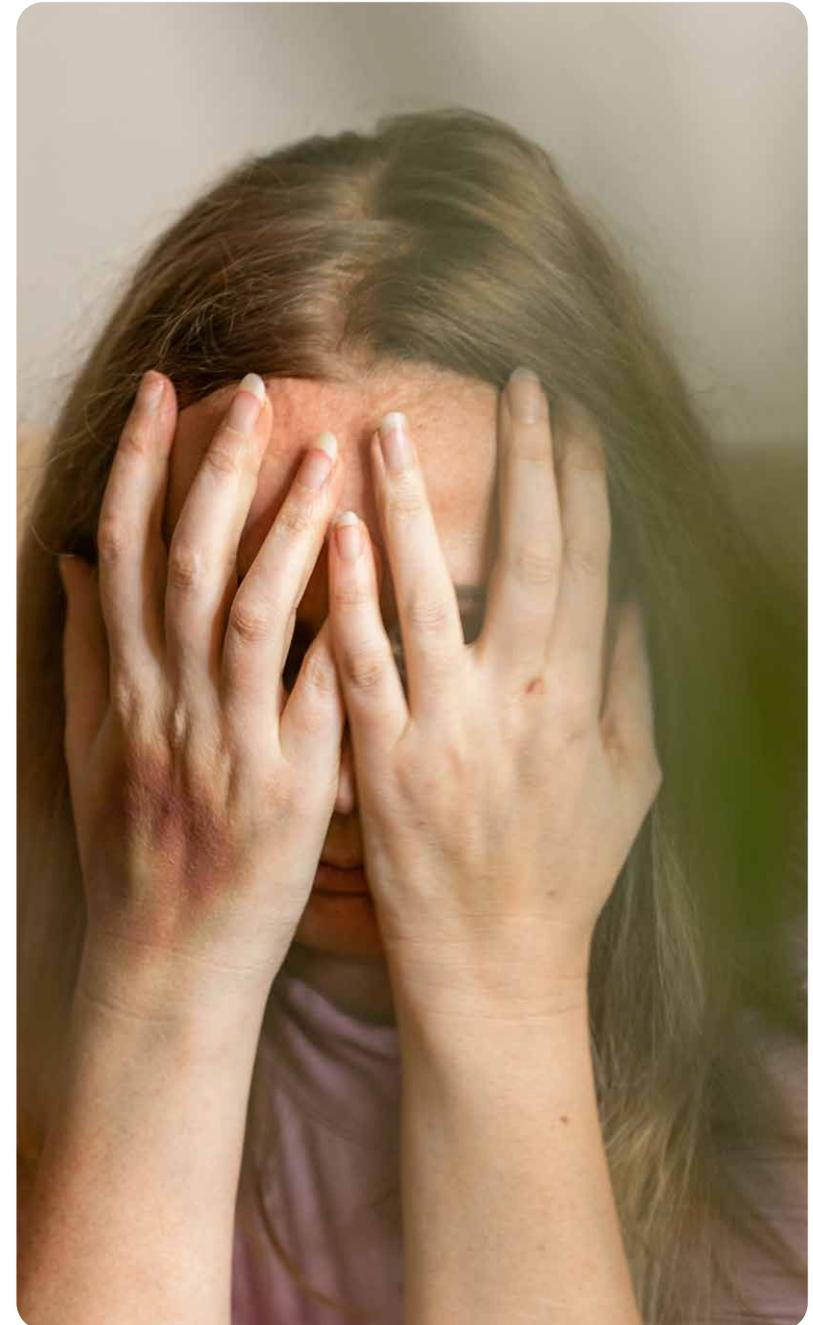
Our first year of interest savings was reinvested in a partnership with The Safe Partnership to support some of our most vulnerable customers who have suffered from domestic abuse. Our second year of interest savings is being reinvested with Orbis to further enhance the support offered to these vulnerable customers.

We are working with Orbis to provide a broader package of enhanced security

protection measures and support than available with The Safe Partnership. This enables us to support even more vulnerable customers who have been impacted by domestic abuse with a range of safety and security measures including security lighting, CCTV, camera doorbells and alarms. We are still in the early stages of the partnership which went live in January 2023, with 17 referrals to the end of March 2023.

Community safety team manager Donna Scott said: "We want all our customers to feel safe in their homes, but those who have been experiencing domestic abuse may need additional features in their home to get that feeling of safety. Working together with Orbis we are now arranging for these features to be added to homes to ensure customers can continue living safely without the fear of domestic abuse, when they might otherwise have felt that they would have to flee their home."

Hazel O'Halloran, head of homelessness & community investment, added "The process is very much customer-led, with relevant support from any specialist services, on what will enable them to feel safe in their home".



OUR IMPACT:

Sustainability Reporting Standard for Social Housing



While sustainable finance is helping us to deliver outcomes for customers, the SRS is helping tell our wider story, drive our performance and improve data integrity.

We are proud to be an adopter of the SRS, which was designed in partnership by housing associations and sector funders and launched in November 2020.

We believe this collective approach has moved the dial for the sector and is one of the driving forces behind the housing associations sector elevating its narrative and focus on sustainability.

The SRS aims to provide a transparent, consistent and comparable approach to ESG reporting across UK social housing and helping to reduce the ESG reporting information burden on housing associations. It is based on 12 themes and 48 criteria for ESG reporting by housing associations.

The current SRS criteria are aligned with international ESG frameworks and standards including the SDGs, the Global Reporting Initiative, the Sustainability Accounting Standards Board, and ICMA/LMA. They will also be updated in 2023/24

in response to the changing housing environment and wider ESG reporting landscape.

This year has seen us acknowledge past errors and place a particular focus on how we data gather and report against Scope 1, 2 and 3 CO2 emissions, which has resulted in an adjustment to our base calculation. Going forward this will now serve as our new baseline against future reporting.

We have made a commitment to report annually against this, as part of our broader annual impact reporting, as we see great value in the SRS. However, ultimately our sustainability journey is as unique as our people and tailored to meet the specific needs of the customers and communities we serve.

Laura Johnson
chair of Sustainability Group,
director of strategic property
planning and sustainability



Social

CASE STUDY

How I found a new life and a new home

Losing a job is tough, especially if you've been working and loving it for ages. But when your job is tied to your home, you're also without a roof over your head.

That's the situation Mark Hill found himself in after he lost his job as a school caretaker due to health reasons. It sent him in a downward spiral mentally, but Mark was able to find a way back with the support of those around him.

Since then, he's been focused on his recovery and finding a new place to live has played a big part in this. Mark and his family applied to move into a Bromford home in Gloucestershire and after meeting with their neighbourhood coach, were approved and moved in at the start of the year. They haven't looked back since.

Sharing his story, Mark said: "I've gone from being suicidal...to actually feeling like me and I'm really looking forward. Before I was suffering from depression – I was living on a site that was my job, so the move after 24 years was a very difficult thing to come to terms with. Losing your job, losing your home, is a really difficult thing.

"For a guy that's worked all my life – every hour you can think of, probably too much – and then to be told you can't work, it's a horrible thing.

"It's taken a while from feeling like we're on holiday...to now, it feels like a home, our home. I've closed one door and moved on to a new life. After 20-odd years I'm me for the very first time, it's a new me."

"My family were saying 'two years ago we didn't think you'd be here, let alone sitting here with a smile on your face, feeling happy'. This house is everything to us now. It's the best thing I've ever done."

Sarah Fowles, our neighbourhood coach that supported Mark and his wife, said: "I met Mark and Caroline for a home visit...discussed how they were going to get from that family home they'd be in for 24 years...and from there they were very happy to proceed and wanted to go for it.

"Sometimes we can feel our job is hard at times, but when you see outcomes where a customer's life is really

turned around, it makes you proud to be doing the job you do."

Hazel O'Halloran, head of homelessness & community investment, said: "Reducing homelessness is core business and social purpose, and one of the reasons why we get up in the morning. We pride ourselves on working in partnership with others to relieve the pressures of homelessness by building more, housing more, and helping more.

"But it's hearing the impact that doing this has on individuals like Mark that makes everything we do so worthwhile, and reminds you that behind each homeless household there is a story, and by providing them with a home we can support our customers ambitions and aspirations"



C1

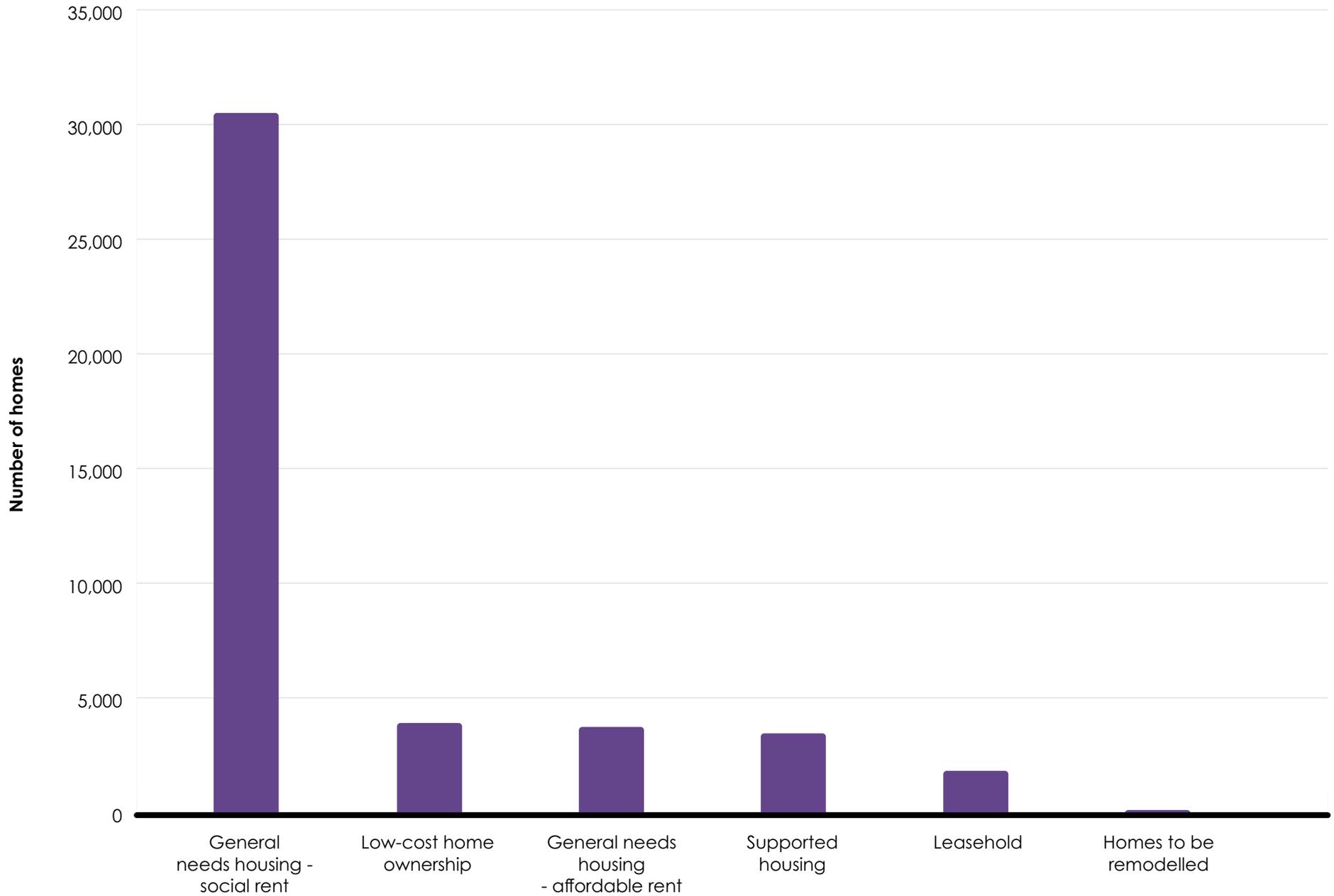
For properties that are subject to the rent regulation regime, report against one or more affordability metric:

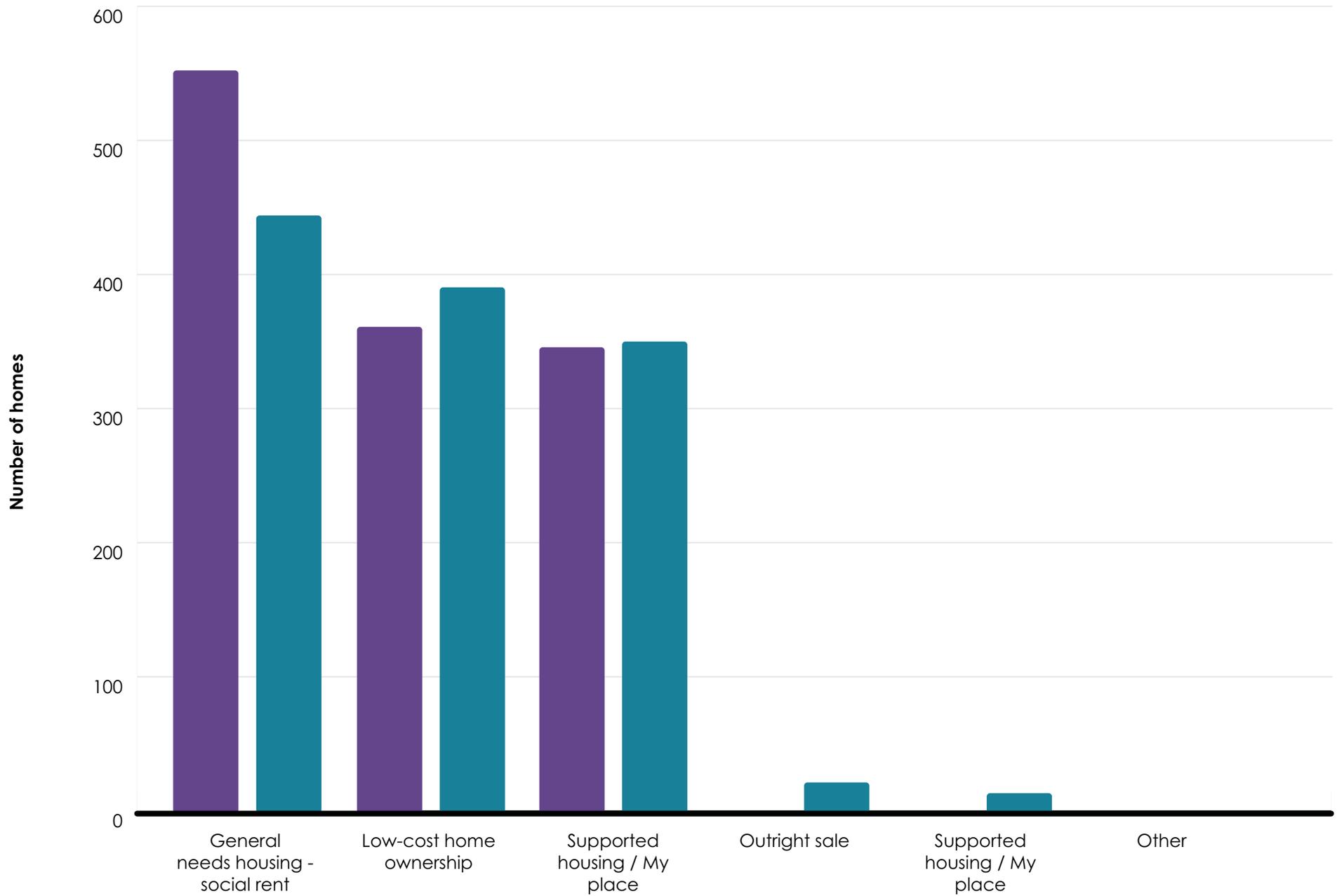
	Bromford Rent (£)		Local Housing Allowance (£)		Difference		Private Rental Sector (£)		Difference	
	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22
Cotswolds	111	111	145	185	23%	40%	189	-	41%	-
Lichfield	97	95	129	139	24%	31%	264	-	63%	-
South Gloucestershire	102	116	192	211	47%	45%	270	-	62%	-
Tewkesbury	103	112	169	181	39%	38%	215	-	52%	-
Top four area average	103	114	159	196	35%	42%	235	-	55%	-

Note: The above table shows weekly rents.



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





Social

CASE STUDY

Delivering social value and community investment

Social value has the potential to release millions of pounds of public money and supports our customers by building capacity in our communities. Our current focus areas include our community investment team and leveraging partnerships with our suppliers.

Organisations working with our customers in our communities in Gloucestershire have received a million-pound cash boost thanks to the work of our community investment team. The funding has been secured as part of our ongoing commitment to supporting customers to thrive by investing in their communities.

These key organisations provide vital services to our customers in our neighbourhoods, from holding activities designed to improve people's mental health, or reduce anti-social behaviour, to running events that help people feel part of their local community.

We are proud to have supported some fantastic initiatives recently, such as:

1. **Brockworth Link** - 11 initiatives including outside play areas, warm spaces and food at youth sessions
2. **Priors Park Neighbourhood Project** - Five initiatives including warm spaces, foodbank support and staffing
3. **Harvey Centre, located at the former Minsterworth primary school** - supporting warm spaces and men's shed

We go into further detail on some of these initiatives below and later in the report. Our outcomes are only achievable because of the dedications of our colleagues and the support of our partners.

Leveraging our partnership with supplier Travis Perkins, we have been able to direct grant funding to a range of projects. One such project is Priors Park Neighbourhood Project, which was established to provide support to the local community in a highly deprived area of Tewkesbury, providing a place for people to come together to obtain

advice, guidance and support. Over the course of the year, we have helped secure funding from Travis Perkins to support many of the project's activities, including its not-for-profit food club.

In addition to helping groups secure funding, we've also provided hundreds of hours of expert support, advice and guidance to organisations, helping to train new grants officers and supporting project managers with compliance, governance, finance and budgeting, and providing communications and marketing advice.



C4

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

We created a Cost of Living Working Group to help customers who were struggling in the face of rising inflation impacting on the price of food, fuel and utilities. The group includes a range of colleagues from across the business, is chaired by Hazel O'Halloran, head of homelessness & community investment, and reports into our Customer Forum with visibility at Executive and Board level.

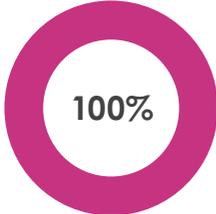
In the three months to the end of March 2023, we recorded over 3,000 cost of living conversations with customers with over 2,500 positive interventions and actions to support our customers. These interventions have resulted in access to food bank vouchers, referrals to internal income management advisors, referrals to external partners for Household Support Funds, Warmer Homes Discount Scheme and other resources.

In the six months to the end of March 2023, our income management colleagues helped secure £250,000 of additional income for customers. Please see page 8 for further details.

C5

What percentage of rental homes have at least a three-year tenancy agreement?

This year, we have refined our understanding of the measure from families in situ for over three years to tenancy agreements offered that are contracted for at least three years.



of tenancies are assured for three years or more.

C6

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



There was one expired gas certificate at 31 March 2023 which has now been validated.

C7

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



C8

What percentage of homes meet the Decent Homes Standard?



Due to the number of our homes, there will always be a handful of properties which require further work. This year we have elected to not round up our response.



Social

CASE STUDY

Helping local schools expand their libraries

We celebrated World Book Day this year by donating £400 worth of books to two primary schools in Gloucestershire.

Winchcombe Abbey Church of England Primary School, near our upcoming Merrett Place development, and Brockworth Primary Academy, located near the Perrybrook development, both received £200 worth of books.

Each school specially requested books to fill up their libraries. Winchcombe Abbey's donation included *Glitter Boy* by Ian Eagleton and *Betsey's Birthday Surprise* by Malorie Blackman, whereas Brockworth Primary Academy received *The Other Side of Truth* by Beverley Naidoo.

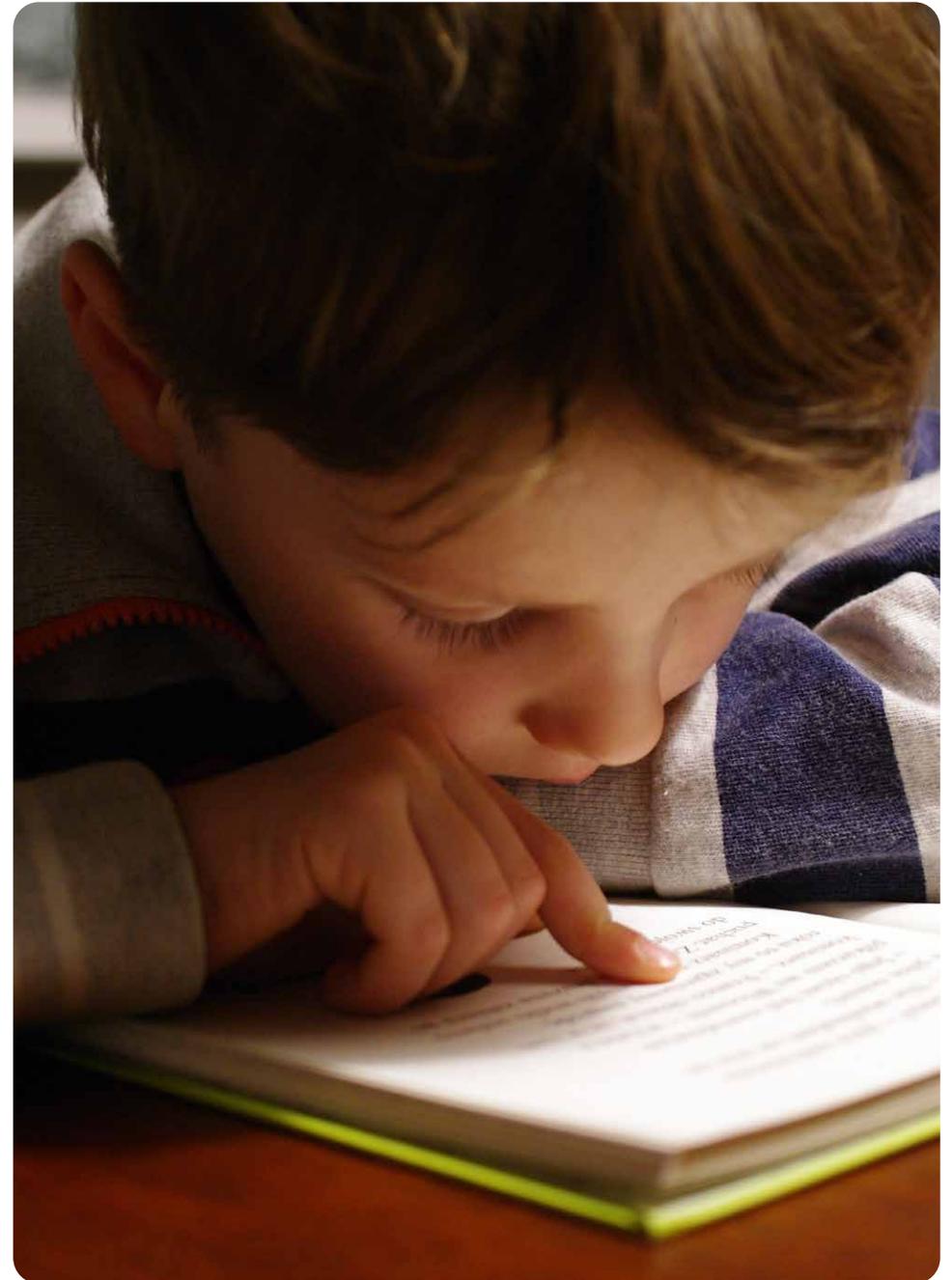
Katharine Jones, English lead at Winchcombe Abbey, said: "Reading is a huge priority for us at Winchcombe Abbey and our current mission is to expand our class libraries throughout the school, with a particular focus on diversity in authors, settings and characters.

"We'd like to thank Bromford for their generous donation; it was a wonderful surprise for the children and made World Book Day even more special."

Mr Hughes, principal at Brockworth Primary Academy, said: "We are hugely grateful to Bromford for their donation this World Book Day. This is such a treat for the children, and we know they are going to benefit greatly from having these new books to read."

Catherine Jarrett, director of sales and marketing at Bromford, said: "We are delighted to have donated these books to Gloucestershire school children and to have celebrated World Book Day with them.

"Encouraging a love of reading is hugely important and a mission we are thrilled to support. We hope that the children enjoy their new books and that they are useful for the school to use now and in years to come."





C9

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

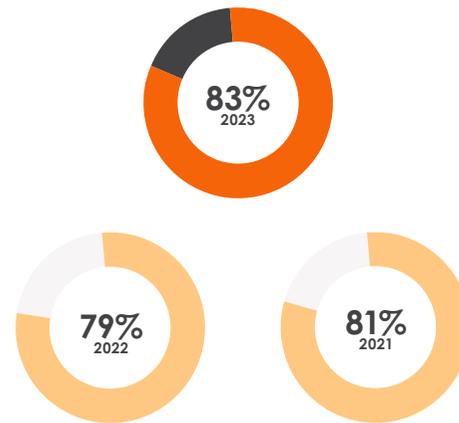
- Our neighbourhood coaches provide us with a unique opportunity to engage with customers daily and they continue to build strong relationships based on trust with open, honest conversations happening at each interaction.
- In the past year, we've involved more customers in our LIN and the CCIN to ensure we have good representation of our customer voice as well as transparency and governance when holding us to account. We've also continued to work with the Tenant Participation Advisory Service (TPAS) who provide an external and impartial lens to our approach.
- Our LINs are formed by customers from communities in our four localities. They scrutinise our performance and hold us to account at a local level. The CCIN, which has customer representatives from each LIN, is a strategic group focused on providing appropriate challenge and scrutiny over our customer facing services.
- From April 2023, we implemented Tenant Satisfaction Measures (TSMs) and as part of this new regulation, the tenant perceptions measures (TPMs) will be collated through our Qualtrics

system with performance, insight and customer outcomes reported monthly.

- Since November 2022, we've completed shadow reporting for the tenant perception measures (TPMs) and our current performance has been tracked monthly. Benchmarking for both our feedback programme and the tenant satisfaction measures is completed in collaboration with HouseMark as well as working closely with other providers in the sector to better understand our overall performance and share best practice.

C10

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



Customer satisfaction and advocacy at Bromford is measured through our feedback programme. We carry out an annual relationship perception survey (via phone, text and email) to find out how customers feel about their overall relationship with us, their home and where they live. We also measure transactional interactions across various services from repairs to anti-social behaviour, contact services and neighbourhood coaching.

Survey results are analysed and reported every month to help us understand where we do things well and where we need to improve.

Our customer advocacy as at 31 March 2023 was 83%, an increase of 4% from the prior year. In addition to the feedback we collect from customers, we also use our management information data to support an evidence-based approach to insight – funnelling data from customer services, complaints and repairs as well as other channels to give a broad and transparent view of the voice of the customer. Benchmarking of our performance is completed with HouseMark.

From April 2023, we will be retaining our customer feedback programme to track customer satisfaction and advocacy, but we'll also be broadening our approach to insight and feedback collection with the introduction of the TSMs.

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?

Over the last 12 months, there has been increased activity from the Housing Ombudsman, stemming from a range of factors, but predominantly as part of the updated Complaint Handling Code. Bromford has a duty to ensure that all of customers know that they can contact the HO about their complaint at any time.

2022/23:

- **Nine** determinations – no ‘adverse’ or severe maladministrations
- **Two** service failures
- **Three** maladministration
- **Four** no maladministration/no redress

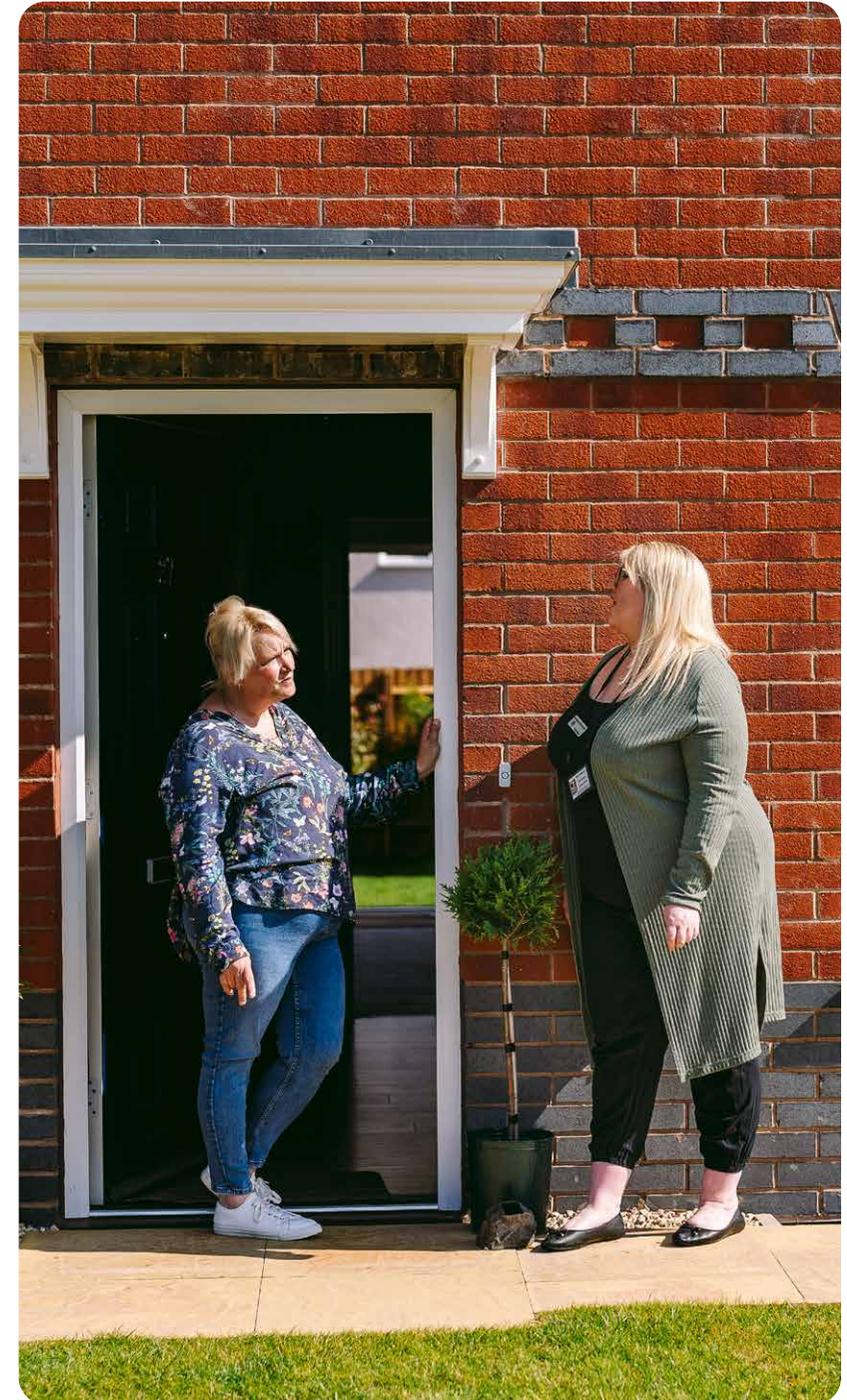
2021/22:

- **Six** findings of no maladministration; **two** fell outside of Housing Ombudsman jurisdiction
- **Six** findings of service failure
- **One** finding of maladministration

There has been a significant focus on ensuring complaints adhere to the complaints handling code and that internally there is transparency of the complaint levels and reporting. There is a comprehensive report produced monthly, which is provided to the Executive Team and to Board for oversight.

Across the year, one of the main drivers for complaints has been condensation damp and mould. Bromford has:

1. Restructured the complaints team to provide more capacity and specialist adjudicator roles aligned to the Housing Ombudsman process and to drive impartiality.
2. Responded comprehensively to the **26 point improvement plan** specified by the Housing Ombudsman.
3. Create a dedicated Condensation, Damp & Mould (CDM) team.
4. Re-engineered internal processes and Service Level Agreements to improve the speed and quality of response once complaints are received.
5. Trained all frontline colleagues on recognising, responding to and escalated condensation damp and mould conditions in customers homes.



C12

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

Our neighbourhood coaches and income management advisors focus on each individual customer circumstances, maximising benefits and income, tackling and reducing debt and developing budgeting skills. Our 'money matters' website provides a growing range of helpful information on keeping costs down in the home. All of that is about improving outcomes for customers, including helping them out of arrears.

We use statistically robust data from our customer feedback programme, collated through our Qualtrics platform as the key indicator for the performance of teams and processes. This tracks our overall relationship with our customers as well as how well each of our services is performing for customers.

We focus our transactional service experiences on ensuring we're reducing effort for customers, improving communication as well as other key drivers such as the quality of work we do and reducing delays.

The outcomes from our approach are measured across various forums including our LINs and CCIN to ensure we have a consistent and sharp focus on understanding and improving performance as well as enabling our customers to have scrutiny opportunities over the outcomes delivered. Governance of performance outcomes flows from local team approaches through to a more formal directorate level 'Monthly Business Review' through to Executive and Board meetings.

Key areas where outcomes have improved include customer advocacy which in the last year increased by 4%,

we improved our customer effort score – rising 1.8% and we reduced our wait times for repairs and fewer customers are reporting complaints to us.

From April 2023, to support our listening and acting performance which is regulated through the TSMs – we will be giving increased focus to our close the loop process for customer feedback – whereby teams contact all unhappy customers following a survey and close the loop with them to resolve any outstanding issues. We will use the information collated through our close the loop activity to produce our you said, we did information.

C13

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

Bromford is refreshing the way it considers a place, and this sees a shift from just focusing on our homes, to understanding the wider environment where our customers and future customers live. We will look at place in a broader way, building on the excellent relationships that we have with key stakeholders in our geography and understanding employment trends, educational performance and health provision in the places we invest. Our view on place will impact our investment decisions, our regeneration aims and the social value we can create.

A dedicated group has been formed to look at what placemaking means for Bromford and we will be building on the work that has been undertaken through the implementation of our Home Standard, which has a dedicated pillar to placemaking. The new strategy will also focus more on scale and impact, stepping into our size and bringing our significant influence and resources together to help current and future customers and colleagues thrive.

CASE STUDY Tynings Court

Tynings Court is an Independent Retirement housing scheme in Churchdown, Gloucester for the over 60s with an on-site scheme manager. The scheme was set up with its own Community Group Constitution in 2017 and has been able to grant fundraise for activities and items for the benefit of all the customers living at the scheme. The Committee are involved with many external partners. With support from our grants officer they have been able to obtain funding for weekly dance and fitness sessions, set up a cookery and meal club, gardening club, indoor bowls and table tennis, IPADs and training, obtained funding for a gazebo, WiFi for the scheme and have received funding for Older Peoples Day celebrations.



Environmental

CASE STUDY

Bringing customers on our sustainability journey

Truly sustainable outcomes improve the lived day-to-day experience of our customers – so it is vital that we enable customers to thrive through our sustainability journey. To kick this off, we held our inaugural customer sustainability workshop in January 2023.

Eight customers from a range of backgrounds across our geographies spoke with Laura Johnson, director of strategic property planning, Imran Mubeen, director of treasury, and Saoirse Fearn, head of communications and risk, on how we are embedding sustainability.

Customers were very passionate about the neighbourhood coaching approach being part of Bromford’s strategy, and discussed how it could be tailored further to ensure visibility of neighbourhood coaches on their patch and to focus their time on coaching, rather than supporting with the repairs process.

There was a focus on the value of getting homes to EPC C or above, both from an environmental perspective and savings

on energy bills. Customers were keen to understand the energy rating disparity across the stock and how Bromford are applying new technology, including the risks involved with being an early-mover in this area.

Access to green spaces and Bromford’s approach to biodiversity are areas customers are keen to hear more about. There was a view that Bromford could go beyond the current landscaping contracts to promote biodiversity through planting and customers were keen to understand how they could be involved in this. There were also questions around Bromford’s policy on low carbon solutions like fitting solar panels.

And they were also interested to hear more on MMC, particularly in relation to environmental benefits, but also how MMC can enable adaptations as more people are living longer in their homes. CCIN members were set to visit our Stockwells MMC site in June 2023.

One of the standout elements of the workshop was the level of interest in the link between sustainability and finance (see p28 for more on our SLLs).

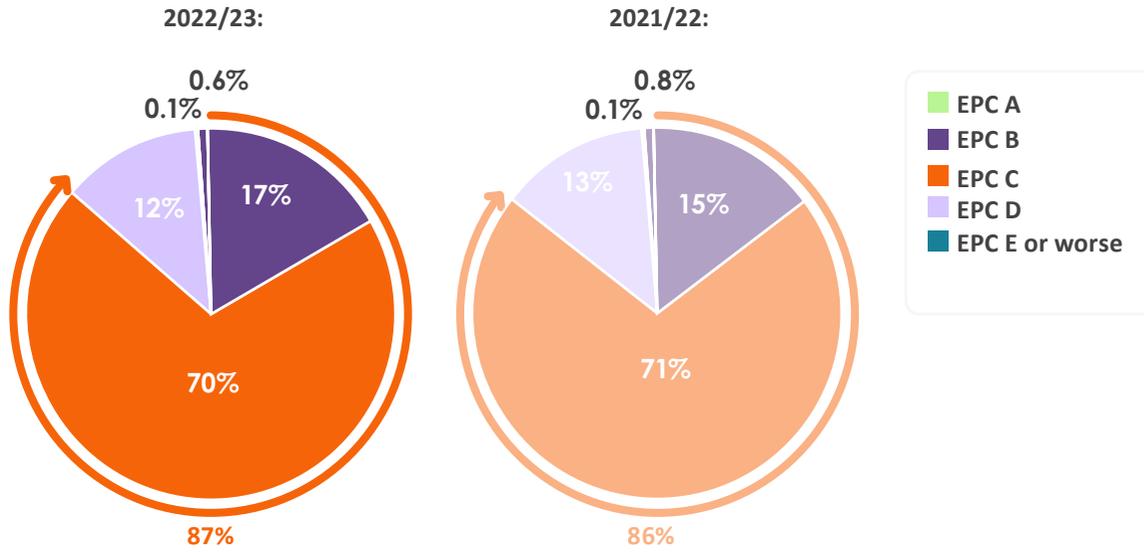
CCIN member Roger Chillcott, who was among the customers to join the workshop, said: “This is a subject that I really enjoy, and I was impressed with the information that came out of this workshop.

“I was impressed with the comments from Imran Mubeen regarding funding and how Bromford want to work with investors who will support us on making a positive impact on people and the planet.”

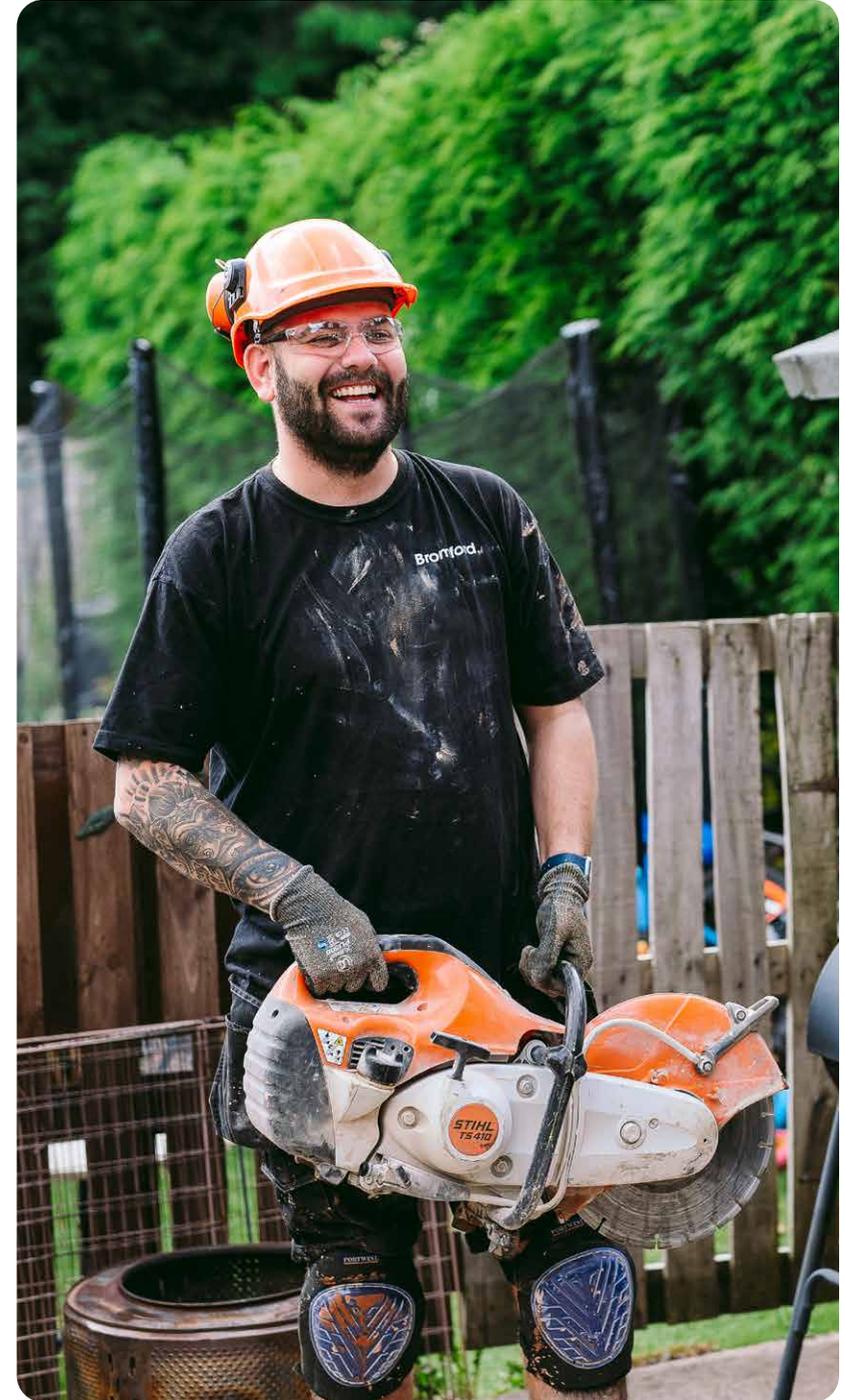
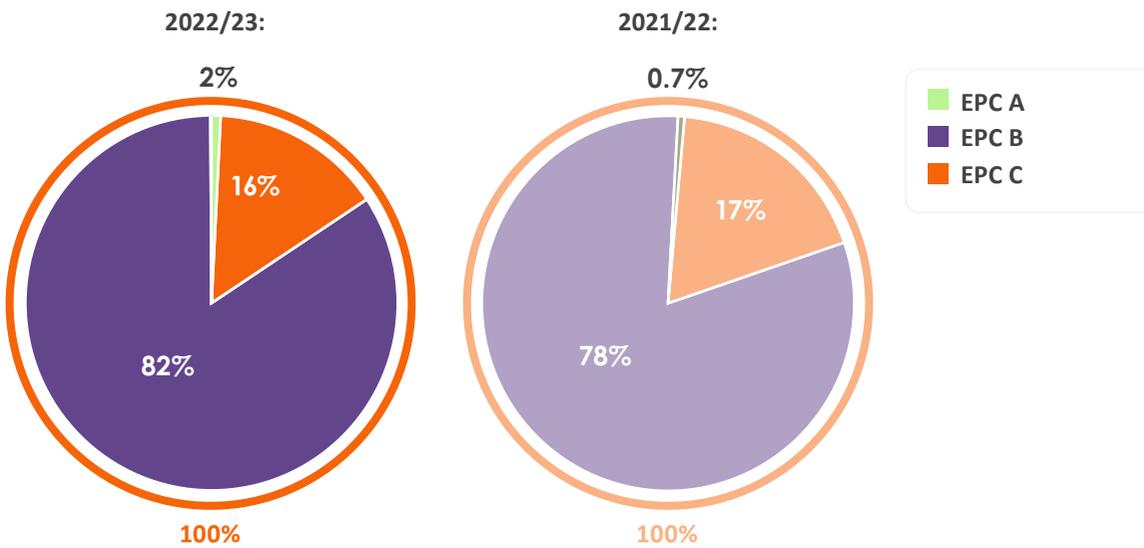
We are now drawing up a plan to communicate our progress and will be holding further workshops throughout 2023 and beyond.



C14 Distribution of EPC ratings of existing homes (those completed before the last financial year)



C15 Distribution of EPC ratings of new homes (those completed in the last financial year).



C16

Scope 1, Scope 2 and Scope 3 greenhouse gas emissions

Our Greenhouse gas scope emission data has been rebased following a review of the methodology we are using to ascertain scope 1, 2 and 3 data.

We want our sustainability journey to be honest and sincere. Last year, we made an error in our carbon emissions disclosure. Working with our specialist partners at SHIFT Environment, we have corrected this and refined our understanding of the methodology that underpins Scope 1, 2 and 3 CO2 emissions to re-baseline our performance this year.

We have openly published this year's report on our website and have run workshops with our investors to develop a shared understanding of our current emissions and our route map to a net zero carbon future.

2023/23	
Scope 1	5,533 tonnes CO2e
Scope 2	1,438 tonnes CO2e
Scope 3	104,794 tonnes CO2e
Total	111,765 tonnes CO2e

C17

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

Type	No. of homes	
	2022/23	2021/22
Air Source Heat Pump Installation	48	106
External Wall Insulation	106	335

C18

How is the housing provider mitigating the following climate risks: increased flood risk; increased risk of homes overheating?

We have commissioned sustainability consultancy SHIFT to assess our risk of flooding and overheating for our existing homes and will use this data to identify high risk properties and create an action plan.

The flood risk will be looked at for each home in terms of the risk level being very low, low, medium or high, for both fluvial and surface water run off.

In the absence of any nationally or government accepted metrics, we have adopted a matrix with our external consultants which looks at the following factors to enable us to assess the risk to our stock:

- **Built after 2000** (high insulation with low ventilation)
- **Flat**
- **Single aspect** – we assume it's single aspect if it's in a high density area and a flat

- **Urban Heat Island** – we assume high density areas are UHI's – we have a database for all the dwelling densities for each postcode
- **Region of the country** – southern regions more at risk
- **Communal heating systems**

For new homes, an external consultant undertakes a standard flood risk assessment for each site. This work ranges from setting the ground floor level above the peak flood level, allowing for permeable paving in parking areas and ensuring storm water goes through a sustainable system and water flow rates allow for a 40% climate change impact, to maximising shading from adjacent buildings, reduced 'g-value' of glazing through a particular part of a building and including more windows that can be opened, ventilation louvres and mechanical ventilation systems.



C19

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

We have implemented a trial this year, installing sensors in 50 homes and testing in partnership with our customers. The scope of the trial is to measure the property performance and customer usage following condensation damp and mould remedial works within each property, to measure relative humidity and ambient temperature. Any properties breaching the set thresholds will be reviewed and discussed with our Localities team to decide next steps. A CDM dashboard has been agreed with a supplier to support monitoring and assist with intervention and data is now being received and effective monitoring is now live. It is too early to draw any conclusions but we are monitoring the results and this will continue for up to two years per home with positive customer interactions when required.

We are looking to extend the pilot to more homes and the Sustainability Group will discuss the findings from the trial on a quarterly basis.

We provide general information to our customers on our website regarding heating your home efficiently, [here](#). We are working up some refreshed communications for a condensation, damp and mould leaflet that went out to customers in spring 2023.

C20

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

A working group was established in September 2022 to review Bromford's strategy for biodiversity net gain (BNG). We are already on site, ahead of the legislation, at our development at Pearl Lane where we are working with our ecologist to see if we can create BNG credits to hold. We are working with our S106 partners to understand their approach to BNG as we recognise the importance of our impact on the environment and place to our customers. We are creating a BNG standard document that will help outline the parameters for our inhouse new build and S106 properties. We have undertaken the following examples of preserving natural ecology at our development sites:

- **Bouncers Lane** – badger relocation into an off-site setting and installed bird boxes.
- **Old Gloucester Road** – Bird and swallow boxes plus hedgehog runs in the northern boundary.
- **Rawnsley Road** – Badger relocation to new sett and tracks, bird boxes and hedgehog runs.
- **Tan Lane** – Bird boxes.
- **Delevale Road** – Swallow boxes, bird boxes, hedgehog runs and wildlife corridor.



CASE STUDY

Building new homes for badgers

As a housing association a central part of our purpose is to help families into a new home. And that's just what we had to do at our greenfield development site at Rawnsley Road, Cannock, when we discovered an active badger sett.

The sett was found when our arboricultural surveyor hired by BDL, our in-house construction team which is developing the site, was carrying out tree maintenance work ahead of development work getting underway.

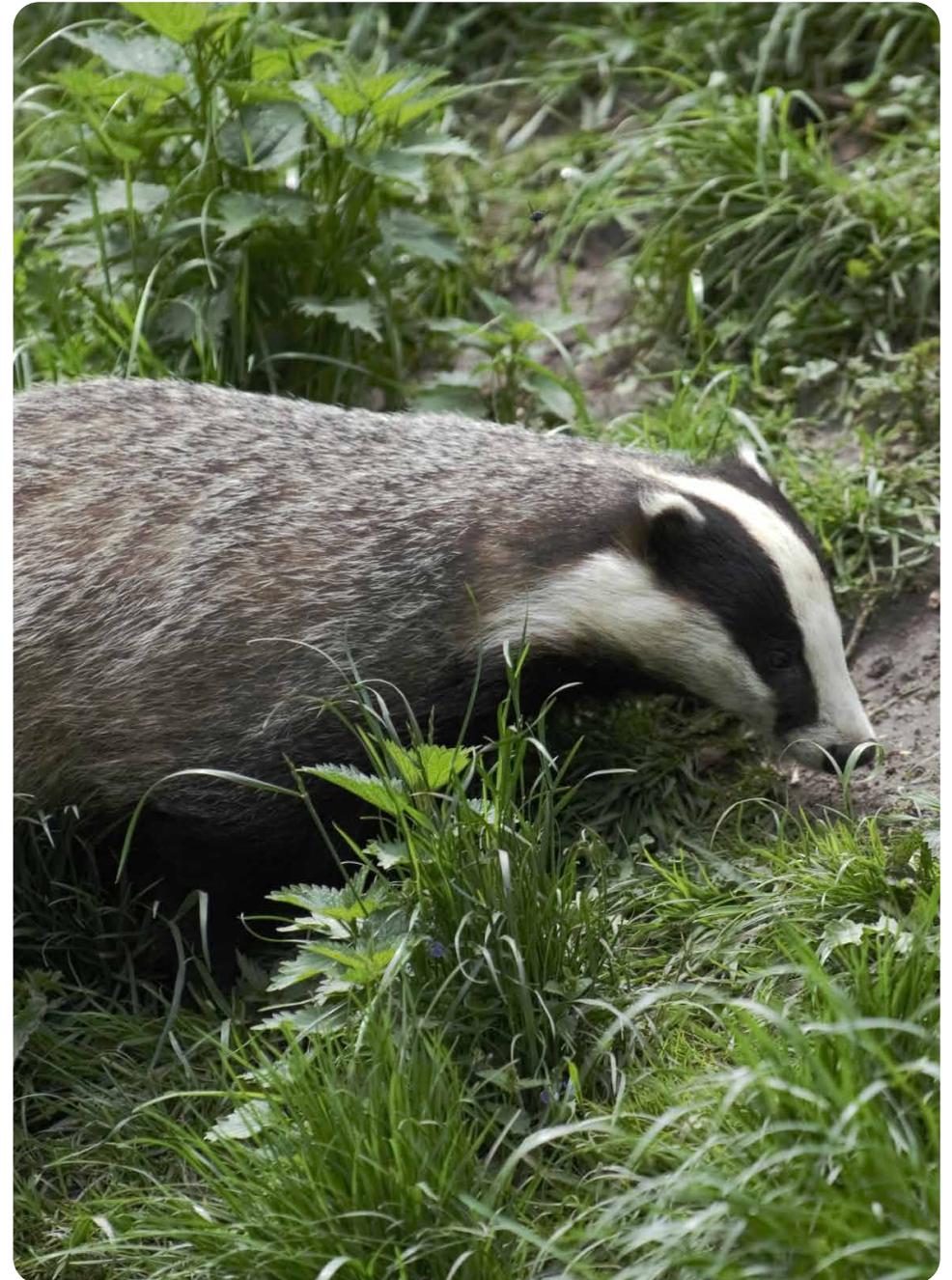
Upon further investigation, a further four active setts were found in and around the site. We appointed an ecologist to professionally survey the setts over a ten-day period using trap cameras to track how many badgers were living there and to understand if they were subsidiary setts being used by a single badger or main setts used by a family.

Although some of the setts were located outside of our site boundary, they were within a 30m radius buffer zone emanating from those setts, in which no development work can be carried out.

The creation of these buffer zones has delayed the entire build by several months while we planned and implemented the badger sett remediation work. Among the work delayed at the 60-home scheme have been:

- setting up of the site compound
- forming the new road
- work to create storm outfalls
- building foundations for the new homes

During spring 2023 we began building an artificial badger sett in the far corner of the site to rehouse the badgers. The ecologists will then apply for a relocation license at the end of the badger breeding season in July. The design of the new sett enables the badgers to find their own way and then the existing setts can be made redundant. In total we've invested £50,000 in preserving the badger's habitat on this site before starting building work. We'll also be investing in 20 bird nesting boxes and three artificial bat roosts on the site as the development progresses.



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?

We do manage some pollutants (such as diesel and paint), and are developing our full strategy to maximise the way we mitigate and deal with any pollutants. Examples of our current management practices include ensuring diesel and fuel spills on construction sites are mitigated with triple-walled tanks and bunded areas to eliminate run off.

We are in partnership with Novus and Dulux and any waste paint from our new build sites and our cyclical painting programme is sent to paint360.co.uk to be recycled, while all empty tins are sent back to Dulux to be recycled.

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?

We are currently in the planning phase of developing a strategy which will incorporate responsibly sourced materials for our building works.

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?

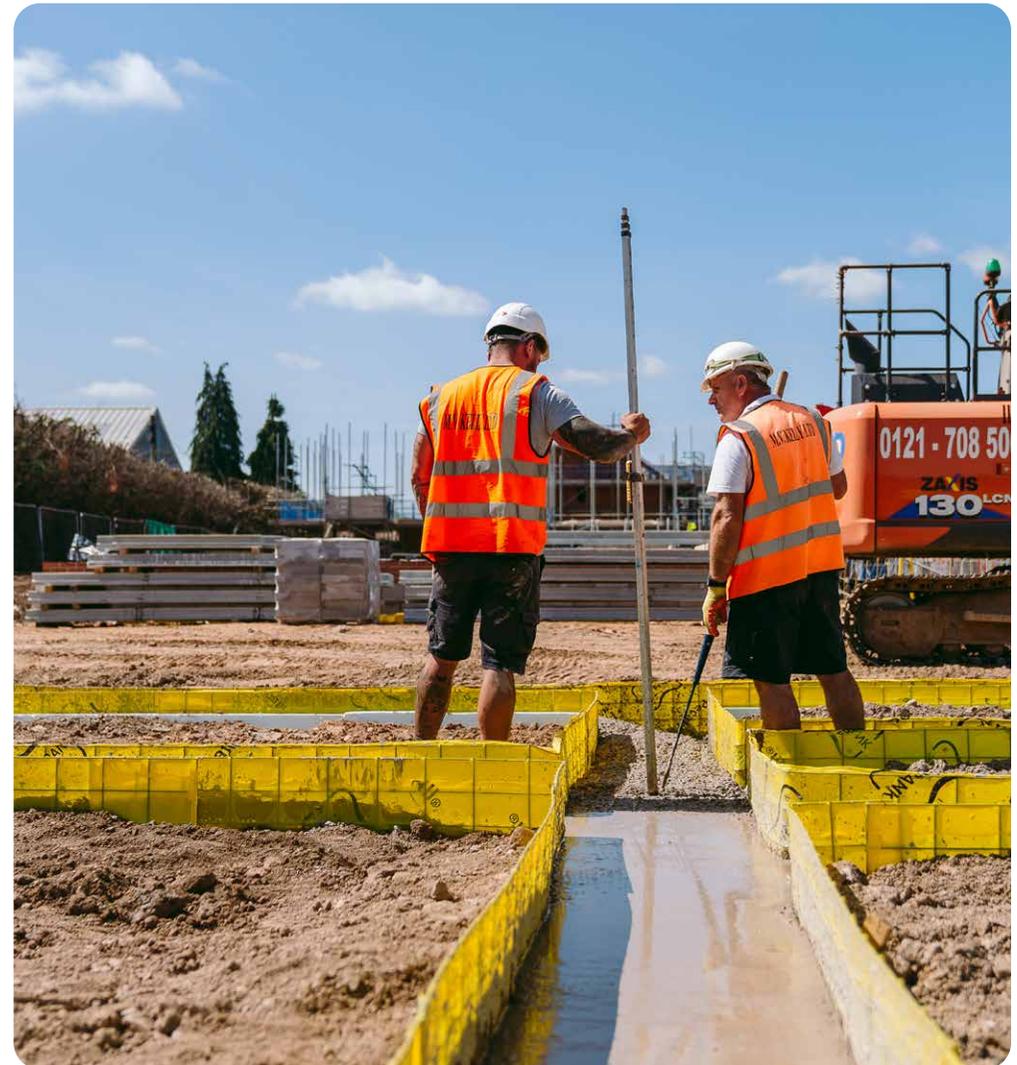
Waste management is a priority for Bromford. A working group has been set up comprising the Sustainability Team, Home Investment, New Homes Team, Service Delivery and Facilities Management. A new Waste Management Strategy is in development, looking at how we can create synergies across the business. We aim to benchmark and assess waste production and find ways to reduce this. Where reduction is not viable, we want to reduce 'waste miles' and increase recycling rates.

The Service Delivery team has recruited six teams of waste management operatives (to date) to collect and deliver repair and retrofit waste to local waste transfer stations. Criteria for choosing waste processing partners includes transfer station distribution, recycling and reporting facilities. This model replaces skip hire with unaudited recycling outcomes. Waste Management is being considered at all work stages (RIBA 0-7) and this year Bromford built its first off-site modular scheme, experiencing how tidy and low-waste a site can be.

The New Build Team is working on greener procurement and leaner construction practices, such as the reuse of 'sacrificial' materials.

We aim to have separate skips for timber, mixed waste, inert (brick/rubble/crushed

stone) and plasterboard but every site has a minimum of two skips, mixed and plasterboard. The mixed is separated at the recycling centre, and a report is returned to us, plasterboard is recycled and reused.



Governance

CASE STUDY

Helping customers feel safer

New CCTV cameras are operating around the clock at a parade of shops in Lichfield with the aim of reducing antisocial behaviour.

The equipment has been installed at the city's Dimbles Lane shops in response to incidents of drug and alcohol abuse which have led to fights, criminal damage, harassment and threats of violence to residents.

The previously outdated CCTV system and poor lighting made it difficult for police to identify and apprehend offenders. Bromford and fellow housing association Midland Heart worked with Lichfield District Council and Lichfield Police to deliver the state-of-the-art equipment.

They have been installed at three sites and includes three pan, tilt and zoom cameras replacing the single standalone camera installed at the location over 10 years ago. The cameras are monitored remotely 24 hours a day, seven days a week in a control room in Lichfield city centre.

New lighting, fencing and additional CCTV are helping to make residents and shop owners feel safe and secure in their properties and in the wider community.

Jo Fieldhouse, associate director of localities for Bromford said: "This is a great example of organisations working together to find a solution to support local

people. Many of our customers have already told us they've noticed a reduction in the number of incidents and feel safer thanks to the measures that have been put in place and hopefully this is a trend that will continue in the weeks and months ahead."

Lichfield District Council's cabinet member for community engagement, councillor Richard Cox, said: "We are determined to reduce anti-social behaviour in the district and in response to reports of issues at this location, worked in partnership with the police and housing associations to see that improved CCTV cameras were installed."

Inspector Karen Green, deputy commander at Lichfield Police, said: "I hope that residents will feel reassured by the installation of CCTV and additional lighting in the Dimbles area. This is a great example of partnership working to allow people to feel safe in the area they live. Both will be an invaluable resource to assist with crime prevention and detection."

Jennifer Newton, Commercial Agency Mutual Leasehold Manager at Midland Heart, said: "Sharing intelligence with various agencies helped us shape our designs when planning our upgrading works at Charnwood House, St Peter's Court and Dimbles Lane. We were able to identify the key areas that we needed to focus on to reduce anti-social behaviour."



C24

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

We have been working to streamline our activities across our in-house construction teams, service delivery and home investment teams, so that our approach to water management is consistent in terms of specifications and processes. This is an active workstream and we are working on our water management strategy alongside this. We own and manage 40 sewage treatment plants, and have an active service and maintenance regime and have a proactive management regime in place for investment works in these plants.

C25

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

Yes

C26

What is the most recent viability and governance regulatory grading?

G1 / V1

C27

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

The Regulator of Social Housing requires that each RP choose a Code of Governance.

The RPs in the Bromford Housing Group have all adopted the UK Corporate Governance Code 2018. This reflects the Group's more commercial approach.

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

C29

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

Our board has defined the risk appetite statements and metrics which are central to the core elements of our strategy. Across five key enterprise risk areas, they set out the type and amount of risk we are prepared to accept as we deliver our strategy, plans, and run our day-to-day operations. These are integral to our corporate decision making.

The board reviews the principal risks, appetite and tolerances annually and the last review was in November 2022. The risks and associated indicators are monitored monthly by the board. Business risks are monitored for emerging threats and operational trends, with escalation through executive forums, Audit and Risk Committee and then to board.

C30

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

There has been no enforcement action from the Regulator of Social Housing, Information Commissioner's Office, Health and Safety Executive or in areas of bribery and anti-money laundering.



C31

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

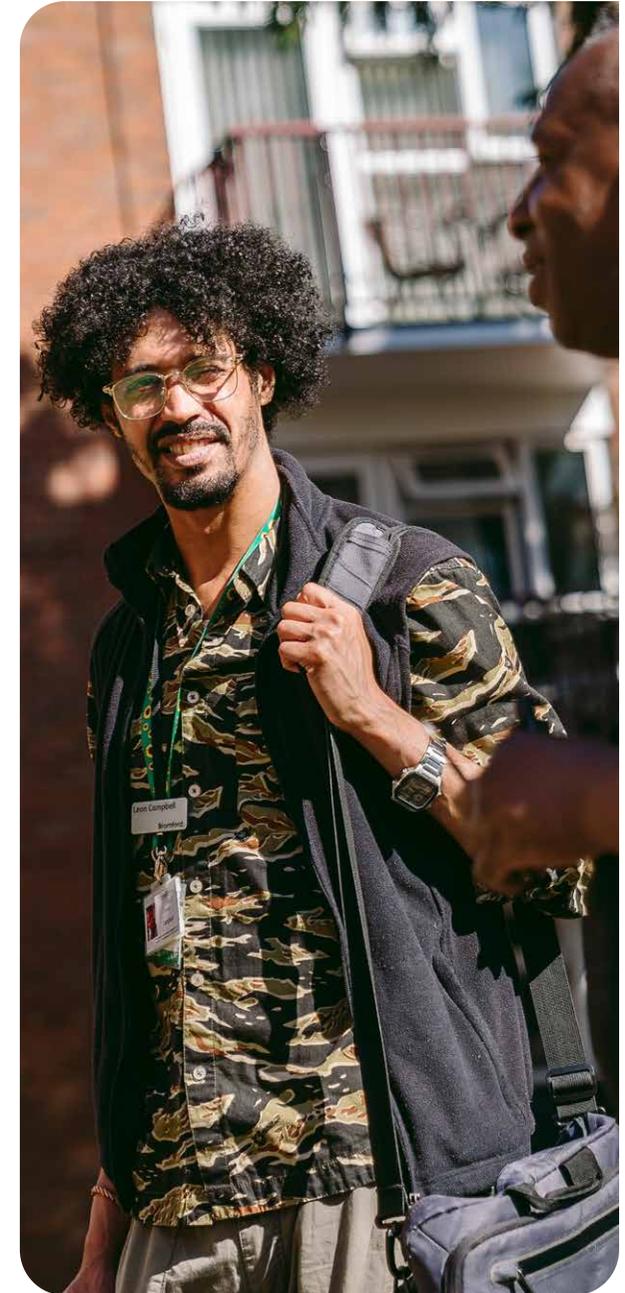
	Board Demographic		Customer Demographic	
	2022/23	2021/22	2022/23	2021/22
Gender:				
Male	7 (87.5%)	7 (77.8%)	47%	48%
Female	1 (12.5%)	2 (12.2%)	53%	52%
Other	-	-	-	-
Ethnicity:				
White British	8 (100%)	9 (100%)	-	-
White	-	-	88%	-
BAME	-	-	11%	8%
Prefer not to say	-	-	1%	-
Disabilities:				
No disabilities	8 (100%)	9 (100%)	88%	88%
Disability known	-	-	12%	12%
Average age	58	58	46	41

C32

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

Since 1 April 2021, and in accordance with our Board Succession Plan, three new Non-Executive Directors have joined the Board along with one new Executive Director. During that time period, four Non-Executive Directors and one Executive Director have resigned. This represents a turnover of 44%.

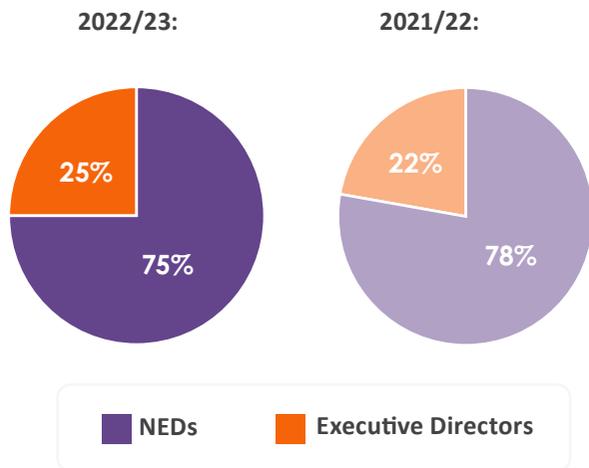
In terms of the Executive Management Team, at 1 April 2021, there was one vacancy on the Chief Executive's Management team, two Chief Officers subsequently resigned and three have joined. This represents a turnover of 43%.



C33 Is there a maximum tenure for a board member? If so, what is it?

Yes, 9 years

C34 What % of the board are non-executive directors?



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

Our Audit and Risk Committee comprises of two NEDs.

Our chair, Charles Hutton-Potts, is a Fellow of the Institute of Chartered Accountants in England and Wales who spent 21 years as an audit partner at a large accountancy firm before retiring in 2018. Charles is now active as a non-executive director and business consultant.

C36 Are there any current executives on the Remuneration Committee?

Bromford operates a combined Remuneration and Nominations Committee.

The Committee members are two independent non-executive directors and, because of the wider remit of the Committee, which includes nominations as well as remuneration, the chief executive is also a member.

Interests of those present are managed carefully and the chief executive does not take part in any decision making that concerns his own role or own remuneration.

Rationale for the joint committee is that executive pay and bonus is not the same as those who are formally governed by the UK Code and the remit of the committee is broader than the most senior executive. Executive pay is very much aligned to that of colleagues and is benchmarked both in and out of sector.

C37 Has a succession plan been provided to the board in the last 12 months?

The Board Succession Plan was considered by the Remuneration and Nominations Committee in June 2022





C38

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

Beever and Struthers were appointed as External Auditors in November 2020. We run an annual reappointment process which is overseen by ARC.

C39

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

The last independent Board effectiveness review was undertaken in February 2021. There have been two internal effectiveness reviews since that time and there will be a further independent review during the summer of 2023.

C40

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

Yes, two different people

C41

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

The Board has adopted a Group Conflicts Policy which sets out details of what might constitute a conflict and how this should be managed. Each Board member makes an annual declaration of interest. This is presented to the Audit and Risk Committee each year as part of our end of year attestations. Board members make declarations of interest as they arise in meetings. Conflicts between entities are also managed through the Group Conflicts Policy.

Designated Conflict Management Role – two NEDs who are appointed to represent each of Bromford Housing Group, Bromford Housing Association and Merlin Housing Society if there is a potential conflict situation arising between our charitable Registered Provider (RP) group members.

Independent Board Member Role – deals with any conflict situations involving Bromford Home Ownership and any of the charity RP group members.

Board Member Retirement – deals with the most extreme instances of board member conflict between any group members.

C42

Does the housing provider pay the Real Living Wage?

Yes, we pay the Real Living Wage



C43

What is the median gender pay gap?

2022/23:

Gender Pay Gap

	Median	
	2022/23	2021/22
Male	£15.39	£14.76
Female	£14.40	£13.71
Difference	6.5%	7.2%

C44

What is the CEO: median-worker pay ratio?

2022/23:

8.3x

2021/22:

7.9x



C45

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

The physical and mental wellbeing of our colleagues continues to be a key priority at Bromford. Our chief financial officer is the group’s mental health champion, and our wellbeing strategy aims to go beyond the foundational level of wellbeing initiatives.

We seek to embed a preventative and holistic approach to colleagues’ wellbeing, and everything we do is aimed at making sure all colleagues feel that they Belong at Bromford.

Our approach and plans:

- We continue to recruit and train Mental Health First Aiders, supporting them in developing their skills and champion the positive impact that early intervention and signposting can have.
- We believe in promoting an open culture around mental health. It’s okay not to be okay. We encourage colleagues to share their personal stories and experiences to help break down barriers and taboos. We have set up a dedicated Wellbeing hub for all colleagues to access resources to support their Mental, Physical and Financial health.
- We continue to promote mental health awareness amongst colleagues and have instigated Mental Health Awareness Day as part of our ‘Be You Road Map’. We have also launched a new Mental Health module into our Leadership Academy training suite and incorporated Mental Health awareness training into our Induction process for all new starters.

- We ensure that all colleagues have regular time with their leader face to face to talk about work, development, health and wellbeing, ensuring colleagues maintain a healthy work life balance.
- We ensure that we are transparent with our absence reporting and report on this monthly at our Senior Leadership Team meetings, with specific focus on absences relating to mental health. We also provide a quarterly wellbeing report to update on all the activities taken across the business.
- In 2023 we will be trailing free physiotherapy appointments, from two of our Support Offices, which will be available for all colleagues who are impacted by any Musculoskeletal (MSK) issues.

We know the cost of living crisis has been difficult for colleagues and so have provided free breakfasts in all workspaces and free essential lifestyle products in all the bathrooms, including sanitary products.

We have also been recognised as one of a 2023 UK Best Workplace for Wellbeing by Great Place to Work.

C46

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

2022/23:

9 days

2021/22:

10 days



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

All of our procurement activity is designed to support the provision of social value. However, we have also taken steps to engage with our suppliers to enhance the social value from our activities. Where we have used supply frameworks for procurement, these all have specific social value requirements embedded, commensurate with the type of supply. Similarly, we continue to benefit from our arrangement with Travis Perkins, our main repairs materials and parts supplier.

We are adapting our approach to be consistent with legal requirements, due to come into force in 2025, that mandate social value requirements for certain contracts. In the meantime, we have developed the following wording to be included in all future procurement tenders:

Social Value

We define social value as the positive impact on our customers and communities, local charitable organisations, the local economy, and the environment, that we can create when we spend money on purchasing goods and services.

Our social value focuses on:

- Supporting young people into training, apprenticeships, work experience and career development.
- Supporting people into employment by providing training, cv writing, interview skills and job searching.
- Working with our local charities and communities and supporting local initiatives.
- Protecting and enhancing our local environment, for example, through actively promoting and reducing waste to the landfill, by promoting and contributing to improvements in the carbon footprint and working with local communities on green spaces.

We supported grant funding of £1m last year for our charities. We work mainly with smaller charities that do not have specific funding for additional grant fundraisers, compliance or governance expertise and we are regularly training Project/General Managers and Grants Officers across Gloucestershire. Examples outlined below but please see page 38 for further details:

- **Brockworth Link** - Supporting 11 Initiatives including outside play areas, warm spaces, food at youth sessions as cost of living support.
- **Priors Park Neighbourhood Project** - Supporting 5 Initiatives including warm spaces, foodbank support & staffing
- **Harvey Centre, located at the former Minsterworth primary school** - Supporting warm spaces & mens sheds.

We would like to work in partnership with our suppliers to enable us to deliver social value through our contract delivery. A key part of the evaluation will consider how the tender complies and advances our impact.

How is Environmental impact considered when procuring goods and services?

For strategic and critical procurement activities, Bromford pre-selects suppliers and contractors based on a self-certification basis. This aims to ensure that the potential supplier complies with environmental legislation and that there have been no prosecutions of, or notices served on, the potential supplier for breaches of environmental laws. It also aims to ensure that where there has been an incident, the supplier can confirm adequate steps have been taken to prevent a recurrence in their proposal documents.

We continue to develop our environmental strategy, particularly around waste management. Our existing

procurement frameworks contain requirements around the disposal of waste, and we are extending this to non-framework procurement.

CASE STUDY Priors Park Neighbourhood Project (PPNP)

PPNP would not have been able to secure core funding or project funding if it wasn't for Janette's expertise and support.

Janette Vizard (social value officer) brings a wealth of experience with her to support in so many areas, particularly compliance and governance. She was able to help us negotiate the COVID pandemic as due to demand we delivered an emergency food and pantry project helping set up seven emergency food hubs across Tewkesbury. Through the links Janette has with other local charitable organisations we have been able to support each other and still do. We have formed great relationships professionally and throughout our communities that Bromford support.

Brockworth Link

Brockworth Link have been working closely with Bromford for 7 years and Janette provides support on funding, governance, compliance and policies. Janette's support has been invaluable to us as a charity due to her expertise. The funding we have been able to secure with her help and support has been vital, especially over the COVID months and now, during recovery.

Looking forward

We are pleased to provide this second edition of Building a sustainable future, and hope that it provides a useful, transparent and encouraging update of the progress we are making on our sustainability journey.

We feel we have taken significant steps towards building a more sustainable future again this year. Our sustainability journey is now firmly established across our golden thread, with the key drivers of ESG outcomes underpinning our corporate strategy, driving investment decisions in our business, and reflected in our updated Sustainable Finance Framework.

We have made a commitment to reporting our sustainability performance more regularly, and in a step change for our sector, we have already established sustainability golden metrics in our market updates – we hope this gives all of our stakeholders a sharper picture of our priorities and progress. We will continue to publish our performance against these core measures in future updates twice a year as we continue to drive for more visibility, more comparability, and more accountability.

We have made tangible progress against our sustainability ambitions again this year: we completed a record 1,265 new

affordable homes, just under half of which were at social rent tenure; we have increased the energy efficiency of our homes, with 87% of homes now at EPC C or above; and we have reduced our gender pay gap to 6.5%.

And across our disclosures, we have improved the quality and robustness of our data as we set out in last year's report. Importantly, we have faced into our challenges with the sincerity this journey demands. We have corrected an error in our Scope 1,2, & 3 emissions and refined our understanding of the disclosures this year to re-baseline our emissions as we pursue our target of reducing emissions to below 3t per home.

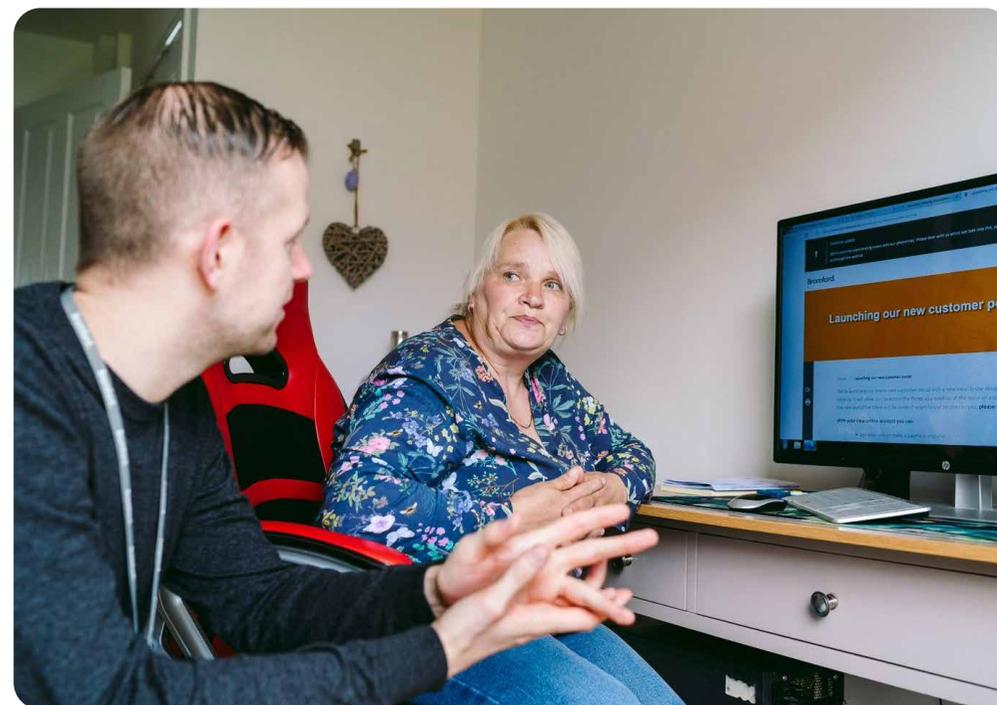
Moving forward, we will continue to engage our customers and colleagues on the sustainability agenda, keeping them informed of our work, listening to what they have to say and taking action to meet their needs and priorities. We will ensure that our ESG work remains Bromford-led, but we will stay close with our funders, investors and other key stakeholders, and invite their examination and their challenge, as we take them on the journey with us.

We will continue to call for a single standard in the sector to ensure we don't get lost in a sea of reporting, and remain focused on delivering to our customers and the homes and communities in which they live. We will continue to work with Sustainability for Housing and strive for a set of golden metrics to be promoted within the SRS, and we will continue to envision a future where sustainability data is only published once it has been audited.

We will continue to pioneer sustainable finance as we shine a spotlight on the metrics, and commit to the actions,

that truly make a difference. Ultimately, we will deliver over £1bn of additional investment in our communities over the next eight years, and every pound of new funding will be linked to sustainability. Each sustainability linked loan will have its own distinct link to a new set of KPIs, and our bonds and private placements will be linked on a use-of-proceeds basis to sustainability projects.

We invite all our stakeholders, from investors, to colleagues, to partners and suppliers and of course our customers to share their views on this report and our sustainability work.





Contact us

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