

# Committing to our ESG strategy

As a people focused business, we are committed to having a positive impact on our stakeholders. What we do affects people's lives across the UK, whether that be our franchisees, advisers, landlords, buyers and sellers or the thousands of tenants who live in properties managed by us. A thorough and relevant ESG strategy is vital in ensuring that we uphold our responsibilities to those stakeholders and their communities and make our impact on them as positive as possible.

## A sustainable direction of travel

Multiple environmental, social and governance (ESG) trends impact on us, the way we do business and our stakeholder expectations. The transition to using low carbon energy is a key environmental trend and we intend to tackle this by improving the green credentials of our business operations. This also goes as far as influencing and supporting our landlords and tenants where possible to make greener choices for themselves. The Government is due to increase minimum energy efficiency standards (EPC) for rental properties to a grade C by 2025 for new tenancies which will further support this shift. Digital transformation and disruptive innovation in general are constantly affecting our industry. New PropTech is being brought to market all the time and some of it certainly has the ability to positively impact our business or the customer journey.

Good governance is vitally important, with high ethical and professional standards, openness and transparency being integral to our success in this area so far. There are unfortunately low levels of trust in our sector for a variety of reasons, so open and honest dealings with our clients are key. Policy developments, including a regulatory framework for property agents in Scotland and Wales, with England to follow, increasing protection of tenants and minimum energy efficiency standards, should all help to support this.

Housing is at the centre of many social trends with affordability, accessibility and quality of housing often being a concern as a result of structural issues in the sector.

The pandemic has left many of us with a more emotional attachment to our homes, resulting in different buyer behaviours and a changing market. Social trends also impact on our own people. Attracting, developing and retaining a talented, diverse, happy and healthy team are paramount to our operations. Developing and retaining skilled entrepreneurs who maintain high professional standards are vital to our business' success.

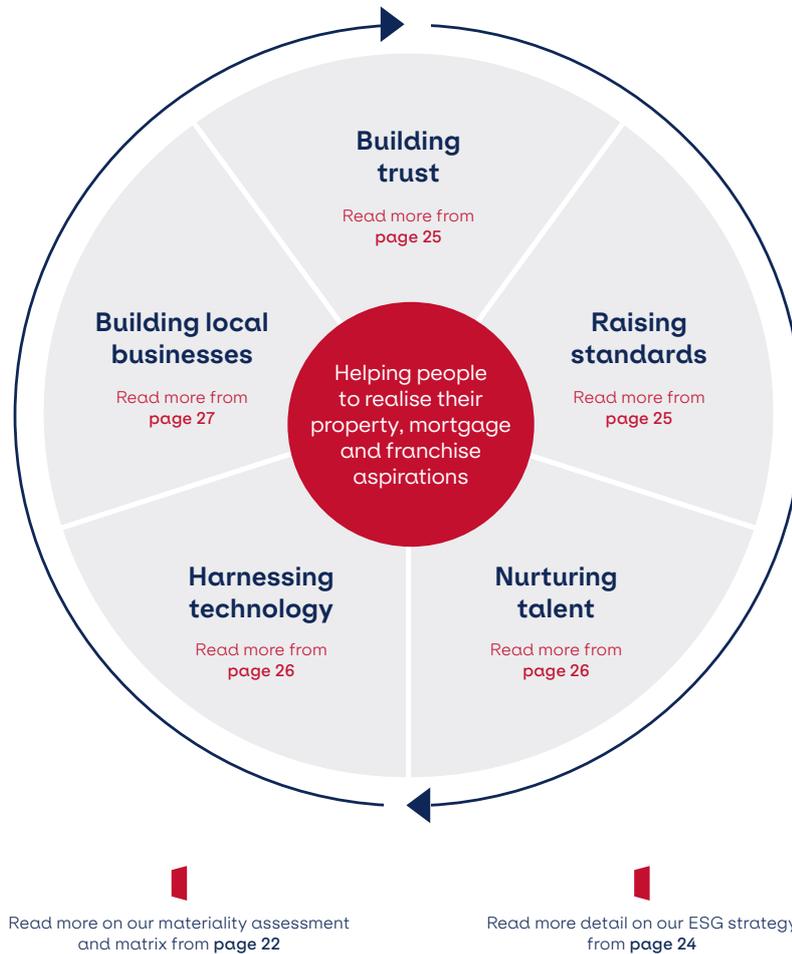


As a business we understand that the principles of ESG are becoming increasingly important to people at all levels of our business as well as our clients, shareholders and society as a whole. Our newly created ESG strategy will act as a roadmap to ensure that the future direction of our business is completely aligned with the expectations of our stakeholders.”

**Dorian Gonsalves**  
Chief Executive Officer



## Our ESG strategy



## Progressing our approach

Throughout 2021 we worked with sustainability consultants at Design Portfolio to undertake a detailed ESG materiality assessment as part of a full strategic review, and to develop a new ESG strategy for our business based on the findings.

As part of this process, we identified the following five strategic pillars and devised ambition statements for each of them:

### Building trust

A strong culture of integrity and professional ethics underpin what we do, and we develop trusted relationships with our stakeholders by being straightforward, honest and open in all our communications and transactions at every level of our business.

### Raising standards

We maintain the highest professional standards across our network through guidance, support and training for our franchisees and advisers, so they can offer a quality service to customers, protect tenants and buyers, and support landlords in providing safe homes that meet energy efficient standards.

### Nurturing talent

We attract and retain a talented team that offers unrivalled support to our network by investing in its development, supporting its wellbeing and reinforcing an inclusive and open Company culture.

### Harnessing technology

We invest in integrated and fully supported IT solutions in partnership with sector-specialist software providers to build efficiency and effectiveness through our network, to reduce our environmental impacts and to meet changing customer needs.

### Building local businesses

We find, support and develop skilled entrepreneurs to grow their own businesses, expanding our network and providing much-needed investment and employment opportunities in local communities across the UK.