



# SUSTAINABLE FINANCE FRAMEWORK

February 2023



## Section 1: Introduction

### About Richmond Housing Partnership ('RHP')

Our purpose is to provide safe, secure, affordable homes to be proud of, opening doors to life opportunities. We currently own or manage around 10,000 affordable homes to meet the needs of people who cannot otherwise afford to live locally across west London. These include homes for affordable rent and shared ownership.

We were formed in 2000, and over the years have gradually extended our reach. Today we are proud to operate across the boroughs of Richmond, Hounslow, Kingston and Hillingdon in West and Southwest London. The core of the business is focused on affordable housing with c.80% of the Group's income being derived from social housing lettings.

For the past twenty years we have been passionate about providing excellent service and our vision has remained the same: to be one of the best service providers in the UK and an excellent employer. Our employees tell us they love working for us and we have been recognised as an excellent employer through several prestigious awards, ranking in the top ten of the Great Place to Work list twice over the past five years and achieving Investors in People Platinum status.

### Co-op Homes

In 2005, RHP welcomed Co-op Homes to the Group as a subsidiary. Co-op Homes is a registered provider which owns 300 homes and is a managing agent for 29 other community housing organisations and housing co-ops, providing services to nearly 2000 residents in 1,422 homes.

### Partnerships

In addition to managing our own homes, we are proud to partner with Legal and General Affordable Homes (LGAH) to undertake day-to-day management of a small number of their properties.

A key part of our five-year strategy is to seek out partnership opportunities, as we believe that partnership work will help enhance what we do and enable us to do more with the resources we have got. This has proven particularly successful in our contribution and early leadership on the Building Better programme and has enabled us to complete our first modular homes scheme.





## Our Purpose, Vision, and Values

Underpinning our strategy and the foundations for everything we do are our purpose, vision and values. All of these have been refreshed in 2022, following input from customers, employees and other key stakeholders.

### Our Purpose

**We provide safe, secure, affordable homes to be proud of, opening doors to life opportunities.**

### Our vision

**People will tell us they're proud of the homes we provide, satisfied by our service, and inspired to work for us.**

### Our Values



**We know our stuff.** We build trust and confidence by being experts in what we do. Our knowledge and skills enable us to get the most important stuff right – providing an excellent service and keeping our customers, our homes and each other safe. We embrace change and recognise when we need to adapt, learn and develop new skills.



**We make it happen.** We show accountability, energy and passion for finding speedy resolutions and people will trust that we'll do what we say we will. We'll use collaboration and creativity to work together to find better ways of doing things. We don't stand on the side-lines and get involved in a way that's meaningful for us. We find joy in what we do and have fun along the way.



**We care.** We care about providing an amazing service to our customers and each other. We treat people as individuals and show empathy by putting ourselves in their shoes. We really listen, being present for both customers and colleagues – making them feel in safe hands. We care about what happens today and tomorrow for our people, communities, homes and the planet.

## Our Purpose, Vision, and Strategy

### Our strategy

By 2027, our services will help our customers effectively manage their homes. Whether this is through proactive repair management through to support to manage tenancies, our customers will be able to get the service they need, when they need it and easily access it in a way to suit them. We will be seen as a trustworthy provider, who keeps their promises and cares. We will use technology to constantly improve the services we deliver and ensure that our customers get the same experience across whichever channel they choose to use.

- ▶ We aim to provide homes that are safe, warm, smart and green. By 2027 we want to have developed our homes so we know proactively how they are performing and so we can actively manage them, reduce the need to repair or where a repair is needed, we can respond before it becomes major. A bit like a car telling us when it needs a service or an MOT, we want our boilers to be letting us know when they need attention or where we need to be taking additional measures to prevent damp or mould. This will enable us to deliver better services and reduce the impact on our customers.
- ▶ To meet our green agenda, by 2027 we will have made significant strides in ensuring that all our homes meet an Energy Performance Certificate ('EPC') rating of C and aim to have at least 80% of our stock at this level. But we also want to have made a substantial shift in how we manage our stock long term to ensure energy efficiency and how we use data to manage investment in our key assets.
- ▶ We will also be delivering 3 major regenerations by 2028; including delivery of 231 affordable homes at Ham Close, 24 at Sommerville House and 31 at Sheldon House.

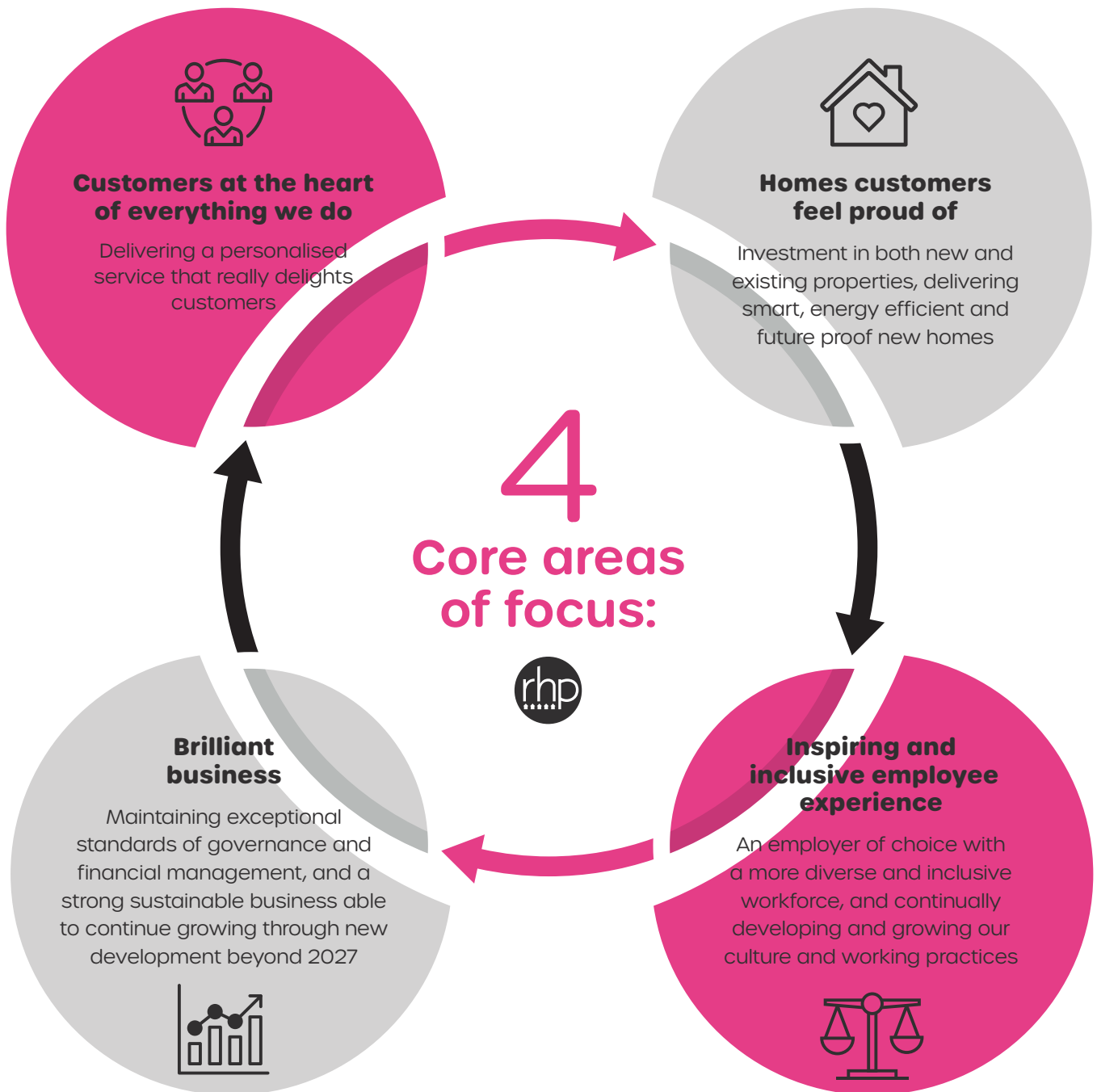
- ▶ We will be through our key phases of Rewire, which will have transformed how we deliver our services, the processes we take our customers through and have embedded a data centric culture. Our employees will have the right information at their fingertips to deliver enhanced services and build a strong relationship with our customers.
- ▶ We can't do any of this without making sure our employees are proud to work for RHP because they can make a difference to our customers; and feel that they equally are empowered to deliver and care. RHP will deliver a positive impact on all our employee's careers.
- ▶ And, as we are custodians for future generations, the business must remain well governed and financially sound. This means constantly looking at how we invest both short term and long term, ensuring strong value for money and efficiency.





# Our Purpose, Vision, and Strategy

## 4 Core areas of focus



# RHP Sustainable Finance Framework

## Our Commitment to ESG

ESG has always been a feature of our organisation and the Framework allows us to embed ESG principles across our entire business. By adopting the Sustainability Reporting Standard ('SRS') for Social Housing, we will be able to operate under a transparent, consistent, and comparable framework.

The SRS covers 12 core themes which demonstrate strong ESG performance and align with standards in the United Nations' Sustainable Development Goals. We will be publishing our performance against the standard to demonstrate the positive impact that we are making against these goals to our key stakeholders.

### Environmental Impact

We are planning an extensive programme of improvement of the EPC rating of our stock, with particular focus on those properties below band C. We have a target date of before 2030 to ensure all properties achieve this rating.

In addition to the EPC targets, we are also trialling SMART technology in new and existing homes to improve the customer's experience and overall efficiency by reducing the costs of ongoing repairs and maintenance in our homes. We have also extended our SMART technology to lifts and lighting in communal areas to predict and fix problems before complaints are registered and enhance our repairs service. We are also exploring the use of Photovoltaics to deploy shared solar into individual flats. This will help improve EPC ratings and decrease fuel poverty pressures.

Sustainability also forms a key part of our 'Homes to Be Proud Of' strategy. Our Environmental Policy describes how we provide housing with a good living environment; reduce the use of resources in the daily operations of the organisation; reduce the dependency on non-renewable resources; and promote and protect environmental protection. Our employers' requirements which form part of every development contract state that a minimum of 60% of site waste should be recycled. In reality, our contractors regularly achieve over 80%.

Our Sustainable Procurement Statement seeks to identify the best environmental option and review the sustainability risks when procuring goods and services. Contractors are required to provide descriptions of their responsible sourcing methods as well as supporting materials to evidence their answers. Evidence includes specification details, emails from subcontractors, strategy and policy documents, ISO accreditations.

We are also responding to the current Climate Emergency by delivering new homes that are less reliant on fuels emitting carbon dioxide. The regeneration of Ham Close will see 450+ highly insulated homes developed with hot water and heating delivered via Air Source Heat Pumps. The emerging design of the new homes will also look to mitigate energy loss through a Mechanical Ventilation with Heat Recovery system to circulate air without the need to open windows and allow heat to escape. The use of recessed balconies, dual and triple aspect homes, careful positioning of large windows to capture more natural light and avoid solar gain, hot water pipe lagging and thermostatically controlled automatically opening ventilation in common parts will combine to moderate a comfortable temperature for our customers' homes.





## Our Commitment to ESG

### Social Impact

For RHP, customer and employees are at the heart of everything we do and shapes the way we operate.

**Customers:** We aim to support our customers in an impactful manner. We start by continuing to provide more affordable housing in areas of acute need. Over the past five years, we developed over 350 affordable new build homes in our core operating regions. This was split between affordably rented tenures and share ownership homes. Our five-year strategy aims to deliver a further 750 homes.

To further support our customer base, we continue to provide several ancillary services such as providing sector leading and DWP accredited Benefit and Universal Credit advice, as well as continuing our hardship fund to support our residents. We also work with our in-house Employment Broker on the delivery of planning condition requirements for contractors to provide jobs, apprenticeships and training that benefit residents of the local area. For larger regeneration projects we also capture opportunities for local residents to acquire additional new skills through the consultation and engagement phases by supporting the establishment of Resident Engagement Panels.

Our 'Winter Warmers' campaign, supporting our older customers with a buddy to support them through the more difficult months of the year, is a great example of tailored activity supporting particular sections of our customer base.

**Employees:** We recognise that supporting our residents starts with our employees who provide excellent customer service. RHP is committed to being an inclusive and diverse employer. As part of this commitment, we pay all our employees the Living Wage as a minimum as well as the London Living Wage. We have signed up to be a Living Wage Accredited Employer.

Our Employee Wellbeing Strategy focuses on four key areas: Body, Mind, Connection & Purpose. We provide health and mental wellbeing benefits package including subsidised gym membership, Simply Health, 'mind matters' champions and subsidised

mindfulness activities. We were recently awarded Gold in the Mind Wellbeing Workplace Index for the work we do with our employees on the Wellbeing strategy. An Apprenticeship scheme is also in place for over ten years, with the aim of creating job opportunities for young local people between 16 – 19 years old, providing them with the support and training needed to get into permanent employment.

Our social impact can be measured by the external recognition we have received. This includes the Investors in People Platinum Award and being placed in 24 Housing's "Top 50 Landlords". We have also been awarded the 5\* British Safety Council award and was the second housing association in the country to be awarded BS9997 accreditation (first to transfer from PAS7) for its fire safety management system.

### Governance

We have a strong governance framework in place to support the organisation. Since our inception in 2000 we have retained a G1/VI governance and viability rating from the regulator (or equivalent). Most recently, RHP adopted the NHF 2020 Code of Governance with effect from 1st April 2021 and Board members joining from that date will serve a maximum tenure of 6 years. Our Board successes include achievement of our diversity and inclusion goals and the addition of strong property and customer experience. Our first report on compliance with the new code was published in the 2021-22 accounts.

Our residents are involved at all levels of RHP's work, including at the highest levels of governance with residents constituting 18% of board membership (at the time of publishing). Committed to continually improving our resident engagement approach, RHP's Strategic Plan makes co-creation with residents a priority.

Our robust controls and governance framework includes internal audit, risk frameworks and detailed risk management, detailed stress testing of business plan, excellent health and safety management.

# Regulatory Framework for Affordable Housing

RHP is regulated by the Regulator of Social Housing and has been awarded the highest rating for governance and viability, G1/V1. RHP continues to comply with the 2015 regulatory framework which consists of:

- ▶ Regulatory requirements – obligations on registered providers, including the ‘rent standard’ for social and affordable housing and ‘consumer standards’ for the provision of the housing service;
  - ▶ Codes of practice – assists registered providers in understanding how compliance might be achieved; and,
  - ▶ Regulatory guidance – this provides further explanatory information on the regulatory requirements and includes information on how the regulator will carry out its role.
- ▶ The standards are classified as either ‘economic’ or ‘consumer’ and serve to ensure social housing providers comply with specific expectations in relation to home and tenancy management.
  - ▶ The economic standards: the governance and financial viability, value for money and rent standards;
  - ▶ The consumer standards: tenant involvement and empowerment, home, tenancy and neighbourhood and community standards.





## RHP Sustainable Finance Framework

### Rationale for Sustainable Financing

The Framework represents an important milestone for RHP. As a business, we currently deliver significant ESG benefits to our tenants and the communities we operate in. We are committed to growing responsibly and delivering long terms economic value for our stakeholder. The framework enables us to establish an agreed operating model which not only delivers our corporate strategy but also provides a clear and transparent framework for reporting to our stakeholders. The business is committed to providing homes in sustainable communities and has recently committed to improving the energy performance of our homes. This starts with improving the EPC ratings of our homes to a minimum of 'C', but also extends to achieving zero-carbon in our homes by 2050.

The framework not only delivers our strategic objectives, but also aligns our sustainability objectives, such as EPC targets (minimum C) and transition to zero-carbon, with our funding and financial strategy. It will help us identify and partner with lenders and investors who are passionate about promoting sustainable communities and committed to help achieve our mission. This framework will support our fundraising by helping RHP to access a diverse range of ESG investors globally.





# RHP Sustainable Finance Framework

## Section 2: Sustainable Finance Framework

The Framework aligns with the ICMA Green Bond Principles 2021 (“GBP”), ICMA Social Bond Principles 2021 (“SBP”) and the ICMA Sustainability Bond Guidelines 2021 (“SBG”) or as they may be subsequently amended. Term loans issued under the framework will be aligned to the Loan Market Association (“LMA”) Green Loan Principles 20216 (“GLP”) and the LMA Social Loan Principles 20217 (“SLP”) or as they may be subsequently amended.

By aligning with the ICMA and LMA, we also positively contribute to the Sustainable Development Goals (SDGs) which were developed by the United Nations. Our Framework uses the four core components of the ICMA and LMA principles as its basis, being:

- ▶ Use of Proceeds
- ▶ Process for Project Evaluation and Selection
- ▶ Management of Proceeds
- ▶ Reporting





# RHP Sustainable Finance Framework

## Use of Proceeds

RHP is a GI/VI rated registered provider operating under the regulatory regime set by the UK government. The current legislative framework sets out both the regulatory framework for affordable housing as well as more specific building management targets (EPC C and zero-carbon). We currently operate in line with ICMA and LMA principles by promoting social good via Affordable Housing and the provision of Green Buildings. This allows us to allocate Green/Social funds to a several elements of our operations.

### Affordable Housing

At RHP, we make a positive impact on people's lives by providing high-quality housing within vibrant communities. We further reinforce our commitment to affordable housing by offering a variety of social and community services for our customers. This is reflected in the performance of our business. Over 80% of our Group income is being derived from social housing lettings which highlights our commitment to affordable housing, a core principle under the Social Bond Principles. RHP offers a range of affordable housing including social and general needs properties, shared ownership properties or supported housing. We continue to enhance our offering to customers by deliver new build affordable homes as well as renovating existing homes.

RHP aims to achieve positive social outcomes for low-income families, individuals in disadvantage and / or in receipt of state benefits, including those that receive Universal Credit or other benefits and have household incomes below relevant eligibility levels. RHP benefits from local authority allocation schemes which target persons living below the poverty line, underserved (in terms of access to local affordable housing and financing) - including low income households, people with disabilities, and ageing populations.

### Green Buildings

We also proactively help to reduce carbon emissions by ensuring new and existing affordable housing achieve an EPC of at least C. Building new homes is core to our asset investment strategy. This also includes making use of new SMART technology to improve future property maintenance planning and reduce costs in this area. This has led us to our ambition to be zero-carbon, or as close to being zero-carbon as possible by 2050. In the process we are optimistic that our customers will be gaining environmental and financial benefits due to the new green energy systems we will be putting in place. Our other key focus includes the introduction of Modular construction with our portfolio. These methods are proven to reduce construction sight and sound pollution.

Finally, we have been early adopters for green enhancing features within our homes such as MVHR units and our headquarters have received a 'BREEAM excellent' rating since it was built a decade ago.






### Proceeds Allocation

An amount equal to the net proceeds raised under this Sustainable Finance Framework will be used to finance, or refinance, new or existing Eligible Assets subject to the ICMA and LMA principles. Where the net proceeds are utilised for the construction or renovation of Eligible Assets, these will be originated within 24 months prior to, or 24 months after, the specific debt instrument proceeds are received.

# RHP Sustainable Finance Framework

## Use of Proceeds

Relevant projects and activities are outlined in the below table.

	ELIGIBLE SOCIAL AND GREEN CATEGORIES	DESCRIPTION & ELIGIBILITY CRITERIA	RELEVANT SDGS
<b>Environmental</b>	Green Buildings	<p>Development of green buildings which meet a minimum EPC Rating of B or above on:</p> <ul style="list-style-type: none"> <li>▶ construction of new homes</li> <li>▶ renovation of existing homes</li> <li>▶ regeneration of communities</li> </ul>	
	Renewable Energy	Investing in projects aimed at integrating renewables into the energy system for buildings. This includes using photovoltaics to generate clean energy.	
	Energy efficiency	SMART technology: installation of energy saving technology aimed at delivering savings in residents homes and improving energy usage.	
<b>Social</b>	Affordable Housing	<p>Financing the construction of new Social and Affordable Housing in the United Kingdom. This will also include refinancing of existing Social or Affordable Housing.</p> <p>Homes will comply with the Government definition of Social or Affordable Housing (including Shared Ownership with relevant income thresholds) and may include other forms of supported or sheltered housing.</p>	
	Socioeconomic advancement and empowerment	<p>Support services aimed at enhancing the lives of our customers, employees and communities. This includes promoting equal opportunities, improving wellbeing and offering financial support to ensure healthy lives and promote wellbeing for all.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>▶ Financial support services</li> <li>▶ Commercial &amp; entrepreneurial support and work skills</li> <li>▶ Digital Inclusion training and equipment</li> <li>▶ Mental and physical health support</li> </ul>	



# RHP Sustainable Finance Framework

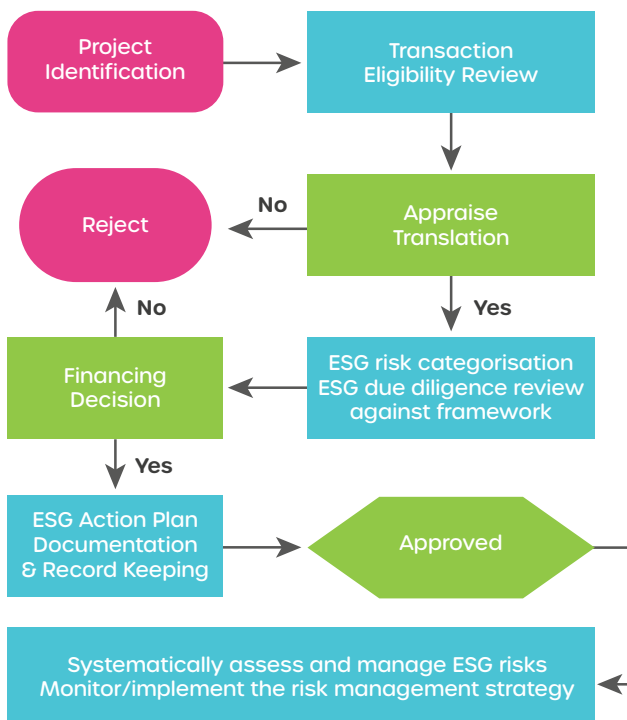
## Use of Proceeds

RHP’s Sustainability Panel will be responsible for governance of this framework. Potential Eligible Projects will be recommended to the Panel, who will evaluate and approve projects which meet the criteria for the Use of the Proceeds under the Framework. The eligible projects outlined in this Framework have measurable environmental and social benefits to RHP, our customers and stakeholders. We are seeking to invest in, and grow our portfolio across different local authorities we operate in.

RHP’s Sustainability Panel will be responsible for:

- ▶ Overseeing the Framework’s implementation and reviewing and updating the content to reflect changes in ICMA principles, guidelines and other regulatory frameworks and taxonomies
- ▶ Selecting and approving eligible projects under this Framework
- ▶ Monitoring compliance of the eligible projects under the Framework
- ▶ Overseeing any social and environmental risks associated with eligible projects

## ESG Risk Management Framework



## Managing ESG risks

Sustainability risks add a new dimension our existing risk management framework. As a result, we have integrated an Sustainability risk management system into our existing framework for identifying and managing these risks. Procedures have been implemented throughout the transaction appraisal and monitoring process to understand the ESG risks associated with our operations before they become significant or result in an adverse outcome. The panel will review any reported environmental and social risks associated with investments and ensure such projects are appropriately managed and mitigated, and progressed in compliance with relevant laws, standards and regulations. The Panel will meet on a quarterly basis and implement the systems necessary for operation of the Framework.

Once the project is committed, it will be delegated to the relevant member of the senior leadership team who will then be responsible for overseeing the sustainability programme. The panel will be chaired by the Executive Director of Homes and include several members of the senior leadership team.

The Panel will also be supported by a member of the Board who will act as the internal Sustainability Champion. This will ensure that sustainability remains a pivotal part of the strategic aims at the very highest level of our Governance structure (Group Board).

## RHP Sustainable Finance Framework

### Management of Proceeds

RHP commits to tracking the receipt and use of proceeds through an internal Sustainability Asset Register and recognises the importance of separately managing and monitoring the proceeds issued under the Framework. We intend to allocate amounts equivalent to the proceeds from any sustainable debt instruments to an eligible project portfolio, in accordance with the Framework's use of proceeds criteria. Amounts equivalent to the net proceeds from sustainable financing instruments issued under the Framework will be separately accounted for, reconciled and reported, as well as reported through the Sustainability Panel.

Unallocated proceeds issued under the Framework will be held as cash deposits or equivalents in line with our treasury management policy. Alternatively, funds may also be used for short-term repayment of other debt facilities before allocation to eligible projects. We expect funds to have been allocated within 24 months of receiving the funds.

In alignment with ICMA/LMA principles, our Sustainability Panel will ensure that Eligible Assets financed exceed net proceeds raised under this Sustainable Finance Framework, for as long as the financing remains in place. If an asset is no longer eligible, it will be removed from the Eligible Asset portfolio and replaced with another Eligible Asset as soon as reasonably practicable.





# RHP Sustainable Finance Framework

## Reporting

Until full allocation of the Sustainable funding, we will publish an annual allocation and impact report within our annual ESG Report which will be made available on our website. The ESG report will also include an update on going ESG activities and overall impact aligned to sustainability goals.

### Allocation Reporting

We will report on the allocation of proceeds to Eligible Projects and assets.

The reporting will include:

- ▶ A description of outstanding Sustainable Financing instruments
- ▶ Net proceeds outstanding from the Sustainable Financing instruments
- ▶ Amount of proceeds allocated to Eligible Projects
- ▶ Amount of unallocated proceeds (if any)
- ▶ A complete list of Eligible Green and Social Projects financed by outstanding Sustainable Financing instruments



# RHP Sustainable Finance Framework

## Reporting

### Impact reporting

Our annual ESG report will include metrics demonstrating the ongoing environmental and social impact of the Group including. This will include but not limited to the below metrics:

ELIGIBLE PROJECT	DESCRIPTION	INDICATIVE IMPACT METRICS
<b>Affordable Housing</b>	Construction of new Social Rent, Affordable Rent and Shared Ownership homes	<ul style="list-style-type: none"> <li>▶ Number of new social, affordable, and shared ownership homes built by tenure</li> <li>▶ Number of people housed from local authority waiting lists</li> </ul>
	Re-financing of eligible existing Social Rent, Affordable Rent and Shared Ownership homes	<ul style="list-style-type: none"> <li>▶ Number of new social, affordable, and shared ownership homes built by tenure</li> <li>▶ Number of people housed from local authority waiting lists</li> </ul>
<b>Green Buildings</b>	Construction of new homes and renovation of existing homes to meet a minimum EPC rating of B	<ul style="list-style-type: none"> <li>▶ Number and % of homes with an EPC rating of B and above</li> </ul>
<b>Renewable Energy</b>	Investing in projects aimed at integrating renewables into the energy system for buildings. This includes using photovoltaics to generate clean energy	<ul style="list-style-type: none"> <li>▶ Installed capacity (kWh)</li> <li>▶ Proportion of energy used from renewable sources (%)</li> </ul>
<b>Energy efficiency</b>	Renovation / retrofitting of existing homes to bring them up to a minimum EPC rating of C or above	<ul style="list-style-type: none"> <li>▶ Number of properties which have been renovated and achieved the standards outlined, split by EPC band</li> <li>▶ Number and type of SMART devices fitted</li> </ul>
<b>Social Investment</b>	SMART technology: installation of energy saving technology aimed at delivering savings in residents homes and improving energy usage	<ul style="list-style-type: none"> <li>▶ Pay gaps for employees</li> <li>▶ Community impact measure by investment (£) as well as number of successful social impact schemes being offered by RHP</li> <li>▶ Number of apprenticeships offered</li> </ul>

Sustainalytics has been appointed to confirm the alignment of the Framework to the principles and guidelines of the ICMA and LMA. A link to the Second Party Opinion can be on our website. RHP will also be mandating a third party to provide assurance on the allocation report to ensure net proceeds have been utilised in accordance with the Framework.



## Appendix: Case Studies

### Project: Edgar Road, Whitton

4 modular homes - designed, built off-site and installed by Ilke Homes.

The homes were built in Ilke Homes' factory near Harrogate and delivered to site 95% externally and internally completed. The period from delivery of the units to site, to the houses being fully ready for occupation is approx.10 weeks, and this allows for installation of PV panels, any internal decorating/ touching up that's needed and to commission the homes. The system is made up of a Lightweight Galvanised Steel-Framed modules.

The use of high-quality insulation and a mixture of automated manufacturing and factory-conditioned construction results in reduced energy consumption of approx. 20% compared to a traditionally built home.

Ilke Homes have a number of standard house-types and the 3 bed 5 person 'Thetford' was used at Edgar Road. Ilke can install up to 6 homes a day and the waste reduction from this type of modular build is estimated to be around 90%.

## Appendix: Case Studies

# Project: Ham Close Regeneration, Ham, Richmond

Ham Close is an estate owned by Richmond Housing Partnership and the London Borough of Richmond Upon Thames Council ("LBRuT"). RHP and Richmond Council are working with the local community to improve the estate, in a project known as Ham Close regeneration. The project will the existing 193 home estate with c.452 new homes, with approx. 50% affordable (includes replacement of existing affordable and new affordable homes), new community facilities and public realm. This will include refurbishment of 143 existing homes, building 78 new affordable homes and 231 new homes for market sale.

At the heart of this project is the determination to exceed policy and regulatory requirements by future proofing the homes to meet future standards in relation to energy efficiency and fire safety. It also seeks to support and enrich the local community.

Key project themes for achieving the above objective

### 1. Culture and community

- a) New facilities for Community Centre and MakerLabs

### 2. Equity and local economy

- a) Employment of local people for construction workforce and apprenticeship opportunities

### 3. Water use reduction

- a) Minimum 40% water use reduction
- b) Landscaped sustainable drainage systems and blue roofs
- c) Ensuring efficient water consumption through monitoring stations and efficient sanitary ware systems

### 4. Travel and transport

- a) Secure storage cycle for residents to encourage increased cycling
- b) EV charging points across all parking spaces
- c) Basement parking

### 5. Ecology and Biodiversity

- a) Over 120 new trees
- b) Biodiverse roofs
- c) 10%+ Biodiversity Net Gain

### 6. Zero-Carbon

- a) It is estimated that the proposals will achieve a total reduction in regulated CO2 emissions that is 66% over and above the target emissions rate
- b) Zero-carbon target achieved through a carbon-offset payment which offsets the shortfall in regulated CO2 emissions

### 7. Renewable energy

### 8. Reuse and recycle

### 9. Local and sustainable food

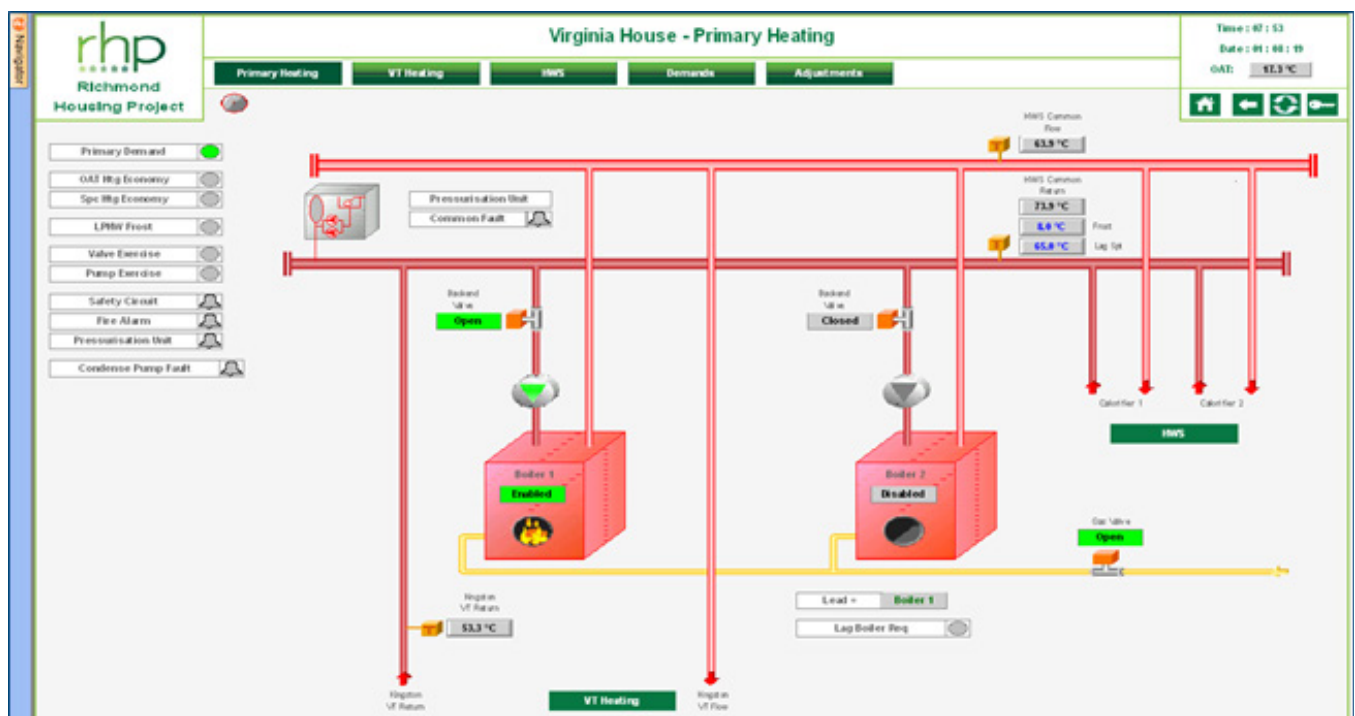


## Appendix: Case Studies

# Project: Communal heating and Hot water controls

Our building management systems allow us to monitor and adjust heating and hot water controls on our communal heating systems remotely and keep a check on the efficiency of the systems to ensure we're using the right amount of energy to provide the right level of comfort for our customers.

It also helps us ensure we remain compliant with regulations surround water hygiene in an efficient manner.



## Appendix: Case Studies

### Project: Remote monitoring of lighting systems

We have been trialling remote monitoring of our emergency lighting systems across three large sites. This dashboard allows us to understand what type of lighting is installed, when it is on or activated and where timer controls require updating. It also identifies when the buildings are occupied.

This means we can monitor energy usage and easily adjust this depending on daylight hours and occupancy, to help reduce our environmental impact through reductions in energy usage. Faults are automatically identified and reported to the manufacturers to benefit from warranty arrangements.



