

# SUSTAINABILITY IMPACT REPORT

2023



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# INTRO





# HSPG exists to solve two fundamental problems within the social housing industry:

1. There is a huge undersupply of affordable housing to service the growing UK population, with over 1 million people currently on the social housing waiting list.

2. Social impact investors are seeking residential property investments, which deliver positive outcomes for the most vulnerable members of our society.

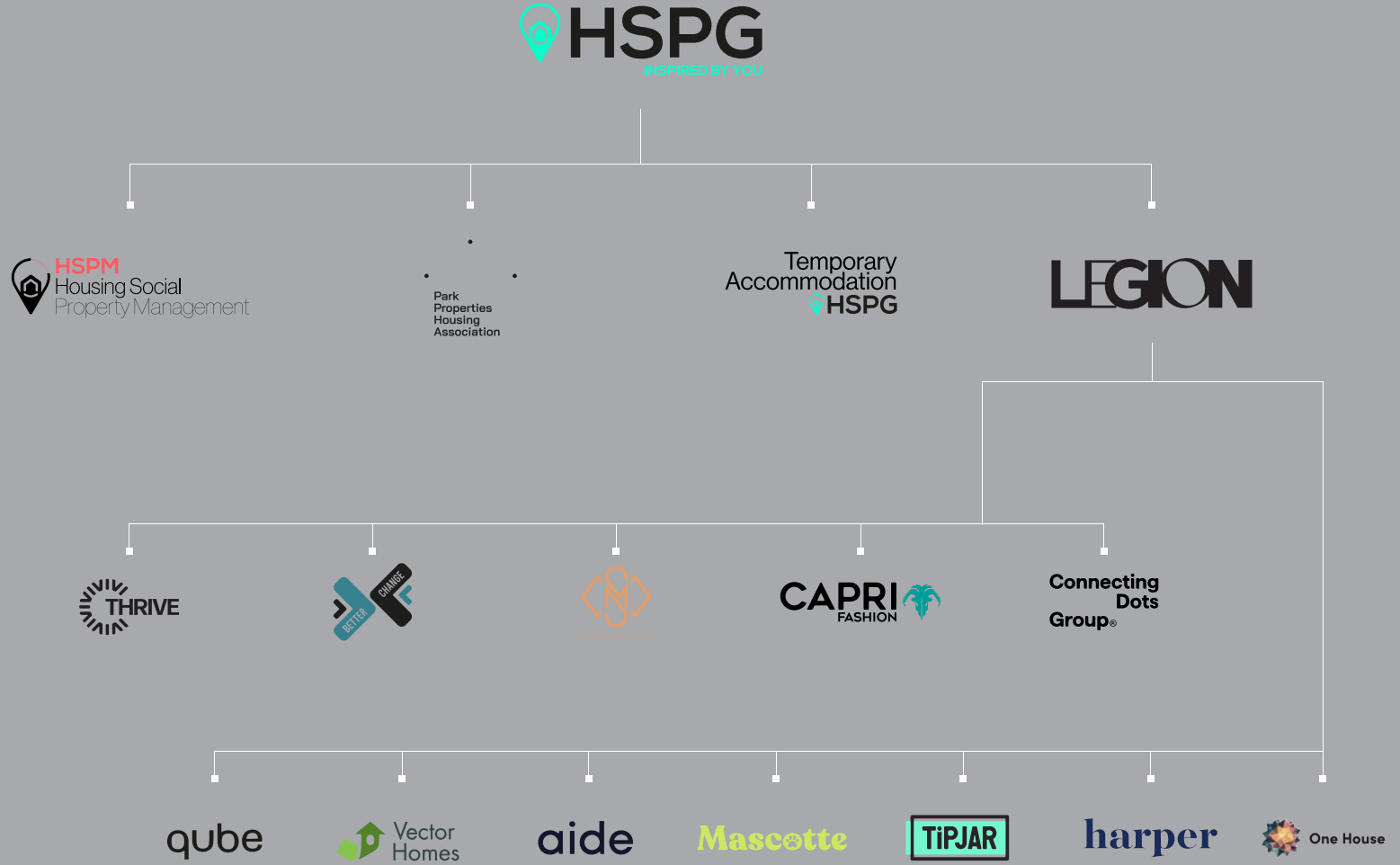




# Our mission is simple: we enable people to live fulfilled lives in their communities.

HSPG, and its subsidiary Housing Association, PPHA, creates long-term partnerships with national housebuilders and Local Authorities to acquire high-quality, residential properties in suitable locations, focusing on **positively impacting our residents' lives.**

We acquire, stabilise and ultimately dispose of various tenures of **social and affordable housing across the UK.** By March 2024, we will be actively acquiring up to **2,500 properties** from housebuilders and developers, stabilising them through leasing or sale and ultimately exiting the portfolios to institutional investors.





# LEGION

HSPG has formed LEGION: a new platform, focused on sourcing and deploying capital to create value in disruptive and scalable opportunities, led by great people who are compatible with our core values. The scale of our ambition by the end of 2025 is to invest in at least 5 new businesses, each capable of generating over £10m profit within their specified period. As per our company organogram, we have already invested in several companies, some of which we provide hands-on involvement and support to; the others largely require capital investment only.



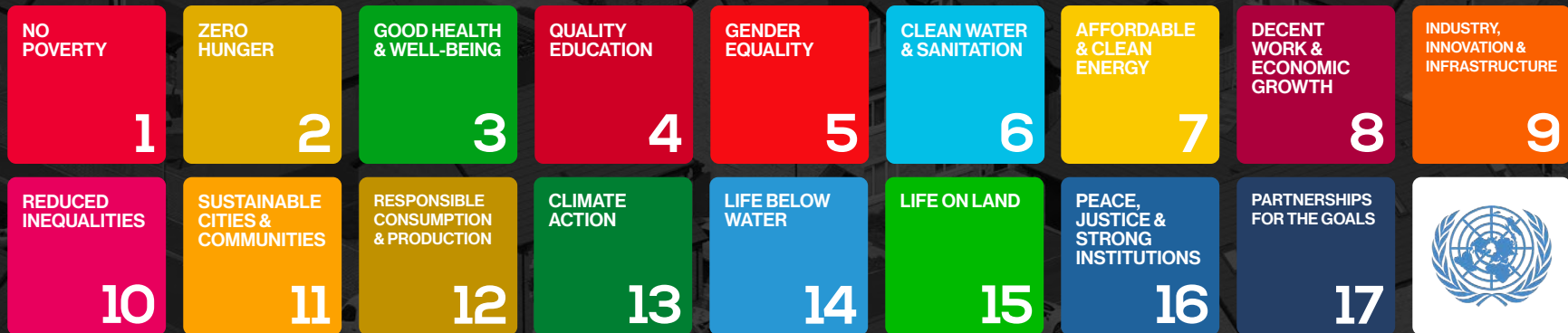


# HSPG is proud and excited to bring you our first ever Sustainability Impact Report

The report details the progress we've made; challenges we've faced and the future we're creating. We aim to be reflective and honest, but also optimistic: Qualities we believe are essential for a team wishing to positively impact the world. For us, transforming the social housing space means asking – and answering – challenging questions about how we want to live our lives. We can't talk about the **future of social impact real estate** without **keeping the future of our planet at the heart of the conversation.**

In a world where demand for affordable housing is escalating rapidly, **our commitment to social impact drives us** to address the critical **need for accessible, affordable, and good quality housing.** To date, we have impacted the lives of almost **1% of the 1 million people on the housing waiting list**, providing them with a safe, comfortable place to call home. In order to further increase this, we must not only **drive best practice** within our housing management and customer expertise, but also **actively promote the behaviours and culture to foster the right mindset.**

We focus on a selection of the renowned 17 Sustainable Development Goals (SDGs), produced in the 2030 Agenda for Sustainable Development, which you'll see throughout this report.







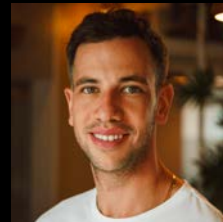
At HSPG, focused intention fuels everything we do. There is always a reason and a deeper **why** behind our actions. This includes care for our environment, ethics, and the strong social impact we wish to have on the world.

For almost 10 years, HSPG has committed to an impactful agenda; we're honoured to bring this report together, and have you join us for the next 10 years. Together, we'll go on a journey to increasing our impact and showing you exactly **why** we do it.

We take the responsibility seriously of ensuring our impact is positive within the affordable housing space. To us, this goes beyond our products and services meeting certain ratings and compliance stats. It is through our culture, our business ethics, how we work with partners and investors, driving equality and diversity, protecting and treating our people excellently, and of course, protecting our planet.

In this Report, we will show you the tangible outcomes of our initiatives, company culture and the sustainable changes we're driving. Together, we are not just providing high quality affordable homes, we're building a foundation for a fulfilling, inclusive future.

**David Searle**  
COO & Co-founder



**Guy Horne**  
CEO & Co-founder



# OUR CUSTOMERS



We simply don't exist without our customers, whether they are Asylum Seekers, homeless individuals, prison leavers, or first time Shared Ownership buyers. Helping our customers live more fulfilled lives in their communities is HSPG's driving force.

Moving into 2024, we have defined goals to proactively engage with our customers and improve their overall experience, including:

- Implementing our Customer Voice Group.
- Aim to achieve 85% tenant satisfaction rate across our PPHA portfolio.
- Circulating our Customer Annual Report.
- Continue providing access to our cost-of-living hardship fund.
- New websites, including AI-powered automated support systems for customers, regardless of their technical abilities, the language they speak or any reading impairments.







To make a meaningful shift with our customers, we need to build a movement and community that they are compelled to be part of and excited to join. We must embrace every unique customer who we are fortunate enough to support. We must bring our team members as close to the customers as possible, bridging the gap between the commercial mind and the social conscience.

In 2023, we know that sustainability awareness has moved higher up everyone's agenda. Our customers are no exception. We're now exploring how we can convert awareness into action, providing a louder voice for our customers to drive their own desires within our housing services. We will continue to monitor how many customers are making more sustainable choices and how frequently this is discussed and acted upon within our Customer Voice Groups in 2024. Tracking this information will be the catalyst to significant improvements with customer engagement.



# OUR LOCAL AUTHORITY PARTNERS



Local Authorities give a huge amount of support to the most vulnerable individuals in our society. We partner with the Local Authorities and set them up with the right financial models, enabling them to maximise the support they provide, whilst saving a significant amount on the alternative options.

### Exempt Rent Accommodation

Some tenants supported by their Local Authority require a certain level of care, support, or supervision to sustain a home. Much of the cost of this provision is **not recoverable by Local Authorities**.

HSPG work with Salford City Council to facilitate a saving of £1.43 million per annum in housing benefit subsidy, utilising our partnership with a **not-for-profit Registered Provider**. HSPG provide the delivery of **well managed and compliant exempt accommodation**.

## WE SUPPORT:

2023: 275 people

2024 goal: 500 people

On average, the Local Authority will increase its subsidy saving by 40% by partnering with HSPG.

Example:



RENT

£250 per week rent



SAVING

£100 per week rent, £5,200 per year



275 UNITS

£1.43m saving per annum





Through Housing Social, we provide temporary accommodation for homeless individuals within Manchester City Council (MCC).

## CASE STUDY:

HSPG converted a commercial office block into temporary accommodation for homeless families, supported by MCC, in March 2021. We provided twenty 2 and 3 person units, charging £29 per night. This was a huge lifeline for many of the residents and provides the below saving to MCC, encouraging this funding to go elsewhere:



## Temporary Accommodation in Numbers

	Number of people supported	1	234
	Average duration of stay (months)	15	15
	Temporary accommodation rate	£33	£7,722
	Alternative accommodation (Hotels/BNBs)	£120	£28,080
	Cost saving per night	£87	£20,358
	<b>Total cost saving (for 15 months)</b>	<b>£39,759</b>	<b>£9,303,606</b>

	Temporary housing project	Apex House statistics
	Development Date	2021
	Number of units (2 and 3 bed)	20
	Temporary accommodation rate	£29 per night
	Alternative accommodation (hotels/BNBs)	£120 per night
	Savings per night per family	£91
	Weekly savings per family	£637
	Annual savings per family	£33,124
	Annual savings across 20 units	£662,480

**GOAL:**  
Increase our Local Authority temporary accommodation offering to 460 units across Manchester and Oldham.



# MINDSET



DECENT  
WORK &  
ECONOMIC  
GROWTH

8

HSPG is building an inclusive culture, in which our teams, communities and customers put people and the planet first in their decisions. A wider mindset shift is our longer-term goal; one that we will confidently make incremental gains towards, over the next 12 months.

We firmly believe that the strength of our solution-obsessed nature can catapult radical change towards a sustainable future for our people, communities and customers. But we also acknowledge that optimism must go hand in hand with a healthy dose of realism. We have committed to reinvent aspects of the social housing space, and we believe that challenging our mindsets and our culture will be the catalyst for that reinvention.





Can we truly say that we are creating a sustainable future until we ensure that all under-represented groups feel heard and seen? Are we investing enough in the knowledge, skills and passion of our people to allow us to genuinely place as much focus on the customer and the planet as we do on acquisitions, sales and profitability? Are we effectively engaging our communities and our customers in relevant narratives that bring everyone together on the journey? Our mindsets focus revolves around challenging the norm, asking difficult questions, listening to the answers, acting on what we hear, no matter how uncomfortable that may be. And most importantly, failing forwards every step of the way.





# PEOPLE



HSPG is inspired by every individual team member. Our focus is not on hierarchy, status, or job titles. It is on the enormous value each team member brings. Every person is necessary. Every person is essential. Every person matters.

Our selection and recruitment process is thorough, intentional and collaborative, ensuring we hire only those special individuals who will fit our culture and drive the business forwards.

Are we ruthless? **No.** Are we rigorous? **Yes.**

We are delighted with this stat, as we know our people are overall highly satisfied with their HSPG experience. We know they have confidence that this is firmly, consistently at the top of our agenda. They know we will listen to their feedback, and we'll take action to make continued improvements, never becoming complacent.

Our voluntary turnover  
**2.5%** currently sits at

Average annual staff turnover for similar comparison industries:

Real Estate: **27.8%**

Construction: **29.5%**

Financial and Investment Activities: **26.9%**

Property Management **30.8%\***

*\*2023 UK government data, Nested. March 2023.*





# BEHAVIOURS



HSPG's behaviours illustrate who we are. We use the behaviours as the basis for our hiring, our development and training, our partner selection, including executives and Board members. Every person who touches HSPG must align with our behaviours, including our CEO, COO, and full exec team. No one is exempt and everyone is held accountable to upholding the behaviours to the highest standards. This reinforces our flat structure and ensures we're all rowing the boat together in the same direction, constantly driving personal and professional growth.

Show enthusiasm



Strong opinions, held lightly



Belong



Own it



Challenge the norm



Decide




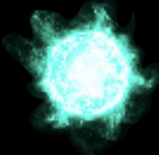



# CULTURE





HSPG's culture is unique. We work smart, sometimes very long, but always with intention. We are incredibly creative, innovative, and run an efficient, exciting, whirlwind of a ship.


This is  HSPG's  culture. *Who we are.* 

Modern.  Resourceful.  Flexible. 

Solution Obsessed. **THINK BIG.**  Do what you need to do to get there.

**Autonomy.** **YOU** decide priority. (*Freedom of choice*)

 Own it, Like you actually own it. **Be ready to answer for it**

Macro Leadership.  *\_business within the business\_*



# Employee Wellbeing

At HSPG, wellbeing is not just a buzzword; it's a way of life for all of us. We know that everyone's idea of wellbeing is as diverse as their playlist, so whether someone sees wellbeing as running marathons or meditating for three hours, we've got it covered. We're on a perpetual quest for fresh ways to amp up the wellbeing game for our team of unique individuals. From a monthly employee wellbeing allowance, to fully covered private healthcare with *Vitality* (complete with perks including 50% off gym memberships, free mental health app subscription, and more), we know how important it is to invest into our people far beyond training them 'on the job'. It's not just the physical stuff either—our financial wellbeing sessions, social events and holidays abroad packed with activities, together with a laser focus on personal growth round out the HSPG wellbeing experience. In addition, we provide anonymous free mental health and gambling support. We work with the right experts, giving our team support that we don't even need to know about. So, whether it's supper clubs in Soho or Escape Rooms in Manchester, HSPG's wellbeing is always at the forefront.



# Gender Equality



Gender inequality is one of the most urgent challenges of our generation – the world is not on track to achieve this, and at the current rate it will take an additional 140 years to achieve equal representation in leadership in the workplace. HSPG is pioneering gender equality with vigorous intention and is a clear frontrunner in both the property and investment sectors.





We place overriding significance on gender diversity within our team, going beyond the conventional narratives and tick boxes of representation. Diverse perspectives are the catalysts for innovation, uniting contrasting elements to create a compelling whole. It is well known that superior performance comes from diverse teams, with plenty of research to support the point. A 2020 report by McKinsey found that companies in the top quartile of gender diversity on executive teams were 25% more likely to experience above-average profitability than peer companies in the fourth quartile. Additionally, according to a study by MSCI, Boards with higher levels of gender diversity tend to experience fewer instances of governance-related controversy, such as bribery, corruption and fraud, and overall stronger management of ESG-related risks.

Our commitment to diversity extends beyond a singular initiative: we challenge norms, enrich our unique culture, and transform our creativity. We aim for a workplace that's sophisticated yet inclusive, embracing the true reality of diverse collaboration.

HSPG work with Girls Friendly Society, the oldest charity for girls, established in 1875. With a vision of a world where girls and young women are free to be themselves and feel proud of who they are, all team members within HSPG support GFS, involving our male team members in gender equality as well.

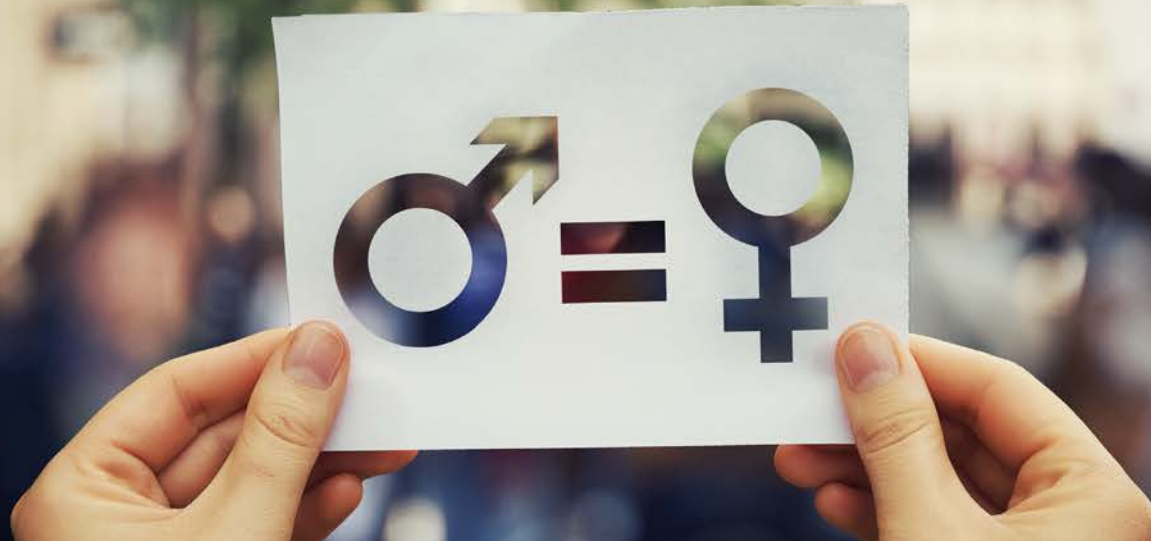


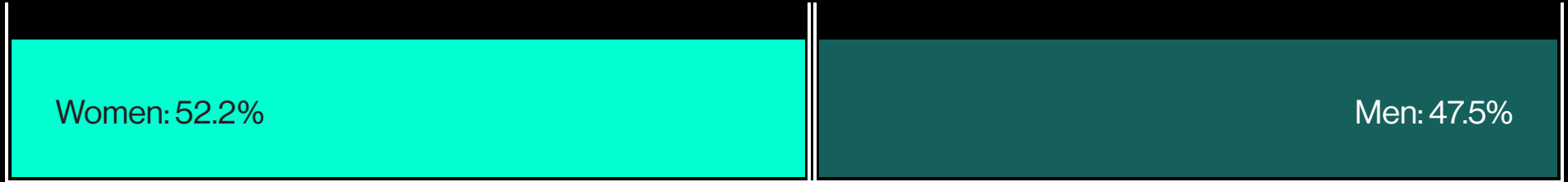
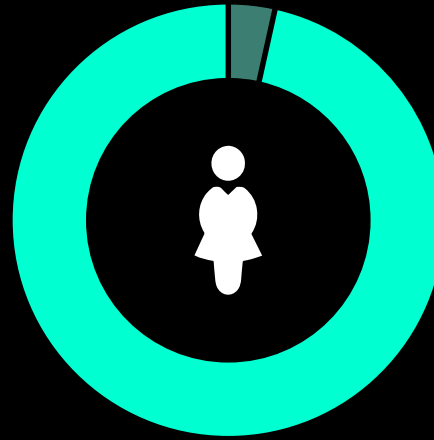
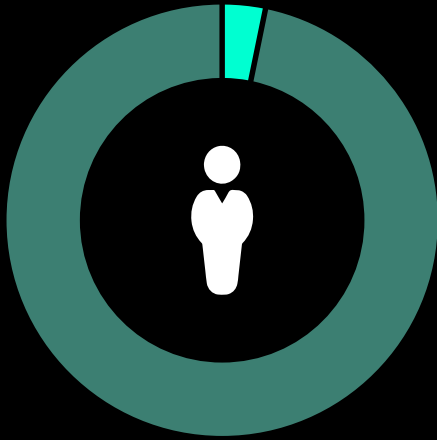




5.5 *Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life*  
5.5.2 *Proportion of women in managerial positions*

**GOAL:** **Gender pay gap:** we aim to continue to drive a workplace where all employees, regardless of gender, are compensated equitably for their efforts and have equal opportunities for career growth and advancement.





Gender split of the UK property, housing and estate managers sector (Source: Statistica, June 2023)



HSPG team split



Women: 38%

Men: 62%

### HSPG leadership/decision making positions

Creating an inclusive workplace for all means more than simply opening our doors and hoping change will come. It means investing in strong and diverse talent pools and ensuring the right people access the right opportunities at the right time. We know we're at the start of our DE&I journey, but we want to be held accountable for delivering on our commitments and extend our position as a pioneer of gender diversity to a greater focus on reducing any additional inequalities including race, socioeconomic status, ethnicity, sexual orientation, or other identifiable characteristics.

#### How will we do this?

**1-** HSPG will adjust our hiring process and take additional steps to end unequal access to jobs. We will ensure that our vacant positions are marketed openly online, and in areas with a high population of ethnic and other minorities.

**2-** HSPG will request that names are removed from CVs on initial receipt, removing any room for positive or negative unconscious bias.

**3-** HSPG will actively promote how satisfied our team are with the diversity and inclusion within the business, via our Great Place to Work survey, encouraging more applicants from diverse backgrounds to be attracted to work here.

**4-** We will continue to educate our team on other cultures and further celebrate them. We have a wide variety of cultures at HSPG and plan to do educational, fun cultural experiences lead by all staff who wish to do this, either running the experience themselves, or through expert organisations. For example: on HSPG Pride Day 2023, we brought the team together for a day of Pride-filled playlists, outfits, and a 'Pride Walking Tour' through the cities of Manchester and London, learning about the rich history of LGBTQ+ heroes, past and present.

**6-** We will make formal diversity training available, but not mandatory. This shifts the mindset from 'I'm being forced to learn about this,' to 'I have chosen to educate myself on this, therefore, I must be pro-diversity.'

**7-** As with all HSPG initiatives, our leadership team will back and pioneer this improvement, lead by example and ensure the message is rapidly and consistently communicated.

### GOAL:

**We aim to employ at least 45% female team members by the end of 2024.**

We aim to have implemented our equality and diversity goals above, in order to begin measuring and improving our ethnic and racial diversity.



# GREAT PLACE TO WORK







GENDER  
EQUALITY  
5

DECENT  
WORK &  
ECONOMIC  
GROWTH  
8

REDUCED  
INEQUALITIES  
10

PEACE,  
JUSTICE &  
STRONG  
INSTITUTIONS  
16

The Great Place to Work certification is awarded based on comprehensive assessments, including the Trust Index© employee survey and an evaluation of our organisational policies and practices. This recognition reflects the high levels of trust, pride, and camaraderie that our employees experience daily.

We achieved an overall rating of 89% in the Great Place To Work statement, far exceeding the pass rate of 65%.

## GOAL:

In 2024, we aim to achieve a 95% rating in the overall GPTW statement.



At HSPG we know that a great workplace goes beyond business success; its about creating an environment where our whole team thrives both personally and professionally. This achievement reinforces our dedication to cultivating a workplace that values diversity, promotes collaboration, and prioritises the wellbeing of our employees.

**GOAL:** In 2024, we aim to achieve 100% across the following statements



Management is approachable and easy to talk to



People celebrate special events here



People here are treated fairly regardless of their sexual orientation



People here are treated fairly regardless of their race



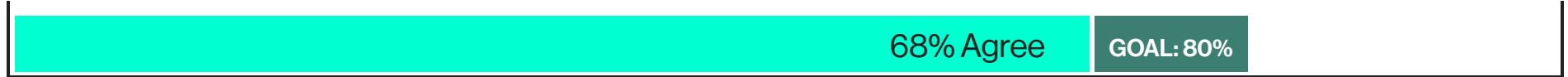
When you join the company, you are made to feel welcome



**GOAL:** Become re-certified as a GPTW company; improve our GPTW overall score to 95% and increase the score in the following statements:



Management keeps me informed about important issues and changes



I am offered training or development to further myself professionally



Everyone has an opportunity to get special recognition



Management involves people in decisions that affect their jobs or work environment

**GOAL:** In 2024, we aim to align our subsidiary companies with our own Sustainability Impact metrics and be able to include them in our 2024/5 report.



# ESG



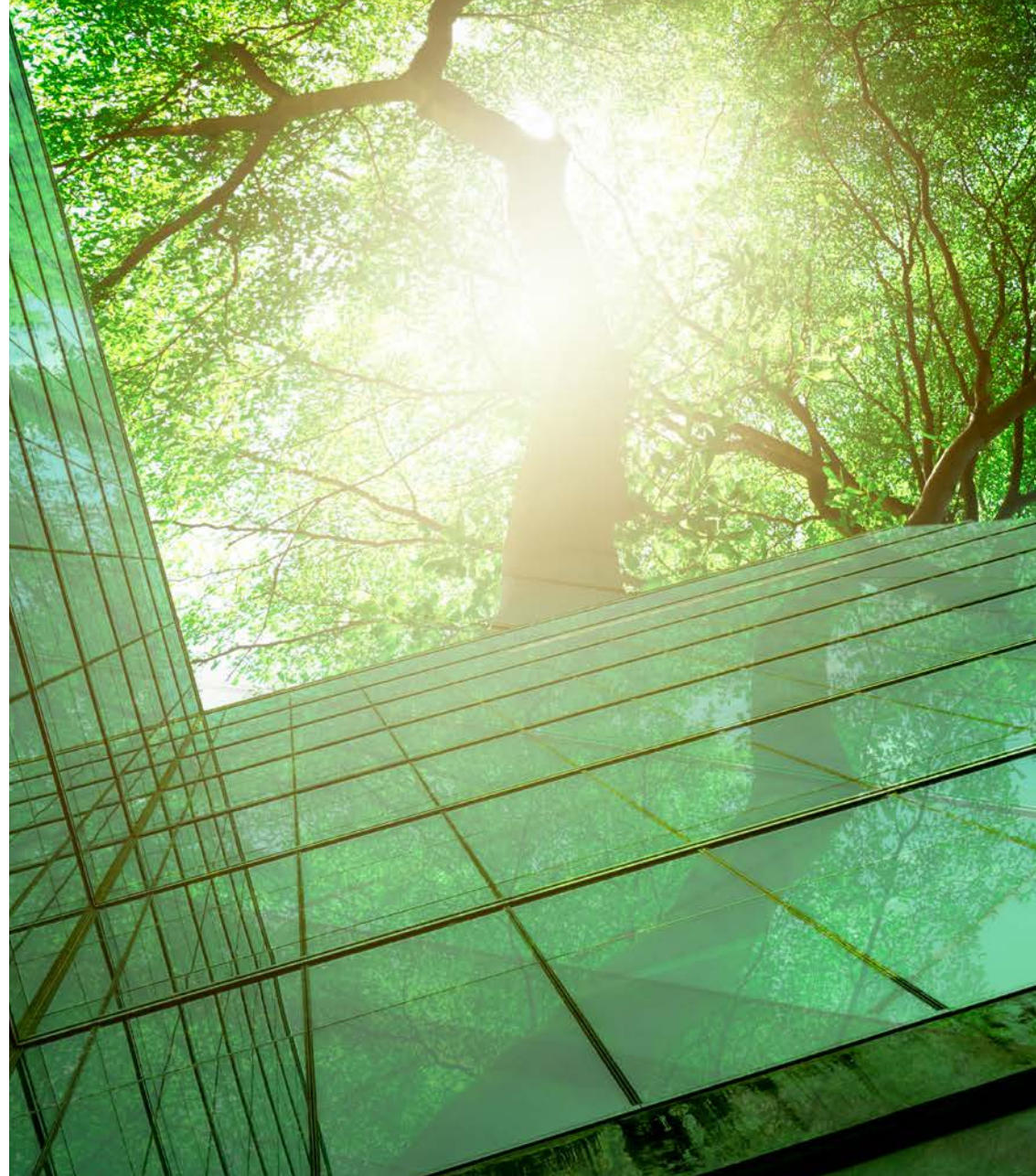


# Environmental



The UK Government's Clean Growth Strategy expresses the urgency for prompt measures to achieve the goal for all properties to achieve a minimum EPC B and C rating by 2030.

**GOAL:**  
increase the number of EPC C properties from 70.5% to 85% by the end of 2025.







Our primary focus is on retrofitting our existing stock, prioritising the enhancement of energy efficiency in our homes. It is important we play our part in tackling the climate crisis, reducing energy costs for our residents, and only working with companies who have the same agenda.

# 70.5%

of our stock either meets or exceeds the EPC C standard, and we continue to work on this across our entire portfolio, aiming to achieve **85% by the end of 2025**.



Our in-house development team redeveloped 26 properties from gas combination boilers to electric heating, which is a great step towards decarbonising our portfolio and providing carbon efficient homes.

Park  
Properties  
Housing  
Association

PPHA also undertook a retrofit programme within 31 homes, removing the gas combination boiler systems and installing air source heating system in their place. Therefore, reducing environmental impact, improving energy efficiency, and reducing long-term costs.



All units are delivered as EPC A with all appliances operated electrically. PPHA has built strong strategic relationships with Plc's and SME's to mutually design and deliver our future specification requirements for all homes built after April 2025. This includes air source heat pumps as a minimum standard.

serco

# C<sup>A</sup>

Within HSPG's Serco portfolio, supporting Asylum Seekers in the UK, all new properties will achieve an **EPC rating C or above**.

We are currently reducing our carbon footprint by installing **electric heating, rather than gas, across the full portfolio**.



# 95%

From March 2024, at least 95% of our projects will be electric, which equates to

**40-50**  
**HMO**  
properties





# Social

NO POVERTY	REDUCED INEQUALITIES	SUSTAINABLE CITIES & COMMUNITIES
1	10	11

The ‘social’ aspect of ESG covers human rights, equity, HSPG’s relationships with people, as well as our policies and actions that impact individuals, customers, partners, investors, and society. The ‘S’ dictates how we navigate relationships with our team, the societies, and communities in which we operate, and the political environment. We know that many social factors can also affect our financial performance, ranging from short- to long-term events and objectives.

Social factors to consider in sustainable investing include assessing our strengths and weaknesses in dealing with social trends, working practices, and the overall socio-political environment. A focus on these topics can increase both profits and corporate responsibility.



**GOAL:** We aim to deliver 3,265 affordable homes by 31st December 2024 across multiple tenures:



**1000**

HOMES UNDER MANAGEMENT

**1,6**  

Homes provided by April 2025 across section 106 Shared Ownership, Section 106 Affordable Rental properties, DIYSO (DIY Shared Ownership) and NBDIYSO (New Build DIYSO)

**450**

Homes under management in our subsidiary, Housing Social

**125** **HOMES**

Within the Exempt Rents portfolio



**90**



Homes within the Temporary Accommodation portfolio by end of September 2024 via acquisition and refurbishment programme.





PPHA introduced a cost-of-living hardship fund of £10,000 per annum, to support customers struggling with the increasing cost-of-living, where UK inflation remains at one of the highest levels in 30 years. Households face increased food, fuel and energy prices, leaving 9 out of 10 adults reporting an increase in their cost of living and **23% of adults declaring it was very difficult to pay their usual household bills**. The fund aims to prevent eviction and homelessness, alleviate pressure for our customers and provide better peace of mind in this uncertain time. We always prioritise providing the best support to our customers and at times, this must extend to financial support.



**9 out of 10** adults have reported an increase in their cost of living



*In addition to the £10,000 fund, PPHA supports its customers in the following ways:*

- Financial support for food banks e.g. The Trussell Trust
- Customer support with food and fuel vouchers at genuine crises points
- Homelessness prevention through rent arrears support and Local Authority homeless prevention funds
- HSPG team volunteering days and food bank donations
- Signposting for money advice
- Sign up to step change debt advice charity and refer customers (free support for customers)
- Information and support on the PPHA website on energy advice, support with household bills and budgeting, highlighting the availability of hardship funds.



The hardship fund can also reduce larger long-term business costs: preventing damp and mould as customers can heat their homes, prevent legal action costs for arrears recovery, prevent void and lettings costs, reduces homelessness, and can improve overall health.

## CASE STUDY:

Lydia is a PPHA customer, a single mum to her 7-year-old daughter. Lydia suffers from a disability and has low income. She moved into a PPHA property in October, where the garden was severely overgrown. Turfing had not been included on this property specification for development.

Lydia informed us that she couldn't afford to carry out the work on the garden, she was unable to do the work herself due to her disability and was fearful that it was unsafe for her child to play outdoors with the current state.

PPHA wanted to quickly improve this situation, making Lydia's experience a positive one.

PPHA made 2 decisions to support Lydia and her daughter: the first impacted not only Lydia, but all future customers of PPHA Affordable Rental units. We decided that all Affordable Rental units moving forwards would include turfing in the specification as standard. We also decided to undertake the work on Lydia's garden, using the cost-of-living support fund as this was a genuine hardship and one that touched us.

Lydia was extremely grateful, and the result is that she and her daughter can enjoy the home they wished for, feeling safe, empowered and at ease.

## GOAL:

**PPHA aim to offer the cost-of-living crisis fund again in 2025, review how it is spent in 2024 and report on the positive outcomes we have achieved by having it in place.**



# Thrive



HSPG has prioritised charity since day one, leading to the creation of our Social Impact Team. The Social Impact Team comprises of volunteers within the Group, to give their time outside of their work, encourage charity initiatives and organise volunteering days across the business. This has now evolved to THRIVE, our Charitable Foundation. Moving into 2024, THRIVE will drive HSPG's charity efforts even more effectively, within 3 clear pillars. We look forward to reporting that THRIVE's objectives have been achieved in next year's Social Impact Report!





## VISION:

To bring our people closer to their communities, support charities in their growth and helping them Thrive.

## MISSION:

We aim to increase charities' growth by giving our time, talent and treasure through tailored support to meet their individual needs.

## TIME:

Give back to the community. Personal growth and developing skills.  
Strengthen teamwork

## TALENT:

Share our talents. Support charities using our expertise

## TREASURE:

Donate and fundraise for specific items our charity partners need





## In 2023, we have...

Supported Grow to deliver bespoke programmes in sustainable food growing and outdoor learning to school and communities throughout the UK. We have completed volunteer days and donated money quarterly.

Donated an oven to SPIN (Supporting People in Need), tackling the ongoing issue of homelessness and poverty. Our team members hand delivered the oven, ensured it was compliant and now SPIN are using it to make Christmas dinners for their residents and other members of the community who would like to join them.

Supported GFS with raising awareness on 'International Day of the Girl.'

Raised £95,000 to fund an ambulance for Magen David Adom, Israel's only National Blood and Medical Emergency Service, saving the lives of all of Israel's citizens regardless of religion, gender, ethnicity or other characteristic. This was an immediate effort that HSPG team made, alongside our partner business: MS Lending Group, in reaction to the Israel attack on October 7th. The money was raised within 1 month.







## GOAL:

**Time** – all team members are offered annual volunteering days, to support several charities. We recognise the importance of volunteering for personal growth and strengthening teamwork within HSPG, but more importantly: giving back to our local community. **We aim to complete at least 55 volunteer days used in 2024.**

## GOAL:

**Talent** – we share our talents and expertise, offering our chosen charities specific project support. I.e., our Brand Manager created a new website for our charity, saving them £8-10,000. **We aim to deliver 3 key projects to our charity partners by December 2024.**

## GOAL:

**Treasure** – raising funds for our chosen charities. Charity donations in 2023 reached £51,661. **We aim to raise £100,000 in 2024 for our chosen charities.**



# Governance



PPHA, backed by HSPG and a key part of the Group, is a Registered Provider of social housing and is regulated by the Regulator of Social Housing (RSH). For this reason, our Governance in this platform dictates much of our governance in HSPG. PPHA leads the way and in turn, educates its backer: HSPG.



SUSTAINABLE  
CITIES &  
COMMUNITIES  
11

Following a stability check and reactive engagement, the RSH confirmed that they were satisfied with PPHA’s strategic direction, financial viability, and current operating model. The RSH confirmed it was assured PPHA is compliant with the financial viability elements of the Governance and Financial Viability Standard and that its financial plans are consistent with, and support, its financial strategy. The RSH also confirmed that PPHA, who has adopted the (2018) UK Corporate Governance Code, has an adequately funded business plan with sufficient security in place. PPHA has not been subject to any adverse regulatory findings in the last 12 months that resulted in enforcement or other equivalent action.



# Managing organisational risks

The Board gathers at least five times a year to discuss strategy and key financial decisions. Given the depth of PPHA's business and how it integrates with HSPG's objectives, Board members also break into committees to delve deep into certain areas. Currently, we have the Audit & Risk Committee and the Customer Voice Committee operating out of the main Board. PPHA deals with external risks, including housing management, development, property management, and customer engagement. We keep a close eye on these risks, with a solid team process and plenty of scrutiny. The PPHA Board owns the overarching accountability for risk mitigation, ensuring we're on top of our priorities, avoiding any key risks in achieving our objectives.


The appointment of PPHA's auditors is a matter reserved to PPHA Board. The decision is reached with the benefit of a recommendation from the Audit and Risk Committee, working alongside the Group Finance Director. The Audit & Risk Committee holds meetings with the external auditor, which assist in ensuring that reporting, forecasting and risk management processes are subject to rigorous review throughout the year. Following recommendations by the Audit & Risk Committee, the Group Board approved the appointment of the audit contract during the 22/23 financial year resulting in the appointment of Lopian Gross Barnett for a period of one year with the option to extend.

Our risk oversight structure, complemented by a robust assurance model, involves a risk-based internal audit and assurance mapping. The Board thoroughly evaluates significant strategic risks and delegates each to a senior manager accountable for its management. Our method for handling risks has identifiable owners — it's a well-organised assurance framework that includes the Audit & Risk Committee. This committee has a broad mandate, overseeing aspects ranging from accounting policies to the selection of external auditors, and ensuring compliance with PPHA's Annual Report and Accounts. In the 2022/23 financial year, Wendy Pretten, our Group Housing and Support Director, joined the team to upgrade and reinforce our strategy. Wendy heads up Governance, oversees compliance, and provides crucial support in risk management. We've also entrusted strategic and key operational risks to another key player, our Head of Housing and Support, Emma Tiley, reporting to Wendy. This setup guarantees a uniform approach to risk across PPHA, complete with explicit education plans, essential controls, and risk-based evaluations. It's our way of assuring the Board has peace of mind, giving them confidence that we have risks well in hand.

Each platform in HSPG, including PPHA, maintains a risk map, laying out the highs and lows they face. We have controls in place to tackle each risk, making sure they're documented, and we're maximising on opportunities to mitigate risks further. Our subsidiary businesses do their own risk mapping at their SLT meetings, which we aim to report on in more detail in our next Sustainability Impact Report. These day-to-day risks tie back to the large strategic risks, giving us a 360° view, keeps our Exec team, Board and the RSH happy.



The PPHA Board follows certain guidelines when selecting non-executive directors. These guidelines include insuring there is a detailed Role Manifesto for each Non-Executive Director appointment. The Role Manifesto details not only what we want the Board member to be able to do, but how they should do it. We have strong behaviours that run through our entire organisation, which we want our Board members to align with. This dictates how we empower people into embracing our culture, how we drive our entrepreneurial spirit and how we communicate both internally and externally. When there's a Board vacancy, the Board selects the best candidate without specific targets of gender, ethnicity, or any other diversity measurement. For PPHA Board appointments, the Board actively seeks interviewees, aiming to include one or more candidates to enhance diversity. The Board would only consider diversity as a decisive criterion if two or more candidates were equally matched in other respects.



**GOAL:**  
As we enter PPHA's next recruitment phase, we aim to have a significantly diverse Board and Customer Voice Group, based on life experiences and backgrounds.





# OUR COMMITMENT



Our commitment to decide upon and create a sustainable future for our customers, communities and teams is real.

The achievements and progress outlined in this report reflect the incredible passion and commitment amongst our team that makes this so much more than simply a 'strategy'. We believe there is no change without action and this final section details the actions we are excited to hold ourselves accountable to over the next 12 months.

We will challenge the norm and own our commitment to sustainability and all its facets. Today, more than ever, we need to be bold, enthusiastic, and not afraid of failing [forwards]. The future of social impact real estate is evolving, meaning we must leave behind the focus solely on metrics, profitability, and properties viewed as lines on spreadsheets. Our linear, transactional ways have advanced and now we factor in the full story: the rich history of the property, our partners, their requirements, the persona of our customers, their wants, needs and most importantly their voice. We are excited to take you with us as we work hard to lead an engaged community across the UK. Together, we can make the changes required. This report shows our progress so far, and we hope it inspires you to join us on our next steps - small or big, public or private - in service to ultimate sustainability and impact.





## Net-zero commitment

We know that when it comes to climate action, achieving net zero by 2050, in line with the Paris Agreement, is the UK's legal target. We want to get on the bus, play our part and contribute positively towards this. We're not here to dazzle you (or ourselves!) with buzzwords, or hide behind complicated roadmaps. When it comes to net-zero, we're very much at the beginning.

As we see it, the world reaches net zero when the amount of carbon dioxide we add is no more than the amount taken away. We aim to significantly reduce our absolute emissions and find ways to isolate any residual carbon emissions, resulting in no net CO2 increase.

### **2024 is HSPG's year to turn our ambition into action.**

We know that this complex target needs an intentional and nuanced approach. Our 2024 goal is to formulate a strategy, with the right experts, that integrates with wider business priorities and objectives, resulting in an ecosystem where commercial success is optimised, not compromised, by our overall contribution to a net-zero world by 2050.





# 2024 GOALS



## GOAL:

increase the number of EPC C properties from 70.5% to 85% by the end of 2025.

## GOAL:

We aim to deliver 3,265 affordable homes by 31st December 2024 across multiple tenures:

- **PPHA: 1000** homes under management
- **1,600 homes** by April 2025 across Section 106 Shared Ownership, Section 106 Affordable Rental properties, DIYSO (DIY Shared Ownership) and NBDIYSO (New Build DIYSO)
- **450 Temporary Accommodation homes** under management in our Housing Social business unit
- **125 homes** within the Exempt Rents portfolio
- **90 homes** within the Temporary Accommodation portfolio by the end of September 2024, via our acquisition and refurbishment programme.

## GOAL:

from March 2024, at least 95% of our Serco projects will be electric, equating to 40-50 HMO properties.

## GOAL:

in 2024, we aim to achieve 95% tenant satisfaction rating across the PPHA portfolio.

## GOAL:

PPHA aim to offer the cost-of-living crisis fund again in 2025, review how it is spent in 2024 and report on the positive outcomes we have achieved with its inclusion.

## GOAL:

Increase our Local Authority temporary accommodation offering to 460 units across Manchester and Oldham.





## THRIVE GOALS:

**Time** – 55 volunteer days used in 2024.

**Talent** – deliver 3 key projects to our charity partners.

**Treasure** - raise £100,000 in 2024 for our chosen charities.

## GOAL:

**Gender pay gap:** we aim to continue to drive a workplace where all employees, regardless of gender, are compensated equitably for their efforts and have equal opportunities for career growth and advancement.

## GOAL:

We aim to employ at least 45% female team members by the end of 2024.

We aim to have implemented our equality and diversity goals, to begin measuring and improving our ethnic and racial diversity.

## GOAL:

As we enter PPHA's next recruitment phase, we aim to have a significantly diverse Board and Customer Voice Group, based on life experiences and backgrounds.

## GOAL:

We aim to continue our position as a pioneer of gender diversity and extend this to a greater focus on reducing any additional inequalities including race, socioeconomic status, ethnicity, sexual orientation, or other identifiable characteristics.





## GOAL:

In 2024, we aim to achieve a 95% rating in the overall GPTW statement.

## GOAL:

Become re-certified as a GPTW company, improve our GPTW overall score to 95%, and increase the score in the following statements:

- Management involves people in decisions that affect their jobs or work environment
- Everyone has an opportunity to get special recognition
- I am offered training or development to further myself professionally
- Management keeps me informed about important issues and changes

## GOAL:

In 2024, we aim to achieve 100% across the following statements :

- Management is approachable and easy to talk to
- People celebrate special events here
- People here are treated fairly regardless of their sexual orientation
- People here are treated fairly regardless of their race
- When you join the company, you are made to feel welcome



**2023**

**SOCIAL IMPACT REPORT**