

A photograph of a modern multi-story building with a courtyard. The building has a mix of dark grey and light tan brickwork and large windows. The courtyard features a green lawn, several raised garden beds with white flowers and tall grasses, and a few bare trees. The sky is clear blue.

Environmental, Social
and Governance Report
2024

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About Us

We are a charitable housing association with a strong history going back eight decades, having grown and diversified to meet the increasing needs of our customers.



Our purpose

To be a trusted housing association providing safe, high quality homes and services.

Our vision

To provide homes people love to live in.

Where we operate

We work with customers and communities across London and southern England.

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Chief Financial Officer's Introduction

Sustainability is core to A2Dominion

It's a vital part of our vision to provide homes people love to live in.

Our history of providing homes started in the 1940s. We provide and maintain a wide range of homes from affordable and social housing to starter homes, private rent and shared ownership options. We manage outside green spaces, along with play areas and communal facilities for people to enjoy. Therefore, we have clear motivation for ensuring our continuing impact on the world is a positive one for future generations.



Highlights from our ESG report include:

Environmental:

We launched our first-ever Climate Resilience Strategy, with a focus on our ambitions to decarbonise existing homes and reduce overall energy demand. We continue to reduce our Scope 1, 2 and 3 emissions these are emissions a company makes directly, indirectly and linked to, and 85% of new homes achieved EPC ratings of B and above.

Social:

Our Tenancy Sustainment Team helps customers to make the best use of their finances and access help if they need it. Through them, more than 2,000 customers received cost of living support worth more than £9.5 million. Our focus on safety means that we undertook 3,000 damp and mould surveys and carried out a fire risk assessment for every building 18 metres tall and over. Our rents continue to be less than half of equivalent rents in the private sector.

Governance:

While this has been an area for improvement, we're proud that we continue to be a Real Living Wage employer. We continue to work towards improved equality, diversity and inclusion and recently launched our new Employee Value Proposition to help attract a diverse pool of candidates.

We recognise that this ESG report is a snapshot of where we are in our sustainability journey; this year we have not performed as well in some areas as we would have liked. In 2023 we decided to make self-referrals to the Regulator of Social Housing and, as a result, our Governance rating was downgraded from G1/V2 to G3/V2. We're now working closely with them to deliver our recovery plan (formally known as a Voluntary Undertaking). This ESG report refers to some of the important work in the plan, and we'll continue to focus on the core services we provide to our customers.

I hope this report demonstrates to our customers, partners, funders and other key stakeholders that we're on the right track and moving towards a stronger future.

Tracey Barnes,
Chief Financial Officer

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Annual Highlights at a Glance

Environmental



80%

Homes at **EPC C** or above



95%

Building **waste diverted** from landfill



40%

Decrease in emissions directly within our control (Scope 1) from 2021/22 to 2023/24

Social



97%

New homes are **affordable**



2,245

Customers supported with their finances



100%

Completed fire inspections for buildings 18m or taller

Governance



£11.40

We pay the **Real Living Wage**



7:1

CEO: median worker salary ratio



50%

Women on senior role vacancy joblists

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ESG Priorities for 2025

For 2024/25, the Group is committed to implementing the following priorities.



Environmental

We will:

- Retrofit existing homes to **improve energy efficiency**
- **Commit to Net Zero by 2050** through our new climate resilience strategy
- **Achieve a minimum EPC B** for all new homes
- Deliver a stronger approach to data management to **support targeted reduction in pollutants.**



Social

We will:

- **Deliver regeneration** to neighbourhoods that need it most, applying a regional approach to project delivery
- **Improve communication with customers** by developing strong communication channels and feedback options
- **Implement improved IT systems** to prioritise and track damp and mould cases
- **Investigate all known or reported hazards** within 14 calendar days.



Governance

We will:

- Progress towards regaining a **compliant regulatory rating**
- **Increase diversity** at Board and senior management level
- **Strengthen social value** weighting to high value contracts
- **Update learning records** with aim to improve overall performance.

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UN Sustainable Development Goals

The 17 Sustainable Development Goals were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet and ensure that by 2030 all people can enjoy peace and prosperity.

We have used the relevant aspects of these goals to form the basis of our ESG report to show how our work contributes to this global endeavour.

We number the questions from C1-C46 to reflect the questions in the Sustainability Reporting Standard for Social Housing (SRS) throughout this report.



| ESG AREA | THEME | UN SUSTAINABLE DEVELOPMENT GOALS |
|----------------------|-----------------------------|---|
| ENVIRONMENTAL | Climate change | Climate Action |
| | Ecology | Life on Land |
| | Resource Management | Responsible Consumption and Production |
| SOCIAL | Affordability and Security | Sustainable Cities and Communities; Reduce Inequality |
| | Building Safety and Quality | Sustainable Cities and Communities |
| | Resident Voice | Sustainable Cities and Communities |
| | Resident Support | Sustainable Cities and Communities |
| | Placemaking | Sustainable Cities and Communities |
| GOVERNANCE | Structure and Governance | Peace, Justice and Strong Institutions |
| | Board and Trustees | Peace, Justice and Strong Institutions |
| | Colleague Wellbeing | Decent Work and Economic Growth |
| | Supply Chain Management | Responsible Consumption and Production |

Environmental

CLIMATE CHANGE >

ECOLOGY >

RESOURCE MANAGEMENT >



Climate Change

C1

Distribution of EPC ratings of EXISTING HOMES (those completed before the last financial year).

Over 80% of A2Dominion's homes are rated a Energy Performance Certificate (EPC) C and above, which is a marked improvement from just five years ago when this figure was only 56%.

However, there is more to do to improve the condition of our existing homes and our investment strategy focuses on doing this, including refurbishing all existing homes to ensure they meet a minimum of EPC C by 2030.

EPC rating of homes in management:

| | Homes in management 2023/24 | Homes in management 2022/23 | Homes in management 2021/22 | Homes in management 2020/21 |
|--------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| EPC RATING | % | % | % | % |
| HOMES RATED A | <1% | <1% | <1% | <1% |
| HOMES RATED B | 20% | 19% | 19% | 15% |
| HOMES RATED C | 61% | 61% | 61% | 35% |
| HOMES RATED D | 18% | 18% | 18% | 28% |
| HOMES RATED E (OR BELOW) | 1% | 1% | 1% | 3% |
| DATA NOT AVAILABLE | 0% | 0% | 0% | 19% |
| TOTAL | 100% | 100% | 100% | 100% |

C2

Distribution of EPC ratings of NEW HOMES (those completed before the last financial year).

We are pleased that every new home meets a minimum standard of EPC C and above, and we expect this to improve in coming years as our Design Guide includes a minimum B rating for all homes.

Unfortunately, some may slip below this rating, for example individual flats with a lot of exposed surfaces such as corner flats at roof level or ground/first floor flats adjoining unheated spaces. This is something we are considering for future design, including use of Passivhaus standards.

EPC rating of new homes:

| | Homes in management 2023/24 | Homes in management 2022/23 | Homes in management 2021/22 | Homes in management 2020/21 |
|--------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| EPC RATING | % | % | % | % |
| HOMES RATED A | 6% | 15% | 8% | 6% |
| HOMES RATED B | 79% | 76% | 81% | 91% |
| HOMES RATED C | 14% | 8% | 9% | 3% |
| HOMES RATED D | 0% | 1% | 1% | 0% |
| HOMES RATED E (OR BELOW) | 0% | 0% | 0% | 0% |
| DATA NOT AVAILABLE | 0% | 0% | 0% | 0% |
| TOTAL | 100% | 100% | 100% | 100% |

Note that percentages are rounded; without rounding the total share is 100%.

CLIMATE CHANGE >

ECOLOGY >

RESOURCE MANAGEMENT >

Climate Change

C3

Do we have a Net Zero target and strategy?

In 2023/24 **A2Dominion published a Climate Resilience strategy** that sets our ambitions to achieve net zero by 2050.

Through this strategy we will implement a set of measures to:

- Decarbonise our existing homes, aligned to our investment strategy
- Meet our needs for goods, services, works and utilities through ethical procurement
- Deliver our ambition towards net zero for new homes
- Transition our energy from fossil fuels for heating and transport to electric heating and transport and reducing demand for energy where possible



Achieve net zero by **2050**



C4

What retrofit activities have we undertaken in the last 12 months in relation to our housing stock?

In 2023/24, **A2Dominion installed a range of low carbon technologies** including standard insulation measures (including 70 cavity wall insulations and 36 loft insulations), new heating systems, windows and doors.

We have initiated projects to improve the efficiency of heat networks to reduce carbon emissions and have trialled approaches to test the PAS 2035 methodology, the official standard for retrofit to make a home more energy efficient. This aligns with our Climate Resilience strategy which supports A2Dominion's ambition to be net zero by 2050.

Climate Change

C5 Greenhouse Gas emissions.

Reducing greenhouse gas emissions is core to reducing our impact on the environment.

Carbon emissions are measured through three ‘scopes’ – a term coined by the Greenhouse Gas Protocol, which is the world’s most widely-used greenhouse gas accounting standard.

These are:

Scope 1 emissions – those a company makes directly, for example those made by our vans when travelling to customers’ homes to carry out repairs.

Scope 2 emissions - those a company makes indirectly, for example electricity we buy to heat or cool our buildings.

Scope 3 emissions – those made indirectly but linked to the work we do, for example the electricity our customers use to heat their homes.

Put simply, A2Dominion aims for lower scope emissions as this means we are causing less environmental damage.

We have not emitted any Scope 2 emissions as we purchase green electricity for our offices and communal supplies. This is generated from renewable energy sources such as wind and solar, which produce no carbon.

We continue to make progress in reducing our Scope 1 and 3 emissions, and in 2024/25 we plan to replace existing lighting fixtures with energy-efficient LED lights in our offices to make further savings.

Our use of green electricity together with energy-efficiency improvements means we are on track to meet net zero targets to reduce the carbon footprint of our homes by 2050.

A2Dominion qualifies for **Streamlined Energy and Carbon Reporting (SECR)**. The report shares Intensity Ratio for Total Emissions which are shared in the table below.

Scope 1, 2, and 3 emissions

| SCOPE | Emissions (tCO2E) 2023/24 | Intensity ratio (tCO2 per home managed) 2023/24 | Emissions (tCO2E) 2022/23 | Emissions (tCO2E) 2021/22 |
|---|---------------------------|---|---------------------------|---------------------------|
| 1 Activities for which the Group is responsible involving the combustion of gas, or consumption of fuel for the purposes of transport. | 6,598 | 145 | 6,627 | 11,091 |
| 2 The purchase of electricity by the Group for its own use, including for the purpose of transport. | A saving of 34,800 | 18.4 | A saving of 38,146 | A saving of 17,760 |
| 3 Emissions associated with third party activities. These emissions occur at sources which A2Dominion does not own or control. | 50,493 | 140.3 | 51,547 | 73,493 |
| TOTAL | 57,091 | 303.7 | 58,174 | 84,584 |

Climate Change

C6

How have we mapped and assessed the climate risks to our homes and supply chain, such as increased flood, drought and overheating risks?

A2Dominion considers flood and overheating risks carefully and sets out mitigations for both new and existing homes.

Flood risk

Flood risk is considered when buying sites for new homes and throughout the planning process. We undertake flood risk assessments and suggest mitigations as part of planning applications, enabling us to manage risks throughout the planning process. However, flooding has not been a concern for us as we are careful not to develop on sites that are a high flood risk. For existing homes, we monitor flood risks through alerts from an external contractor. This provides us detail of predicted rainfall by postcode allowing us to prepare for severe flooding events.

Overheating risk

Overheating risk is assessed from the early stages of the design of new homes and during the planning process, allowing us to put necessary mitigations in place. We also provide contractors with full designs to mitigate these risks when designing new homes. We cannot fully mitigate against all risk as there are other considerations we take into account, for example ensuring customers have access to outside light and fresh air through their windows. We know overheating is likely to become an increasing issue and we're continually looking at ways of improving mitigation.



Ecology

C7

Do we have a strategy to enhance green space and promote biodiversity on or near homes?

A2Dominion's Climate Resilience strategy recognises **the importance biodiversity represents for existing homes** and that more work is required to understand our existing habitats and the best way to enhance them.

Biodiversity Net Gain (BNG) is embedded in our planning process, and A2Dominion is a responsible developer with an ambition to meet BNG targets. As a housing association that owns and manages most of the homes we build across the long term, it is important that we have strong coordination between planning the process and management and operation of the development. We have built in performance indicators on biodiversity as part of our contractor arrangements and provide them with advice on how we could increase biodiversity on existing estates and homes.

C8

Do we have a strategy to identify, manage and reduce pollutants that could cause material harm?

A2Dominion manages this through our contractor arrangements, who are required to meet legal requirements under Control of Substances Hazardous to Health (COSHH) regulations in managing and reducing pollutants that could cause harm to customers and the environment.

Sustainability is considered in all procurement activity and we are pleased that our contractors are increasing their use of bio-friendly chemicals and pesticides and herbicides that are biodegradable. However, we are aware that there is more we can do to target and measure performance and are considering this as part of wider work to improve our approach to data management.



Resource Management

C9

Do we have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?

Meeting this requirement is embedded in our procurement policy, with requirements to purchase goods and services responsibly.

For example, **our Design Guide requires all timber used for internal joinery to be sustainably sourced.**

C10

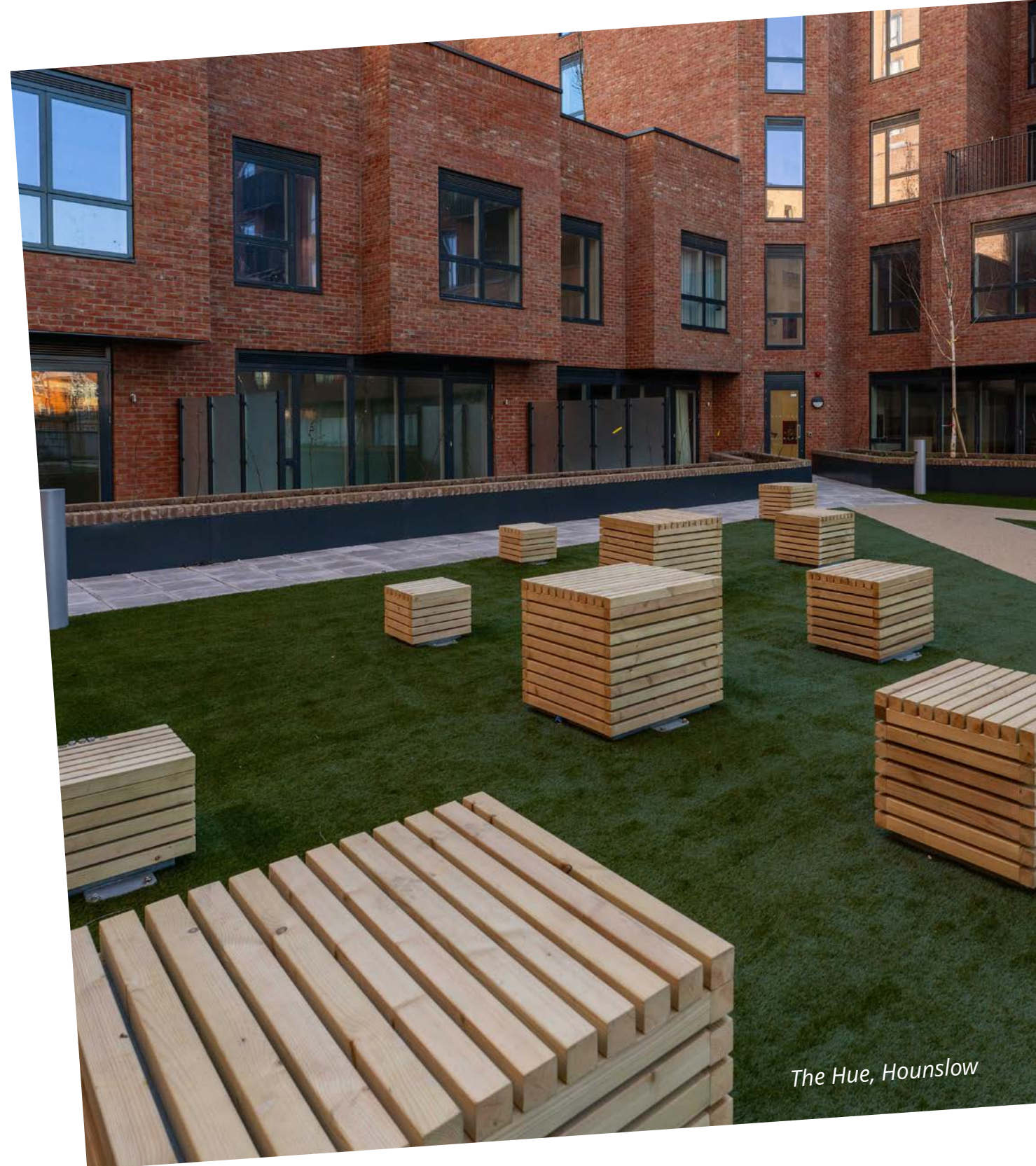
Do we have a strategy for waste management incorporating building materials?

Waste management is carried out through our contractors, who currently divert over 95% of waste from landfill and are committed to achieving net zero carbon emissions by 2030.

Our contracts include the requirement to measure performance against waste management of building materials and share this with us as part of monthly progress reports.

In addition, contractors must:

- Adopt best practice construction methods which minimise waste
- Use materials and components which minimise energy use and waste
- Collect recyclable waste on site, dispose of responsibly and provide a summary of waste removed and percentage sent to landfill
- Minimise over-ordering
- Provide 'take back' schemes of surplus materials
- Identify waste streams



C11

Do we have a strategy for water management?

A2Dominion has a water management plan to ensure we meet our obligations as a landlord and ensure the health and safety of our tenants, leaseholders, and the public by **keeping the property safe and free from health hazards, in particular Legionnaires' disease.**

We also have measures in place to ensure that we make best use of water under our management. We have piloted using rainwater to provide 'grey water' in toilets in our Bicester eco-village development, reducing the use of domestic (drinkable) water where it isn't needed and providing customers with low-cost flushes.

Social

- AFFORDABILITY AND SECURITY >
- BUILDING SAFETY AND QUALITY >
- RESIDENT VOICE >
- RESIDENT SUPPORT >
- PLACEMAKING >



AFFORDABILITY AND SECURITY >

BUILDING SAFETY AND QUALITY >

RESIDENT VOICE >

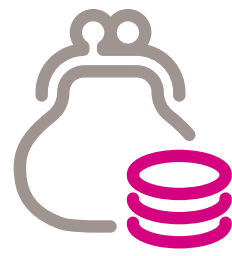
RESIDENT SUPPORT >

PLACEMAKING >

Affordability and Security

C12

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



On average our customers

spend 45p for every pound

they would spend on a comparable home in the private rental sector.

Overall Affordability:

| | 2023/24 |
|--|---------|
| Average A2Dominion weekly social rent | £139.21 |
| A2Dominion rent as a percentage of median private rental sector (PRS) | 45% |
| A2Dominion rent as a percentage of Local Housing Allowance (LHA) rates | 54% |

Portfolio-wide figure for % of Private Rental Sector (PRS) rent and/or % of Local Housing Allowance (LHA) rent compared to A2Dominion social rent:

| Local Authority | Median A2Dominion weekly social rent | A2DOMINION WEEKLY SOCIAL RENT COMPARISONS | | |
|----------------------|--------------------------------------|--|--|--|
| | | As a percentage of Private Rental Sector (PRS) | As a percentage of Local Housing Allowance (LHA) | A2Dominion rent compared to average local wages* |
| BROMLEY | £136.24 | 40% | 51% | 19% |
| EALING | £144.21 | 42% | 47% | 23% |
| HAMMERSMITH & FULHAM | £153.51 | 32% | 43% | 20% |
| HARROW | £166.17 | 45% | 51% | 27% |
| HILLINGDON | £142.51 | 45% | 50% | 21% |
| HOUNSLOW | £147.36 | 42% | 49% | 24% |
| OXFORD | £128.46 | 43% | 61% | 21% |
| SPELTHORNE | £132.43 | 46% | 54% | 20% |
| WESTMINSTER | £162.86 | 22% | 42% | 21% |
| WINCHESTER | £130.19 | 56% | 66% | 20% |

* <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours>

In the areas where we have most homes, our social rents vary from over half of the cost of renting privately (Winchester) to a fifth of local private rents (Westminster). A2Dominion rents continue to be more affordable than privately rented homes. On average, A2Dominion customers spend 45p for every £1 a private renter would pay for a comparable property. This percentage is slightly higher than in 2022/23 when rents were 42% of local private rents.

Housing charity Shelter defines affordable housing as costing no more than 35% of a household's income after tax and benefits. While we recognise that many of our customers live on a very low income, our general needs (social) rent is around a fifth of local median wages, which means we believe that it meets the Shelter definition for affordable housing.

AFFORDABILITY AND SECURITY >

BUILDING SAFETY AND QUALITY >

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Affordability and Security

C13

Share, and number, of existing homes (owned and/or managed) completed before the last financial year broken down by tenure.

A2Dominion has more than 38,000 homes in management across London and southern England.

We operate nearly 80% of our homes as affordable and social housing which includes homes for social rent, affordable rent, supported housing, retirement living, key workers, temporary and intermediate housing and shared ownership.

Homes in management

| Tenure | 2023/24 | |
|--|---------------|-------------|
| | Homes | Share |
| Affordable rent | 1,634 | 4% |
| General needs (social rent) | 17,065 | 45% |
| Retirement living | 925 | 3% |
| Intermediate rent (includes key worker intermediate) | 549 | 1% |
| Leasehold and freehold | 7,369 | 19% |
| Low-cost home ownership (shared ownership) | 3,968 | 10% |
| Private rented | 1,285 | 3% |
| Student, key worker, temporary | 4,117 | 11% |
| Supported housing | 1,308 | 4% |
| TOTAL | 38,220 | 100% |

Note that percentages are rounded; without rounding the total share is 100%.



- AFFORDABILITY AND SECURITY >
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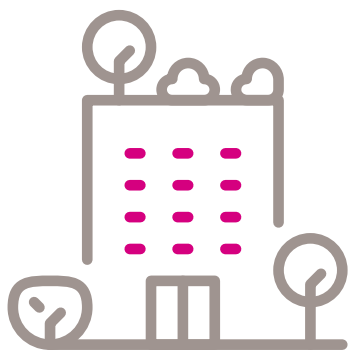
Affordability and Security

C14

Share, and number, of new homes (owned and/or managed) that were completed in the last financial year broken down by tenure.

In 2023/24, A2Dominion completed 570 new homes, which is lower than in previous years, with 745 homes delivered in 2022/23 and 971 in 2021/23. This figure excludes the Private Development (PD) units, which are owned by our partners in the Joint Ventures.

We have moved away from our previous strategy on new developments, particularly around those for private sale, and 97% of homes were affordable and social housing. Our new strategy prioritises customer service focusing on regeneration projects and the redevelopment of neighbourhoods which need the greatest amount of investment. In addition, we plan to apply a regional approach to the delivery of our pipeline with dedicated teams for London and the southeast.



97% of new homes completed were affordable in 2023/24

New homes built in 2023/24

| Tenure | 2023/24 | |
|--|------------|-------------|
| | Homes | Share |
| Affordable rent | 113 | 50% |
| General needs (social rent) | 12 | 19% |
| Retirement living | 0 | 18% |
| Intermediate rent (includes key worker intermediate) | 0 | 10% |
| Leasehold and freehold | 211 | 3% |
| Low-cost home ownership (shared ownership) | 204 | 1% |
| Private rented | 30 | 0% |
| Student, key worker, temporary | 0 | 0% |
| Supported housing | 0 | 0% |
| TOTAL | 570 | 100% |

Note that percentages are rounded; without rounding the total share is 100%.

AFFORDABILITY AND SECURITY >

BUILDING SAFETY AND QUALITY >

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Affordability and Security

A2Dominion sold/transferred 584 homes in 2023/24. Our Asset Management policy guides our approach to disposals, and we seek to ensure we get optimal benefit from our resources and assets through this policy. We have decided to move away from providing non-core homes such as privately rented homes and student accommodation to allow us to invest more of our resources on social housing and supporting those in most need.

We are currently drafting an asset disposal strategy which will help meet our goal of ensuring our overall stock portfolio is in a good state of repair and financially viable.

We have not acquired any homes in the last 12 months.

Homes sold/transferred in 2023/24

| Tenure | NUMBER |
|--|------------|
| Affordable rent | 16 |
| General needs (social rent) | 459 |
| Retirement living | |
| Intermediate rent (includes key worker intermediate) | |
| Leasehold and freehold | 45 |
| Low-cost home ownership (shared ownership) | 25 |
| Private rented | 32 |
| Student, key worker, temporary | 7 |
| Supported housing | |
| TOTAL | 584 |

C15

How are we trying to reduce the effect of high energy costs on our customers?

We help our customers to make choices about their impact on the environment and reduce bills by providing information on sustainability such as using ventilation correctly, heating and recycling.

We provide customers with:

- Information packs when they first move into their homes.
- Help and advice for heating and hot water usage via our customer website.
- News campaigns to raise awareness.
- Efficiency advice from gas engineers when undertaking gas safety checks.
- Signposting to relevant independent advice services.

- In addition, we have a team of Tenancy Sustainment Officers who work with customers to better understand their income and expenditure and reduce fuel costs which helps them to pay their rent and reduce debts. In 2023/24 we supported more than 2,245 customers, provided 350 energy top up and supermarket vouchers, and provided more than £9.5 million worth of financial support.

In July we trialled the use of infrared radiator panels in some homes, replacing existing storage heaters and reducing customer's energy bills. The panels can be controlled using an app on customers' homes, allowing them to decide when to heat their homes and which rooms to heat to help manage energy use.

Building Safety and Quality

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

We know security of tenure makes a huge difference to our customers' lives, so we are proud that 99.9% of our social rent tenancies are assured tenancies.

In addition, we provide fixed term tenancies to the majority of our privately rented and intermediate rental homes. Our Tenancy Sustainment team plays an essential role supporting customers facing financial difficulty by preventing tenancy failure and potential homelessness. In 2023/24 our Tenancy Sustainment officers supported 30 households at risk of losing their homes due to rent arrears to access local authority household support funding.



C17 Describe the condition of the housing provider's portfolio, with reference to:

| Condition of A2Dominion's portfolio | |
|--|---------------------|
| % of homes for which all required gas safety checks have been carried out. | 99.8% (target 100%) |
| % of homes for which all required fire risk assessments have been carried out. | 99.8% (target:100%) |
| % of homes for which all required electrical safety checks have been carried out. | 86.3% (target: 90%) |
| ENHANCED REPORTING | |
| % of homes for which all required asbestos management surveys or re-inspections have been carried out. | 100% |
| % of homes for which all required legionella risk assessments have been carried out. | 96% |
| % of homes for which all required communal passenger lift safety checks have been carried out. | 93% |

A2Dominion is committed to ensuring our homes are safe and well maintained, and we are committed to learning lessons from previous failures. In 2023/24 we:

- Responded to more than 6,500 building safety customer enquiries
- Submitted 12 applications to the Building Safety Fund (BSF) for £26 million
- Completed fire safety inspections in 100% of buildings over 18m and 84% of buildings between 11 and 18 metres
- Carried out in-depth inspections of 319 buildings, identifying 65 buildings that needed fire safety work.

Customers can find out more about [building and fire safety](#), including information on staying safe, on our website.



AFFORDABILITY AND SECURITY >

BUILDING SAFETY AND QUALITY >

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Building Safety and Quality

C18

What % of homes meet the national housing quality standard?

Our decent homes compliance figure for 2023/24 was 99.9%, the same as the previous year.

There are currently 28 properties that are non-compliant, including 6 where customers have not given us permission for works to take place, 10 where access has been refused and 12 where we have been unable to access the properties for other reasons. All non-compliant properties will be revisited within our 2024/25 programme.

99.9% decent homes compliance figure



C19

How do we manage and mitigate the risk of damp and mould for our residents?

We know that in the past our response could have been better, with the Housing Ombudsman issuing several severe maladministration findings against A2Dominion's response to leaks, damp and mould.

As a result, we are making improvements and now have clear processes in place and a dedicated team responsible for proactively managing the risk of damp and mould for our customers.

Customers who have previously reported damp and mould are contacted over winter to check if they have any concerns about their home. Information on identifying damp and mould is on our website and awareness is also raised through our customer magazine and social media. In 2023/24 we carried out over 3,000 surveys as part of a proactive campaign to manage historic and existing cases of **damp and mould** and understand the scale of the issue. We also contacted 5,366 homes and planned works where there has been historical cases of damp and mould.

Damp and mould concerns may be raised by a colleague or by a customer. Customers can contact A2Dominion through our customer hub by phone, live chat or email, using a dedicated **damp and mould** email address which they can find on our website (where we also share information on preventing damp and mould).

Once we become aware of damp and mould issues we share advice to customers on steps they can take to manage this by signposting to our website. We also provide a leaflet with advice. In addition, a surveyor is sent to assess the home. Half of our surveyors are qualified to carry out a risk assessment for damp and mould, with a further 20% having taken the Housing Health and Safety Rating System (HHSRS) exam and waiting for confirmation they have passed. The remainder are trainee surveyors and will be enrolled on the course in the coming year. Cases are prioritised based on the severity of the issue. This level of in-house expertise allows us to quickly identify appropriate actions on category 1 and 2 hazards and also take into consideration the specific needs of the customer.

We are updating our IT systems at present, which will improve our ability to prioritise and track ongoing cases of damp and mould, and support reporting on repeat cases to complement our existing triage system. We are working towards investigating all known or reported hazards within 14 calendar days to ensure we are ready for Awaab's law. Following an investigation, a report will be provided in writing to the customer that includes information about the hazard, the solution to address the hazard, and a clear timeframe to remedy the issue.

Resident Voice

C20

What are the results of our most recent tenant satisfaction survey?

We publish the results of our [Tenant Satisfaction Measures](#) on our website. In 2023/24, overall satisfaction with our services was 51.8%.

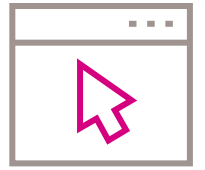
The survey of our social and affordable rent customers found 63.9% were satisfied that their home is safe, 59.4% were satisfied that we keep them informed about the things that matter to them, and 57.2% were satisfied with our overall repairs services.

Our TSM results aren't where we want them to be, and we're benchmarking lower than some of our peers. Many of the issues raised by customers are already known to us; the key areas are related to how we respond to enquiries, the quality of our repairs service and how we handle complaints. We are taking action to make significant and rapid improvements as part of our Voluntary Undertaking Action Plan and in response to issues customers have raised. These include:

- **Repairs:** a new live-tracking system which means customers get appointment reminders and updates. The Customer Contact Centre and Repairs Team now work more closely and resolve issues faster.
- **Safety:** we are on track to fully complete our building safety programme by 2026, with £38 million invested so far. We've made progress on damp and mould concerns (see the previous question) and how we respond to anti-social behaviour (ASB) with more capacity and better systems to help customers report ASB and for us to respond.
- **Complaints:** made it easier to report a complaint and improved our response to them ([see more detail in question C22](#)). Our new compensation policy takes a more proactive approach to awarding compensation.

We also measure customer satisfaction through a range of surveys which we monitor monthly. This provides feedback on customer satisfaction, including transactional surveys when customers use our services or move into new homes, exit surveys and an annual survey. This allows us to measure customer experience across their A2Dominion journey, from introduction to departure. A summary of [opportunities for customers to provide feedback](#) is shared on our website. We also carry out ad hoc surveys (such as before and after surveys) supporting specific improvement initiatives to track the impact of changes.

To ensure we are held to account for feedback from these mechanisms we publish ['You Said, We Did'](#) information on our website.



Resident Voice

C21

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

We are committed to creating meaningful ways for customers to scrutinise our services and performance and play an active role in developing housing-related policies and strategic priorities.

This includes diverse scrutiny groups, activities and themed workshops supported by our customer engagement strategy.

It is important that customers who engage with us are representative of our wider customer base, and we actively market opportunities to ensure a diversity of membership to engagement opportunities. We updated our Customer Involvement and Engagement policy in 2023/24, sharing how we will improve our engagement and respond to our customers in line with the regulation and guidance introduced through the Social Housing White Paper, The Tenants' Charter and building and safety legislation.

We provide a range of ways to enable customers to meaningfully engage with us, including:

- **Customer Services Committee (CSC):** made up of A2Dominion customer members, Board members and industry experts. The CSC enables customers to hold management to account for provision of services and is responsible for development and oversight of our Customer Experience Strategy. The CSC meets up to eight times a year.
- **Resident Scrutiny Panel (RSP):** made up of A2Dominion customers who are compensated for their time and expertise. The RSP enables customers to scrutinise the way we organise ourselves and hold us to account, including providing comment and feedback on our policies and taking part in our annual self-assessment. We have resident scrutiny panels focusing on digital improvements, service improvements and customer hardship (allocating funding to projects which benefit our customers).
- **Focus groups:** customers who scrutinise what we do and help improve services in specific areas of work, including groups on anti-social behaviour, supported housing and complaints.
- **On-site customer engagement activities** in our communities.
- **Providing opportunities for customers** to bid for funding to enhance their own personal circumstances (such as neighbourhood improvements or accessing education & training).
- **Encouraging and enabling** 'resident associations' within our communities.
- **Provision of information on our website** for customers to see how we are performing and what our plans are for service improvements.
- **Customer surveys.**
- **Complaints and compliments.**

Resident Voice

C22

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

During 2023/24, 75 complaints were determined by the The Housing Ombudsman Service, representing 15% of all the complaints we received.

These were made up of 10 severe maladministration findings, 48 maladministration findings, and 13 service failures, three cases with no adverse findings, and one case which was determined to be outside of the Ombudsman's jurisdiction. These determinations mostly referred to failings with how we managed repairs and our complaints process, with a small number on record keeping, environmental services and service charges.



As a result of the complaints we received, we are taking the following actions:

Repairs:

We piloted a Service Recovery project to proactively identify where customers' experience issues resolving repairs such as unsatisfactory standards of work and missed appointments. In the first three months of the pilot, 169 of 175 issues were successfully resolved and we have now made this service permanent. We have also introduced a Repairs Improvement plan, which includes:

- Reviewing the performance of our contractor in line with our contract,
- Implementing the 'Voice of the Customer' SMS surveys following repairs, and
- Customer Experience training for planners, schedulers and admin teams.

Complaints process:

We are tackling the length of time taken to resolve repairs by restructuring and increasing the size of our complaints team. We know we can do better in communicating with customers and we have changed the systems we use to do this and are making improvements to how we record contact with customers. This will ensure customers only need to tell us their story once and we can resolve more customer queries at first point of contact. We are also making changes to our telephone system to make it easier to get in touch with the right person and have increased our capacity to support customers contacting us through online chat.

Value for money:

We are reviewing how we set and reconcile service charges and how we communicate this to customers.

Resident Support

C23

What are the key support services that we offer to its residents?

We continued to invest in our customers and in the communities we operate in, generating £12.3 million in social value in 2023/24.

This figure is slightly above our £12 million target. We've seen an increased demand for support services, amid the cost-of-living-crisis, including emotional wellbeing, mental health and food poverty support.

Through these objectives we prioritise support for our customers who will benefit most and invest time and resources in neighbourhoods of greatest need across our areas of operation.

Our key objectives are:

Strengthening communities: celebrating our customers' contribution and impact to their local area through Community Awards, delivering accredited community organising training to 15 customers of which 10 are applying to community initiatives in their area and seven customers aged 18-30 involved in A2Dominion's new Young Customer Forum.

Cost of living/financial capability: in 2023/24 A2Dominion set up new partnerships with the Felix Project to support customers experiencing food insecurity, delivering food hubs in seven locations supporting 150 households a week. We plan to open two more food hubs in 2024/25. Better employment opportunities are key to improving customer financial capability. This year we've supported four apprentices across A2Dominion, supported 80 customers to develop the skills to set up their own businesses, provided 38 bursaries to young people to start their career path and provided employment training and support to 82 customers.

Health and wellbeing: Our Emotional Wellbeing team and Tenant Welfare service partnered with Mind to support A2Dominion customers and communities to live well and live better. In 2023/24, 912 referrals were made to an emotional wellbeing service for our customers, 20 customers received one-to-one welfare support through our Tenant Welfare Service Provider and 70 people received counselling through our partnership with Mind, with 83% of those reporting improvement in mental wellbeing and 67% reporting increased resilience.

7 customers ages 18-30 involved in our new **Young Customer Forum**

80 customers helped to develop skills to **set up own business**

912 referrals to an **emotional wellbeing service**

Placemaking

C24

Our community investment activities, and how we contribute to positive neighbourhood outcomes for the communities in which our homes are located.

Placemaking describes the activities we undertake to support customers and the wider local community to create places and transform public spaces to strengthen the connections between people and these places.

Placemaking is at the heart of our community investment programme which is why in 2023/24 we invested £92,920 through our grant giving programmes. We also raised £646,529 in external funding, providing money we give out through partnerships to customers and community organisations to improve lives and neighbourhoods.

Case study:

Furniture and Flooring Project

A2Dominion's Furniture and Flooring Project emerged in response to an identified need to support new customers with furnishing their new homes. When a home becomes empty A2Dominion colleagues assess the flooring and if it is in a suitable condition it will be left for the next customer. Sometimes the previous tenant leaves behind furniture and white goods such as washing machines and fridges. Instead of recycling or sending to landfill, if the items are in good condition, we collect, store and allocate items to those customers who might otherwise struggle to get them. In 2023/24, 75 applications were made for furniture items and flooring, with customers sharing the impact it has made on them:

"I am able to buy food and keep it in the fridge, instead of spending £15 on takeout, [I was able to] sleep on a proper bed, on the carpeted floor."

We hope to build on the success of this project and so have commissioned HACT (the Housing Association Charitable Trust) to carry out an independent evaluation to help us attract more funding and partners with the aim of providing the service to more customers.

Case study: Big Impact Days

A2Dominion has supported Big Impact Days for over 20 years, beginning as a volunteering project to paint homes and tidy gardens for vulnerable residents. They are now led by our Community Investment team and have grown to include the support of a wide range of partners including:

- Estate services contractors
- Pyramid Plus (our asset management company with partner Mears providing property repairs and maintenance services for all our properties)
- A2Dominion's Employment Support, Tenancy Sustainment and Neighbourhood teams
- Food partners such as the Felix project
- Local MPs and councillors

We hosted a Big Impact Day for the local community at our Orchard Cafe on our Green Man Lane estate in April. The event brought together A2Dominion staff and external support providers to provide information on the services we provide, including repairs, environmental services and gardening, information about managing money and employment advice.



A2Dominion customer Hannah said she found the day useful. She commented:

"The session today was really good, I came for a repair and that has been raised and they came to see me in 15 minutes, so I am glad. They are also doing a bulk removal so they will be coming later too."

It's really useful to have these sessions because I didn't have time to go around and do two things, but when I came today I can now get both of them done at the same time."

Governance

STRUCTURE AND GOVERNANCE >

BOARD AND TRUSTEES >

PEOPLE AND WELLBEING >

SUPPLY CHAIN >



Structure and Governance

C25

Are we registered with the national regulator of social housing?

Yes.

C26

What is our most recent regulatory grading/status?

A2Dominion's most recent regulatory grading is G3 V2; we have not yet been graded against the new consumer standards.

We were downgraded from G1 V2 in January as a result of issues we identified and as a result we self-referred to the Regulator of Social Housing for a breach of standards.

We have been working closely with the Regulator of Social Housing to develop our recovery plan, which is formally known as a Voluntary Undertaking. The Regulator has approved this plan and will support our improvement. Our ambition is to return to a compliant grading by the end of 2026.

C27

Which Code of Governance do we follow?

A2Dominion follows the [National Housing Federation's Code of Governance](#) published in 2020.

We comply with the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019.

C28

Are we a Not-For-Profit organisation?

Yes, A2Dominion is a not-for-profit organisation.

We reinvest all surpluses into the provision of social housing.

C29

How do our Board manage ESG risks?

A2Dominion's Board manages all governance risks, including ESG risks, through an effective board reporting measure and managed through our Voluntary Undertaking action plan (VUAP).

Our Executive Management Team, Audit, Risk and Assurance Committee, and Group Board have a risk management framework with approved escalation procedures for emerging issues, and all strategic risks are aligned to the VUAP.

C30

Have we been subject to any adverse regulatory findings in the last 12 months?

A2Dominion has not been subject to any adverse regulatory findings in the reporting period that resulted in enforcement or other equivalent action.

Board and Trustees

C31

How do we ensure we get input from a diverse range of people into the governance processes?

A2Dominion’s customer engagement programme actively recruits to ensure input from a diverse range of people who represent our customer base.

The Customer Services Committee (CSC) is the lead committee to ensure that the customer voice is considered at the most senior level. Additionally, a Customer Voice report is produced for each Board meeting, which provides an overview of our complaints performance, TSM results and other customer feedback, customer engagement activities and outputs, and our adherence to the Consumer Standards.

While we do not currently have a customer member on our Board, we are currently recruiting for a Board Member who has experience of being a social housing customer.

We aim for 50% of candidates shortlisted for senior roles (Head of Service level and above) to be female. From 2024/25 this will extend to cover ethnic diversity. To support with this, CVs are anonymised to help remove any bias. The team have also introduced Inclusive resourcing training modules for all managers across to organisation.

The make-up of our Board is presented below: 11 Board members

| Equality, Diversity and Inclusion characteristic | Number | Percentage |
|--|------------|------------|
| % women | 4/11 | 36% |
| % BAME | 0/11 | 0% |
| % residents | 0/11 | 0% |
| % have a disability | 0/11 | 0% |
| Average age of the Board | 55.8 years | |
| Average tenure of the Board | 2.5 years | |

C32

What percentage of our Board and Senior Management Team have turned over in the last two years?

A2Dominion’s Group Board is made up of 11 members, and we publish membership on our website. In 2023/24 we gained one new member with two long term members stepping down at the end of their six-year tenure at the end of March 2024. This means our turnover was 27%.

Board members have a maximum tenure of six years (comprising of two terms of three years). This may be extended annually, up to a maximum of three additional years under exceptional circumstances and if the Board agrees it is in its best interests to extend an appointment.

The turnover in A2Dominion’s Executive Management Team was 4.6% in the past two years. We have made significant changes to improve the services we provide to customers and as a result have made changes to our senior management structure, including creating a new Chief Customer Officer role and strengthening our repairs and maintenance team.

Board and Trustees

C33

Number of Board members on our Audit Committee with recent and relevant financial experience.

Currently there are four Board members on A2Dominion's Audit, Risk and Assurance Committee, of which one (25%) has recent and relevant financial experience.

C34

What percentage of our Board are non-executive directors?

A2Dominion's Board has eleven members, of which ten (91%) are non-executive directors.

C35

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

This year we completed the succession plan agreed in 2023 with the recruitment of new committee chairs for our finance and customer committees (appointments from 1 April 2024).

We also appointed a new director of our development committee from within existing committee membership. We have also recruited two further members with strong housing / customer experience. One started on 1 February 2024 and one on 1 April 2024. In addition, recruitment will commence in 2024 for a Board member with lived experience of living in social housing.

C36

For how many years has our current external audit partner been responsible for auditing the accounts?

Our external audit partner BDO LLP has been responsible for auditing our financial accounts for more than 16 years.

The contract is tendered at least every five years and partners and lead auditors turnover regularly to ensure that there remains sufficient impartiality.

C37

When was our last independently-run, Board effectiveness review?

The last independently run Board effectiveness review was held in December 2022 with the final report issued in April 2023.

Cavendish Gardens, West London



C38

How do we handle conflicts of interest at the Board?

A2Dominion has a robust process for handling conflicts of interest at the Board.

There is a publicly available register for Board and committee member declarations of interest, which is reported on quarterly to the Board. Should there be a material conflict of interest, any individual concerned will withdraw from the Board discussions and decisions on relevant matters.

In the case of a fundamental or ongoing material conflict, the Board determines whether the person concerned should cease to be a Board member. The Board also has in place a Senior Independent Director and dispute resolution procedure to help deal with any conflicts that may arise.

People and Wellbeing

C39

Do we pay the Real Living Wage?

A2Dominion pays the Real Living Wage to employees, including contractors.

We do have apprentices at lower rates of £11.40 per hour, which is significantly above the apprentice minimum rate of £6.40 per hour.

C40

What is our median gender pay gap?

Each year we publish a gender pay gap report showing the difference in average earnings between men and women across the organisation.

Excluding our subsidiaries, the median gender pay gap was 18.1% in 2023/24. We continue to monitor and work to narrow key pay gaps and maintain equal pay.

To support this, we have:

- Continued to deliver our Equality, Diversity & Inclusion strategy and action plan for 2020-25.
- Launched a new pay policy to align pay across the organisation and to benchmark to market rates.
- Launched our new Employee Value Proposition which helps to attract a diverse pool of candidates.

We have put several initiatives in place to address the gender pay gap, including:

- Launching our ATHENA network for senior female colleagues aimed at supporting career advancement by looking at barriers to success - this is to be replaced by WISH membership and supporting leadership apprenticeships.
- Trialling a target of 50% female representation on our recruitment shortlist for key senior roles, provided they meet the minimum criteria.
- Improving our maternity pay, to offer 100% maternity pay for first 13 weeks.

In the coming year we will continue to focus on reducing the pay gap and our [ethnicity pay gap](#). This work will include improving the data we hold and introducing requirements for recruitment shortlists for some roles to include 50% ethnically diverse candidates.

C41

What is our CEO:median-worker pay ratio?

A2Dominion's CEO: median-worker ratio is 7:1 which means the CEO earns seven times the average of other colleagues.

This ratio is usually much higher in private companies.

C42

How are we ensuring equality, diversity and inclusion (ED&I) is promoted across our staff?

A2Dominion is committed to equality, diversity and inclusion (ED&I).

We provide services that are accessible and inclusive for all our customers and an inclusive environment for colleagues. The diversity of the communities we serve is fully represented at all levels of the organisation. We are a member of the G15, the group of London's leading housing associations. Together we have created and committed to the [G15 diversity pledge](#) to support us to meet our ED&I aims, including:

Visible diversity at all levels: we work to attract diverse talent through recruitment processes, with clear information on our website and advertised job roles. We are a Disability Confident Employer which means we actively look to attract and recruit disabled people and provide a fully inclusive and accessible recruitment process. We provide diverse interview panels and support this through training for hiring managers.

Investment in talent: we are taking steps to retain and engage employees under 25, including providing information about expectations and working with managers to provide appropriate levels of support. We are recruiting to four funded apprenticeships this autumn. All new starters must complete ED&I training within their probation period. We now publish our ethnicity pay gap and are monitoring the gap and taking steps to close it, including through our internal mentoring programme. This year we plan to welcome the third cohort onto the Accelerate programme, an 18-24 month course to equip colleagues from diverse backgrounds with the skills, confidence and connections to help accelerate their career.

Celebrate success: we take part in the G15 Ethnicity in Housing Awards, nominating colleagues in five different categories. A2Dominion's Equality, Diversity & Inclusion Network (EDIN) is supported to deliver a programme of events throughout the year, including events such as National Inclusion Week.

People and Wellbeing

C43

How do we support the physical and mental health of our staff?

A2Dominion's annual programme of wellbeing events provides useful resources and ideas to support the physical and mental health of our employees.

All colleagues have access to our free and confidential Employee Assistance Programme which offers a range of services including legal and financial advice, counselling sessions and an events programme sharing advice on handling difficult times of the year such as exam season and the rising cost of living.

Other support includes:

- **Wellbeing ambassadors:** providing support to colleagues with any struggles they may face. They also run A2Dominion's wellbeing campaigns throughout the year.
- **Mental health first aiders:** colleagues who are trained to offer support to colleagues in difficult times and to raise mental health awareness and reduce stigma.
- **Mentoring programme:** an annual programme matching internal mentors and mentees to help colleagues improve their skills and work towards their career aspirations together with a more experienced colleague.
- **Menopause support:** through our Menopause Natters support group with menopause champions raising awareness.

In addition, A2Dominion provides occupational health assessments to support colleagues to return to work after a period of ill health. Colleagues have access to free dyslexia assessments, free flu vaccinations and reimbursement for eye tests. Colleagues also have the option to receive private healthcare insurance as part of A2Dominion's employee rewards package.

Looking forward, we have recently trained colleagues to deliver reflective practice sessions, which are a form of confidentially reflecting on experiences as a group. We plan to roll out a programme in 2024 to support our domestic abuse champions, safeguarding champions and employee forum representatives to promote resilience when supporting colleagues through difficult circumstances. In addition, we plan to provide online learning resources to support resilience.

C44

How do we support the professional development of our staff?

In 2023/24 2.2% of employees received professional development provided by A2Dominion.

We do not keep data on qualifications completed and funded outside our development budget. However, a learning certificate campaign is planned for 2024/25 to encourage all employees to find and update their learning records with any historic qualifications achieved.

At present, due to the way we manage and store sensitive data, we are unable to share results by demographic.



Supply Chain

C45

How is social value creation considered when procuring goods and services and what measures are in place to monitor the delivery of this social value?

Social value creation is considered through A2Dominion's social value statement and linked to outcomes in our community investment strategy.

We include a specific question on social value as part of our procurement framework for contracts worth over £100,000 per annum and take full consideration of this response when awarding the contract.

Benefits from this approach include:

- Apprenticeship and employment opportunities, including women-only support to start their own businesses.
- Initiatives to improve communal spaces.
- Cost of living funding support.

To support the social purpose strategy A2Dominion has identified how the economic, social and environmental wellbeing of its customers can be further improved through the procurement of services, a key requirement of the Public Services (Social Value) Act 2012.

A2Dominion's updated Social Value Statement outlines that, for each procurement opportunity with a total contract value above £175,000 (excl. VAT), we will undertake a Social Value 'Opportunity Assessment', which will identify output indicators and outcomes that are appropriate for inclusion in the procurement process.

The output indicators and desired outcomes will be linked to either improving customers' lives, health or wellbeing, economic, or environmental themes.

The outcomes identified will be both relevant and transparent and proportionate for each procurement opportunity. We will vary our social value requirements to ensure we don't exclude SME organisations from being able to tender.

Processes will be fully compliant with UK procurement regulations and our procurement policy, thus minimising any compliance risk.

A2Dominion's approach to Social Value will be bespoke, tailored for each Tender or Request for Quotation (RFQ) opportunity.

Outcomes, where appropriate, will be built into awarded contracts and monitored; winning bidders will be expected to report on them to evidence how they are achieving Social Value.

We will purchase an annual subscription to Match My Project a new online tool which enables contractors to match their social value commitments with activities, customer support, funding request made by community investment and specialist housing.

We will provide examples to contractors on how they can provide added value and will expect contractors to be specific in their commitment to providing social value.

Our social value priorities and some examples of how contractors can provide social value are as follows:

- Health and wellbeing of our residents, such as commitment to a number of volunteering days throughout the life of the contract, or a financial commitment to supporting a local health and wellbeing project.
- Economic benefits, such as a commitment to employing an apprentice.
- Environmental benefits, such as a commitment to providing a number of homes with insulation, new boilers or solar panels.
- Improve clients' lives, such as a contribution, either financial or practical, to our Big Impact Wishlist.

C46

What measures are in place to monitor the sustainability of our supply chain when procuring goods and services?

We provide our expectations through our procurement policy and frameworks.



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Health &
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