



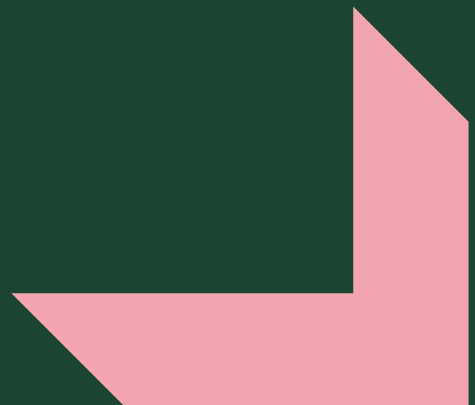
Amplius

Homes that make a difference



Environmental, Social and Governance

2024/25 REPORT



Introduction

Amplius is one of the largest housing providers across the Midlands, East and Southeast of England. We own and manage nearly 39,500 homes and deliver a range of quality services, including care and support, 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 2024/25 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 both directly and indirectly impact.

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

We're in the process of agreeing new sustainability performance indicators for Amplius. These will focus on the following areas:

- **The energy efficiency of our existing stock as we look to ensure all our homes achieve a minimum EPC rating of C by 2030.**
- **The energy efficiency of the new homes we build each year.**
- **The quality and effectiveness of our governance framework.**
- **Our continued commitment to build at least 1,000 new affordable homes each year.**

If you have further queries, please contact **pr@amplius.co.uk**

Report structure

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

Environmental

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T2 - Ecology	Life on Land	10
T3 - Resource Management	Responsible Consumption and Production	12

Social

	SDG GOALS	
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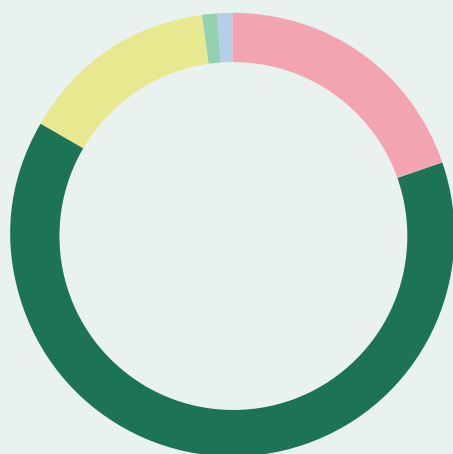
Environmental

Climate Change

Prevents and mitigates the risk of climate change

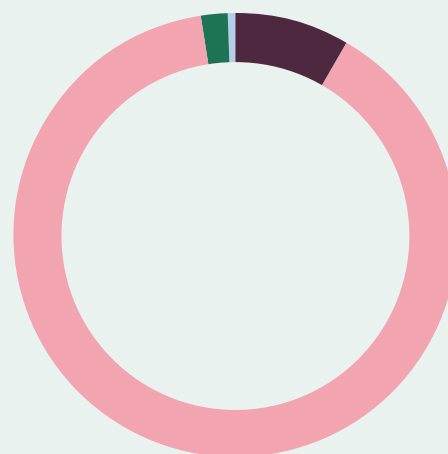
Distribution of EPC ratings of existing homes

(completed before 2024/25)



● Homes rated A	0.24%
● Homes rated B	19.63%
● Homes rated C	63.58%
● Homes rated D	14.56%
● Homes rated E or worse	1.13%
● No rating/unknown	0.86%

Distribution of EPC ratings of homes built in 2024/25

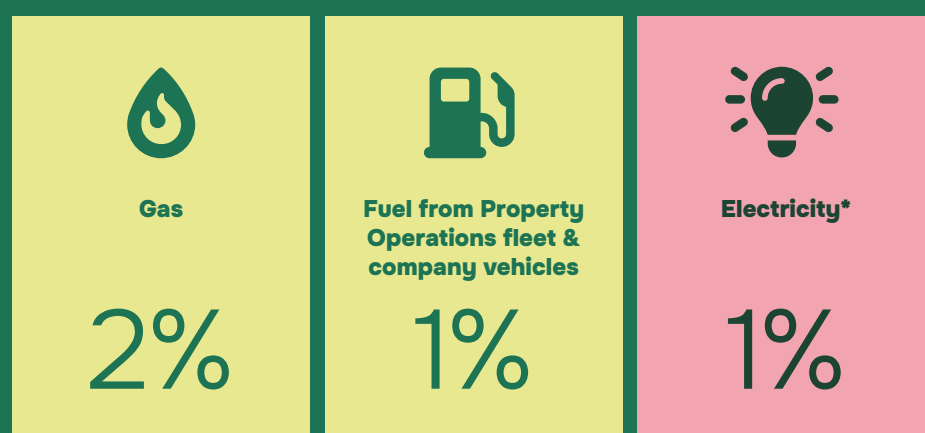


● Homes rated A	8.46%
● Homes rated B	88.64%
● Homes rated C	2.12%
● Homes rated D	0.00%
● Homes rated E or worse	0.00%
● No rating/unknown	0.33%

Our journey to net zero

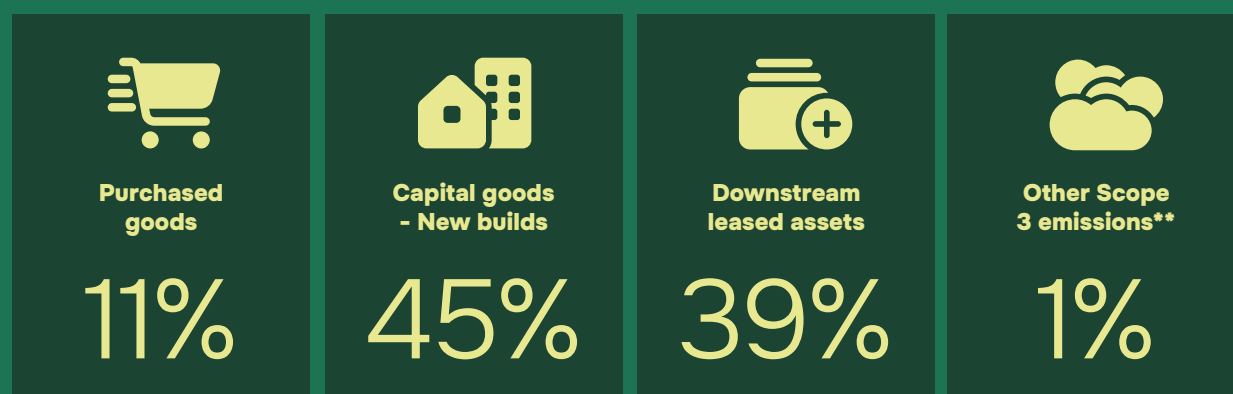
Amplius is committed to becoming a net-zero organisation by 2050. Following the merger, we've completed our inaugural carbon footprint assessment, which includes scope 1, 2 and 3 emissions. This provides us with a strong baseline from which to understand our environmental impact. Building on this foundation, we'll now develop a comprehensive net-zero strategy that sets out a clear pathway to reduce our emissions.

Scope 1



Scope 2

Scope 3



*Approx 30% of electricity was sourced from renewable sources, saving 534 tonnes of CO₂e.

**Other Scope 3 emissions: Waste disposal, homeworking, up streamed leased assets, colleague commuting, transmission and distribution, business travel.

Energy efficiency retrofit activities undertaken in the last year



767

Homes benefitted
from energy efficiency
improvements



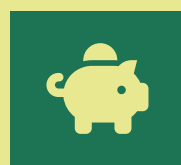
2,382

Energy Performance
(EPC) Surveys undertaken
in the year



£24m

Invested in energy
efficiency improvements



£20.3m

Awarded as part of
Wave 3 Warm Homes:
Social Housing Fund

Greenhouse gas emissions

Scope 1

 Gas used in company buildings	 Fuel from Property Operations fleet and equipment used in Estates Maintenance	 Fuel from company cars	 Electricity/renewable power used in Amplius buildings
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Scope 2

Scope 3

 Purchased goods and services	 Embodied carbon in construction	 Fuel and energy related activities	 Waste
 Business travel and colleague commuting	 Colleagues working from home	 Housing stock	 Energy use from leased buildings

Emission category	Tonnes CO ₂ e
Scope 1	4,485.00
Scope 2	1,300.00
Scope 3	178,874.58
Total emissions	184,659.58
Intensity measure (tCO ₂ e/Property)	5.6

The 2024/25 carbon reporting represents the inaugural calculation for Amplius, utilising data available at the time of reporting. Where possible, actual emissions data such as energy consumption in kWh have been used. However, in some cases, spend-based estimation methodologies were applied. This is due to data limitations which is in line with the Greenhouse Gas Protocol.

Emission factors are in accordance with DEFRA's 2024 guidelines. Certain data gaps remain due to the ongoing integration of legacy systems and the need for enhancements in the data collection methodologies of the predecessor organisations.

We recognise the ongoing need to improve our data to better reflect our carbon footprint, while working within the limitations of the information currently available.

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. It 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.

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.

Homes 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 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.

Ecology

Promotes ecological sustainability

Increasing green space and promoting biodiversity

Biodiversity Net Gain (BNG) has become a planning permission requirement, demanding a minimum 10 per cent improvement of the completed development over the biodiversity score of the pre-developed site.

As part of our Development and Sales Strategy, we're focused on the importance of green space in our development plans. This is underpinned and measured by a requirement to incorporate Building for a Healthy Life (BHL) into our developments where we're in control of the planning process and scheme design.

We review potential opportunities for development. This technical review includes assessment of site layout, density and opportunities for green space and biodiversity net gain.

We use the 12 considerations of BHL as a starting point and for those involved to agree what is needed to secure a green light against each consideration. It should be noted that there may be circumstances where amber lights cannot be avoided.

We give particular consideration to the following:

- Thinking about what types of spaces are created and where they should be located.
- We consider how spaces can be designed to be multi-functional, serving as wide an age group as possible and how they could contribute towards enhancing biodiversity.
- Where open spaces are provided, we consider where people might want to walk and what routes they might want to take and plan paths accordingly, providing lighting if required.
- We also consider the sun path and shadowing throughout the day and which areas will be in light rather than shade. Areas more likely to benefit from sunshine are often the most popular places for people to gather.
- Providing a management and maintenance plan.
- Where areas of open space aren't adopted by the local authority, we nominate a management company to look after the regular maintenance of the open spaces to an agreed and monitored management plan.

You can find out more about Building for a Healthy Life here: designforhomes.org

Managing and reducing 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.

Amplus recognises the need to strengthen our approach, so we'll develop an organisation-wide environmental and sustainability strategy which will include a framework for identifying, managing and reducing pollutants.



Resource management

Sustainable management of natural resources

Responsibly sourced materials for building and repairs works

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 intend to expand our approach through an Amplius-wide environmental 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. They must also 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.

We recognise, however, that waste management extends beyond new developments. As part of our wider sustainability strategy, we'll be developing a more comprehensive approach. This will address waste from planned maintenance, repairs, voids and asset management programmes. It will also include operational activities, with the aim of reducing waste at source, increasing reuse and embedding circular economy principles across Amplius.

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.



Social

Affordability & security

Provides affordable and secure housing

Affordability of our homes

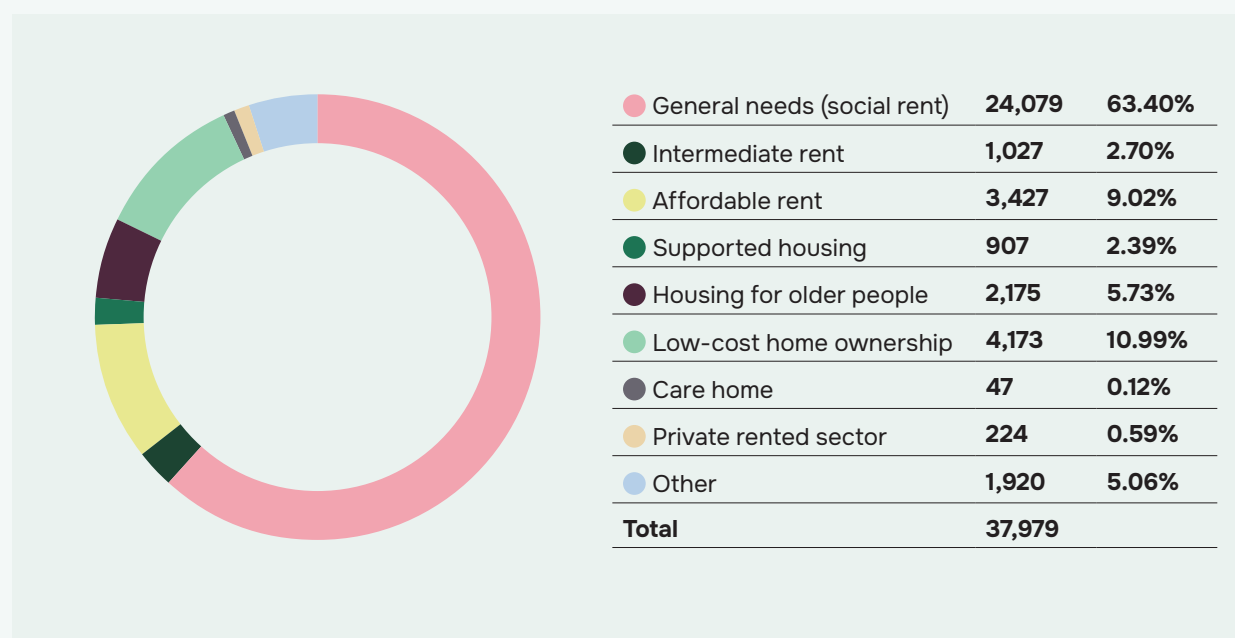
Local Housing Allowance (LHA) rates are used to calculate the amount of Housing Benefit (or the housing element of Universal Credit) that can be paid to customers. It's based on private market rents being paid by customers in the rental market area and is limited by legislation.

Rent compared to the Local Housing Allowance is: **72.98%**.

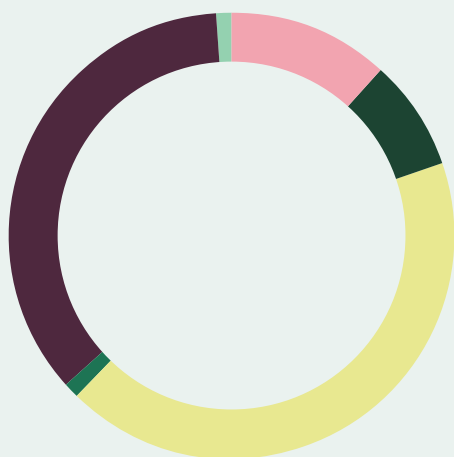
This doesn't include any stock under Shared Ownership, intermediate rent, care homes, market rent and leased tenures, as well as supported living properties covered by the rent standard.

Number of homes owned and managed

(as of 31 March 2024)

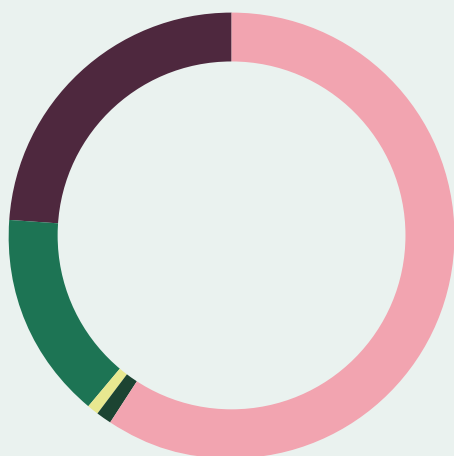


New homes completed in 2024/25



General needs (social rent)	109	12.17%
Intermediate rent	69	7.70%
Affordable rent	386	43.08%
Supported housing	0	0.00%
Low-cost home ownership	326	36.38%
Private rented sector	6	0.67%
Other	0	0.00%
Total	896	

Homes disposed of in 2024/25



General needs (social rent)	85	59.86%
Intermediate rent	1	0.70%
Affordable rent	1	0.70%
Supported housing	21	14.79%
Low-cost home ownership	34	23.94%
Total	142	



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

We understand that increases in the cost-of-living continues to hit some people really hard. That's why we're doing all we can to help reduce the effects of fuel poverty on customers.

Our Financial Wellbeing and Money Advice Team provide budgeting advice, which also includes finding the best deals in respect of energy suppliers.

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

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.

During the year we continued to invest in energy efficiency improvements to existing homes. We spent £24m on this during the year and were awarded £20.3m as part of Wave 3 of the Warm Homes: Social Housing Fund. This is a figure we'll match, meaning over £40m will be spent on energy efficiency improvements in the next three years.

Providing security of tenure for customers

Most Amplius customers will receive an assured tenancy. New customers who've not previously held a tenancy will be given a starter tenancy for the first 12 months. After this period, if there are no issues, the tenancy will convert to assured.

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

“We’re using the heating a lot less now. We’re spending less on energy bills.”

Dorothy lives in Sneinton with her partner Gary in one of nearly 770 homes to have had energy improvement work carried out.

They’re already seeing the impact of the energy efficiency upgrades made during the year.

We installed internal and external wall insulation, put in loft insulation, added a new roof and new windows and doors as part of wave 2.1 of the Social Housing Decarbonisation Fund.

“Our home wasn’t energy efficient at all,” Dorothy said.

“It was very draughty and very cold. You’d have to have the heating on all the time in the winter.

“We have it on in the morning now, but we don’t have to have it on during the day. It was certainly an expensive property to run in terms of energy.”

When looking at the difference the work has made, Dorothy said she’s delighted.

“Before, it was absolutely freezing,” she added.

“It’s been a definite improvement and has made a big difference. The windows have made the biggest difference. The old ones were wooden and were single glazing, so the new ones have really helped with that.”

“We’re using the heating a lot less now. We’re spending less on energy bills as well now we’re coming out of winter.”



Building safety & quality

Resident safety and building quality are well managed

Year-end safety compliance levels



Decent Homes Standard

98.59% - Homes meeting Decent Homes Standard

On 31 March 2025, 454 properties failed against one or more of the Decent Homes criteria.

Our investment programme is currently structured in part to address these and forecasted failures through delivery within the current year. We're also working to increase delivery of these further. In practice this means that, as well as addressing existing non-decent homes, we're proactively bringing forward works to prevent next year's failures from materialising.

This proactive approach has been adopted across Amplius to help us to maintain a forward trajectory that keeps overall non-decency levels under control and ensure that we're not simply reacting to failures once they occur.

This also means that resources are being targeted in a way that avoids peaks in demand in future years, supports customer satisfaction by tackling issues before they become acute and ensures that we can react quickly as needed when we're alerted to newly identified concerns.



Managing and mitigate 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 in partnership with customers and ensuring they're kept informed at every stage of the process.

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. In addition, our updated policy mandates reinspection of affected homes every three years to ensure that remedial actions remain effective over time.

Workforce training and capability

Amplius is investing 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 are trained in approved resolution processes.
- Awareness training is provided to all visiting staff to ensure early identification and reporting of potential cases.

Technology and innovation

We deploy a range of technologies to support effective resolution, including:

- Low-cost, energy-efficient extractor fans to improve ventilation.
- Moisture sensors to monitor humidity levels and detect early signs of damp.

Managing performance

Performance related to damp and mould is reported to the Customer Experience Committee and reviewed regularly at all operational levels. This ensures accountability and continuous improvement.

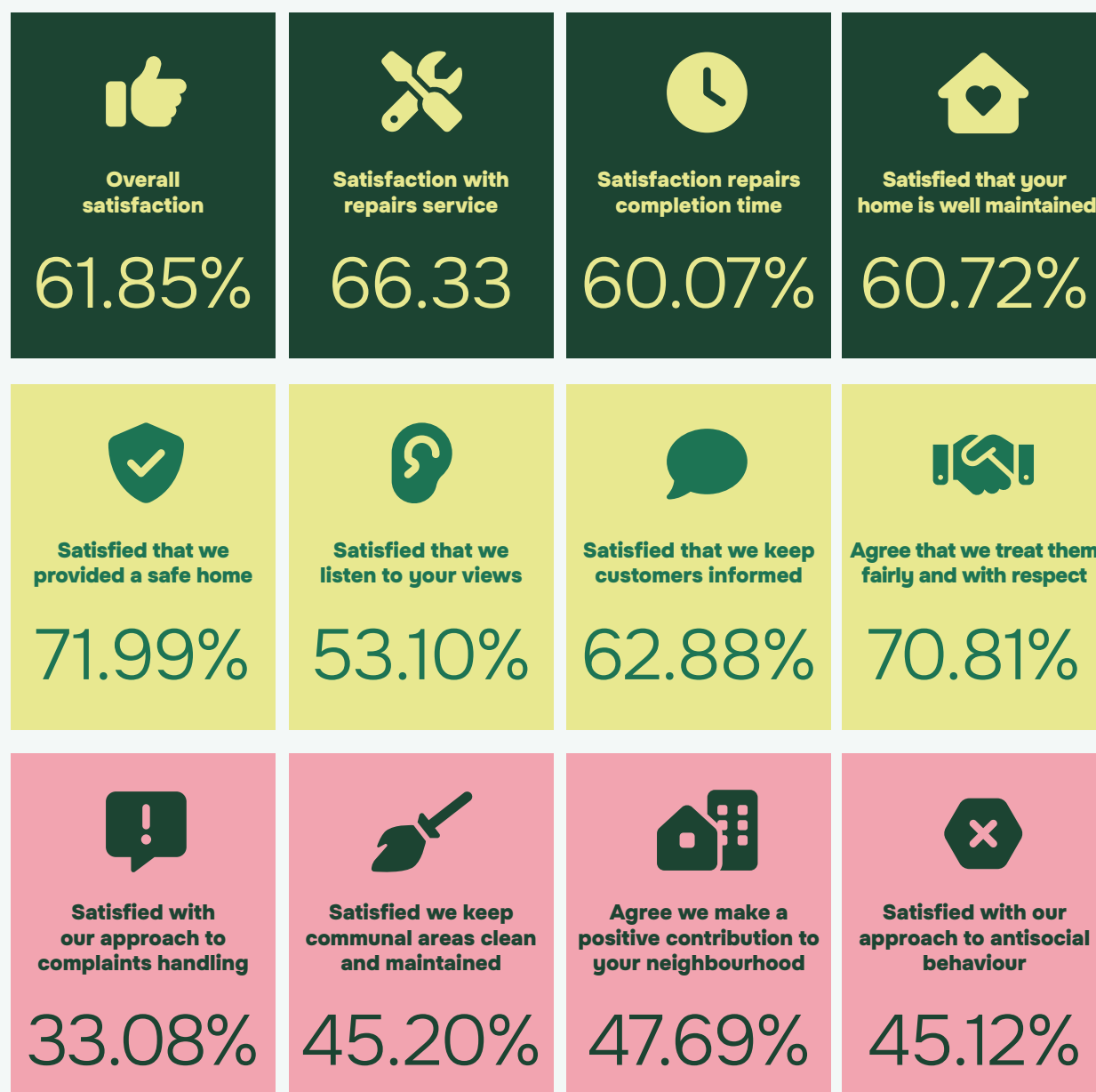
Providing key information

Our website now includes updated guidance to help customers understand and influence the causes of condensation. It also outlines our service standards for resolving damp and mould, reinforcing our commitment to transparency and customer empowerment.

Resident voice

Listens to residents' voice

2024/25 tenant satisfaction measures (TSM) results



Shared Ownership customers TSMs results



**Overall
satisfaction**

45.96%



**Satisfied that we
provided a safe home**

68.19%



**Satisfied that we
listen to your views**

37.95%



**Satisfied that we keep
customers informed**

56.90%



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

59.96%



**Satisfied with
our approach to
complaints handling**

25.78%



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

39.44%



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

40.75%



**Satisfied with our approach
to antisocial behaviour**

35.54%

This is the first time that we have collected the data since coming together. While it's an increase from last year, we still really want to improve.

Scan the QR code to find out more about our upcoming improvement plans and examples of the work we've done to improve some of this year's results.





How customers can hold us to account

As a single organisation we have multiple ways for customers to ensure their voice is heard.

During the year, legacy Grand Union customers could use Voice, a completely confidential and anonymous platform, to take part in surveys, online discussions and other activities.

Legacy Longhurst Group customers had The Hub, an online customer engagement platform where customers could have their say and contribute to engagement projects.

Customer engagement during the year:

- **601** Active members on Voice
- **2,132** Active members on The Hub
- **90** combined engagement opportunities - polls, surveys, forums
- **5,391** combined survey responses

Some of the key things we used the channels for during the year included:

- **Testing merger letters** - This was to make sure the letters we were sending to customers were easy to understand.
- **Testing policies** - This was to make sure our policies, including the variable service charge policy, were more user-friendly.
- Finding out what customers know about stock condition surveys and how they feel about them so we could make sure our communication is clear and customers know what to expect during a survey.

- Finding out what customers know about biodiversity to show us how important biodiversity is to them.

- **Shaping cleaning contracts** - We consulted customers on their preferences for a new cleaning specification and included them in selecting the providers.

- **Damp and mould working group** - We completed a year of working with the group to improve awareness and resolve issues affecting customers, enabling them to stay well in their homes.

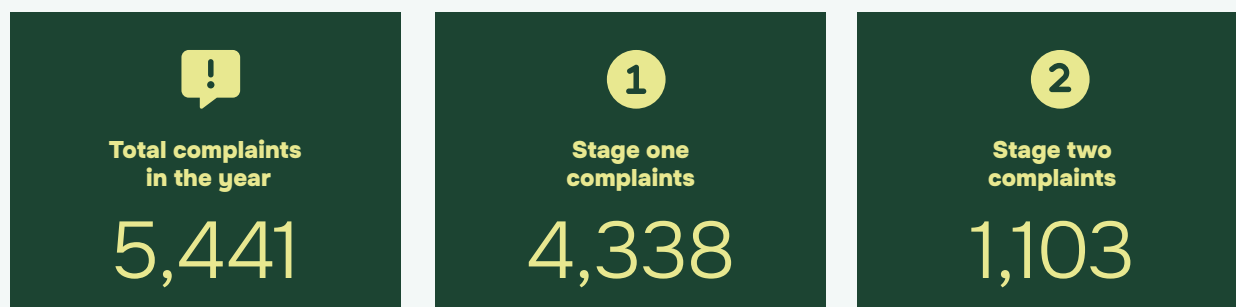
Our new customer influence framework was approved in May 2025. We hope to have this in place by the end of December 2025.

Transactional surveys

Our transactional surveys enable us to capture customer feedback at our transactional level service touchpoints in real-time. They are a quick and easy way for customers to tell us about their experiences of our services, so we receive a lot of feedback.

- **20,218** - Customer responses received through transactional surveys

Customer complaints and how we learn from them

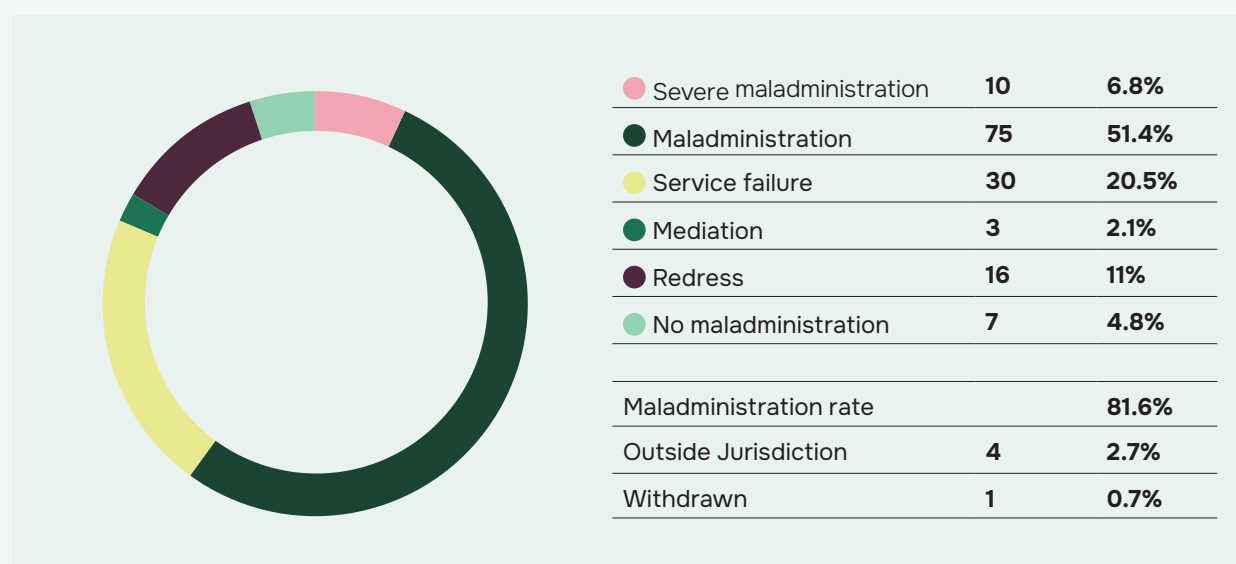


The Housing Ombudsman assessed 59 cases up to and including 31 March 2025 and has made 129 determinations against these.

Determinations:

- Total number of cases with determinations received - 59
- Total number of determination findings received - 146

Finding category



We review each complaint to see how we can ensure they don't happen again. As a result of complaints received in the last year, we've implemented training, reviewed communications, added functionality to systems and updated policies.

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

During the year we carried out a cost-of-living survey with customers on our Voice platform. More than a third of responders said that their household spend is more than their income.

Sadly, this has been an ongoing trend for many years and customers have had to make difficult choices about their priority debts. Often, this leads to them living hand to mouth.

The financial hardship our customers are facing is concerning to us as an organisation, as we want to ensure they can sustain their tenancy but also live a full and happy life.

Support services activity during the year:

- **£6.48m** in additional benefits secured for our customers through our debt and benefit advice teams
- **2,200** customers accessed our Money Advice service

- **392** households benefitted from our Hardship Fund

- **150** households benefitted from our Garden Support Fund

- **100** customers accessed PayPlan

Our Partnerships Team supports customers in our neighbourhoods. They provide housing related support, such as tenancy and household management and support with advocating.

The Domestic Abuse and Safeguarding Team support customers to live safely and remain in their current property or move to safer accommodation. They also support our four domestic abuse refuges as well as colleagues and external professionals around relating to customers.

Refurbished tech helping to make a difference

Our commitment to digital inclusion this past year has seen over 100 refurbished Amplius laptops and mobile phones gifted to customers.

This scheme has provided much-needed support for customers while also reducing our environmental impact.

We gifted 60 refurbished laptops and 80 per cent of these were used specifically for starting a course or preparing for work.

Through our ongoing work with the charity Good Things Foundation, we also gifted 50 new mobile phones. These allowed customers to keep in touch with family, look

for work, communicate with agencies, join online support groups and reduced digital isolation.

Our access to the National Databank has provided us with a regular monthly amount of pre-loaded SIM cards. Each has six months' worth of data and is available to anyone who has no or insufficient access to the internet or can't afford their contract or top-up costs.

We were also successful in receiving a Digital Impact Grant from Good Things Foundation to support our further development in our digital inclusion work.



Placemaking

Supports residents and the wider local community through placemaking

Our community investment activities

One of our aims is to develop a regional approach to managing neighbourhoods that connects us to our communities and ensures we deliver for them.

During the year we reinstated neighbourhood walkabouts in some of our regions. Customers were invited to attend alongside key internal and external partners.

The walkabouts are a great opportunity to engage with our customers, discuss their neighbourhoods, address any issues and, most importantly, ensure their voices are heard.

By 31 March 2025 we had completed 35 neighbourhood walkabouts and engaged with around 70 customers. Plans are in place to deliver many more walkabouts in the coming year. Customers have raised issues with us around fly-tipping, grounds maintenance and cleaning, but we've been able to take this feedback away and act upon it. We've also received positive comments from customers, who say services have been improving and that they're pleased to see our colleagues on the ground in their communities.

Elsewhere, we worked together with a contractor to refurbish a communal space for customers on one of our estates.

The room had originally been used by a residents' forum for meetings and as a place for those living on the estate to socialise.

It was closed during Covid, but after all sanctions were lifted, residents told us they wanted a space where they could meet, socialise and have a cup of tea together.

The room was redecorated by a contractor as part of their social value offer and they also completed some small remedial work on site. Our Compliance Team assisted with the provision of new heaters and we used part of a social value rebate to carpet the room and to provide a kettle, crockery and tea and coffee.

The room is currently used regularly by residents and now acts as a central meeting point for neighbourhood walkabouts.

We've also supported a youth provision service within one of our neighbourhoods in Bedfordshire. The service delivered opportunities and support to 450 young people during the year. These included mentoring support and projects to tackle antisocial behaviour, drug and alcohol issues. Alongside these there were also social, leisure and fitness activities offered during the year. The annual cost of delivering this service was £26,000.

During the year we continued to build on our previous partnership work with Public Health around health and housing.

As part of this, we worked closely with the social housing charity HACT to produce an important report on how housing and health organisations can collaborate better.

The report, titled The Story of ADaM: A process review of the collaboration between Housing and Health in the East of England around Asthma, Damp and Mould (ADaM), was published in March 2025 and looks at how cross-sector partnerships can help tackle these important issues.



Governance

Structure & governance

Legal structure of the organisation and its approach to governance

Regulation and governance

Amplius Limited is a not-for-profit, Charitable Community Benefit Society registered in England & Wales No. 7853, is registered with Regulator of Social Housing (registration number 5060) and has adopted the NHF Code of Governance 2020.

Our Governance and Financial Viability rating of G1/V2 rating was confirmed in November 2024.

We didn't have any adverse regulatory findings in 2024/25 financial year. The only adverse findings during the year were from the Housing Ombudsman to this date.

Managing ESG risks

Amplius has no specific ESG risk on our risk register. However, it's included within the risk universe segmentation and has an appetite of cautious. This allows ESG to be an overriding consideration to ensure it's factored into risk management in a holistic manner across the risk register.

There are some specific risks that include ESG elements. These include our Environmental Sustainability risk and all customer focused risks, which include social and environmental considerations.

During risk management we have a range of considerations which must be factored in for the management of all risks, specifically relating to ESG. These are:

- Decision making based on social purpose

- Ethical practices and transparency
- Delivering community benefits
- Supply chain labour practices and human rights
- Carbon reduction planning
- Clear policies and protocols on:
 - Delegations
 - Whistleblowing
 - Code of Conduct
 - Declarations
 - Climate change and biodiversity
 - Resource management
 - Supporting charities and causes in line with our social mission.

The inclusion of these considerations are overseen at regular risk review meetings with the Risk Management Team.

The Amplius Board is responsible for, and has approved, our approach to risk management, risk appetite, risk universe, risk register and risk management framework.

The Board reviews the register at each meeting for any risks which have moved in rating materially since the last meeting.

The Audit and Risk Committee has delegated authority from the Board to review and monitor the risk register in its entirety at each meeting. This includes requesting deep dives on any specific risk at the request of the committee. It's also responsible for reviewing and recommending the key risk policies and frameworks to the Board for approval.

Board & Trustees

High quality Board of trustees

Diversity in our governance

Customer influence and impact is a standard field within all Board and committee reports. It must be responded to for a paper to be published to the relevant Board or committee. This is to ensure the customer perspective is considered against any particular item.

Our Board recruitment policy has been designed to remove barriers and attract any application with the appropriate skills and experience, including ethnic minorities and those with disabilities where adjustment can be made to accommodate them.

Diversity on our Board is consistently monitored and reported on.

We also have a customer influence framework which includes a broad range of customer involvement perspectives. It was designed with input from customers and colleagues and brings in multiple different levels of customer engagement opportunities.

Throughout all of these levels, there will be opportunities for customers to provide feedback on our performance and services. This ensures customer feedback is built into our service delivery.





Board overview

The Amplius Board is made up of 91 per cent (10/11) non-executive directors. The only Executive Director on the Board is Julie Doyle, Chief Executive.

During the year there was a significant amount of Board and Executive turnover. This was because of the merger taking place on 16 December 2024.

Board

- **Grand Union** – One member passed away and five members retired or stepped down pre-merger.
- **Longhurst Group** – Seven members retired or stepped down pre-merger.
- **Amplius** – No change since 16 December 2024.

Executive Team

- **Grand Union** – One member stepped down pre-merger.
- **Longhurst Group** – No changes during the year.
- **Amplius** – No changes since 16 December 2024.

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

Philip Morris is a KPMG trained Chartered Accountant with 30 years' experience. He has run a procurement consultancy business advising organisations on how to improve their bottom lines.

Damien Régent has worked in banking, finance and for start-ups. He now works as a NED

and Chairs the Audit and Risk Committees for various organisations including Pro Bono Economics, Southern Housing Group, Kingston & Richmond Hospital NHS Trust and Oxleas NHS Foundation Trust.

Succession is a standing agenda item on each People and Governance meeting. It's relayed through Chair's summaries at each Board meeting as well as being an annual item.

During the year we continued to work with our legacy external audit partners. Grand Union's was appointed in January 2020, while Longhurst Group's was appointed in December 2023.

An independently-run Board-effectiveness review is scheduled for this year. Both legacy organisations last had one in 2023.

How the Board deals with conflicts of interest

During the year we took two approaches according to members of each organisation. One organisation handled it through its HR platform automatically each year, while the other had a manual collection process. We will be aligning these during the 2025/26 year, moving to the HR platform with automated reminders.

For both, declarations of interest are made at each meeting as a standard agenda item and are declared at the start and addressed as the item comes for discussion. If conflict materialises, then that member will be asked to leave for that discussion or as a minimum will not be included in any vote against that item.

Staff wellbeing

Supports employees

Colleague pay

At Amplius, we're firmly committed to being a responsible and supportive employer, ensuring that all frontline colleagues receive the Real Living Wage.

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

In response to the ongoing cost-of-living pressures, we've delivered meaningful salary increases to support our colleagues and reaffirm our dedication to their financial wellbeing and overall resilience.

The snapshot date for the 2024 gender pay gap reporting fell prior to the merger. As a result, we're reporting figures for both legacy organisations.

Longhurst Group

13.2% – Median gender pay gap
(↓ was 13.6% in 2023/24).

15.1% – Mean gender pay gap
(↓ was 16.4% in 2023/24).

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

19.3% – Median ethnicity pay gap
(↓ was 28.2% in 2023/24).

19.1% – Mean ethnicity pay gap
(↑ was 18.7% in 2023/24).

Grand Union Housing Group

-4.72% – Median gender pay gap
(↑ was 3.48% in 2023/24).

-1.53% – Mean gender pay gap
(↓ was 1.56% in 2023/24).

These indicate that, on average, women were paid slightly more than men across Grand Union.

4.27% – Median ethnicity pay gap
(↑ was -1.33% in 2023/24).

3.84% – Mean ethnicity pay gap
(↑ was 2.57% in 2023/24).



Looking ahead as Amplius, we recognise that gender and ethnicity pay gaps aren't 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're 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'll 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'll 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

Due to the merger of Longhurst Group and Grand Union to create Amplius on 16 December 2024, there have been significant changes in pay during the reporting year for colleagues at all levels across the organisation, including the Chief Executive Officer. It's therefore not possible to produce a meaningful pay ratio during this period, but Amplius is committed to publishing this in future years.



Belonging at Amplius

We recognise that embedding Equality, Diversity and Inclusion (EDI) is fundamental to creating a workplace where every colleague feels valued, respected and able to contribute their best.

Our commitment goes beyond policy. It's integral to how we attract, develop and engage our people, fostering a culture where diverse perspectives drive innovation and better outcomes for our residents.

Our EDI strategy is multi-faceted, embedding inclusion across all talent and organisational development processes and ensuring that the principles of equity and belonging shape every aspect of the employee experience.

A cornerstone of this approach is the Amplius Inclusion Record, a new tool launched to enable colleagues to confidentially record anything that impacts their working experience.

This facilitates positive, open conversations between colleagues and their line managers, or any other trusted person, allowing tailored support such as reasonable adjustments or improvements to working arrangements.

The Inclusion Record is available from the very start of a colleague's journey with us, reinforcing our commitment to an inclusive environment from day one.

Key initiatives and impact

The Belonging Group unites members from Grand Union's previous group and Longhurst Group's Inclusion Working Group into one collaborative network. Membership is voluntary and open to all colleagues passionate about inclusion. The group meets regularly to discuss topics ranging from our internal culture and project plans to awareness events.

Sub-groups such as HEAR (supporting colleagues who experience hearing issues, deafness and tinnitus in the workplace), SOUL (a supportive and inclusive environment for those from black and ethnic minority backgrounds), and the newly established Neurodiversity Network have formed organically, driven by committed colleagues and supported by the wider Belonging Group structure. These groups provide a vital platform to amplify colleague voices and influence inclusive practices organisation-wide.

Celebrating inclusion and awareness events

We regularly celebrate a range of inclusion-based awareness events, recognising diverse identities and experiences that matter to our colleagues. These include Pride Month, Black History Month, Deaf Awareness Week and various religious festivals.

These events are enthusiastically supported and often initiated by members of the Belonging Group, with active engagement seen through voluntary posts and discussions on our internal communication platforms.

Induction pulse surveys

We conduct regular pulse surveys at key points during the induction period to understand new starters' experiences comprehensively, from interview to probation. These surveys uncover any immediate challenges, such as equipment needs, and enable responsive, individualised support. They also provide valuable insight into management consistency and the application of inclusive practices across teams.



Mandatory and Voluntary ED&I Training

All Grand Union colleagues receive ED&I training as part of their induction, while Longhurst Group colleagues complete mandatory ED&I e-learning supplemented by voluntary sessions. Efforts continue to enhance accessibility, including the addition of optional subtitles to all mandatory e-learning content, ensuring learning is inclusive for all.

Disability Confident and Mindful Employer Accreditation

We proudly hold Disability Confident employer status and are a Mindful Employer charter signatory, demonstrating our commitment to supporting colleagues holistically, particularly around disability and mental health. These accreditations serve as external validation of our inclusive policies and practices and help us identify areas for continuous improvement through self-assessment exercises.

Mental Health First Aiders and wellbeing conversations

To support colleague wellbeing and promote mental health awareness, we've trained a growing number of Mental Health First Aiders who provide confidential peer support.

Wellbeing is also integrated into performance management through formalised conversations, fostering an environment where colleagues feel supported to discuss their mental health openly.

Organisational engagement activities

Throughout the year, we host a wide range of inclusive, accessible engagement activities designed to celebrate diversity and foster connection. These activities strengthen cultural cohesion and provide opportunities for all colleagues to participate fully in our organisation's inclusive culture.

Promoting equality, diversity and inclusion is central to our organisational ethos and people strategy. Through practical tools like the Amplius Inclusion Record, empowered Belonging Groups, accessible training and recognised accreditations, we create an environment where all colleagues feel supported and able to bring their whole selves to work. This commitment enriches our workplace culture and drives better outcomes for our people and the communities we serve, positioning us as a leader in inclusive practice within the sector.



Supporting colleagues' physical and mental health

At Amplius, we believe that colleague wellbeing is fundamental to delivering our mission and maintaining a high-performing, inclusive and sustainable organisation. We take a holistic approach to supporting our people, physically, mentally and financially, ensuring they feel valued, empowered and supported throughout their time with us.

Health and wellbeing support

All colleagues are enrolled into a comprehensive health cash plan, which allows them to reclaim expenses on a wide range of everyday health treatments, including:

- **Optical and dental care**
- **Chiropody**
- **Physiotherapy**
- **Acupuncture**
- **Sports massage**
- **Consultant appointments**
- **Other physical health treatments.**

The plan also includes:

- Access to DoctorLine, providing direct consultations with UK GPs.
- A confidential Employee Assistance Programme (EAP), which includes professional counselling sessions.
- A 24-hour helpline offering support on medical, legal, financial, and personal matters.
- Occupational health services to assess and support employees with specific health-related needs.
- A range of online resources to support self-care and everyday wellbeing.

Mental health and emotional wellbeing

Amplius is deeply committed to promoting mental health awareness and ensuring that support is accessible at every level.

Key initiatives include:

- A trained team of Mental Health First Aiders across the organisation, available to signpost and support colleagues in distress.
- Mental Health for Managers training, mandatory for all people leaders.
- Regular mental health awareness sessions and drop-in sessions for colleagues.
- Reflective supervision for frontline colleagues working with distressing or challenging cases, with plans to expand this offer across the wider organisation.
- Stress risk assessments offered where stress is reported, particularly during or following periods of absence.
- A steady stream of articles and blogs published on our intranet to raise awareness, reduce stigma and foster open conversations.

Inclusion-focused wellbeing Initiatives

We also recognise that health and wellbeing needs can differ based on individual experiences and identities.

As such, we've introduced specific support initiatives to ensure inclusion is at the heart of our wellbeing strategy:

- Menopause awareness training and a peer support group, creating a safe space to share experiences and guidance.
- A newly formed Neurodiversity Group, helping to shape a more inclusive environment for neurodivergent colleagues.
- Ongoing efforts to listen, learn, and adapt our offer in line with evolving needs across our workforce.

Financial wellbeing

Supporting financial resilience is a key element of our approach. All colleagues have free access to confidential financial education, covering:

- Mortgages, pensions, and retirement planning.
- Saving, investments, and insurance.
- Will writing and broader financial wellbeing guidance.

Looking ahead

We're currently reviewing and aligning the full range of wellbeing benefits across the organisation. Our aim is to deliver a consistent, industry-leading offer that reflects our values, supports our strategic goals and meets the evolving needs of all colleagues.

By embedding wellbeing into our organisational culture, we aim to foster a resilient, engaged workforce, one that feels supported, connected and empowered to thrive, both at work and beyond.





Investing in our people

Professional development is incredibly important to us. It's not only a way to retain the best talent within the housing sector, but also as a means to strengthen our workforce and help professionalise the sector. This is in preparation for legislative changes coming into force in October 2026, which we're proactively addressing now.

Over the last 12 months, 6 per cent of our organisation, 76 colleagues, have studied and received qualifications aligned to their roles and career aspirations. This is a clear signal of our commitment to developing knowledge, skills and behaviours that enable colleagues to thrive and our organisation to grow.

Our approach to professional development is structured around four strategic pillars which are underpinned by high-quality performance management, data-driven insights, capable managers and clear internal communications.

1. Learning and development (L&D)

We're committed to fostering a culture of continuous learning that prepares colleagues for future challenges while enhancing current performance. In response to regulatory shifts and digital transformation, we've launched a refreshed and focused L&D strategy.

A key development is the launch of our new internal training academy, designed to provide bespoke learning opportunities tailored to specific roles, functions and career levels. The academy creates an environment where colleagues can grow capabilities and thrive at work.

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 per cent 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.

4. Succession planning and career pathing

We're building a strong internal talent pipeline to ensure we're ready for future demands and challenges. Succession planning and career pathing help us retain talent, motivate colleagues and reduce the risk of leadership gaps.

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

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

Our Community Programmes Manager works with our Tier 1 repairs contractors around their social value offer and monitors this. We have KPIs with each of them relating to training and employment, health and wellbeing and ad hoc projects.

Contractors have worked with local schools and training providers, supported charities, foodbank donations and worked on projects on local community centres.

We've also worked on other social value projects with other contractors. These have included the decorating of a community space and some gardening projects in communal areas.

Sustainability in procurement

At Amplius, we always consider sustainability when procuring goods and services. We do this in the following ways:

- Stakeholder engagement and supply market engagement
- The creation of a sourcing plan which includes ESG criteria
- Customer engagement
- Procurement policy and guidance.

Contract managers then monitor the sustainability of our supply chain using specific KPIs. This takes place after the contracts are handed over by our Procurement Team.

The relative weighting of Social Value considerations in procurement policies is 10 per cent.

Giving back to the community through contractor partnerships

Pupils at several schools across our regions have been learning basic construction skills as part of a social value project.

As part of our Social Housing Decarbonisation Fund (SHDF) programme, we teamed up with Morgan Sindall Property Services (MSPS) to deliver energy efficiency improvement works to hundreds of homes across our portfolio.

Within the contract is a requirement for MSPS to deliver social value to local communities, and the organisation has been working with students at schools in Peterborough, Nottingham, Lincoln and Grimsby to deliver the ASDAN Introduction to Construction course.

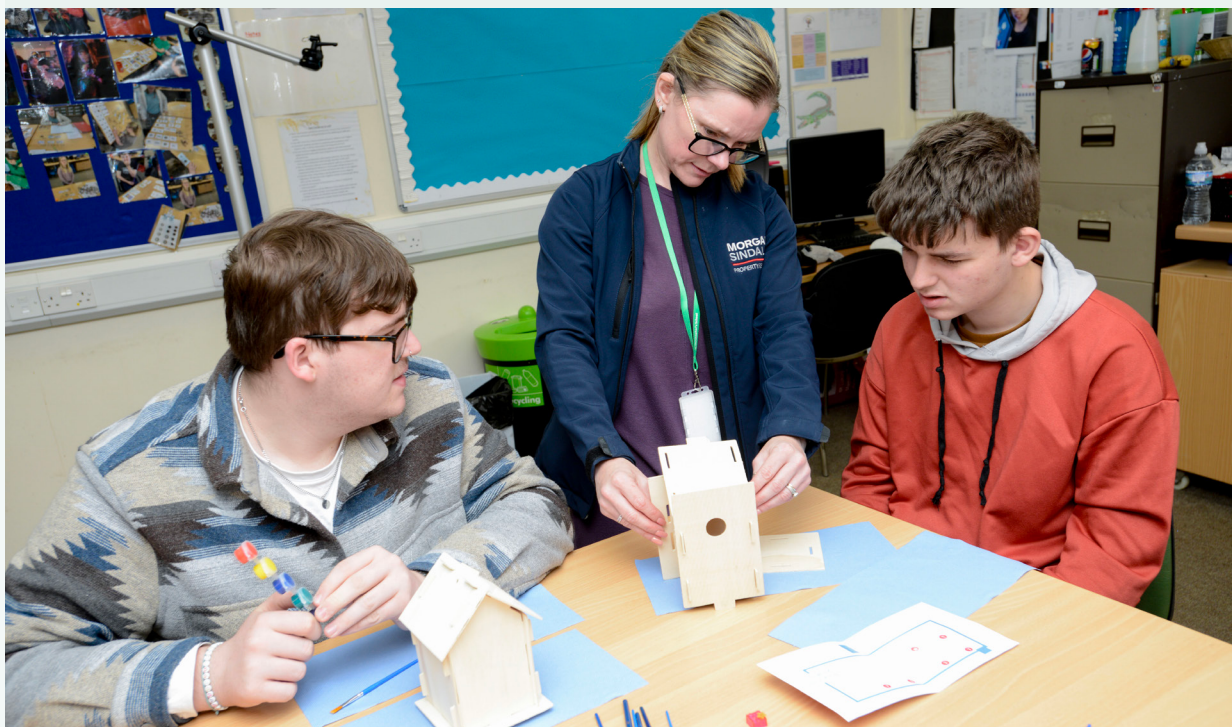
The course sees pupils learn about different types of wood, what their botanical names are and what they can be used for. They also learn about and use different types of joints as they build items such as bird boxes.

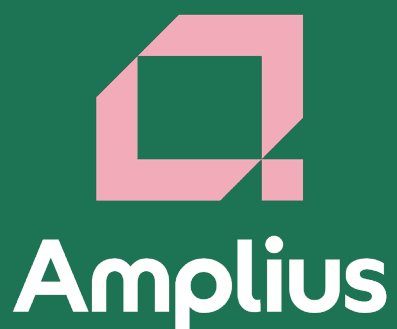
One of the schools that's taken part in the project is St Francis Special School in Lincoln.

Adam Hooker, Careers Teacher at St Francis Special School, said it's been great seeing the students engaging with the course.

He added: "One of the key things we try to do here at the Lincoln Saints Federation is provide students with as much engagement with local businesses as possible. This project has enabled the group to learn about a new employer to them, in a sector that they didn't have a great deal of knowledge about.

"For some, this will lead to a desire for a career in the industry. Most importantly, though, it's been great fun for them. They've been able to follow a project through and have really engaged with the process. You can see they're very proud of what they've achieved."





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