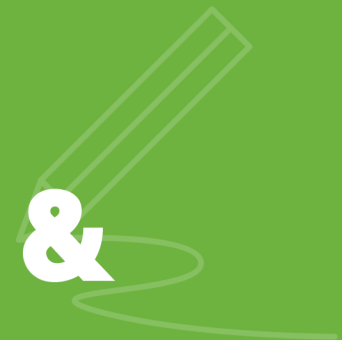




# Environmental, Social Governance (ESG)



## Our approach & commitments



# Overview

As a provider of care, support, and housing Look Ahead is a not-for-profit business with a social purpose and we exist to make a lasting difference to the lives of our customers, staff and other stakeholders.

Outside of our day-to-day work we know that there is still more we can do to improve our environmental footprint and social value in terms of the way we operate. Whether it's improving the environmental impact of our operations, involving residents in key decision making, adopting an ethical approach to procurement or ensuring we do everything we can to celebrate and reward our workforce.

Our sector operates with very tight margins, meaning we have limited resources to invest in this area. Therefore, our ESG approach is to embed activities into our work. We do this through engaging our leadership teams, Board members and colleagues to ensure ESG is a consideration in their decision making, projects and workstreams, in addition to pulling together to improve our ESG performance.



# Measurement & evaluation

We are at the start of our ESG journey but to help us to ensure we are making progress against the measures that are important to us, we have adopted the [Sustainability Reporting Standard](#) for Social Housing (SRS). The SRS is a voluntary reporting framework aimed at social housing providers. It covers 48 criteria across ESG considerations such as; affordability, carbon emission and energy efficiency, safety, equality, diversity and inclusion and resident voice.

More than 120 organisations have signed up to SRS as either SRS adopters or endorsers. It is a tool that enables housing providers to report on their ESG performance in a transparent, consistent, and comparable way. After viewing a range of different ESG measurement tools, Look Ahead believed this was the most appropriate standard for us to sign up and adopt. We will use the standard to voluntarily evaluate our current performance as well as look at how we can improve in the future.

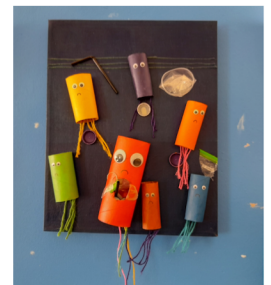
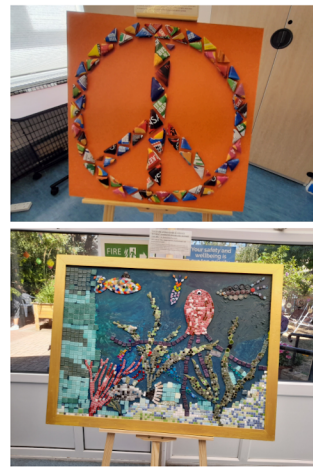
In signing up to this standard we have confirmed our commitment to:

- Report against the final version of the Standard by 31/10/23 for the financial year ended 31/03/23
- Continue to report against the Standard on an annual basis for as long as we remain an adopter
- Provide feedback on the Standard as a way of supporting the further development of the Standard

## Environment

Look Ahead's commitment to sustainability, biodiversity and environmental management is being delivered through our environmental action plan which is reviewed by our Asset Management Group.

As a housing association, and support and care provider, we own and deliver services in supported housing in London and the South East. Many of the homes and hostels we own are older buildings which need substantial investment to be more energy efficient. We have long term plans to complete this work as part of our annual asset management and improvement programme over the next few years. In the meantime, this financial year we have partnered with industry experts Carbon Neutral Britain (CNB) to calculate and offset our carbon. As a result of the partnership, Look Ahead is now officially carbon neutral for 2022/23. We are offsetting our carbon emissions by supporting CBN-verified projects, such as renewable energy infrastructure in Asia and South America.



A recycled art project in one of our services

Additional environmental commitments include:

- Ensure environmental responsibilities are embedded through our Senior Management Team, including the setting and monitoring of our objectives through departmental lead and senior managers.
- Investing in a new asset management system which will help us to manage our workstreams around energy performance as well as thermal efficiency to ensure our properties achieve a higher EPC level.
- Ensure that we commit the financial resource required to deliver sustainability improvements to our homes through our asset management and capital investment programme.
- Within our day to day work we protect the environment through preventing pollution, sustainable resource use and protecting biodiversity and ecosystems.
- Follow the "Biodiversity toolkit for housing providers" and include biodiversity assessments within our ground's maintenance contract.
- Improve our waste management processes in services through working with local authority and landlord partners.
- Through an annual campaign, provide information to our customers and staff to help them to contribute to our plans to mitigate the impact of climate change.
- Provide opportunities for services to improve and enhance outdoor and community spaces through our bi-annual "Love Your Home" programme.
- Through our partnership with the Felix Project, provide our customers with food that would otherwise go to waste.
- Look Ahead will capture our achievements and through measurement of our carbon footprint set ambitious targets for future improvements. We will also look at setting renewable technologies and biodiversity targets in future years.
- Demonstrate compliance with current and future statutory and regulatory requirements.
- For large contracts encourage better environmental performance of suppliers by assessing their environmental commitments, supply chain and performance.

# Social impact

As a care and support provider everything we do helps to improve the lives of our customers and ensure they have a voice. **Our commitments in this area include:**

- Work with our sector partners to forge strong relationships and continue to be regarded as a trusted provider of quality care and support.
- Ensuring that we use our size and scale to influence and work with umbrella organisations, local authorities, government, and other stakeholders to have a positive influence in the sector.
- Improve our resident satisfaction by ensuring that our customers have a strong voice in our organisation at all levels.
- Provide a range of opportunities to improve customers lives through a full programme of activities around employment and training, as well as health and wellbeing.
- Comply with all safety regulations. Ensuring that all of our homes meet the decent homes standard and that we have visibility of properties with decent homes category failures.
- Increase the number of homes we provide for working age adults with complex needs in line with our business development plan.
- Ensure we meet ESG commitments we make to local authority partners at a local level as part of our service contracts and delivery.

## Governance

We believe good governance is the basis for any ethical business and that it is essential to ensuring quality and safe delivered care and support services, as well as an open and honest culture in line with our values.

Look Ahead is committed to a robust and transparent governance structure that is accountable and inclusive. **Our commitments in this area include:**

- Constantly monitor and review our services through our internal Quality Assurance team, safeguarding framework, compliance and specialist operational teams.
- Use data to measure our progress and assess our quality.
- Co-produce and improve our services through regular feedback and formalised structures for customer engagement.
- Operate openly and transparently with our external regulators and stakeholders to constantly improve, progress and innovate.
- Consider how ESG considerations have been implemented in business planning, ensuring this is part of the business plans templates and risk mapping.

- Include ESG considerations as part of our approval processes for business decisions, for example, Risk Panel, SLT and Board.
- ESG is part of the contract management process, for example, when we are tendering for large contractors going to Risk Panel.

## Staff

The well-being, reward and career development of our staff is essential to our success and the quality of our services.

**Our commitments in this area include:**

- Value our workforce through training, development, positive leadership, and a range of wellbeing measures, including measuring our progress through the Best Companies survey.
- Champion diversity and inclusion (D&I) in our workforce. We were proud to be awarded the Inclusive Employers Silver standard and have a full programme of actions to ensure we are an inclusive and diverse workplace. See our website to view our full D&I report for further information.
- Despite the challenging financial environment in which we operate in, we will still continue to be a living wage employer and look for ways to reward staff and offer a clear benefits package.
- Ensure that our values are embedded throughout the employee lifecycle and that our workforce live and breathe our Look Ahead Values in our service delivery.
- Provide a range of management and leadership development programmes including ILM qualifications and specialist qualifications, so that our staff are able to progress their careers with us and in the sector. We want to ensure staff feel at home at Look Ahead throughout the employee lifecycle including through specialist induction programme.

For further information about ESG at Look Ahead contact [communications@lookahead.org.uk](mailto:communications@lookahead.org.uk)