

# Sustainability Performance Tables 2022/23

L&Q

September 2023

# SRS Performance Table

## Performance against the Sustainability Reporting Standard for Social Housing (SRS) for 2022/2023

Here, we report performance against all SRS criteria. You can find out more about what we're doing in our Sustainability Report, although some performance figures are only reported here.

[Click here](#) To view the 2023 Sustainability Report.

Theme and criteria number	Criteria	Response summary	Find out more (click on web address)
<b>T1 Affordability and Security</b>			
C1	<p>For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:</p> <ol style="list-style-type: none"> <li>1. Rent compared to Median private rental sector (PRS) rent across the Local Authority</li> <li>2. Rent compared to Local Housing Allowance (LHA).</li> </ol>	<p>As part of our core social mission, L&amp;Q looks to provide rents that are fair and as affordable as possible. This includes for our affordable rents setting a policy of rents that are at their very highest at the LHA level. On average, our regulated rents (general needs rents) compared to what can be claimed for at the LHA rate is 52.4%, while compared to the ONS Local Authority average for the sized property our rent is on average is just 43.4% compared to this.</p> <p>[Note: last years data excluded Affordable Rent tenures by error. This adjustment has been made in this year's reporting leading to an increase in the percentages.]</p>	Not Applicable - produced for SRS
C2	<p>Share, and number, of existing homes (owned and managed) completed before the last financial year allocated to:</p> <ul style="list-style-type: none"> <li>• General needs (social rent)</li> <li>• Intermediate rent</li> <li>• Affordable rent</li> <li>• Supported Housing</li> <li>• Housing for older people</li> <li>• Low-cost home ownership</li> <li>• Care homes</li> <li>• Private Rented Sector</li> <li>• Other.</li> </ul>	<p>General needs (social rent) - 56,114 Intermediate rent - 2,783 Affordable rent - 8,687 Supported housing - 2,558 Housing for older people - 4,998 Low-cost home ownership - 11,310 Care homes - 305 Private Rented Sector - 2,705 Other - 18,735</p> <p>'Other' includes Key worker accommodation, shared equity, other social homes, social leased housing, leaseholders, student accommodation and other landlords.</p>	See our Financial Statements 2023 for more information
C3	<p>Share, and number, of new homes (owned and managed) that were completed in the last financial year, allocated to:</p> <ul style="list-style-type: none"> <li>• General needs (social rent)</li> <li>• Intermediate rent</li> <li>• Affordable rent</li> <li>• Supported Housing</li> <li>• Housing for older people</li> <li>• Low-cost home ownership</li> <li>• Care homes</li> <li>• Private Rented Sector</li> <li>• Other.</li> </ul>	<p>In 2022/23, L&amp;Q completed 4,047 new homes, of which 2,892 were for social housing tenures, equating to 71% of all new homes built being affordable. In 2021/22, L&amp;Q completed slightly more new homes (4,157), of which fewer (2,532) were for social housing tenures, equating to 61% of all new homes built being affordable.</p>	See page 29 of our 2023 Sustainability Report

C4	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	L&Q is committed to reducing the impact of fuel poverty on our residents. One of our sustainability priorities is to improve the Standard Assessment Procedure (SAP) ratings of our homes. We are doing this by improving the energy efficiency of our homes, retrofitting our existing homes and improving the design of new homes. In 2022/23, we wanted to find out what our residents needed to reduce the effect of fuel poverty so we consulted our online customer panel, L&Q and You. Residents told us that they're making difficult choices between buying food and paying energy bills. They suggested we install energy efficiency improvements in their homes, offer energy advice, and provide fuel vouchers. We listened and launched an in-home energy advice service, as well as continuing to offer emergency fuel vouchers and completing Healthy Homes visits. Our debt advice and financial capability service, Pound Advice, employment support team and tenancy sustainment team all offer additional support to maximise residents' income and, in turn, reduce the effect of fuel poverty.	See pages 34-35 our 2023 Sustainability Report
C5	What % of rental homes have at least a 3 year tenancy agreement?	L&Q's Tenure Policy sets out our commitment to provide the most secure tenure appropriate and we are committed to support tenants to sustain their tenancies. This means that assured lifetime tenancies have been our default tenancy for general needs tenants since 2018. Prior to that, from 2012 we offered new tenants six-year fixed term tenancies. We started to convert these to lifetime assured tenancies in 2019. Of our general needs tenants, 87% now have assured tenancies, the remaining 13% are either starter or probationary tenancies which will turn in to assured tenancies barring only a small handful where there are serious policy breaches and an ever dwindling number that have yet to be converted from the pre-2018 legacy fixed term tenancies.  Outside of our general needs housing, we offer fixed term tenancies for specific reasons. L&Q Living, our supported housing subsidiary have 204 homes let on a two-year fixed term as part of our Rough Sleepers Initiative properties. They also provide assured shorthold tenancies for tenants in supported housing needing short term support from a provider. These are for an average of two years. The majority of our privately rented and intermediately rented properties are on less than three-year fixed tenancies that roll over, apart from London Living Rent (LLR) that are three-year fixed tenancies. We currently have around 14,935 tenancies that last less than seven (7) years, all of which under the Renters Reform Bill will be converted in to assured tenancies.	Not Applicable - produced for SRS
<b>T2 Building Safety and Quality</b>			
C6	What % of homes with a gas appliance have an in-date, accredited gas safety check?	99.95%	See page 29 of our 2023 Sustainability Report
C7	What % of buildings have an in-date and compliant Fire Risk Assessment?	99.7%	See page 29 of our 2023 Sustainability Report
C8	What % of homes meet the national housing quality standard?	As at 31 March 2023, L&Q reported 455 properties failing the Decent Homes Standard (DHS). This represents 0.72% (so 99.3% passing the DHS). All properties have been included on validation survey programmes and works will be undertaken as necessary to bring them up to the standard by then of the current financial year.	Not Applicable - produced for SRS
<b>T3 Resident Voice</b>			
C9	What arrangements are in place to enable the residents to hold management to account for provision of services?	Our Resident Services Board (RSB) are a formal committee of our Group Board that is almost entirely comprised of people who make their homes with us. The RSB is formed of ten members, nine of whom are L&Q residents – part of the terms of reference is that residents must always be in the majority of its membership. The RSB are equal peers of our Group Board members and skilled partners with the authority to make an impact. Our Board is now directly accountable to residents and their views are at the heart of our strategic decision making. We continue to encourage residents to get more involved with us, formally through RSB, regional resident committees and other forums, or more informally by taking part in their local Residents Associations or becoming Neighbourhood Champions. Involving residents continuously helps us improve our service and provide more resident-focused ways of working. Our resident involvement programme is informed directly by residents following consultation with our online resident panel, L&Q and You.	See pages 41-42 of our 2023 Sustainability Report
C10	How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?	We have two main approaches to measuring customer satisfaction. Our annual Perception Survey asks a representative sample of residents a range of questions about L&Q, our offer, and residents' experience of the services they receive. In 2022/23, we included the new Tenant Satisfaction Measures in the Perception Survey before their official implementation from 1 April 2023 so we can begin to understand resident views across the 12 areas being measured.  We also carry out regular transactional surveys with our residents, which gives us feedback on their experiences of our services. This includes responsive repairs, calls with the customer service centre and all key customer touchpoints and interactions. These surveys mean that we can track how we are doing each month, and make changes based on the feedback received.  In 2022/23, our blended score for service delivery showed 76.1% of residents reported being very or fairly satisfied, which is in line with the findings from 2021/22 when 76.9% of residents reported being very or fairly satisfied.	See pages 41-42 of our 2023 Sustainability Report



C11	In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?	Last year, the Housing Ombudsman made 147 findings of maladministration, which equates to a 62% maladministration rate. This has increased from 54 findings of maladministration in 2021/22. Recently, the Housing Ombudsman published its investigation into L&Q's complaints handling. The report highlights several cases where L&Q let down our residents and did not deliver the service they deserve. We recognise that we've got things wrong, and what really matters to us is putting things right for residents and using the report's learnings to make sure we deliver a quality service every time. We have developed an action plan to address key themes and recommendations in the report. As part of this, we are overhauling our complaints handling, investing in additional staff, training and other resources, prioritising efficiency and good communication, and embedding learning from complaints in our process. We're already seeing a reduction in the time it takes to resolve complaints and in the number progressing to stage 2. The Ombudsman's report acknowledges the improved quality of our complaint responses. Find out how we're involving residents in improving our complaints handling process in the Sustainability Report.	See pages 41-42 of our 2023 Sustainability Report and the Housing Ombudsman's website
<b>T4 Resident Support</b>			
C12	What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?	<p>We offer a range of support to our residents through the L&amp;Q Foundation and L&amp;Q Living.</p> <p>The L&amp;Q Foundation's in-house advisors provide vital employment support and a job brokerage service. In 2022/23, we helped 535 people get into work across a range of industries including law, health, and social care, and the public transport sector. We provide L&amp;Q residents with financial capability support and debt advice through our Pound Advice service and last year nearly 2,900 residents used Pound Advice, helping residents gain a total of £10.6m of additional income. When our most vulnerable residents face crises, we support them to overcome these challenges and maintain a stable tenancy by helping residents to maximise the benefits they receive, providing budgeting advice, and improving their ability to cope with everyday life. In 2022/23, we supported 564 residents to manage their tenancies more successfully.</p> <p>L&amp;Q Living, our dedicated care and support service, offers residents a range of ways to get involved, connect with others, and improve their mental and physical wellbeing. L&amp;Q Inclusion offers a wide-ranging programme of monthly activities with varied themes including dignity, disability awareness, and mental health and dementia, as well as bigger events where residents come together from across L&amp;Q Living schemes. Large events include the annual L&amp;Q Living Games offering an important opportunity for residents who don't often engage with sports to take part in different athletics events. As well as our regular activities, last year saw over 2,000 residents benefit from over £9,000 in grants awarded to mark the Queen's Platinum Jubilee. Celebrations included barbecues, party games and singalongs.</p>	See pages 30-37 of our 2023 Sustainability Report
<b>T5 Placemaking</b>			
C13	Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	<p>L&amp;Q is committed to investing in its communities. One of the ways we do this is through the L&amp;Q Foundation.</p> <p>We know that engaged communities are essential to creating thriving places. Our Place Makers Fund awards grants to local groups, organisations and charities to develop and deliver projects that bring people and communities together while meeting local needs. In 2022/23, we awarded grants to 56 community organisations through our Place Makers Fund. In 2022/23, we invested a total of £3.3m directly into local community organisations to create a positive social impact in the communities where our residents live. In 2022/23, our funding created £21.1m of social value, calculated using HACT's Wellbeing Valuation Approach.</p> <p>A great example of placemaking activities is our Get Set Go project, delivered in partnership with Sport England, supported by funding from the National Lottery. Get Set Go delivers a range of inclusive sports and fitness activities for all ages to support residents' health and wellbeing with the aim to increase participation in sports, recreation and other physical activities. It was co-created with L&amp;Q residents and tailored to their needs to help motivate those less active and reach the most engagement possible. In 2022/23, we have held football tournaments attended by over 250 young people, delivered Tai Chi sessions to bring older people together, and helped over 350 people improve their cycling skills, inclusive of 60 who had never ridden a bike before.</p> <p>We have also recently launched L&amp;Q's Place Standard. This new approach will make sure that we have a more consistent approach to placemaking and a larger positive impact. It will improve sustainability, travel, access to amenities and provide a vast amount of opportunities for communities. We are piloting this approach at our development site in Harrow where we are building over 200 affordable homes as part of the regeneration of the former Kodak factory. We've carried out a placemaking assessment at the site and identified actions we can take to make sure the development achieves L&amp;Q's Place Standard, including introducing wayfinding for pedestrians and cyclists so they can navigate Harrow View safely and explore the local area.</p>	See pages 23-24 and 30-31 of our 2023 Sustainability Report

## T6 Climate Change

C14	Distribution of EPC ratings of existing homes (those completed before the last financial year).	<p>EPC A: 0.36%  EPC B: 13.20%  EPC C: 56.28%  EPC D: 27.83%  EPC E: 2.09%  EPC F: 0.20%  EPC G: 0.04%</p>	See page 18 of our 2023 Sustainability Report
C15	Distribution of EPC ratings of new homes (those completed in the last financial year).	<p>The breakdown of in-house build EPC ratings for 2022/23 was as below:</p> <p>EPC A: 0%  EPC B: 96.1%  EPC C: 3.9%  EPC D: 0%  EPC E: 0%  EPC F: 0%  EPC G: 0%</p>	See page 17 of our 2023 Sustainability Report
C16	Scope 1, Scope 2 and Scope 3 green house gas emissions.	<p>Scope 1 Emissions: 26,263.54 tCO<sub>2</sub>e  Scope 2 Emissions: 5,548.35 tCO<sub>2</sub>e  Scope 3 Emissions: 419,456 tCO<sub>2</sub>e</p> <p>In 2022/23, we started work on mapping our full carbon footprint, with the aim of increasing visibility, strengthening reporting and driving our strategy moving forward. This year, we are disclosing additional estimated total Scope 3 emissions. Find out more in the Sustainability Report.</p>	See pages 16-17 of our 2023 Sustainability Report
C17	What energy efficiency actions has the housing provider undertaken in the last 12 months?	<p>In 2022/23, senior leaders across L&amp;Q approved our Decarbonisation Plan for Existing Homes. Following this, we have continued to put in a place a range of measures to improve the energy efficiency of our homes and reduce carbon emissions. We installed:</p> <ul style="list-style-type: none"> <li>• Double-glazed windows to 1,316 homes</li> <li>• Triple-glazed windows to 11 homes</li> <li>• Loft insulation to 68 homes</li> <li>• 1,916 upgraded external doors</li> <li>• 4,043 upgraded boiler systems, and</li> <li>• 211 solar photovoltaic (PV) arrays.</li> </ul> <p>Across the L&amp;Q Group we have 819 operational PV arrays supplying individual homes and blocks.</p> <p>In March 2023, we were successful in our bid for the Government's Social Housing Decarbonisation Fund (SHDF) and were awarded over £27M to improve the energy efficiency of over 3,000 social homes.</p> <p>In addition to works to improve the energy efficiency of our homes, we have continued to streamline our workspace needs. We have plans in place to improve existing plant efficiency for our offices. Over the next few years, we hope to move away from a reliance on gas for heating. We have continued to offer colleagues 'agile contracts'. This means that where colleagues are able to perform their day to day tasks from home they can, which reduces the need to travel to or between office spaces. This may lead to a reduction in emissions from heating and cooling of offices. In 2022, we obtained a fully funded Ultra Low Emission Vehicle (ULEV) fleet review from Energy Saving Trust to develop a fleet decarbonisation roadmap. It will enable a smooth transition period and we will soon begin trialling a small number of electric vehicles.</p>	See page 18-19 of our 2023 Sustainability Report

C18	How is the housing provider mitigating the following climate risks: <ul style="list-style-type: none"> <li>• Increased flood risk</li> <li>• Increased risk of homes overheating.</li> </ul>	<p>In 2022/23, we worked with external specialists to complete a Climate Risk Review, assessing risks to both L&amp;Q as a business and to our homes. This included physical risks like flooding, overheating and extreme weather events. This process has given us a much better understanding of where we are doing well, and what we may need to consider in the future to reduce the impact of climate change on the homes we manage. The review identified and assessed a number of risks relating to physical climate impacts such as flooding, heat stress, subsidence and extreme weather events, all of which are expected to increase in severity over the coming years and will affect our residents and the homes they live in. We were able to identify geographical trends across L&amp;Q stock where impacts may be seen to a worse degree than others for example, our residents in London and the South East could see the biggest increases in heat stress, as well as increasing subsidence. Social and economic inequalities and increases in the costs of living, are likely outcomes depending on the level of climate change we experience.</p> <p>In line with good practice, we will report the outcomes of this review in line with the Task Force on Climate-Related Financial Disclosures (TCFD) framework in 2023/24. We will consult on adopting some recommendations in 2023/24, including actions we can take to improve Board's visibility of climate risks, and improve how we manage and report on climate risks. Going forward, we will review the full suite of recommendations and will be working towards stronger management of climate change risks.</p>	See pages 19-20 of our 2023 Sustainability Report and our TCFD report, available on our website
C19	Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.	As part of our Healthy Homes programme, advice is given to residents in our existing homes on ventilation and heating. Specific advice on reducing the build-up of condensation is given through our lettings teams. For our new build homes, we provide information in our Home User Guide on how to use heating and ventilation systems as well as managing overheating. The Home User Guide also gives advice and guidance on recycling facilities.	See page 20 of our 2023 Sustainability Report
<b>T7 Ecology</b>			
C20	How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?	In 2023 we set up a Biodiversity Working Group which brings together colleagues from across the organisation to take a holistic approach to how L&Q improves biodiversity across our estates and beyond. The group will consider regulatory requirements for Biodiversity Net Gains, as well as how we change the way we manage our green spaces on existing estates to make sure they are also biodiverse. We'll look at opportunities to engage colleagues, residents, and the wider communities we operate within, including schools, in green space enhancement through volunteering events. Key to the group is ensuring a consistent approach across both new developments and our existing estates while engaging and educating our residents on the why and how we need to improve our green spaces. We have already started to map green spaces on our estates so we can get a better understanding of where they are. As part of our new Place Standard, launched last year, we have included environmental design guidelines that set out our commitments to renewable energy, biodiversity and the use of sustainable materials.	See page 24 of our 2023 Sustainability Report
C21	Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?	<p>1.Yes</p> <p>L&amp;Q have included a statement to discourage the use of polluting substances as much as possible as part of our new development sites, which is included in the minimum standards for sustainable materials procurement that is currently being drafted. Where polluting substances must be used, for example in some construction activities, they are managed in line with health, safety and environmental protection regulations. Expectations on how these substances should be handled on our construction sites have been set in the minimum standards for environmental management for contractors that have been drafted this year.</p>	See page 21 of our 2023 Sustainability Report
<b>T8 Resource Management</b>			
C22	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?	<p>1.Yes</p> <p>L&amp;Q have drafted a proposed minimum standards document – this document will be market tested by our Procurement Team. The minimum standard would apply to key materials which are the bulk of construction materials - including timber, steel, plasterboard, concrete. Actions taken so far are to understand the largest spend areas, agree minimum standards and the standard has been drafted and tested with a view to implement on new projects.</p>	See page 21 of our 2023 Sustainability Report
C23	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	<p>1.Yes</p> <p>L&amp;Q have put a new strategy in place setting minimum standards for efficient site set up. The standards are now with delivery teams to be piloted on new construction sites. In addition there is a long term plan in place that involves tracking data and setting reduction targets, our Head of Sustainability in Development has drafted minimum standards for use on new construction sites and a recommendations document for new site set up.</p>	See page 21 of our 2023 Sustainability Report

C24	Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?	1.Yes L&Q have put a new strategy in place setting minimum standards for efficient site set up. The standards are now with delivery teams to be piloted on new construction sites. In addition there is a long term plan in place that involves tracking data and setting reduction targets, our Head of Sustainability in Development has drafted minimum standards for use on new construction sites and a recommendations document for new site set up.	See page 21 of our 2023 Sustainability Report
<b>T9 Structure and Governance</b>			
C25	Is the housing provider registered with the national regulator of social housing?	Yes, the Regulator of Social Housing in England	See page 39 of our 2023 Sustainability Report
C26	What is the most recent regulatory grading/status?	G1/V2 In November 2022, the Regulator published the results of our latest In-Depth Assessment (IDA). This resulted in us maintaining the highest G1 governance rating. In common with many other Housing Associations that develop homes, our financial rating is now V2, which remains a compliant grade.	See page 40 of our 2023 Sustainability Report
C27	Which Code of Governance does the housing provider follow, if any?	NHF Code of Governance 2020	See page 40 of our 2023 Sustainability Report
C28	Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Not for profit Community Benefit Society	See page 40 of our 2023 Sustainability Report
C29	Explain how the housing provider's board manages organisational risks.	L&Q's Board has overall responsibility for risk management and for reviewing its effectiveness. L&Q's Audit and Risk Committee is responsible to the Board for monitoring risk and reporting on how effectively it is managed. Our Risk Management Policy, Risk Register and Risk Appetite Statement detail our approach. More information on our internal control and risk management is available in our Financial Statements.  We have established clear roles and responsibilities to oversee climate risk management. Our Enterprise Risk Management Approach establishes clear accountabilities for identifying, assessing and managing climate related risks right across the business. All climate related risks will feed into our strategic risk on meeting our net zero carbon/ESG targets. This is one of our top 10 strategic risks which is reported on six monthly to Audit and Risk Committee.	See page 41 of our 2023 Sustainability Report
C30	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) that resulted in enforcement or other equivalent action?	In 2022/23, there were nine legal notices issued under the Housing Health & Safety Rating System, either as Improvement Notices or Prohibition Notices. We have completed all actions against five of these notices and continue to complete actions included in the remaining four and communicating progress with the issuing authority.	Not applicable - produced for SRS
<b>T10 Board and Trustees</b>			
C31	What are the demographics of the board? And how does this compare to the demographics of the housing providers residents?	<b>Board:</b> Male/Female - 50%/50% BAME - 30% Disability - 30% LGBT - 10% Average tenure 3.6 years Average age 55.8	See page 40 of our 2023 Sustainability Report
C32	What % of the board AND management team have turned over in the last two years?	Board turnover - 57% / Executive Team turnover - 26.6%  Board turnover has been particularly high in the last two years as members have left because they reached their maximum tenure term and we have welcomed new Board members.	See page 40 of our 2023 Sustainability Report



C33	Is there a maximum tenure for a board member? If so, what is it?	The maximum tenure for board members is generally two terms of three years, which can then be extended annually up to a maximum of nine years in total, although this is in exceptional circumstances when the board member holds a Chair position.	See page 40 of our 2023 Sustainability Report
C34	What % of the board are non-executive directors?	Eight out of 10 (80%)	See page 40 of our 2023 Sustainability Report
C35	Number of board members on the Audit Committee with recent and relevant financial experience.	Two	See page 40 of our 2023 Sustainability Report
C36	Are there any current executives on the Remuneration Committee?	No	See page 40 of our 2023 Sustainability Report
C37	Has a succession plan been provided to the board in the last 12 months?	Yes. We have a recruitment and succession plan in place, which is considered annually in November.	See page 40 of our 2023 Sustainability Report
C38	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Our Financial Statements are audited by KPMG, who have been our auditors for 11 years. We went out to tender for a new five-year contract earlier this year, which KPMG won. They remain independent through their internal requirements of signing partner rotation and adhering to UK ethical requirements. The length of service is available publicly in the Auditors Independent Report in the Financial Statements each year under their "basis of opinion" paragraph.	See page 41 of our 2023 Sustainability Report
C39	When was the last independently-run, board-effectiveness review?	Our last externally facilitated board effectiveness review was in 2023.	See page 40 of our 2023 Sustainability Report
C40	Are the roles of the chair of the board and CEO held by two different people?	Yes, Chair - Aubrey Adams / CEO - Fiona Fletcher Smith	See our website ('Our People') <a href="https://www.lqgroup.org.uk/about-landq/our-people">https://www.lqgroup.org.uk/about-landq/our-people</a>
C41	How does the housing provider handle conflicts of interest at the board?	Conflicts of interest at the Board are governed by our Code of Conduct captured through a register of interests that is published on our website.	See page 40 of our 2023 Sustainability Report
<b>T11 Staff Wellbeing</b>			
C42	Does the housing provider pay the Real Living Wage?	Yes	See page 43 of our 2023 Sustainability Report
C43	What is the median gender pay gap?	6.41%	See page 43 of our 2023 Sustainability Report and find out more on our website
C44	What is the CEO:median-worker pay ratio?	10.91	See page 43 of our 2023 Sustainability Report and find out more on our website
C45	How does the housing provider support the physical and mental health of their staff?	Our wellbeing programme, iMatter, is available to all colleagues and can help with mental, physical and financial health. In 2022/23, iMatter delivered a range of events promoting mental health awareness, ways to manage stress, and the benefits of volunteering. We launched a range of new activities, including free health checks for over 200 colleagues, advice and guidance for colleagues approaching or going through menopause including a specialist GP menopause consultation, and financial coaching to support colleagues with increased costs of living. Our Mental Health Champions, supported by iMatter, are and trained and accredited by Mental Health First Aid England, continue to raise awareness of mental illness and make it easier for colleagues to get support.	See page 43 of our 2023 Sustainability Report
C46	What is the average number of sick days (both long and short term) taken per employee?	8.6 days in 2022/23	Not Applicable - produced for SRS

## T12 Supply Chain

C47	How is Social Value creation considered when procuring goods and services?	We work with our supply chain partners to develop social value plans. Last year, we developed 17 social value plans with new contractors. As part of our Major Works Programme, we include social value commitments in contracts and have implemented a new standardised approach in order to maximise social value. In 2022/23, our contractors supported us to refurbish our community centres by carrying out energy efficiency improvements, including updated sensor lighting, double glazing, and roof improvements, as well as replacing flooring, upgrading security systems and installing new fire doors.	See page 44 of our 2023 Sustainability Report
C48	How is Environmental impact considered when procuring goods and services?	L&Q's Procurement Team is working with our Sustainability Team to continue developing our approach to sustainability in L&Q's supply chain, currently we have minimum requirements for above PCR contracts, our Major Works Programme requires a minimum 95% waste diversion from landfill and requires contractors to have a commitment to net zero by 2050 and we are making sure relevant new contracts have added social value requirements.	See pages 21 and 44 of our 2023 Sustainability Report

## L&Q Priorities Performance Table

## Progress against L&Q's Sustainability Priorities for years 2019/20, 2020/21, 2021/22 and 2022/23

Here, we report performance against our environmental, social and governance initiatives that enable us to deliver against our sustainability priorities. You can find out more about what we're doing against each theme and activity in our Sustainability Report, although some performance figures are only reported here.

[Click here](#) To view the 2023 Sustainability Report.

Theme - L&Q Future Shape	Activity	KPI / measurement metric	2019/20	2020/21	2021/22	2022/23	Annual breakdown of Sustainability Performance Target (SPT)	Sustainability targets	Find out more
<b>Environmental</b>									
<b>Climate change mitigation</b>	Energy and carbon emissions	Carbon emissions (tCO <sub>2</sub> e)  Carbon emissions intensity (tCO <sub>2</sub> e per unit)	32,822.21 tCO <sub>2</sub> e  0.2712 tCO <sub>2</sub> e/unit	33,267.73 tCO <sub>2</sub> e  0.2574 tCO <sub>2</sub> e/unit +1.36%	30,159.53 tCO <sub>2</sub> e  0.2335 tCO <sub>2</sub> e/unit -8.11%	31,811.89 tCO <sub>2</sub> e  0.2426 tCO <sub>2</sub> e/unit -3.08%	1. 10% reduction in 2021/22 relative to baseline 2. 15% reduction in 2022/23 relative to baseline 3. 20% reduction in 2023/24 relative to baseline.	20% reduction in carbon emissions intensity (scope 1 and 2) by 31 March 2024	See page 16 of our 2023 Sustainability Report
	Renewable energy procurement	Proportion of purchased electricity from renewable sources (%)	~36.9% (grid mix)	~43.1% (grid mix)	100% by 31 March 2022	100% until 30 Sep 2022	1. 100% by 31/3/2022	100% of purchased electricity consumption generated from renewable sources by 31 March 2022	See page 16 of our 2023 Sustainability Report
	Energy efficiency of existing homes	Existence of long-term decarbonisation strategy for existing residential portfolio (Yes/No)  Number of homes below EPC C	No  Not reported	No  Not reported	Yes  L&Q: 20,131	Yes  L&Q: 19,804	1. Develop long-term decarbonisation strategy by 31/3/2022 2. Commence implementation of strategy in 2022/23 3. Improve 3349 homes across the L&Q portfolio to EPC C between 2023/25.	Develop a decarbonisation strategy for existing homes by 31 March 2022 setting out the roadmap to EPC band C by 2030 and Net Zero 2050, commencing implementation in 2022/23, with 3265 + (389 THT) homes improved to EPC C by 31 March 2024.	See page 18 of our 2023 Sustainability Report
	Energy efficiency of new homes	Distribution of EPC ratings for new homes (% at each rating level)	~99%	Not reported	99.6%	96.1%	1. 1. Achieve 99% EPC B rating or above by 31/3/2022, and commence development of strategy to achieve near net zero for new build 2. Achieve 100% EPC B rating or above 31/3/2023, and set enhanced energy performance targets for new builds 3. Develop design standard expected to meet the Future Homes Standard (pending on FHS details being finalised by Government) by 31/03/24.	Establish a minimum energy rating of EPC B for in house new build homes from 1 April 2022, and enhance this target by 31 March 2023 based on the development of a roadmap for improving new build efficiency standards to near net zero, and improve energy efficiency by implementing an L&Q fabric efficiency standard.	See page 17 of our 2023 Sustainability Report



<b>Climate change mitigation (continued)</b>	Energy efficiency of communal heating systems	Number of heat networks or communal heating systems for which energy efficiency improvements projects completed	Decision made not to report in 2022	Decision made not to report in 2022	10 efficiency optimisation studies delivered by March 2022	One efficiency optimisation study delivered by 31 March 2023 and one is ongoing. Two improvements projects were commissioned in 2022/23	1. 10 Optimisation studies by 31/3/2022 2. 4 improvement projects and 12 optimisation studies delivered by 31/3/2023 3. 6 improvement projects and 18 optimisation studies delivered by 31/3/2024.	Increase operational plant efficiency, and reduce carbon emissions intensity, on 6 schemes by 31 March 2024, and deliver optimisation studies to 18 schemes by 31 March 2024	See page 19 of our 2023 Sustainability Report
	Energy and climate change education	Number of students educated on energy and climate change via L&Q school partnerships programme (No.)	1,068	161	220	1033**	1. 220 students engaged by 31/3/2022 2. 1,000 students engaged by 31/3/2023 3. 2,000 students engaged by 31/3/2024.	2,000 students engaged on energy and climate change by 31 March 2024	See pages 36-37 of our 2023 Sustainability Report
<b>Climate change adaptation</b>	Climate resilience	Task Force on Climate-Related Financial Disclosures (TCFD) reporting (Yes/No)	No - TCFD reporting not in place at financial year ending 31 March 2020	Not reported	Preparatory work for tender issuance completed, ahead of Invitation to Tender being issued for climate risk review in Q1 2022/23	Climate Risk Review completed  TCFD to be published autumn 2023	1. Complete resilience review 2022 2. First year of TCFD disclosure 2023/24.	Conduct a climate risk review of L&Q Group by 2022 and report in line with the Task Force on Climate-Related Financial Disclosures (TCFD) in 2023/24	See page 20 of our 2023 Sustainability Report and our TCFD report, available on our website
<b>Sustainable use of water</b>	Construction water usage	Percentage of L&Q construction sites monitoring water usage and intensity (%)	0% for financial year ending 31 March 2020	Not reported	All new development sites set up to record water usage from 1/4/2022, with regular monthly monitoring in place for 2022/23	100%	1. Ensure that water data is being captured for all new in house construction sites by 31/3/2022 2. Commence reporting of water usage figures by 31/3/2023 3. Set target for FY24/25.	Ensure that water usage data is being captured and reported for all new in house construction sites (L&Q-managed, excluding those in late development stage) from 1 April 2022. Ensure data is collated for setting target in 2024/25.	See page 21 of our 2023 Sustainability Report
<b>Transition to a circular economy</b>	Construction waste	Percentage of L&Q construction sites monitoring waste and waste intensity (%)	0% for financial year ending 31 March 2020	Not reported	All new development sites set up to record waste data from 1/4/2022, with regular monthly monitoring in place for 2022/23	100%	1. Ensure that waste data is being captured for all new in house construction sites by 31/3/2022 2. Commence reporting of waste data by 31/3/2023 3. Set target for FY24/25.	Ensure that waste data is being captured and reported for all new in house construction sites (L&Q-managed, excluding those in late development stage) from 1 April 2022. Ensure data is collated for setting target in 2024/25.	See page 21 of our 2023 Sustainability Report
	Construction method impacts	Existence of strategy for implementing circular economy principles in new build development cycle (Yes/No)	Not reported	Not reported	Not reported	Yes	Finalise Development & Sales Strategy including Circular Economy by 31 March 2023	Develop a strategy for implementing circular economy principles in the development cycle for new in house build projects by 31 March 2023	See page 21 of our 2023 Sustainability Report



<b>Protection and restoration of biodiversity and ecosystems</b>	Environmental placemaking	Percentage of new L&Q developments that consider environmental placemaking guidelines (%)	0% for financial year ending 31 March 2020	Not reported	To be implemented from 2022 onwards	100% from November 2022	1. Develop environmental placemaking design guidelines by 2022 2. Ensure that environmental placemaking guidelines are considered for all new developments from 2023.	Establish environmental design guidelines for placemaking, for consideration at all new developments from 2022	See page 23 of our 2023 Sustainability Report
<b>Social</b>									
<b>Affordable housing</b>	Provision of affordable housing	Number of new “affordable homes” (as defined by Housing & Regeneration Act) built (No)	2,439 new homes built, of which 1,188 were affordable (49%)	2,699 homes built, of which 1,556 homes were affordable (58%)	4,157 homes built, of which 2,532 homes were affordable (61%)	4,047 homes built, of which 2,892 homes were affordable (71%)	20/21: 2,699 handovers of which 58% (1,556) affordable 21/22: 4,345 handovers, 65% (2,057) affordable 22/23: 1,000 affordable handovers	8,000 new homes built and handed over for years 20/21 to 23/24 inclusive, of which 4,000 are affordable	See page 29 of our 2023 Sustainability Report
<b>Community development</b>	Community investment	Funding invested in local community organisations to generate positive social impact on the communities where our residents live	£2.5m	£3.4m	£3.4m	£3.3m	1. 21-22 £3.025M 2. 22-23 £6.35M 3. 23-24 £10M.	£10m invested in communities driven by identified social need and measurable impact 31 March 2024	See page 30 of our 2023 Sustainability Report
<b>Building Safety</b>	Fire Safety	Percentage of buildings that have had inspection of external wall systems to identify unsafe cladding (%)	0% for financial year ending 31 March 2020	Not reported	100% of high rise buildings inspected	53.56% of buildings with an external wall system inspected	1. 100% of high rise buildings inspected by 31 March 2022 2. 100% of buildings with an external wall system will be inspected by 31 March 2026.  Targets for the inspection of external wall systems on buildings. There is a total of 1939 buildings currently requiring the inspections. 1. 388 in 21/22 e.g. 20% 2. 776 by the end of 22/23 e.g. 40% 3. 1164 by the end of 23/24 e.g. 60% 4. 1552 by the end of 24/25 e.g. 80% 5. 1939 by the end of 25/26 e.g. 100%.	1. 100% of high rise buildings to have external wall systems inspected by 31 March 2022 2. 100% EWS on buildings inspected by 31 March 2026.	See page 29 of our 2023 Sustainability Report
<b>Resident support</b>	Employment generation	Number of people gaining employment, or more sustainable employment, through interventions including apprenticeships and graduates (No.)	732	300	561	492**	1. 330 people supported by 31/3/2022 2. 860 people supported by 31/3/2023 3. 1,435 people supported by 31/3/2024.	1,435 people supported in to work by 31 March 2024	See page 32 of our 2023 Sustainability Report
	Tenancy sustainment	Number of residents supported (No.)	L&Q Foundation: 658 tenancies sustained	L&Q Foundation: 543 tenancies sustained	L&Q Foundation: 527 tenancies sustained	L&Q Foundation: 564 tenancies sustained**	1. 770 residents supported by 31/3/2022 2. 1,540 residents supported by 31/3/2023 3. 2,310 residents supported by 31/3/2024.	2,310 residents supported in stabilising their tenancies by 31 March 2024	See page 32 of our 2023 Sustainability Report

<b>Resident support (continued)</b>	Financial inclusion	Number of residents accessing financial support services (No.)	L&Q Foundation: 3,129 residents supported	L&Q Foundation: 3,204 residents supported	L&Q Foundation: 3,525 residents supported	L&Q Foundation: 2,882 residents supported**	1. 2,750 residents supported by 31/3/2022 2. 5,650 residents supported by 31/3/2023 3. 8,750 residents supported by 31/3/2024.	8,750 residents accessed financial support services by 31 March 2024	See page 32 of our 2023 Sustainability Report
	Social inclusion of vulnerable groups	Number of vulnerable residents participating in inclusion events or activities (No.)	5,555 engagements	666 engagements*	4,677 engagements	4,554 engagements	1. 3,000 engagements by 31/3/2022 2. 6,000 engagements by 31/3/2023 3. 9,000 engagements by 31/3/2024.	9,000 engagements of vulnerable residents in inclusion events or activities by 31 March 2024	See page 32 of our 2023 Sustainability Report
<b>Community development</b>	Community development	Number of organisations supported, including social enterprises (No.)	194 organisations for financial year ending 31 March 2020	107 organisations for financial year ending 31 March 2021	121 organisations for financial year ending 31 March 2022	99 organisations for financial year ending 31 March 2023	1. 150 organisations supported by 31/3/2022 2. 360 organisations supported by 31/3/2023 3. 580 organisations supported by 31/3/2024.	580 organisations supported by 31 March 2024	See page 30-31 of our 2023 Sustainability Report
<b>Youth education and skills training</b>	Opportunities for young people	Number of children and young people better able to make informed decisions (No.)	739 young people supported in financial year ending 31 March 2020	2,168 young people supported in financial year ending 31 March 2021	1,581 young people supported in financial year ending 31 March 2022	4,712 young people supported in financial year ending 31 March 2023**	1. 600 young people supported by 31/3/2022 2. 1,300 young people supported by 31/3/2023 3. 2,100 young people supported by 31/3/2024.	2,100 young people supported with education and skills training by 31 March 2024	See page 36-37 of our 2023 Sustainability Report
<b>Governance</b>									
<b>Representative Governance</b>	Composition and diversity of board	Percentage of BAME board members (%); percentage of women board members (%)	23% BAME and 46% women on board at financial year ending 31 March 2020	27% BAME and 45% women on board	36% BAME and 46% women on board	30% BAME and 50% women on board	No annual breakdown - increase BAME proportion on our board to 30% and the proportion of women to 50% by 31/3/2024	Double the BAME proportion on our board to 30%, and the proportion of women to 50%, by 31 March 2024	See page 40 of our 2023 Sustainability Report
		Monitoring and reporting of colleague demographics for Group Board, Executive Group and L&Q's staff body, including gender, ethnicity, age and tenure (Group Board only) (Yes/No)	Not reported externally	Report published and available on external L&Q website	Report to be published following review by Executive Group and Group Board	Report published and available on external L&Q website Group Board	Applicable to all years from 1/4/2021	Monitor and annually report the specified colleague demographics for Group Board, Executive Group and L&Q's staff body as a whole from 1 April 2021	See page 40 of our 2023 Sustainability Report and find out more on our website
<b>Representative Governance (continued)</b>	Customer representation	Governance structure that includes resident representation on Group Board and its advisory committees (Yes/No)	Yes	Yes, representation on Group Board and launched Resident Services' Board	Yes, representation on Group Board and Resident Services' Board in place	Yes, representation on Group Board and Resident Services' Board in place	Applicable to all years from 1/4/2021	Retain resident representation on the Group Board and Resident Services Board	See page 41 of our 2023 Sustainability Report
<b>Systems and Risk Management</b>	Financial viability and governance	Governance and Viability Ratings (G and V)	G1/V1 for financial year ending 31 March 2020	G1/V1	G1/V1	G1/V2	Applicable to all years from 1/4/2021	Maintain G1/V1 rating from the Regulator of Social Housing	See page 40 of our 2023 Sustainability Report

<b>Employee Wellbeing</b>	Living wage employer	Percentage of directly-employed L&Q staff (excluding apprentices) paid real Living Wage rate (%)	100%	100%	100%	100%	Applicable to all years from 1/4/2021	100% of employees paid real Living Wage rate from 1 April 2021	See page 43 of our 2023 Sustainability Report
	Pay gap reporting	Monitoring and reporting of gender, ethnicity and disability pay gap (Yes/No)	Yes, at financial year ending 31 March 2020	Report published and available on external L&Q website	Report published and available on external L&Q website	Report to be published following review by Executive Group and Group Board	Applicable to all years from 1/4/2021	Monitor and publicly report specified pay gap metrics annually from 1 April 2021	See page 43 of our 2023 Sustainability Report and find out more on our website
	Diversity & inclusion	Use of Rooney Plus Rule (Yes/No).	Yes, at financial year ending 31 March 2020	Yes	Yes	Yes	Applicable to all years from 1/4/2021	Maintain usage of the Rooney Plus Rule when recruiting for all senior leadership positions within LQHT from 1 April 2021	See page 43 of our 2023 Sustainability Report
	Employee development	Percentage of employees provided with “Compulsory Training” to ensure they are equipped with the skills, knowledge and behaviours required in line with best practice and regulatory requirements (%)	100%	100%	100%	100%	1. 97% by 31/3/2022 2. 99% by 31/3/2023 3. 99% by 31/3/2023.	99% from 1 April 2022	See page 43 of our 2023 Sustainability Report
		Percentage of employees that complete a performance review on a bi-annual basis (%)	2020 Annual: 95% 2020 Mid-year: 91%	2021 Annual: 99% 2021 Mid-year: 96%	2022 Annual: 96% 2022 Mid-year: 95%	2023 Annual: 99% 2023 Mid-year: Upcoming	1. 95% by 31/3/2022 2. 98% by 31/3/2023 3. 98% by 31/3/2024.	98% from 1 April 2022	See page 43 of our 2023 Sustainability Report
<b>Supply Chain</b>	Sustainable procurement	Number of eligible procurement contracts having a social value plan (No.)	8 social value plans for year ending 31 March 2020	Not reported	4 social value plans developed in 2021/22	17 social value plans developed in 2022/23	Applicable to all years from 1/4/2021 1. At least 5 contracts each year to 31 March 2023 2. At least 12 contracts each year to 31 March 2024.	Develop social value plans for at least 5 contracts each year from 1 April 2021, with target strengthening each year.	See page 44 of our 2023 Sustainability Report
		Percentage of construction contracts with sustainability-related pre-qualification criteria (%)	0% for financial year ending 31 March 2020	Not reported	New Build ‘Works’ contracts – 100% Maintenance ‘Works’ – not available for this reporting period	New Build ‘Works’ contracts – 100% Maintenance ‘Works’ – 100%	1. At least 50% of PCR contracts in the year to 31/3/2022 2. All PCR contracts in the year to 31/3/2023 3. All PCR contracts in the year to 31/03/2024.	From 1 April 2022, all new construction contracts with value in excess of PCR threshold will be subject to prequalification according to the BSI PAS 91 standard.	See page 44 of our 2023 Sustainability Report
<b>Reporting</b>	Sustainability reporting	Annual sustainability report (Yes/No)	No	Report published and available on external L&Q website	Report published and available on external L&Q website	Report to be published following review by Executive Group and Group Board	Applicable to all years from 1/4/2022	Produce an annual Sustainability Report from 1 April 2022 to report on L&Q's performance against the metrics and targets set out in this ESG Framework.	See our Sustainability Report on our website

\*Excludes informal socially-distanced gatherings facilitated by grant-funded items, for example garden furniture.

\*\*Figures have been deduplicated from 2021/22 onwards where targets are cumulative across three years.



**For more information**

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