



Environmental, Social and Governance

2025/26 REPORT

Introduction

Amplius is one of the largest housing providers across the Midlands, East and Southeast of England. We own and manage over 40,000 homes and deliver a range of quality services, including specialist housing and home ownership options. We're driven to have a positive impact on people's lives and provide affordable homes that make a difference.

We want to make sure that while we're making a difference, we're also having a positive impact on the environment.

This Environmental, Social and Governance (ESG) report showcases our work in the 2025/26 financial year in terms of the specific themes outlined in version 2.0 of the Sustainability Reporting Standard for Social Housing.

They also match the key UN Sustainable Development Goals (SDGs), which we're proud to impact both directly and indirectly.

You can also find out more about the UN SDG by visiting: sdgs.un.org/goals

We have a number of sustainability linked loans. The associated performance indicators focus on the following areas:

- The energy efficiency of our existing stock as we look to ensure all our properties achieve a minimum EPC rating of C by 2030
- The energy efficiency of our new social benefit homes developed each year
- The quality and effectiveness of our governance framework
- Our continued commitment to grow the business by developing at least 1,000 new social benefit units each year.

For more information about anything in this report, please contact pr@amplius.co.uk.

Report structure

This report is divided into three sections and 12 ESG themes.

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01

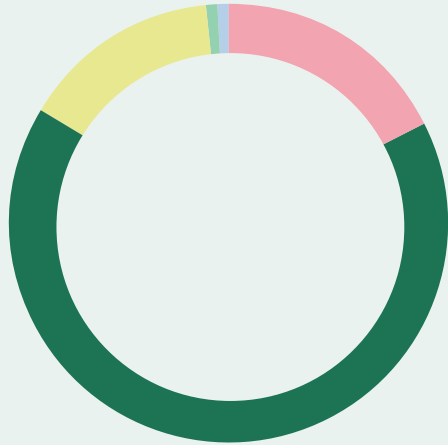
Environmental

Climate Change

Prevents and mitigates the risk of climate change

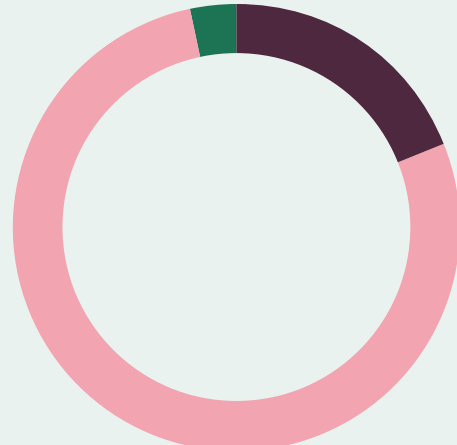
Distribution of EPC ratings of existing homes

(completed before 2025/26)



● Homes rated A	0.08%
● Homes rated B	17.61%
● Homes rated C	65.99%
● Homes rated D	14.70%
● Homes rated E or worse	1.01%
● No rating/unknown	0.61%

Distribution of EPC ratings of homes built in 2025/26



● Homes rated A	18.92%
● Homes rated B	78.00%
● Homes rated C	3.08%
● Homes rated D	0.00%
● Homes rated E or worse	0.00%
● No rating/unknown	0.00%

Net zero target

Amplus published its Sustainability Strategy in June 2026, which includes a net zero target and strategy.

We will become net zero carbon in our operations, homes and supply chain by 2050.



Retrofit

Work on the latest wave of the Warm Homes: Social Housing Fund project got underway in August 2025.

During the year, we completed works on 427 homes, which increased the Energy Performance Certificate (EPC) ratings of these properties to at least an EPC Band C.

Other retrofit works included:



1,038

retrofit assessments
completed



1,555

homes had solar
PV installed



1,854

energy performance (EPC)
surveys undertaken
in the year

Greenhouse gas emissions

Emission category (Tonnes CO ₂ e)	2024/25	2025/26
Scope 1	4,480.7	2,806.8
Scope 2	1,300.2	1,153.6
Scope 3	178,999.1	172,684.0
Total emissions	184,780.0	176,644.4

Scope 1 - Direct emissions

Emission source (Tonnes CO ₂ e)	2024/25	2025/26	% change
 Gas	3,769.5	2,440.8	-35.3
 Fleet vehicles	37.8	366.0	867.5
Total	4,480.7	2,806.8	

Scope 2 - Indirect emissions

Emission source (Tonnes CO ₂ e)	2024/25	2025/26	% change
 Electricity (Grid)	1,300.2	1,153.6	-11.3
Total	1,300.2	1,153.6	

Scope 3 - Indirect emissions

Emission source (Tonnes CO ₂ e)	2024/25	2025/26	% change
 Purchased goods & services	20,332.8	16,776.4	-17.5
 Capital goods	84,284.8	81,558.0	-3.2
 Fuel and energy related activities	162.1	822.9	407.6
 Waste generated from operations	2.3	0.9	-60.7
 Business travel	896.3	524.9	-41.4
 Employee commuting	331.4	331.4	< 0.1
 Upstream leased assets	56.3	51.3	-8.8
 Downstream leased assets	72,933.1	72,618.0	-0.4
Total	178,999.1	172,684.0	



The climate risks to our homes and supply chain

Flood risk

As part of our pre-planning design process, we produce Flood Risk Assessments (FRA) for all our developments. The FRA initially reviews the suitability of the site for development, based on historic flood data and the Environment Agency (EA) flood rating for the site, then prescribes minimum finished floor levels and enhanced mitigation measures such as resilient construction, raised height electrical outlets and flood barriers on a scheme specific basis.

These requirements are calculated based on existing ground levels, EA flood maps and historic flooding information. Local sources of flooding, overland flows, groundwater levels and breach modelling are also considered, incorporating consultation with the EA, Internal Drainage Board and Lead Local Flood Authority.

Based on our insurer's assessment of the existing housing stock, 76 postcode areas are currently classified as being at high risk of flooding, representing approximately 0.2% of the total insured value of our housing stock. These properties have a combined insured value of £72.0 million.

FRAs are often combined with the scheme drainage strategy to ensure designed run-offs are in accordance with local restrictions and that the development doesn't increase the risk of flooding to surrounding properties or infrastructure. Generally, where infiltration isn't viable, schemes incorporate several methods of onsite surface water attenuation to minimise run-off into existing watercourses or drainage systems. These attenuation systems include oversized storage pipes, ponds, swales and permeable paving.

Home overheating

The overarching goal of Building Regulations Approved Document O is to encourage the design and construction of buildings that limit unwanted solar gain during the summer months and provide occupants with adequate means of removing excess heat from indoor environments. There are two methods of calculating overheating. One is simplified and the other more complex, depending on the case. We've modelled our standard house types under Part O criteria and made the following changes to the standard designs to mitigate for increased temperatures as a result:

1. Smaller windows on south facing elevations to prevent solar gain overheating. Larger windows on non-south facing elevations.
2. Additional opening lights within windows to allow more natural 'purge' ventilation.
3. The incorporation of mechanical ventilation to dwellings with ground-floor bedrooms, where Approved Document O requires no opening windows or security shutters.
4. Fabric first solutions for insulation, doors and windows.

In 2026/27, we aim to prepare a Climate Risk Register to cover the organisation's operations and services.

Ecology

Promotes ecological sustainability

Biodiversity

Our Sustainability Strategy includes plans to enhance green space and promote biodiversity on or near homes.

It includes a target for 30% of our outdoor spaces to be enabling nature's recovery.

We're working with the Estates Team to identify a method to target and measure performance.

- 10% uplift in biodiversity value for new and existing homes (using the official DEFRA statutory metric) – this doesn't exceed the minimum requirements.

Pollutants

At present, we don't have a standalone strategy for identifying, managing and reducing pollutants across the organisation. However, we do have established compliance measures in place, including:

- Employer's Requirements that prohibit the use of deleterious materials in development.
- Regulated and management plans for regulated substances such as asbestos.
- Compliance with statutory waste and hazardous materials regulations.

We recognise the need to strengthen our approach, so we'll develop an environmental and sustainability strategy that includes a framework for identifying, managing and reducing pollutants in 26/27.

A BNG Matrix and Ecology Plan is developed for new build sites and we're working with our Estates Team to review how to measure performance over a period of time.

Resource management

Sustainable management of natural resources

Responsibly sourced materials

Our Employer's Requirements already embed the principles of responsible sourcing, requiring contractors to comply with national design standards that promote whole-life carbon assessment, circular economy principles, and the use of sustainably sourced materials.

Building on this foundation, we'll expand our approach through our Sustainability Strategy. This will ensure that responsibly sourced materials are prioritised not only in new developments but also in planned maintenance, repairs, voids and asset management programmes, supporting both carbon reduction and resource efficiency.

Waste management

Currently, our Employer's Requirements stipulate that contractors must produce site waste management plans and report on KPIs such as landfill diversion, reuse, recycling, and use of sustainably sourced or low-carbon materials. This ensures compliance and helps minimise construction-related waste.

Water management

At present, all new homes we deliver comply with Approved Document G. This means they require water consumption levels of 125 litres per person per day, or 110 litres where specified by planning. Contractors are also required to protect existing drainage infrastructure during development works.

Looking ahead, we'll develop a more holistic approach to water management. This will build on compliance standards to consider how we can support water efficiency in existing homes, improve resilience to flooding and drought, and reduce our operational water use.



02 Social

Affordability & security

Provides affordable and secure housing

Affordability of our homes

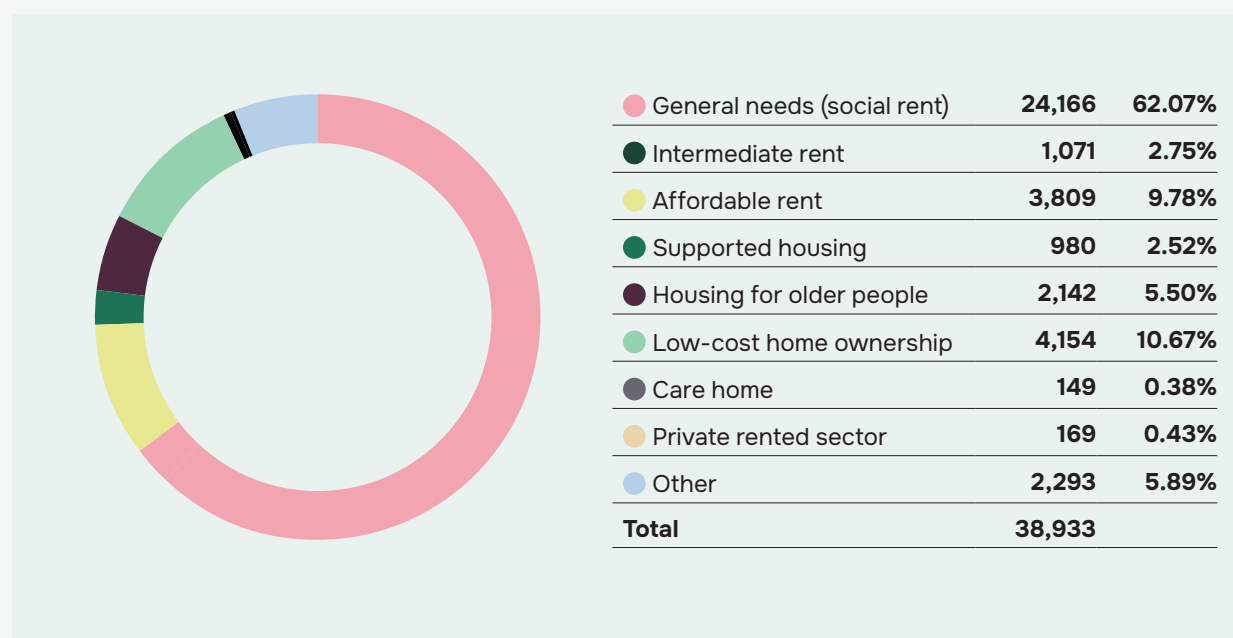
Local Housing Allowance (LHA) rates are used to calculate the amount of Housing Benefit (or the housing element of Universal Credit) that can be paid to customers. It's based on private market rents paid by customers in the rental market area and is limited by legislation.

Rent compared to the Local Housing Allowance is: **74.5%**.

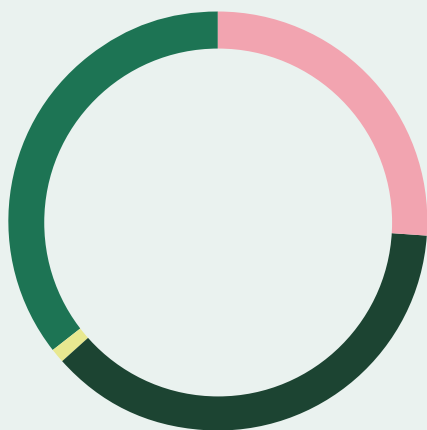
This doesn't include any stock under Shared Ownership, intermediate rent, care homes, market rent and leased tenures, as well as supported living properties covered by the rent standard.

Number of homes owned and managed

(as of 31 March 2025)

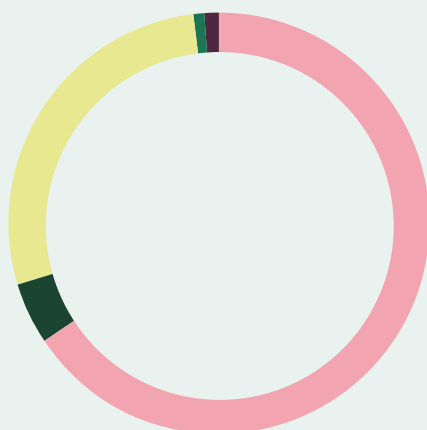


New homes completed in 2025/26



General needs (social rent)	239	26.29%
Affordable rent	339	37.29%
Supported housing	8	0.88%
Low-cost home ownership	326	35.53%
Total	909	

Homes disposed of in 2025/26



General needs (social rent)*	139	65.57%
Intermediate rent*	10	4.72%
Low-cost home ownership**	59	27.83%
Care home	2	0.94%
Other***	2	0.94%
Total	212	

* These included voluntary sales as well as Right to Buy and Right to Acquire

** Shared owners staircasing to 100% ownership

*** Garage sites

No homes were acquired during the year.

How we're trying to reduce the effect of fuel poverty for customers

We remain concerned by the financial hardship many customers face every day. We want to ensure all customers can sustain their tenancy but also live a full and happy life.

Our Financial Wellbeing Team provides advice on benefits entitlements as well as advice and support to make claims, and challenge decisions about benefits. During the year, 1,707 households were supported with Welfare Benefits advice.

The team also provides FCA regulated debt advice, advising customers in debt of their suitable options, support to access these options or signposting/referral to another agency to complete where appropriate.

We also have a hardship fund which supports customers with gas and electric meter payments if they are struggling and have no means to top up pre-payment meters.



Key numbers from the year



Elsewhere, we continue our work to improve the EPC ratings of our homes. The average EPC rating of all new homes built during the year was B.

In the last year, as part of wave three of the Warm Homes: Social Housing Fund project, we booked and completed 1,038 retrofit assessments and started work on 713 homes, with 427 properties being completed as of the end of March 2026.

Based on the changes to the EPC ratings and average performance improvements at these properties, we estimate annual savings of more than £152,000 for our customers, as well as 869 tCO₂ of Carbon savings per year.

Providing security of tenure for customers

New Amplus customers are given a starter tenancy. These tenancies are issued for an initial period of 12 months. If there are no issues during this time, they are converted to an assured tenancy.

All customers, including new tenants, who flee domestic abuse are given an assured tenancy as standard.



Building safety & quality

Resident safety and building quality are well managed

Year-end safety compliance levels



Decent Homes Standard

99.23% - Homes meeting Decent Homes Standard

During 2025/26, Amplus completed works to remedy 1,384 recorded Decent Homes Standard failures. At the end of the financial year, 254 recorded failures remained outstanding and were carried forward for completion through the 2026/27 investment programme.

Our investment programme continues to address existing non-decent homes while incorporating forecast failures into programme planning. During 2025/26, we continued

developing our approach to bringing forward investment where practicable, with the aim of completing works before components reach technical failure.

Further progress is being made during 2026/27 to strengthen the alignment between stock condition information and programme delivery. This will help Amplus manage future levels of non-decency, reduce peaks in investment demand and improve customer outcomes by addressing deteriorating components before their condition becomes acute. The programme also retains flexibility to respond promptly when new failures or concerns are identified.



Managing and mitigating the risk of damp and mould

Amplius recognises the serious impact that damp and mould can have on customers' health, wellbeing and quality of life. We take full responsibility for identifying and resolving these issues, working with customers and keeping them informed at every stage.

Investigating and treating damp and mould

We investigate and treat the causes of damp and mould promptly, in line with the requirements of Awaab's Law. Our approach has been strengthened by introducing dedicated damp and mould case management processes, enhanced hazard recording, vulnerability assessments, and system controls that track cases from first report through to resolution. We also undertake follow-up inspections and assurance checks for up to three years after resolution to ensure remedial actions remain effective and issues do not recur.

Putting customers first

Our revised approach places customer safety and wellbeing at the centre of decision-making. We assess household vulnerabilities, health conditions and individual circumstances when determining the urgency of our response. Customers identified as being at greater risk receive an enhanced and prioritised service to ensure potential impacts on health are addressed as quickly as possible.

Workforce training and capability

Amplius continues to invest in comprehensive training for all staff involved in inspections and repairs:

- Specialist training for inspection teams to accurately diagnose and resolve damp and mould cases.
- In-house trade teams and contractors trained in approved inspection, triage and resolution processes.
- Awareness training for all visiting colleagues to support early identification and reporting of potential cases.
- Enhanced training on Awaab's Law requirements, vulnerability awareness and hazard assessment to ensure colleagues understand both the technical and customer-focused aspects of case management.



Technology and innovation

We deploy a range of technologies and digital solutions to support effective prevention, monitoring and resolution, including:

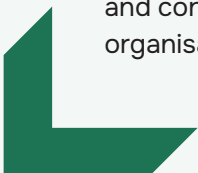
- Low-cost, energy-efficient extractor fans to improve ventilation.
- Moisture and environmental sensors to monitor humidity levels and identify early warning signs of damp.
- Dedicated case management systems that track performance, service standards and compliance requirements from report to resolution.
- Performance dashboards providing real-time oversight of inspections, mould wash activity, remedial works and compliance performance.

Strengthened compliance with Awaab's Law

To prepare for and comply with Awaab's Law, we've introduced enhanced triage and hazard assessment processes, clearly defined response categories, strengthened inspection and repair timescales, and improved governance arrangements. We've embedded compliance monitoring within our operational systems to ensure cases are managed consistently and within required timescales.

Managing performance

Performance relating to damp and mould is reported regularly to senior leadership teams and the Customer Experience Committee. Operational controls introduced to strengthen performance have delivered measurable improvements in inspection response times and service delivery. Robust reporting, performance dashboards and assurance activity help drive accountability and continuous improvement across the organisation.



Providing key information

Our website includes updated guidance to help customers understand the causes of condensation, damp and mould, and measures that can help reduce risk in the home. The website also explains our service standards and approach to resolving damp and mould, helping customers understand what they can expect from us and reinforcing our commitment to transparency and customer empowerment.

Key additions since the previous statement:

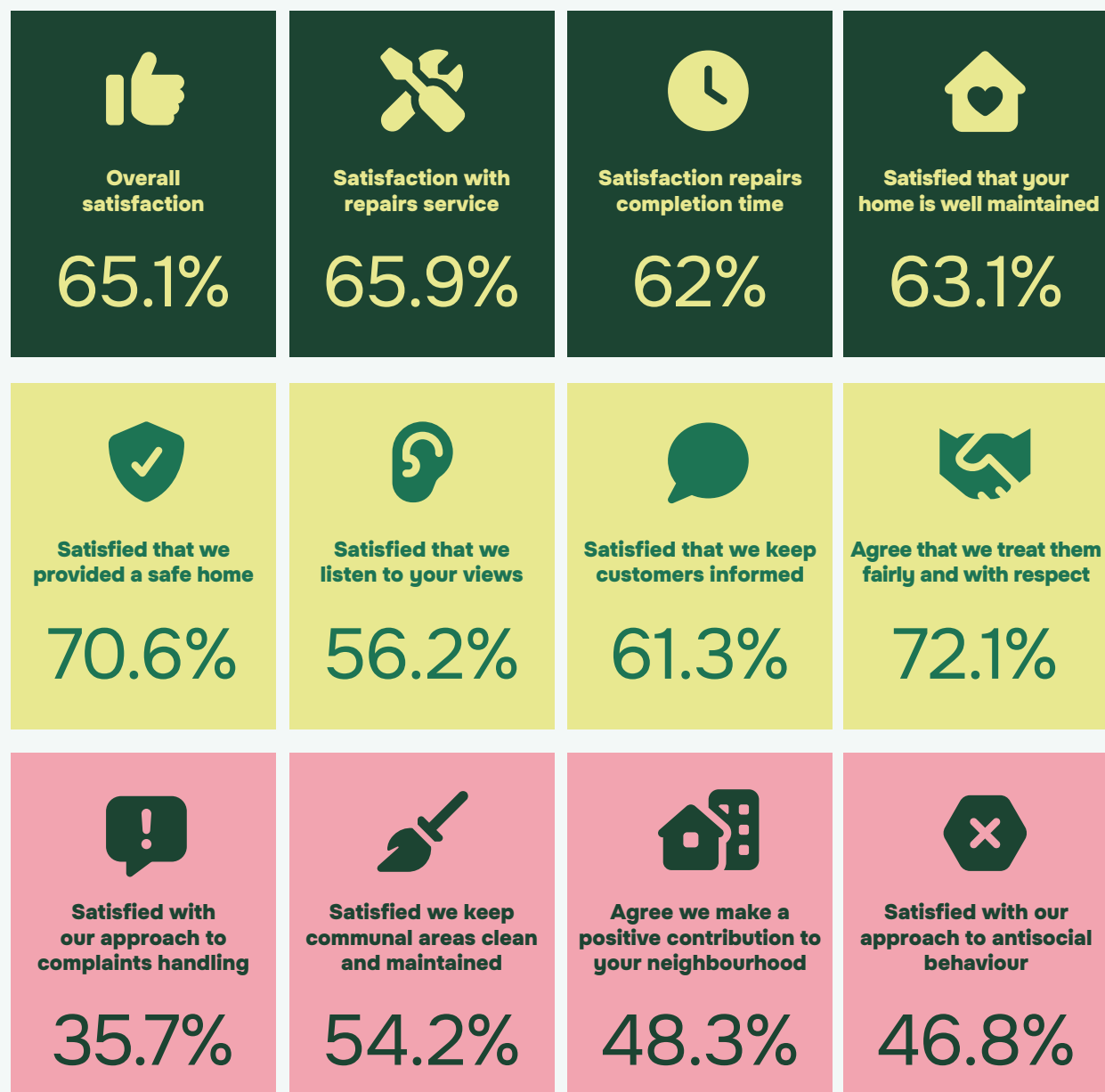
- Vulnerability and health-condition-led risk assessments.
- Dedicated damp and mould case management in Dynamics.
- Formal hazard severity triage processes.
- Three-year assurance and follow-up programme.
- Real-time Power BI dashboards and compliance monitoring.
- Enhanced Awaab's Law compliance controls and response times.
- Stronger governance and performance reporting.
- Expanded colleague training on vulnerabilities and hazard assessment.
- Improved digital workflows tracking cases from report to resolution.

These additions would show auditors, regulators, and the Customer Experience Committee much more clearly how Amplius has matured its approach since the original statement.

Resident voice

Listens to residents' voice

2025/26 tenant satisfaction measures (TSM) results



Shared Ownership customers TSMs results



**Overall
satisfaction**

50.3%



**Satisfied that we
provided a safe home**

70.8%



**Satisfied that we
listen to your views**

43.4%



**Satisfied that we keep
customers informed**

60.1%



**Agree that we treat them
fairly and with respect**

62.1%



**Satisfied with
our approach to
complaints handling**

25.8%



**Satisfied we keep communal
areas clean and maintained**

41.3%



**Agree we make a
positive contribution to
your neighbourhood**

38.3%



**Satisfied with our approach
to antisocial behaviour**

37.3%

We carried out the survey in March 2026 and 8.23% of customers responded.

Action plans have been developed with each service area and are monitored by our Service Improvement and Quality Team, with tangible objectives and outcomes driven by an evidence-based approach.



How customers can hold us to account

We believe that customers aren't just stakeholders – they're co-creators.

That's why, in August 2025, we launched new ways for our customers to get involved, share their voice and make an impact.

Part of this included the launch of our Customer Influence Panel, who work in partnership with the Board and Leadership Team to review organisational performance, monitor customer satisfaction, and influence decision-making to improve services and outcomes for all residents.

During the year we also recruited for our Complaint Working Group and also began recruiting for Regional Customer Voice Forums.

We launched a single online customer feedback platform, called Voice. Using this

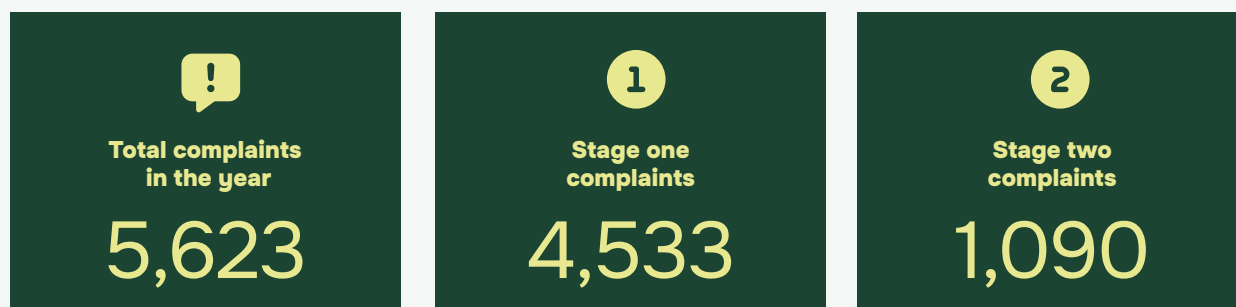
completely confidential and anonymous platform, customers can take part in surveys, online discussions and other activities.

On 31 March 2026 we had 952 active users on Voice and had an average response rate of 15% to surveys.

Some of these surveys included:

- Estate Management Policy consultation
- Lettings and Allocations Policy consultation
- Mutual Exchange Policy consultation
- STAIRS (Social Tenant Access to Information Requirements) consultation
- Damp and Mould Policy consultation.

Customer complaints and how we learn from them



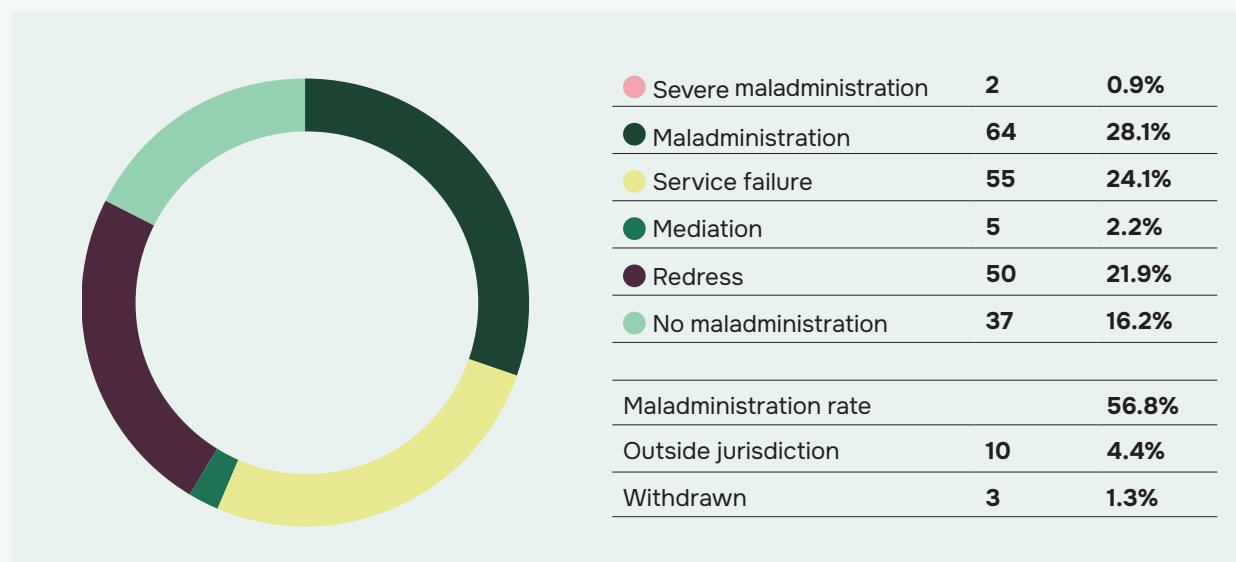
This is an increase of just over 1% compared to last year. However, stage two complaints were down 11%.

The Housing Ombudsman assessed 106 cases up to and including 31 March 2025 and made 228 determinations against these.

Determinations:

- Total number of cases with determinations received - 106
- Total number of determination findings received - 228.

Finding category



We review each complaint to see how we can ensure they don't happen again. We also created a learning library this year with improvement action plans implemented and progress is regularly monitored.

We publish "lessons learned" on our website, where customers can see what the original issue was and the solution brought in to ensure it doesn't happen again.

Resident support

Supports residents, and the local community

Our support services

At Amplus, we're driven to have a positive impact on people's lives. That's why we provide specialist housing and services that support customers who need a little extra help to retain their independence, live happily and healthily and thrive in their own home.

We offer employment and skills support to Amplus customers and the wider community. Our team provides information, advice and

guidance on a wide range of work and learning opportunities.

Our specialist Domestic Abuse Team is trained to support and advise customers and colleagues, and to work closely with partner organisations and specialist services to help those affected get the support they need.



Customers supported
by Assisted Gardening
Schemes

365



Domestic abuse
referrals made for
customers

311



Refurbished
devices gifted

75



Smartphones donated
from our partner, Good
Things Foundation

70



Pre-loaded
SIM
cards gifted

58



New accredited and
tailored learners doing
nationally recognised
qualifications

67



Employment-related
outcomes following
one-to-one
employment support

33

Hoarding support turned Bob's life around

During a routing safety inspection, our electricians struggled to get access to a customer's home.

They reported that the home wasn't safe to live in and so our Safeguarding Team visited the customer, Bob (not his real name), the very next day.

Bob was taken to one of our nearby extra care schemes to get him a cup of tea and to work out the next steps. There, he revealed that he'd lost both of his parents and his best friend within a year, causing him to turn to alcohol to cope with the loss and isolation he was experiencing.

Despite overcoming his alcohol addiction, the clutter in his home had become too much to deal with.

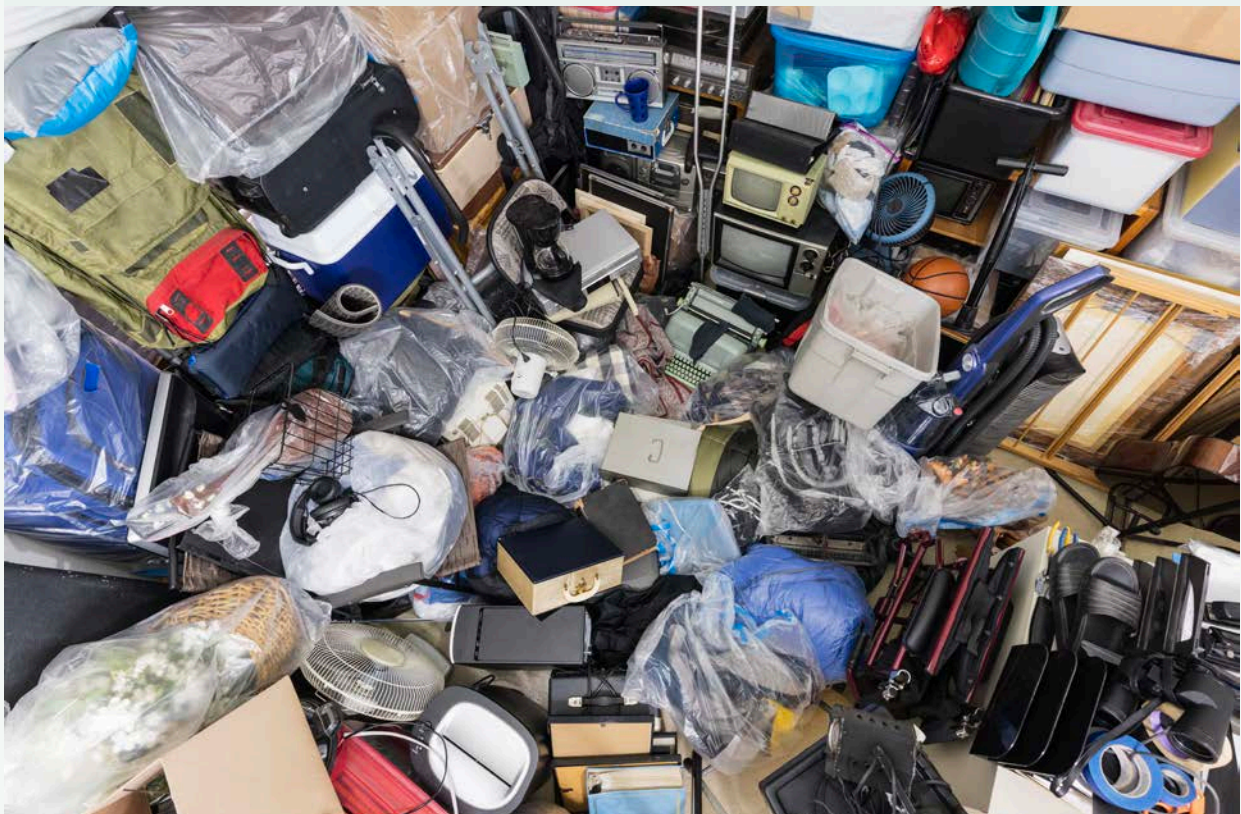
We arranged for Bob to stay in the guest suite at the extra care scheme while plans were made to clear his home.

After years of isolation, Bob enjoyed the social aspect of living at the scheme and liked being around other people. So, our colleagues helped him to successfully apply for a vacant flat at the scheme.

He's now happy and confident, and his health has improved. His finances also stabilised with the support of our Financial Wellbeing Team.

And according to Bob, the intervention of our colleagues was the best opportunity he could have been given to be able to turn his life around.

As part of our Healthy Places and Communities partnership, we published a guide on Health and Hoarding. We worked with lived experience groups and Hoarding Disorders UK to develop resources to improve how we support our residents.



Placemaking

Supports residents and the wider local community through placemaking

Our community investment activities

Neighbourhood walkabouts

We continue to hold neighbourhood walkabouts to help us better engage with customers and use their insights to help improve our services.

Colleagues from local housing teams are regularly joined by partners from outside agencies, including local refuse companies, ASB officers from local councils, police, and even MPs and councillors.

- 142 neighbourhood walkabouts carried out during the year

On one neighbourhood walkabout, residents asked for help to provide some flooring in a local church. This was so they could safely set up a children's group to be accessible for the community. We've agreed to fund this with our contractors as part of their social value offer. Although work has yet to start, we've committed to this project and are also planning to work with another contractor for further refurbishment.

Several Amplus colleagues have also agreed that they will use their volunteer days to help with the project alongside our contractors.





Healthy Places and Communities Partnership

We expanded our health and housing partnership with bpha, Peabody and Public Health during the year. The new, wider partnership is working with BeActive to encourage and enable residents to live healthier and more active lives.

The Healthy Places and Communities partnership brings fresh resources and programmes to increase physical activity and improve health equity in local communities.

As part of the rollout of the partnership, Amplius appointed Liz Parsons as Programme Director.

Residents will benefit from the wider focus of the partnership, the joining up of health and wellbeing offers with physical activity and the chance to be more active.

Our GrandActive project uses sport and fitness activities to promote health and wellbeing among those aged between eight and 25 in Bedfordshire.

- 306 local residents took part in GrandActive sessions
- 141 residents helped through the Healthy Places and Communities partnership.

Sport England research shows that in children and young people, there is a strong connection between physical activity and happiness. It also highlights that children facing the greatest health inequalities are the least likely to be active, so such a project is vital in helping foster these improvements.

We're going to use the knowledge gained from these programmes to develop a series of test, learn and grow projects that will help broaden and further the range of physical activity and health opportunities that are available for residents.

Elsewhere, we provide funding for a Youth Support Worker at a local community centre in one of our neighbourhoods where there have been issues in the past. The funding is matched by Lottery funding, and we receive quarterly reports on outcomes.

During the year there were 79 sessions held for young people, which our funding helped support. Between 44 and 61 young people attended each session.

Amplius Places

Amplius Places is a project that was launched to encourage collaborative working between our customers and internal teams to improve our neighbourhoods and communities.

The first location chosen for the project was Berry Court in Peterborough. This area has had several issues over the years, such as fly-tipping, ASB and misuse of communal areas by the wider community.

We invited customers to take part in on-site inspections, carried out litter picks and increased our visibility in the area. We also visited each property individually to build trust and improve our relationships with customers. On top of this we asked for their feedback on what they wanted to see in the area.

As part of our investment in the area, we made quick but impactful improvements, replacing tired fencing and meter boxes and updating signage on site. We also enlisted the help of our Grounds Maintenance Team to tidy the area up and create a plan to help keep it well maintained, while also reducing the possibility of things like fly-tipping and litter being dropped in bushes.

All of this work has helped to significantly improve the aesthetics of Berry Court, and, while we've not finished our work there, we've had great feedback from customers about what we've done so far.

We're already planning our second project, which is Cromwell Court in Rushden.





03 Governance

Structure & governance

Legal structure of the organisation and its approach to governance

Regulation and governance

Amplus Living is a not-for-profit, exempt charity, registered as a Community Benefit Society in England & Wales No. 7853 and is registered with the Regulator of Social Housing (registration number 5060). Its adopted code of governance is the NHF Code of Governance 2020.

In the summer of 2026, The Regulator of Social Housing (RSH) carried out an inspection of Amplus as part of its regulatory inspection regime. The concluded that Amplus was a G1, V2, C2 organisation.

Managing ESG risks

The Amplus Board manages ESG risk through its Risk Management Framework.

While Amplus has no specific ESG risk on the risk register, it is factored into risk management.

Board & Trustees

High quality Board of trustees

Diversity in our governance

We work hard to ensure we get input from a diverse range of people into our governance processes.

There are a variety of ways that this is achieved with diversity also being a key part of the requirements of our chosen code of governance. We ensure diversity through a formal commitment in our policies and customer involvement frameworks.

Our segmentation also provides for the views of diverse customers to be heard in the boardroom and in decision-making.

We have a dedicated structure of resident engagement that ensures that the Customer Voice is heard both at the Board and Senior Management level. This structure includes a mix of formal governance routes, ongoing engagement activities and 'real-time' feedback mechanisms. These include a Customer Experience Committee, Customer Influence Panels, online forums and surveys such as the TSMs. The outcomes of these activities feed into Board and Committee papers and inform

decision making and recommendations by the Executive and Director Teams.

Board breakdown

- 55% - Men
- 45% - Women
- 0% - BAME
- 9% - Amplius customers
- 0% - Have a disability
- 57 - Average age
- 4 - Average tenure in years

Equality, diversity and inclusion is a key part of Board recruitment and is key to our Board Recruitment Policy. This ensures that the Board reflects 'a broad range of skills, backgrounds and lived experiences'.

The policy also sets out that recruitment is fair and transparent and that no applicants are disadvantaged.



The Amplius Board is made up of 91% (10/11) Non-Executive Directors. The only Executive Director on the Board is Julie Doyle, Chief Executive Officer.

During the last two years there has been a significant amount of Board and Executive turnover. This was because of the merger taking place on 16 December 2024.

Board

- **Legacy Boards** – One Board member passed away and 12 members retired or stepped down pre-merger
- **Amplius** – One Board member retired and two new members were recruited during 2025/26.

Executive Team

- **Legacy Executive** – One member stepped down pre-merger
- **Amplius** – One member left during 2025/26.

Two Board members on our Audit & Risk Committee have recent and relevant financial experience.

Damien Régent is a former Financial Analyst specialising in credit markets and financial institutions.

Craig Thornton is a chartered accountant with significant time spent in professional risk and assurance roles.

Succession planning for the Board and Committees are proactively managed. This is overseen by the People and Governance Committee with recommendations being provided to the Board.

During the year we continued to work with our legacy external audit partner. Menzies LLP was appointed by Grand Union in January 2020, and by Longhurst Group in December 2023.

An independent run Board Effectiveness Review took place in 2025.

How the Board deals with conflicts of interest

Conflicts of interest are managed via the Code of Conduct and Delegations Framework. Conflicts are captured centrally by the Governance and Risk Team on an annual basis or where conflicts arise. Conflicts are recorded as part of the minutes for each meeting. The impact of conflicts are assessed and controlled by the Company Secretary and Chair.

Conflicts of Board and Committee Members are published on the Amplius website.

Staff wellbeing

Supports employees

Colleague pay

At Amplius, we are firmly committed to being a responsible and supportive employer, ensuring that all frontline colleagues receive at least the Real Living Wage. This includes our apprentices, who are paid above the statutory minimum and progress towards the Real Living Wage level as part of their development.

We regularly review and strengthen our employment offer to ensure it remains attractive to both current and prospective team members, while remaining sustainable for the organisation.

In response to ongoing cost-of-living pressures, we have delivered meaningful salary increases to support our colleagues and reaffirm our commitment to their financial wellbeing and overall resilience

Pay gaps

12.53% – Median gender pay gap

11.94% – Mean gender pay gap

Both remain below the provisional national average for not-for-profit organisations (17.3%, ONS).

8.81% – Median ethnicity pay gap

12.95% – Mean ethnicity pay gap.

Looking ahead as Amplius, we recognise that gender and ethnicity pay gaps are not solely about pay – they reflect broader structural issues. These include representation, career development opportunities, and access to leadership roles. That's why our approach goes beyond compliance. We are proactively identifying and addressing the root causes of inequality through data-driven analysis and ongoing engagement with our colleagues.

We're committed to:

- **Transparent reporting** – We will continue to publish pay gap data annually and communicate our progress openly with stakeholders.
- **Action-led inclusion** – Our Inclusion Strategy is built on measurable goals, backed by cross-organisational accountability through our Inclusion Working Group.
- **Listening and learning** – Regular colleague feedback and inclusive leadership training are central to how we shape policy and practice.

As Amplius grows, we will continue to embed fairness, equity, and inclusion into every part of our organisation. We believe that building a diverse, equitable, and inclusive workplace is not only the right thing to do, but it also strengthens our ability to deliver high-quality, socially responsible housing services.



CEO: median-worker pay ratio

The CEO pay ratios have been calculated using Option B (use of Gender Pay Gap information) from the methodology set out in the Government guidance accompanying The Companies (Miscellaneous Reporting) Regulations 2018.

12.9:1 – 25th Percentile Pay Ratio

10.7:1 – 25th Median Pay Ratio

8.5:1 – 75th Percentile Pay Ratio

In 2025, Sustainability for Housing reported that housing providers adopting the Sustainability Reporting Standard for Social

Housing disclosed an average CEO to median worker pay ratio of 5.9:1 for 2024.

Our median CEO pay ratio of 10.7:1 is above this sector average. This reflects the composition of our workforce at the snapshot date, including a significant proportion of frontline and care-based roles, which are typically paid at lower salary levels than professional and managerial positions. CEO pay ratios can vary significantly between organisations depending on workforce structure, service delivery models and pay distribution across the organisation.



Belonging at Amplius

Equality, Diversity and Inclusion (EDI) remain central to our organisational culture and people strategy. We're committed to creating a workplace where every colleague feels valued, respected and able to contribute their best. This commitment is embedded throughout the employee experience, shaping how we attract, develop and support our people.

Our behavioural framework

This year we introduced our new behavioural framework, developed through a series of exploration workshops with colleagues, leaders and our Executive Team. These sessions helped shape a shared understanding of the behaviours that underpin an inclusive and psychologically safe culture.

Ways of working workshops

Alongside the framework, we launched our Ways of Working Workshops to bring our culture to life in practice. These sessions use collaboration, exploration and discovery-based conversations to help colleagues understand how our culture is lived day to day, with the behavioural framework acting as the golden thread throughout.

Amplius inclusion record

We have also improved the accessibility of the Amplius Inclusion Record by embedding it into our new HR system. This confidential tool enables colleagues to share anything that may impact their working experience, supporting constructive conversations and enabling timely adjustments or tailored working arrangements.

Belonging groups and awareness activities

Our Belonging Groups – including saying SOUL (a group to support and empower

people of colour and colleagues from ethnic minority backgrounds) and HEAR (for colleagues affected by hearing loss or tinnitus) and the Neurodiversity Network – continue to provide vital platforms for colleagues to share lived experience and influence inclusive practice. We also celebrate a wide range of inclusion and awareness events, often led by colleagues, helping to strengthen connection and visibility across the organisation.

Carers

We're continuing to promote our Employers for Carers Plus membership and benefits amongst our colleagues, including seeking opportunities to host events and webinars to raise awareness and provide support.

Training, accreditation and wellbeing support

All colleagues complete EDI training as part of their induction, supported by additional voluntary learning opportunities. We remain a Disability Confident employer and a Mindful Employer charter signatory, reflecting our commitment to supporting colleagues with disabilities and mental health needs. Our network of Mental Health First Aiders continues to grow, and wellbeing conversations remain embedded within performance management.

Engagement and insight

Regular induction pulse surveys provide valuable insight into new starters' experiences, enabling us to respond quickly to individual needs and ensure consistency in inclusive practice. Throughout the year, we also deliver a range of inclusive engagement activities that strengthen connection and celebrate diversity.

Supporting colleagues' physical and mental health

Amplius supports the physical and mental health of our colleagues through a broad and proactive wellbeing offer.

Colleagues benefit from a generous annual leave entitlement, as well as the option to purchase additional days and access paid carer's leave, enabling a healthy work-life balance.

Physical wellbeing is encouraged through initiatives such as the cycle to work scheme, GymFlex membership, free eye tests, flu jabs and a health cash plan. Alongside this, we've introduced regular health monitoring every three months for colleagues across the organisation.

Mental health is prioritised through access to an Employee Assistance Programme (EAP), financial wellbeing support, and reflective supervision practices. In addition, trained mental and physical first aiders are available across the organisation, as well as Domestic Abuse Responders, ensuring colleagues have immediate support when needed.





Investing in our people

Over the last 12 months, we delivered:

- Training courses - **211**
- Training course delegates - **1,446**
- Leadership programmes - **7**
- Leadership sessions - **47**
- Leadership programme delegates trained - **72**
- Training hours delivered by our in-house team - **969**.

Professional development is incredibly important to us. It's not only a way to retain the best talent within the housing sector, but also to strengthen our workforce and help professionalise the sector. This work is particularly key as legislative changes around professionalism in our sector are coming into force in October 2026.

Our approach to professional development is structured around four strategic pillars:

1. Learning and development (L&D)

Within this financial year, we've strengthened our commitment to continuous learning by launching a refreshed and focused learning and development offer. This work supports colleagues to meet emerging regulatory requirements, adapt to digital transformation and build the skills needed for future challenges.

To ensure readiness for the new Conduct and Competence Standard coming into effect in October 2026, we assessed which roles – and the colleagues within them – will require mandatory qualifications.

2. Early careers

We continue to take a strategic approach to early careers by creating clearer, supported pathways into the housing sector. With just 35% of Further Education Learners currently moving into sustained roles in construction, our initiatives are essential to attracting and retaining future talent.

3. Inclusion and engagement

We believe that a culture of belonging is the foundation of professional growth. Through structured inclusion initiatives, we ensure that all colleagues feel valued and supported to reach their potential.

We're building a strong internal talent pipeline to ensure we're ready for future demands and challenges.

4. Succession planning and career pathing

We're proud of the significant strides made in supporting professional development across the organisation.

From formal qualifications and early careers programmes to leadership development and succession planning, we're equipping our people with the skills, knowledge, and support they need to succeed. As the sector prepares for legislative changes and increased scrutiny, we're already acting, not only to meet minimum standards, but to lead the way in raising the bar for professionalism, performance, and impact.

Supply chain management

Procures responsibly

Social value

We have provisions in place for monitoring the delivery of social value in some contracts.

Our Community Programmes Manager works with our Tier 1 contractors around their social value offer and monitors their performance against KPIs.

Initiatives have included working with local schools, colleges and training providers in our communities, offering career information and guidance. Here are some examples of the work from the year:

Contractors worked with local job centres to provide mentoring circles and preparation for work events.

We provided an energy efficiency session with a contractor in one of our communities. This included providing advice and the gifting of slow cookers and food and energy vouchers to customers.

Monthly wellbeing sessions have been held at some of our older people's schemes. These included digital awareness sessions, the gifting of IT equipment and winter warmer packs and donations to charities.

Contractors attended neighbourhood walkabouts, provided tipper trucks for disposal of waste, and have provided benches and planters at a scheme to allow customers to spend time together in an outdoor space.

We started work with one of our contractors to enhance the outdoor space at an independent living scheme.

During the year, we also received rebates from our procurement framework. Some of this was distributed to foodbanks in our communities. We made nine donations in 2025/26, and a further seven are planned. Another rebate was used to purchase slow cookers for customers.

Looking ahead, we are aiming to align how we report, monitor and measure social value in 2026.

Housing partnership's charity donation creates brighter hospital spaces

Areas at Boston Pilgrim Hospital have been given a makeover thanks to a donation through our partnership with Allison Homes.

A series of vibrant murals have been created in the neonatal and children's units at the hospital, thanks to a £6,400 donation by Allison Homes.

The donation comes as part of their commitment to donate £100 for each affordable home completed through our ongoing partnership.

The latest donation was made to Local Hope, a charity dedicated to supporting vulnerable adults in Boston, and follows the completion of the 64-home The Skylarks development in Frampton.

The artwork – designed to bring joy, warmth and a sense of calm to patients and their families during challenging times – was created by artist Michelle Codling, who's known professionally as 'The Painting Lady'.

Marcus Keys, Chief Development and Commercial Officer at Amplius, said: "Our partnership with Allison Homes – and the charitable donations that come as a result of this – continue to go from strength to strength.

"Our development in Frampton is providing much needed affordable housing to the area, and to also be able to generate a generous contribution to an important local charity is wonderful.

"I'd like to thank all my colleagues at Amplius and Allison Homes for their hard work in bringing these homes to fruition and I'd also like to wish Local Hope the very best of luck for all the brilliant work they continue to do."

The murals were unveiled during a photoshoot at the hospital earlier in February.

Hazel Marsh, Founder of Local Hope, said: "This incredible donation is going to be a game-changer for the hospital community. Michelle's murals bring colour, hope and comfort to the hospital environment – we're absolutely thrilled and deeply thankful for their support."

A spokesperson from Pilgrim Hospital's children's services added: "The murals have transformed the ward spaces. They create a welcoming, reassuring environment that helps lift the spirits of families and children during their stay. The artwork not only brightens the walls – it brightens the whole experience."

Our partnership with Allison Homes has an established track record of delivering successful developments to effectively address local housing needs.

James Pennington, Group Partnership & Investment Director of Allison Homes said: "We are thrilled to be supporting Local Hope with this donation.

"Their important work in the Boston community aligns perfectly with our commitment to building thriving communities, and the new murals are a wonderful addition to Pilgrim Hospital, which plays such an important role in supporting local families. This contribution has helped them continue their brilliant work.

"Our partnership with Amplius has been instrumental in identifying and supporting local charities like Local Hope, thanks to our shared values of addressing both housing needs and community support."

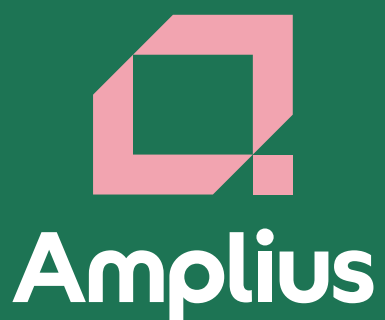


Sustainability in procurement

Our Employer's Requirements already embed the principles of responsible sourcing, requiring contractors to comply with national design standards that promote whole-life carbon assessment, circular economy principles, and the use of sustainably sourced materials.

Building on this foundation, we will expand our approach through our Sustainability Strategy. This will ensure that responsibly sourced materials are prioritised not only in new developments, but also in planned maintenance, repairs, voids and asset management programmes, supporting both carbon reduction and resource efficiency.





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