

Environmental, Social and Governance Report 2024/25

Paradigm



Our
Vision

We provide
excellent
services to
customers

and build
new homes
to help more
people.

We make
sure our homes
are safe and
sustainable

and strive to do
more by making
the most of our
resources.

ESG Report 2024-25

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EXECUTIVE SUMMARY

At Paradigm, we are committed to creating long-term value by supporting our communities, improving the lives of our residents and addressing the growing need for affordable housing.

In 2024/25, we continued to take a practical, resident-focused approach to Environmental, Social and Governance (ESG) performance. Guided by the priorities of our residents and aligned with the Sustainability Reporting Standard for Social Housing, this report outlines our progress and impact.

We strengthened resident support during a time of financial and environmental pressure, reshaping our tenancy sustainment and support team. We also helped residents to access external grants and specialist services, including hoarding intervention and professional support through health and local authority partnerships.

Through strategic partnerships, we invested £200,000 in services such as debt advice, mental health support and employment assistance, improving residents' financial stability and wellbeing. Additionally, we secured over £28,000 in fuel vouchers for older residents in inefficient homes, helping to alleviate fuel poverty and reduce hardship.

We prioritised resident experiences through new appointments to our Customer Experience Committee, regular engagement with our Customer Voice Panel and service reviews on key topics. We remain committed to our partnership with the Tenant Participation Advisory Service.

On environmental performance, we improved the accuracy of our energy efficiency data by enhancing Energy Performance Certificate (EPC) records through better systems and intelligent data integration. This contributed to a 23.2% increase in homes rated EPC C or above, with our average Standard Assessment Procedure (SAP) score rising to 74.5—well above national benchmarks—demonstrating both the impact of our investment programme and our commitment to data-led decision making.

This year, we reported 988 tonnes of CO₂e in total greenhouse gas emissions under the Streamlined Energy Carbon Reporting (SECR) framework, covering all material Scope 1, 2, and 3 sources. Our largest impact—fleet operations—saw an 8% reduction in Scope 1 emissions due to improved vehicle efficiency. Scope 2 emissions rose to 83.6 tCO₂e, a 4% increase driven by higher electricity use. To improve reporting accuracy, we integrated data from our rooftop solar panels, which generated 28,530 kWh exported to the grid. Despite this, electricity consumption remains a key focus.

Scope 3 emissions include business travel and housing stock. Travel-related emissions rose 14%, reflecting workforce growth and wider service coverage. Emissions from our housing portfolio increased with the number of homes managed and enhanced EPC data use. Our total emissions figure, including housing stock emissions disclosed voluntarily as part of our ESG reporting, which provides a more comprehensive picture of our carbon footprint, increased to 28,437.1 tonnes of CO₂e.

Our carbon intensity rose to 2.17 tCO₂e per property, underscoring our commitment to transparent, data-led sustainability. In addition, we scoped climate risks and advanced biodiversity through cross-team collaboration.

Across all ESG areas, our focus remains on practical, evidence-led action that delivers meaningful outcomes for the people and places we serve.



ENVIRONMENTAL

Climate change

1. Distribution of Energy Performance Certificate (EPC) ratings of existing homes (as at 31 March 2025)

EPC level	2023/24		2024/25	
	Number of homes	% of stock	Number of homes	% of stock
A	39	0.3%	37	0.3%
B	3,197	25.5%	2,809	21.9%
C	5,719	45.6%	8,183	63.8%
D	3,054	24.3%	1,633	12.7%
E or lower	98	0.8%	155	1.2%
No rating	442	3.5%	7	0.1%
Total	12,549		12,824¹	

1. EPC numbers are calculated based on the properties that Paradigm has full liability for, excluding shared ownership and leaseholders

Throughout the year, we have continued to review and improve the quality of the Energy Performance Certificate (EPC) data we hold. In 2024/25, we expanded the use of our new housing asset management system, which enables more effective analysis and oversight of our property data.

As part of this process, we now generate calculated EPC scores for properties where the official lodged EPC is more than 10 years old. By integrating this with direct access to the government's EPC database, we have been able to intelligently identify and replace outdated or duplicated EPC ratings.

This approach has significantly improved the accuracy of our EPC data compared to previous years. It also explains the observed increase in the number of properties rated EPC C, alongside a reduction in those rated A and B, ratings have been replaced with more accurate assessments. While our investment programme continues to play a key role in improving energy efficiency, the uplift in EPC ratings in 2024/25 reflects both the impact of these upgrades, and the enhanced reliability of our data.

Between 2023/24 and 2024/25, the number of homes in our portfolio with an EPC rating of A, B, or C (EPC C+) increased by 2,074—from 8,955 to 11,029 homes. This represents a 23.2% real-terms increase in the number of energy-efficient homes. EPC ratings are based on the Government's Standard Assessment Procedure (SAP), which provides a consistent measure of a home's energy efficiency. SAP scores range from 1 (very inefficient) to 100 (very efficient, with zero energy costs). EPC bands are then assigned based on these scores, with A being the most efficient and G the least.

The average SAP score across our existing homes is now 74.5, representing a 0.91% increase from the previous year. This performance compares favourably with national benchmarks:

74.5

Paradigm homes

71.0

Housing Association homes

65.7

Private rented and owner-occupied homes

66.5

All homes in England

These results reflect our ongoing commitment to improving the energy efficiency of our homes, both through targeted investment and better data management.

2. Distribution of EPC ratings of new homes (those completed in the last financial year).

In 2024/25, the average SAP rating for our newly built homes was 85.03, an increase of 1.19 points compared to the previous year. This aligns closely with the national median SAP rating of 84 for new homes, based on the Office for National Statistics (ONS) five-year rolling dataset (2019–2024).

We completed 234 new homes for rent in the year to March 2025. Of these:

- > 99% achieved an EPC rating of B.
- > The remaining homes, currently rated C, are in the process of being upgraded to a B rating.

This distribution is consistent with previous years and reflects our commitment to delivering energy efficient homes.

3. Does the housing provider have a net zero target and strategy? If so, what is it and when does the housing provider intend to be net zero by?

We have committed to becoming a net zero carbon organisation by 2050. As part of our current Corporate Plan, we are identifying key initiatives where carbon reduction can be embedded into strategic decision-making.

One such initiative is the re-procurement of our van fleet, where we are currently conducting an options appraisal to explore how this process can contribute to lowering our carbon footprint.

In parallel, we have successfully established a baseline for our greenhouse gas emissions for 2023/24 and are in the process of doing the same for 2024/25. This data will form the foundation for developing a comprehensive net zero strategy and carbon reduction plan.

As we recently announced our intention to join with Settle to form a new organisation, as well as exploring the option to acquire 3,500 homes from L&Q Group, more detailed work to develop our longer-term Carbon Reduction Plan is temporarily on hold. Once the partnership is confirmed, we will resume this work collaboratively, enabling us to develop specific, costed plans that maximise our collective impact across a larger, combined housing portfolio.

In the meantime, to ensure we continue to take immediate, practical steps toward our long-term sustainability goals, we are progressing a project to install LED lighting at our main office. This upgrade is expected to reduce our electricity consumption and lower associated carbon emissions, offering both environmental and cost-saving benefits.

4. What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's net zero strategy and target?

A key milestone on our journey to becoming a net zero carbon organisation by 2050 is ensuring that all our homes achieve an EPC rating of C or above by 2030. To support this, our business plan includes a long-term investment of approximately £420 million over the next 30 years, with £20 million specifically allocated to meet the 2030 EPC C target.

In 2024/25, we made significant progress toward this goal. Working in a consortium with Places for People, we secured £455,000 in funding through the Social Housing Decarbonisation Fund (SHDF) Wave 2.2. This funding supported estate and scheme-level retrofit projects for 89 homes, alongside 388 single measure retrofit actions across the stock. A total value of just over £2 million—approximately 25% of which was covered by SHDF funding.

In addition to these larger projects, we delivered targeted energy efficiency improvements, including loft insulation and cavity wall insulation measures for 387 homes, at a cost of over £350,000.

The impact of our retrofit activity has been substantial: we have halved the number of homes with EPC ratings of D or lower.

Looking ahead, we have secured further funding through the Warm Homes: Social Housing Fund Wave 3, again in partnership with Places for People. This funding, worth £4.7 million over three years, will be matched by a similar level of investment from us. It will enable the retrofit of over 500 additional homes, improving their EPC ratings to C or better and converting more than 160 homes to low-carbon heating systems. These upgrades will reduce reliance on fossil fuels and support the transition to a low carbon housing portfolio, directly contributing to our 2050 net zero target.



5. Scope 1, Scope 2 and Scope 3 greenhouse gas emissions

Greenhouse gas emissions	2022/23 (tonnes CO ₂ e)	2023/24 (tonnes CO ₂ e)	2024/25 (tonnes CO ₂ e)
Scope 1	769.2	907.7	831
Scope 2	77.3	80.8	83.6
Scope 3 (operations)	49.9	64.5	73.8
Scope 3 (housing stock)	21,671.9	23,729.0	27,448.70
Total (t CO₂e)	22,568.2	24,782.0	28,437.1
Intensity ratio (per property)	12,399	12,813	13,104
Emission intensity (tonnes CO₂e/property managed)	1.82	1.93	2.17

These are the calculated greenhouse gas (GHG) emissions from Paradigm’s operational activities which we use to report under the Streamlined Energy and Carbon Reporting (SECR) requirements.

The reported emissions include all material Scope 1, Scope 2 and Scope 3 emissions required under SECR. SECR requires us to report on our energy use and carbon emissions from the fleet and business mileage as our greatest material impacts. In addition, we disclose Scope 3 emissions from our housing stock as part of our voluntary disclosure for ESG reporting to provide a more comprehensive picture of our carbon footprint and demonstrate our commitment to sustainability.



Our GHG emissions within the scope of SECR amount to 988 tonnes of CO₂e for this period. Accounting for our housing stock, the total is 28,437.1 tonnes of CO₂e. The calculated emissions over the year include an 8% decrease in Scope 1 emissions, resulting from efficiencies achieved by Paradigm’s fleet of vans, which is our largest carbon impact. This may reflect the rollout of integrated telematics and a new fuel card system. We will continue to explore these trends to better understand their role in driving emissions reductions.



Scope 2 emissions have increased to 83.6 tCO₂e, reflecting a 4% rise in electricity consumption compared with the previous year. This increase is attributed to higher usage, as the UK electricity emissions factor has remained largely unchanged over the last year.

This year, we also enhanced our energy data by incorporating the output from the 168 solar panels installed on our roof. These panels generated 28,530 kWh, which was exported back to the grid. While this addition has improved the accuracy and completeness of our reporting, it does not balance the observed increase in electricity consumption, which remains a key area of focus.



Scope 3 emissions from our operations comprise the employee mileage associated with our business travel. As in previous years, the increase of 14% in travel-related emissions from employees' business mileage has grown along with an increased workforce, the geographic spread of our housing stock and their associated workloads.

Scope 3 emissions from our housing stock result from the increase in number of homes and their associated carbon emissions. We have incorporated asset data, verified and expanded the use of the EPC system, as noted in the distribution of EPC commentary. The reported intensity ratio has increased to 2.17 per property managed, this reflects our enhanced use of the EPC system, and the higher number of properties managed.

This is our first year of reporting energy consumption across our housing portfolio. Establishing a clear baseline is a key step in tracking progress and identifying opportunities for improvement. The total energy consumption across our housing portfolio is 4.39 kWh/m²/year.

This figure is calculated by dividing the total energy use (4,303,000 kWh) by the total Estimated Gross Internal Floor Area of our dwellings (979,848 m²). It provides a baseline for tracking energy efficiency improvements over time and supports our commitment to reducing environmental impact across our operations.

6. How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks? How is the housing provider mitigating these risks?

Over the past year, we have significantly advanced our understanding of climate-related risks to our homes and supply chain. Building on previous work, we conducted a detailed scoping and research exercise to identify key environmental hazards — including flooding, overheating, drought, wind, hail, lightning and wildfires — across our asset portfolio.

This work has informed the development of a robust climate risk assessment methodology, which has been reviewed and approved by our Environmental Sustainability Board. As part of this process, we evaluated our existing EPC data to explore how climate risk indicators can be integrated into our central asset management system.

We are now clarifying our implementation plan, including timelines and resource requirements, to operationalise this methodology to incorporate external environmental datasets to enhance our risk profiling capabilities. This will enable us to assess both the likelihood and potential severity of climate impacts, supporting more resilient decision-making for our homes and communities.

Ecology

7. Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes? If yes, please describe with reference to targets in this area.

As part of our Environmental Sustainability Strategy, we are committed to increasing biodiversity through the way we manage green spaces around our homes. Building on previous initiatives, we established a dedicated Biodiversity Working Group this year to coordinate efforts across Paradigm and shape our approach to nature enhancement and conservation.

We are among the early adopters of new developments designed to comply with Biodiversity Net Gain (BNG) legislation. In collaboration with external ecological consultants, we are working to ensure that biodiversity metrics are met in accordance with local planning obligations. We are also engaging with our construction partners to implement on-site measures that support biodiversity and nature recovery.

Our Biodiversity Working Group has updated our Biodiversity Policy to reflect the processes and commitments required to meet BNG legislation. The revised policy outlines our approach to managing land in a way that supports biodiversity and reinforces our long-term commitment to protecting and enhancing natural environments as part of our climate resilience efforts.

Last year’s Biodiversity Improvement Project provided practical tools to support biodiversity across our estates. As part of this, we launched two pilot projects focused on wildflower and tree planting, in partnership with Amersham Town Council—one of our larger sites used to trial these techniques. (See the case study on Tree Planting in Amersham for more details.)



CASE STUDY

Rooting for a greener future – tree planting in Amersham

In February 2025, we launched a pilot tree planting project at two of our estates in Amersham: Park Road and Pondwicks.

Led by our Sustainability Manager, and in collaboration with various Paradigm teams, the initiative brought together colleagues, local council members and volunteers from the Amersham In Bloom group to plant a range of native trees.

This initiative forms part of our broader ESG strategy, which recognises the importance of integrating nature into the places our residents call home — not just to meet regulatory requirements, but to meaningfully improve wellbeing and build climate resilience.

Key impacts:

- > **Community engagement:** Residents joined in the planting, including a particularly moving moment when one resident interred her late husband’s ashes beneath a cherry tree visible from her home.
- > **Climate action:** All trees planted were native species known for their ecological benefits — including ash, field maple, wild cherry and common hornbeam — which will enhance carbon sequestration, improve air quality and reduce flood risk.
- > **Future planning:** The project is phased to support seasonal planting best practices. Wildflower meadows will follow in spring, boosting pollinator populations and increasing habitat diversity.
- > **Health and wellbeing:** Green spaces contribute significantly to mental and physical health. By improving access to nature, we’re promoting healthier, more connected communities.

This pilot in Amersham is the first of a range of biodiversity activities. The insights we gained are already informing future planting efforts across other estates, scaling our ambition to make biodiversity a feature of more neighbourhoods we manage.

In 2025 we plan to develop a Biodiversity Action Plan to guide targeted biodiversity enhancements in key priority areas across our existing estates. We will continue to collaborate with stakeholder groups and engage with residents living in BNG-designated areas to support nature recovery and promote wellbeing through greener, more biodiverse communities.

8. Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how does the housing provider target and measure performance?

Our Environmental Sustainability Strategy includes a dedicated focus on how we manage pollutants, integrated within our broader environmental commitments. Although we do not have a standalone strategy for pollutant management, we have established clear processes to ensure compliance with all relevant regulatory and statutory requirements.

This year, we reviewed and updated our Control of Substances Hazardous to Health (COSHH) assessments, along with the associated data sheets for all chemicals used in our operations. These updates help ensure that our practices remain aligned with current health and safety standards.

We also continue to monitor and manage asbestos across our property portfolio in accordance with legislation. In line with our revised Biodiversity Policy, we have taken steps to reduce the use of chemical products in estate management. For example, the use of herbicides such as weedkillers is being minimised, and this requirement is embedded within our estates management contracts.

Resource management

9. Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does the housing provider target and measure performance?

At present we do not have a formal strategy in place for the general use of responsibly sourced materials in our construction and repair activities. Initially, this was scheduled to be explored through the development of our new Corporate Plan for 2026 onwards. Instead, this work will now be explored as part of our potential merger with Settle.

10. Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?

Over the past year we have taken steps to better understand the composition of waste generated through our operations and have collaborated with suppliers to verify the accuracy of data provided in waste reports. This enables us to monitor the carbon impact of our waste more effectively.

Our Environmental Sustainability Strategy includes a clear and ambitious target to send zero waste to landfill by 2026. We recognise that this is a challenging goal, but one that reflects our strong commitment to environmental responsibility. As part of this commitment, we currently work with our main building materials supplier to manage waste through their skip services, ensuring that none of this waste is sent to landfill.

Looking ahead, we are establishing a Waste Working Group in 2025 to identify opportunities to reduce operational waste and further minimise landfill disposal. While achieving zero waste to landfill will require sustained effort, we are determined to make meaningful progress toward this target. This group will bring together

colleagues from across Paradigm and external stakeholders to drive innovation and collaboration in waste reduction. We also plan to refresh our Waste Management Policy to reflect evolving best practices and maintain alignment with the latest legislative and regulatory developments.

11. Does the housing provider have a strategy for water management? If so, how does the housing provider target and measure performance?

Paradigm does not currently have a standalone water management strategy.

However, we are in the process of establishing a network of Sustainability Champions across the organisation, who will help shape our approach to sharing water-saving advice with residents and embedding good practice. This work will lay the foundation for more collaborative and informed action.

The broader water management strategy will be revisited at the appropriate time, once progress has been made on our proposed merger with Settle and we begin developing a new Environmental Strategy together.





SOCIAL

Affordability and security

12. For properties that are subject to the rent regulation regime, report against rent compared to the relevant Local Housing Allowance (LHA)

	Shared	1 bed	2 bed	3 bed	4 bed	5/6 bed	Total
No. of homes in each category	51	3,125	5,389	3,759	440	20	12,784
Average LHA rate	£110.30	£190.78	£244.25	£319.42	£397.54	£417.01	£258.30
Average basic rent	£101.46	£127.80	£154.37	£168.76	£195.83	£187.56	£153.38
Paradigm rent (% of LHA)	92.0%	67.0%	63.2%	52.9%	49.3%	45.0%	59.4%

The market cost of private renting in the areas where Paradigm operates—across the South East and eastern home counties—is relatively high. Even given the regulatory controls on how we set rents, the discount of our rents to market levels is significant. Affordability is reviewed annually, as part of the rent setting process. Rent levels for new homes are capped so that they are no higher than the Local Housing Allowance (LHA) at first letting, even if the rent could be set higher within the regulatory controls.

LHA is calculated by the Valuation Office Agency based on rents in defined market areas for different sizes of property in terms of the number of bedrooms. LHA is reviewed annually, and the principle is that it is set at the 30th percentile of market rents for the size of property in the relevant market rental area. Following a freeze in LHA rates in 2023/24, the rates increased by an average of 15.4% in 2024/25 across the areas where we operate.

The table above shows the extent of the discount of Paradigm's rents to LHA benchmarks by property size, averaged across the rental market areas where Paradigm owns homes. The averaged discount to LHA increases for larger properties in large part because of the way in which the formula for social rents is designed. Paradigm's rents for its small number of shared properties are above Local Housing Allowance levels, as these homes primarily provide supported housing with additional shared facilities and services.

Paradigm increased its rent by CPI +1 % (3.7%) in 2024/25 which was significantly less than the average increase in LHA rates for the same period, leading to an increased differential between LHA and Paradigm's average rents.



13. Share, and number, of existing homes (owned and/or managed) completed before the last financial year

	Total (31/3/23)	% of Total	Total (31/3/24)	% of Total	Total (31/3/25)	% of Total
General needs (social rent)	9,153	59.9%	9,185	58.3%	9,186	57.1%
Intermediate rent	128	0.8%	128	0.8%	133	0.8%
Affordable rent	2,776	18.2%	3,090	19.6%	3,311	20.6%
Supported housing	137	0.9%	136	0.9%	129	0.8%
Housing for older people	25	0.2%	25	0.2%	25	0.2%
Low-cost home ownership	2,750	18.0%	2,882	18.3%	2,986	18.6%
Care homes	0	0.0%	0	0.0%	0	0.0%
Private rented sector	313	2.1%	313	2.0%	307	1.9%
Total	15,282	100.0%	15,759	100.0%	16,077	100.0%

This table shows the distribution of Paradigm's existing homes across defined categories. Our core purpose is to provide affordable housing for those unable to meet market housing costs. The vast majority of our homes are offered below market rates, either for rent or through shared ownership.

We manage a small number of market-rented homes—a figure that has remained unchanged over the year—and this is not a category we are actively looking to expand. The overall mix of homes for social rent, affordable rent and low-cost shared ownership has shifted slightly due to new homes added during the year (as shown in the next table), along with staircasing activity and some disposals aligned with our Corporate Plan.

14. Share, and number, of new homes (owned and/or managed) that were completed in the last financial year

	Total homes (31/3/25)	New homes (31/3/25)	% change in each category (31/3/24)
General needs (social rent)	9,186	12	0.1%
Intermediate rent	133	-	-
Affordable rent	3,311	222	6.7%
Supported housing	129	-	-
Housing for older people	25	-	0%
Low-cost home ownership	2,986	150	5.0%
Care homes	-	-	-
Private rented sector	307	-	-
Total	16,077	384	2.4%

The development of new homes remains central to our corporate mission. In 2024/25, we added 384 homes to our portfolio, compared to 504 the previous year. Although the growth rate slowed slightly to 2.4%, it remains above the median for our peer group. We are on track to exceed our Corporate Plan target of delivering 1,950 new homes over the five-year period to March 2026.



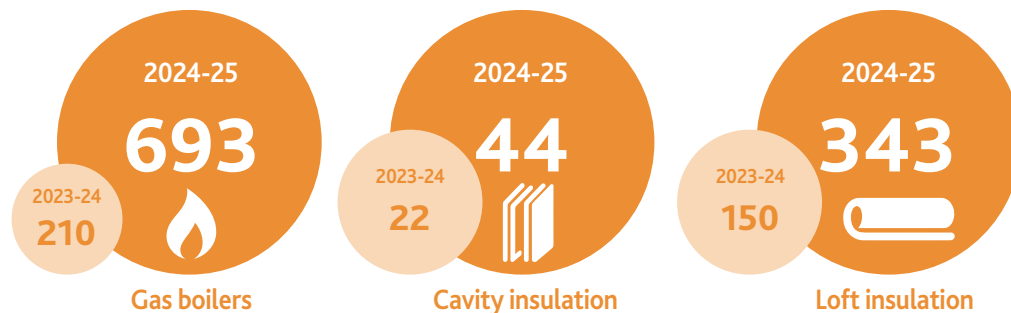
15. How is the housing provider trying to reduce the effect of high energy costs on its residents?

As part of our retrofit programme, we prioritise surveying homes with the lowest energy efficiency, ensuring that improvements are targeted where they are needed most. In line with PAS 2035 standards, we actively involve residents in the process. Our retrofit surveys gather feedback on comfort and energy use, and we carry out follow-up visits to keep residents informed about survey outcomes and proposed measures. This ensures that retrofit planning is both data-driven and resident-focused. Beyond physical improvements to homes (as set out in the table below), we take a multi-layered and proactive approach to supporting residents with the rising cost of energy. This includes a blend of personalised informal support, strategic partnerships and direct financial assistance:

- > Our Tenancy Sustainment and Support team provides tailored, one-to-one support for those most at risk, working closely with local authorities to help residents remain securely housed.
- > We collaborate with a wide network of external partners, delivering targeted services funded through grants and social value contributions from commercial contractors.

Physical improvements to homes

	2023-24	2024-25
New efficient gas boilers	210	693
Cavity insulation	22	44
Loft insulation	150	343



In 2024/25, we partnered with Pocket Power to help residents access social tariffs and reduce everyday energy costs. Through this partnership:

-  **139 residents were supported**
-  **The average saving per resident was £208.31**
-  **The total savings reached £28,955.09**
-  **The average return on investment per resident was £154.61**

In addition, we ran a targeted voucher and gifting scheme, as well as wider support detailed in the case study below. Through this blended model of retrofit engagement, personalised support and financial relief, we are working to reduce the impact of high energy costs and build long-term energy resilience for our residents.



CASE
STUDY

Addressing fuel poverty through partnership and grants

Early in 2025 Paradigm secured over £28,000 in grant funding from Buckinghamshire Council to contribute towards residents' fuel bills. These are being distributed in the form of £99 fuel vouchers for 65+ year olds who live in a property with an EPC rating of D or below. The grant ensures that our residents can get additional help and support with their fuel costs where we haven't yet been able to upgrade the efficiency of their homes.

In addition, we have been working closely with the Housing Associations' Charitable Trust (HACT) to alleviate energy debt. Following Tenancy Support team referrals over the year, HACT has issued 120 £49 energy vouchers to our residents, making a total of £5,880 towards their energy bills.

Under a separate scheme, Paradigm also applied to HACT for emergency energy debt assistance, on behalf of multiple residents, under which up to £500 of assistance per application was available for debt coverage. In total this resulted in over £5,500 further payments to alleviate the impact of high energy bills on residents.

Paradigm itself has also provided more than £10,000 in emergency fuel vouchers over the year from our Tenancy Support budget, alleviating energy poverty for an additional 247 households.

16. How does the housing provider provide security of tenure for residents?

As outlined in last year's report, our tenancy policy remains focused on promoting long-term housing security. For newly nominated tenants, we continued to issue a Starter Assured Shorthold Tenancy, which converts to a full Assured Tenancy after a successful introductory period. The only exceptions are in specialist housing, where licences may be more appropriate due to the nature of the accommodation and support provided.

We also reaffirm our decision to discontinue the use of fixed-term Assured Tenancies. Our policy, introduced ahead of the proposed legislative changes under the Renters' Rights Bill 2025, reflects our longstanding belief that fixed-term tenancies do not support the stability and continuity that social housing is designed to provide. By maintaining this approach, we are aligned with emerging national standards, continuing to prioritise secure, long-term tenancies that help residents build settled and sustainable lives.

CASE
STUDYA life-
changing
home for
Victoria

After a lifetime of private rentals and over 40 house moves, Victoria and her daughter finally found lasting stability with us at Paradigm. Forced out by a no-fault eviction and unable to secure another rental due to guarantor requirements and overwhelming demand, Victoria faced homelessness. She described the experience as 'a nightmare time' that deeply impacted her mental health.

Following a short stay at inappropriate temporary accommodation, Victoria was offered a home at our Rowditch Furlong development. The moment she saw the flat, she cried with joy. "It gave us the opportunity to start all over again," she said.

The impact of a secure home has been profound. In July 2024, we converted Victoria's tenancy into a life-time assured tenancy. "This is the first time in my life when I've had a guarantee of a home... It's amazing to feel so secure."

Since moving in, her daughter's mental health has improved, they enjoy cooking healthy meals, and they've even welcomed an emotional support dog. Victoria's story is a powerful reminder of the life-changing impact of life-time tenancies and why they remain a key part of our mission.

Building safety and quality

17. Describe the condition of the housing provider's portfolio

We continue to apply a systematic and rigorous approach to managing processes that ensure the inspection and maintenance of safety-critical building systems and components.

The table below sets out the latest building safety measures collected directly by Paradigm, in line with the Tenant Satisfaction Measures required by the Regulator of Social Housing. Ensuring full compliance with safety regimes in our homes remains a key objective for Paradigm. We have maintained full compliance with the principal safety regimes, including gas safety, fire risk assessments, asbestos management, water hygiene and lifts.



As of this reporting period, electrical safety checks have been completed for 94.2% of homes or blocks where checks are required under our policy. Electrical testing has proved more challenging this year, with customer refusals for access creating a decrease in our Electrical Installation Condition Report (EICR) compliance rate. In response to this, we have completed an audit and review of our existing EICR policy, introducing a new process, data management regime and additional resource to support our enhanced focus in this area. Through these actions we are targeting 100% compliance by end of Q2 of 25/26.

Where hazards are identified, either through inspections or resident feedback, our processes are designed to ensure that prompt action is taken to eliminate or reduce the risk, so that residents remain safe and properties are made secure.

	No. of homes meeting the requirement	No. of homes for which the measure is relevant	% meeting the requirement
BS01 - Gas	11,388	11,391	99.97%
BS02 - Fire	639	640	99.7%
BS03 - Asbestos	247	247	100%
BS04 - Water	147	148	99.7%
BS05 - Lifts	68	68	100%

18. What % of homes meet the national housing quality standard?

At the end of the reporting period, 99.3% of our homes were compliant with the Decent Homes Standard (DHS), with 91 out of 13,093 properties (0.7%) classified as non-decent.

Where a property fails to meet the DHS, the response depends on the nature of the issue. Urgent failures, particularly those related to the Housing Health and Safety Rating System (HHSRS), are addressed as a priority, typically within 24 hours, subject to the resident providing access.

Most non-compliant homes this year, 45 out of 91, were due to issues with windows. All homes identified as non-decent due to component-related issues are already included in our planned works programme and are scheduled for repair or replacement within the year.

Other failures, such as those related to thermal comfort or the condition of major components, are assessed on a case-by-case basis and may require careful assessment and planning for the repair or replacement of key building components, such as heating systems or structural elements.

We have continued with a strong focus on assessing the condition of our homes, in particular the identification and intervention of any Housing Health and Safety Rating System (HHSRS) risks. Our accelerated stock condition survey programme has increased the volume of our stock surveyed within the last five years from 44% at the end of 2023/24 to 85.1% in March 2025. To improve this process further, we have also introduced an enhanced HHSRS record management process to ensure interventions are prioritised and remediated quickly and to drive insight to unlock further service improvements.

19. How do you manage and mitigate the risk of damp and mould for your residents?

We take a proactive and structured approach to identifying and addressing damp and mould hazards across our homes. These issues are assessed through a range of operational processes, with a strong emphasis on resident engagement, early detection, and timely intervention.

Most cases of damp and mould are reported directly by residents through our Customer Contact Centre, where all advisors are trained to accurately diagnose repair issues. Specialist advisors handle more complex repairs and maintenance queries, following a documented triage process that ensures issues are logged and responded to in line with our published repair timescales. Where necessary, we arrange a property inspection within five days to assess the severity of the issue and determine the appropriate course of action.

When a Category 1 or 2 hazard (as defined by the Housing Health and Safety Rating System – HHSRS) is identified, the case is validated and the root cause assessed. Remedial action is then commissioned, ranging from a damp and mould survey to immediate repairs in urgent Category 1 cases. These inspections also include an assessment of whether the property meets the Decent Homes Standard (DHS).

The following table shows the number of confirmed damp and mould cases identified during the year which were Category 1 or 2 level hazards.

HHSRS hazards by severity	Total
Category 1	13
Category 2	220
Total	233

In 2024/25, we conducted a review of our damp and mould reporting and remediation processes, resulting in improved systems for tracking issues and ensuring timely resolution. We are also reviewing our operational procedures to ensure full alignment with the requirements of Awaab’s Law, particularly in how we respond to residents reports of damp and mould.

In addition to resident-reported cases, we assess for damp and mould through several other channels:

- > Stock condition surveys, where qualified surveyors inspect homes for HHSRS hazards, including damp and mould
- > Voids inspections, which are carried out when homes are vacated, to identify and address any hazards before re-letting
- > Staff referrals, where any team member visiting a property can and do raise concerns about property condition. These are logged, categorised, and reviewed by our Property Services team to ensure appropriate follow-up.

We also use data analysis to identify homes at higher risk of damp and mould. This includes reviewing property and resident data to flag homes that may be at risk of failing to meet repair or DHS standards. High-risk cases are escalated to a specialist

manager for further action, which may include inspections, repairs, or visits from our Customer and Neighbourhood Officers.

Through this multi-layered approach, we are committed to ensuring that damp and mould issues are identified early, addressed effectively, and managed in a way that prioritises the health, safety, and comfort of our residents.

Oversight is provided by our Customer Experience Committee, a Board sub-committee that monitors performance, reviews resident feedback, and ensures lessons learned inform service improvement—including damp and mould management.

Resident voice

20. What are the results of the housing provider’s most recent tenant satisfaction survey?

Last year, Paradigm’s overall tenant satisfaction for 2023/24 was

Tenants (low cost rental accommodation)	79.4%
Shared owners (low cost home ownership)	54.6%

Paradigm’s overall tenant satisfaction for 2024/25 is

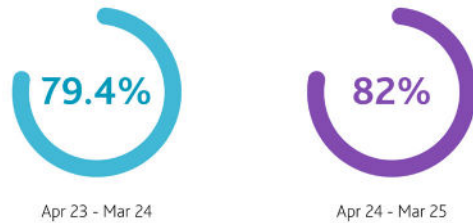
Tenants (low cost rental accommodation)	82.0%
Shared owners (low cost home ownership)	58.3%

These are the figures we have produced to report as Tenant Satisfaction Measure (TSM) TP 01. We publish the range of TSMs which we collect on our website on a quarterly basis.

We’ve seen notable improvements across several TSMs, reflecting our continued focus on resident priorities. General needs satisfaction rose by 2% to 82%, shared ownership satisfaction increased by 3% to 58%, satisfaction with new homes reached 90% (up 2%), and repairs satisfaction hit 81%, surpassing our 80% target. These gains are

the result of targeted efforts to enhance the resident experience, informed by direct feedback and community engagement initiatives like our Community Action days.

Overall satisfaction: rented



Overall satisfaction: shared owners



21. Methodology

Throughout the 2024/25 financial year, we conducted the TSM survey on a quarterly basis, with interviews scheduled monthly to ensure consistent volume and representative coverage across each quarter. All surveys were carried out by telephone, aligning with our established resident feedback approach. This method continues to provide reliable contact rates and robust, comparable data, enabling us to gather meaningful insights into resident experience and satisfaction.

22. Sample size

The required sample sizes are shown in the table below (according to Paradigm’s Statistical Data Return):

Tenure type	Population	Confidence interval required	Number of interviews required per annum for submission	Number of interviews completed
Low-Cost Rental Accommodation (LCRA)	12,563	+/- 3%	984	1,205
Low-Cost Home Ownership (LCHO)	2,882	+/- 4%	497	599
Total	15,455		1,481	1,804

To meet regulatory standards, Paradigm is required to complete a minimum of 984 surveys annually with LCRA residents (achieving a ±3% confidence interval) and 497 surveys with LCHO residents (±4% confidence interval). We use a quota sampling approach based on agreed demographic characteristics to ensure the survey sample reflects the wider resident population. Quotas were set regionally for both resident groups, and in March, we specifically targeted age representation to further enhance sample accuracy.

The Regulator requires that perception-based TSMs are, as far as possible, representative of the tenant population. A non-representative sample risks producing biased satisfaction scores. Following a review of available demographic data, we are confident that our survey sample and resulting TSMs accurately reflect the profile and characteristics of our resident base.

23. How has the housing provider acted on the results of tenant satisfaction surveys and tenant complaints to change and improve services?

In the last 12 months, in how many complaints has the Housing Ombudsman determined that maladministration took place?

This last year saw the publication of our first Annual Complaints Report, available on our website, which provides detailed insights into the volume, nature and outcomes of complaints, and how we use this feedback to drive service improvements.

In 2024/25, Paradigm received 13 determinations from the Housing Ombudsman Service (HOS), with six cases upheld for maladministration. Of these, five related to how we handled repair issues, including one involving a latent defect in a newly built property managed by a third party. While the managing agent was responsible for the repair, we acknowledge our role in ensuring third parties meet their obligations.

Each Ombudsman case is subject to a formal internal review, and the lessons are embedded into our continuous improvement plans. We have also delivered an ongoing communications campaign to raise awareness of our complaints process among both residents and colleagues. This includes regular case studies in our monthly newsletter, highlighting how we've resolved issues, and the improvements made as a result.

Internally, we are strengthening our approach by ensuring colleagues to escalate expressions of dissatisfaction to our Customer Resolutions team, ensuring that concerns are investigated objectively and thoroughly. This also ensures residents have clear access to the complaints process and can escalate to the Housing Ombudsman if they remain dissatisfied.

Our Insights to Action programme continues to play a central role in how we analyse and respond to feedback. This programme draws on data from complaints, resident satisfaction surveys, and staff interactions—including feedback gathered during our local Community Action days. One key insight this year was that, while overall satisfaction with our repairs service remains high, communication could be improved

when repairs cannot be completed on the first visit.

We continue to monitor performance against our Customer Care Standards, which have shown improvement in many areas and remain a key focus. To increase transparency, we have developed a performance scorecard that will be shared with residents in our Annual Customer Report, showing how we are performing across all aspects of our service standards.

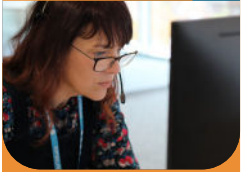
In response to recurring themes in complaints and other feedback, we have also developed targeted service improvement plans in key areas, including:

- > Anti-social behaviour (ASB) services
- > Communal cleaning
- > Services delivered by subcontractors

These actions reflect our commitment to listening to residents, learning from feedback, and delivering meaningful improvements to the services we provide.

Our Customer Experience Committee is responsible for monitoring the delivery of the customer strategy, performance, and customer experience and insight. As a sub-committee of the Board, the Committee provides oversight of complaints handling, reviews feedback and performance metrics, and ensures that lessons learned are embedded to improve services and strengthen accountability to residents.



CASE
STUDYListening,
learning,
acting: ASB
improvements
in practice

Our 2024 TSMs showed us that ASB had become an area that needed focus. The figures showed 60% satisfaction with how we handled ASB among rental residents, but only 39% satisfaction from our shared ownership residents.

While ASB can be difficult to prove it's also difficult to diagnose. Deeper analysis of feedback from residents about ASB showed us that we faced four key challenges:

- > Helping residents understand what constitutes ASB
- > Making sure they know how and where they can report ASB
- > Making those reporting tools more robust and effective for our residents
- > The need for more proactive reporting of ASB cases from contact centre calls

We introduced a sweeping ASB improvement plan, including a new self-service web ASB toolkit to make logging cases easier, and adoption of a new ASB app for residents. Additional training was also given to contact centre staff to allow them to proactively record new ASB cases themselves, rather than leaving it to residents.

Under the improvement plan, every ASB case receives a full action plan. All communication with residents is then driven through that action plan, with timeframes based on rigorous categorisation of each case. Within it, residents are advised on what actions we can take and how they can support the process on the app.

The full process has been in place since October 2024 and after just six months, resident feedback in the form of TSMs suggests success with shared ownership satisfaction with ASB up to 46% and rental residents up to 62%.

24. What arrangements are in place to enable residents to hold management to account for the provision of services?

We remain committed to ensuring that residents remain at the heart of every decision and improvement we make. We work in partnership with the Tenant Participation Advisory Service to continually strengthen opportunities for resident involvement and scrutiny.

Our resident co-regulation and scrutiny framework includes several structured engagement groups:

- > Customer Experience Committee (CEC) – A sub-committee of our Board, the CEC includes resident members, who ensure the resident perspective is embedded in our decision making. Meetings are held quarterly. In 2023/24, there were two resident members, however one stepped down in the autumn after leaving her Paradigm property. In 2024/25, we recruited two new resident members to join the committee for 2025/26, bringing the total number to three.
- > Customer Voice Panel (CVP) – Formerly the Resident Services Panel, the CVP acts as a critical friend, working with us to identify service improvements and holding us to account through regular performance reviews. In 2024/25, we introduced a new quarterly engagement cycle, strengthening the panel's link with the Customer Experience Committee and our Board, enabling deeper, more focused reviews. We also welcomed a new Chair, two Vice-Chairs and two new members.
- > Readership Panel – This group reviews written materials such as policies, strategies, and resident communications to ensure they are clear, accessible and customer-friendly.

We also launched our first three Service Review Groups, bringing together customers with direct experience of specific services to help identify and shape improvements. These reviews are a key part of our commitment to listening to residents and embedding their insights into service design:

- > **Homeownership satisfaction.** Feedback from homeowners led to immediate improvements, including enhanced website content, new homeowner webinars and updates to our resident newsletter. These changes contributed to a 3.7% increase in overall homeowner satisfaction.

- > **Channel choice.** Residents helped us identify opportunities to improve how they contact us and access services. Their input is now shaping our future service channel roadmap, with a focus on flexibility and accessibility.
- > **Gas safety communications.** Engagement with over 1,600 residents highlighted the need for clearer communication from our gas safety contractor. As a result, we expanded our engaged resident register by 47% and increased overall participation in involvement activities by 23%, strengthening both service relevance and trust.

These reviews demonstrate the value of meaningful resident involvement. By listening to those with lived experience, we're making targeted improvements that directly enhance satisfaction, trust and service quality.



Resident support

25. What are the key support services that the housing provider offers to its residents? How are outcomes measured?

We support our residents through a combination of personalised, informal support and formal, strategic partnerships designed to meet a wide range of needs.

Informal support

Our Tenancy Sustainment and Support team provides tailored, resident-centric assistance, focusing on those most in need. In 2024/25, we redesigned this service to work more closely with local authority and health services, ensuring residents receive long-term, professional support to help them sustain their tenancies.

We also operate a voucher and gifting scheme to provide targeted help to vulnerable households. In 2024/25, we delivered:

- > £4,988 in fuel vouchers, supporting 209 residents
- > £990 in food vouchers, helping 34 households
- > £4,922 in essential goods, including white goods, emergency heaters and mobile phones for domestic abuse victims, benefiting 58 households
- > Additionally, we supported residents in applying for external grants and provided specialist help for those experiencing hoarding, helping them regain control of their homes.

Formal support and partnerships

Our Partnerships and Social Value programme connects customers with a wide network of external agencies, funded through a mix of grants and social value contributions from our commercial contractors. We track and align these contributions, ranging from financial support to donated goods and services, through our procurement processes to ensure they reach those who need them most.

In 2024/25, we invested approximately £200,000 in grant funding to partner agencies delivering services such as:

- > Debt and welfare advice
- > Mental health and wellbeing support
- > Help with hoarding and household management
- > Education, training and employment support

Our refreshed Partnership Programme ensures that support is better matched to resident needs. In 2024/25, we worked with the following organisations:

- > Citizens Advice (Welwyn Hatfield, Bucks, Milton Keynes)
- > P3 Hoarding Support
- > Banburyshire Advice Service
- > Pocket Power
- > Herts Mind
- > New Economics Foundation
- > Greater Change
- > Lindengate
- > Kings Church
- > Alternatives 2 Conflict

This blended model of informal support, strategic partnerships and targeted financial assistance enables us to respond effectively to the diverse needs of our residents and build long-term resilience across our communities.

Placemaking

26. Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.

When evaluating new investment opportunities—particularly those linked to development—we place strong emphasis on how our homes will integrate with and positively contribute to existing communities, both operationally and physically.

In 2024/25, Paradigm recommenced small-scale regeneration and infill development projects, reflecting our commitment to making the most efficient use of existing assets. These initiatives are often driven not only by housing need, but also by a desire to address ASB and improve underutilised or neglected spaces that detract from the local environment.

A key example is our garage infill programme, which transforms outdated garage blocks—no longer suitable for modern vehicles and often prone to ASB and fly-tipping—into high-quality new homes. These developments enhance the street scene, improve natural surveillance, and contribute to safer, more vibrant neighbourhoods, while also helping to meet local housing demand.

Building on the success of our Big Door Knock initiative in 2023/24, we have continued community engagement through a series of Community Action Days. These events bring together staff and residents to improve shared spaces in areas identified as needing attention. Activities have included litter-picking, tree planting, and external decoration, all aimed at enhancing the appearance and functionality of communal areas.

These efforts have not only improved the physical environment but have also contributed to higher resident satisfaction, better management of estate services, and a stronger sense of community pride.



GOVERNANCE

Structure and governance

Risk Management

ESG considerations are embedded within our broader risk management framework. This ensures that environmental, social, and governance risks are systematically managed in line with our strategic objectives and stakeholder expectations.



Identification and assessment process

Our risk management process follows a structured and continuous cycle:

- > Risk Identification: Risks are identified, categorised and recorded through proactive assessments and reactive responses to emerging events.
- > Risk Analysis: Existing mitigation controls are evaluated to understand current exposure.
- > Risk Assessment: Risks are scored (gross, current and target) to prioritise action.
- > Risk Action: Appropriate responses are developed and implemented.
- > Risk Monitoring and Reporting: Risks are continuously tracked, evaluated and communicated.

We apply a cause-event-effect model to assess material ESG risks, helping us understand why a risk might occur, what the central event is, and what the potential consequences could be.



Escalation and review

- > Operational ESG risks are reviewed regularly and discussed with senior leaders.
- > Strategic ESG risks are reported quarterly to the Executive Board (ExBo) and the Audit and Risk Committee (ARC).
- > The Leadership Group reviews the Risk Management Framework annually to ensure it remains fit for purpose.



Roles and responsibilities

Risk governance is embedded across all levels of the organisation:

- > Board: Sets risk appetite, approves the framework, and provides annual assurance.
- > ARC: Oversees strategic and operational risks, reviews reports, and escalates concerns.
- > Executive Directors and senior managers: Accountable for risk management within their directorates.
- > Risk Assurance Team: Maintains the framework, supports risk owners, and prepares reports.
- > All staff and stakeholders: Expected to comply with the framework and report emerging risks.

We operate under a Three Lines of Defence model, ensuring clear accountability and independent assurance.



Risk appetite

Our risk appetite defines the level of risk we are willing to accept in pursuit of our objectives. It is reviewed annually by the Board and expressed across five levels:

1. Averse
2. Minimalist
3. Cautious
4. Mindful / Open
5. Enterprise / Hungry

ARC reviews appetite statements for each risk theme and recommends updates to the Board.



Training and awareness

We promote a risk-aware culture through:

- > Mandatory e-learning (e.g. health and safety, data protection, cybersecurity)
- > Role-specific operational risk training
- > Risk owner training via the Risk Assurance team
- > Board and committee training as needed

Risk updates are communicated via:

- > Colleague channels: Ping articles, webinars, briefings
- > Customer channels: Newsletters, website posts, engagement events



Illustrative ESG risks

Examples of ESG risks we monitor include:

- > Climate Risk: Failure to meet net zero targets, exposure to adverse weather events
- > Regulatory Compliance: Non-compliance with environmental legislation
- > Reputational Risk: Stakeholder trust erosion due to ESG performance or disclosures

Staff wellbeing

27. Does the housing provider pay the Real Living Wage?

Yes.

28. What is the housing provider’s median gender pay gap?

On 5 April 2024, we captured a snapshot of our salary data for 550 employees, comprising 290 men and 260 women. This compares with 282 men and 274 women in the previous year. The snapshot excludes employees not receiving full pay on that date due to reasons such as sickness absence, sabbatical, family leave or unpaid leave.

For the first time, our mean average gender pay gap favours women, and for the third consecutive year, we have reported a median gender pay gap in favour of women.

The results show Paradigm has a median gender pay gap of 7.22% in favour of women, compared to -4.98% in favour of women in 2023. While this reflects strong representation of women in higher-paid roles, we remain committed to ensuring that all employees—regardless of gender—have equal access to opportunities, progression and reward.

29. What is the housing provider’s CEO: median-worker pay ratio?

As of 31 March 2025, the CEO-to-median employee pay ratio at Paradigm is 6.41:1. This means our Chief Executive earns 6.41 times the median salary of our workforce.

We monitor this ratio annually as part of our commitment to transparency, fairness, and responsible remuneration practices. Maintaining a balanced pay ratio helps ensure that executive compensation remains proportionate and aligned with the values of our organisation.

30. How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

Since making a public commitment to embed EDI into our culture in 2022, we have continued to make meaningful progress. EDI is now a regular part of how we work, and this is reflected in our employee engagement survey, where responses to our bespoke EDI question reflected excellent levels of engagement.

We are committed to attracting and retaining a diverse workforce through inclusive practices, including:

- > Ensuring job adverts and descriptions reflect our commitment to diversity and inclusion.
- > Advertising roles on both accessible and specialist job boards to reach under-represented groups.

- > Promoting awareness of reasonable adjustments and equipping managers to support inclusive conversations.
- > Reinforcing a zero-tolerance approach to bullying, discrimination and harassment—reflected in zero complaints related to protected characteristics in the past year.
- > Conducting self-assessments using tools such as the CIH EDI Framework and Disability Confident scheme.
- > Maintaining an active EDI calendar with accessible, engaging content to promote awareness and inclusion.

While we've achieved several milestones, our most significant progress has been a tangible increase in employee engagement with EDI. In Autumn 2023, we invited colleagues to share their EDI interests—personally and professionally. 110 responses identified key themes: mental health and wellbeing, neurodiversity, and culture and ethnicity. This led to a co-created calendar of awareness events, many of which are featured in our Case Study.

We've seen a growing number of colleagues share personal stories—through blogs, webinars and team meetings—on topics such as disability, neurodiversity, grief and wellbeing. This openness reflects a growing culture of trust and inclusion.

Key achievements this year include:

- > Achieving Disability Confident Employer status (May 2024)
- > Gaining Age Inclusive Employer status and partnering with Rest Less to promote age diversity in recruitment
- > Publishing updated guidance on reasonable adjustments, encouraging disclosure of both visible and non-visible disabilities
- > Delivering impactful EDI events, including Black History Month celebrations and neurodiversity workshops
- > Sharing employee-led communications on Ramadan, Eid, neurodiversity, and health awareness
- > Completing six Equality Impact Assessments for new and updated People policies

Looking ahead, we have a detailed EDI action plan in place for 2025/26 to build on this momentum and ensure our culture continues to evolve in a way that is inclusive, equitable and empowering for all.

CASE STUDY



Honouring Black History Month, strengthening community bonds

Paradigm held two lunch-based events for Black History Month in October last year. The first, held at our headquarters, was a Caribbean-themed spread with charitable donations to raise money for Black Minds Matter. The initiative proved immensely popular with queues out of the door and standing space only. Food included goat curry, jerk chicken, patties, mac and cheese, and plenty of vegetarian options, and over £400 was raised for the Black Minds Matter charity in cash and online donations.

We also held a community lunch at the Foyer, our supported living residence for young adults in Welwyn Hatfield. Paradigm volunteers and staff at the Foyer cooked 5kg of Jollof rice, jerk chicken and a secret family recipe of marinated beef and lamb, accompanied by salads, corn and macaroni cheese. Over 20 Foyer residents and five more from our neighbouring facility Goldings House came along to the feast in the communal lounge. Many new friendships were seeded, and the event quickly cemented the importance of family meals that many of the young residents had been missing.

As a result, the young parent group requested a cooking session at least once a month as part of their parent and toddler group. And in general, everyone expressed a real enthusiasm for more communal social events in the evenings. This has now evolved into regular evening events at the Foyer incorporating dinners, quizzes, crafting and even sports.

31. How does the housing provider support the physical and mental health of its staff?

We take a holistic and proactive approach to wellbeing, recognising that supporting our people across multiple dimensions—physical health, mental health, financial wellbeing, personal growth, giving back, and the environment—has a greater and more lasting impact.

Our wellbeing programme is designed to empower colleagues to manage all aspects of their lives in a positive and sustainable way. Key elements of our approach include:

- > A year-round calendar of wellbeing activities, covering physical, mental, and financial health awareness.
- > Regular promotion of employee benefits and partnerships, including:
 - Discounted gym memberships
 - Nutrition and health screening programmes
 - A 24/7/365 Employee Assistance Programme (EAP) offering confidential support, advice, and counselling on a wide range of issues
 - A comprehensive benefits package, including a healthcare cash plan valued at over £1,800 per year, which can be used to reclaim costs for optical, dental, diagnostic, and complementary treatments.
- > Building on our commitment to the Time to Change pledge by embedding mental health awareness into everyday practice. Our growing network of 28 trained Mental Health First Aiders supports a culture of openness and wellbeing, and we provide ongoing training to ensure colleagues and managers are equipped to support themselves and others.
- > Flexible and hybrid working practices, ensuring all colleagues have the opportunity to discuss and agree working arrangements that support both their career goals and personal lives.

This integrated approach to wellbeing reflects our belief that a healthy, supported workforce is essential to delivering great outcomes for our residents and communities.

32. How does the housing provider support the professional development of its staff?

Our approach to learning and development is designed to maximise both employee satisfaction and resident outcomes, while building a workforce equipped to meet current and future needs.

We provide a structured and accessible learning framework, offering a mix of on-demand resources and structured programmes tailored to individual and business requirements. This ensures that all employees can access relevant, timely, and effective learning opportunities.

Our learning offer supports:

- > Regulatory and legal compliance
- > Role-specific effectiveness and productivity
- > Personal and professional growth.

Through our performance and development review cycle, employees work with their line managers to identify learning needs and document them in online Learning Plans. These plans outline activities that support current objectives, enhance role performance, and build capabilities for future career progression.

We actively encourage staff to pursue a wide range of learning opportunities, including:

- > Shadowing and mentoring
- > Stepping into new responsibilities
- > Formal workshops and qualifications.

By fostering a culture of continuous learning, we are developing an agile and resilient workforce, capable of adapting to change and driving improvement. Our commitment to learning not only strengthens our business performance but also enhances our reputation as an employer of choice, helping us to attract and retain top talent.

Supply chain management

33. How is social value creation sustainability considered when procuring goods and services? What measures are in place to monitor the delivery of this social value sustainability?

In 2024/25, Paradigm began relaunching its approach to social value with the creation of a new role: Senior Manager for Partnerships and Social Value. Reporting to the Customer Directorate, this role is responsible for aligning social value initiatives with resident needs and overseeing their implementation and impact.

As part of this relaunch, we have transitioned from a Social Value Toolkit to a more comprehensive Social Value Framework. This updated document provides clear guidance on how social value is embedded across Paradigm, particularly through our procurement and partnership processes. It includes:

- > A clear definition and scope of social value at Paradigm
- > A framework for how social value will be managed
- > Guidelines for designing initiatives and working with partners and communities
- > Expectations for monitoring, evaluation, accountability, and learning
- > Monitoring and Implementation

We track and monitor the delivery of social value commitments through a combination of the HACT Social Value Portal and internal monitoring tools. Once a contract is awarded, the Senior Manager meets with the partner's Social Value Lead to review selected initiatives, agree on outcomes, and set expectations for reporting and accountability.

Each partner's progress is tracked and monitored in a central register, capturing:

- > Framework and supplier details
- > Type of social value initiative (e.g. jobs, volunteering, donations)
- > Expected outputs (e.g. cash value, hours, placements)

- > HACT outcomes and evidence requirements
- > Progress updates and reporting timelines

A light-touch evaluation is conducted for each project, incorporating feedback from Paradigm staff, partners, and the communities involved. This helps assess the effectiveness of each initiative and identify lessons to inform future project design or follow-up support.

The HACT reporting tool is used to present cumulative social value outcomes to the Customer Leadership Teams (CLT) on a quarterly basis. Insights and evaluations are also shared with our newly-formed Social Value Committee to ensure transparency and continuous improvement.





Paradigm's Sustainability Finance Framework (SFF)

34. Use of Proceeds Transactions (UoPTs)

Our Sustainability Financing Framework (SFF), published in May 2021, outlines how Paradigm intends to enter Sustainability Financing Transactions (SFTs) to support our environmental and social objectives.

Since its launch, we have successfully issued two sustainability bonds:

- > May 2021: £350 million issued, with £100 million retained
- > April 2024: £250 million issued, with £100 million retained

In March 2025, we upsize the April 2024 bond by £50 million, bringing the total to £300 million, and increased the retained element to £150 million.

The proceeds from the April 2024 bond were used for refinancing, strengthening our liquidity and enabling continued investment in our development programme.

In 2024/25, we delivered 411 new homes, of which 384 were affordable, including:

- > 150 shared ownership homes
- > 234 rented homes, comprising:
 - 222 affordable rent
 - 12 social rent

These investments reflect our ongoing commitment to sustainable growth, financial resilience, and the delivery of high-quality, affordable housing.

Our performance against sustainability linked loans

As part of our Sustainability Linked Loans, we have committed to a set of Sustainability Performance Targets (SPTs) focused on three key areas:

- > Delivery of new homes
- > Energy performance of existing homes
- > Customer satisfaction

These targets are designed to align our financing with our broader environmental and social objectives and our latest performance is set out in the table below.

Sustainability performance targets (SPTs)			
Last day of the relevant Financial Year)	"SPT 1" New Homes	"SPT 2" Energy Efficiency	"SPT 3" Customer Satisfaction (General Needs)
31 March 2025 Target	405	73.4	87%
31 March 2025 Performance	411	73.8	82%
Comment	411 new homes built as at the end of March 2025 above 405 SPT 1 target.	Average calculated SAP score of 73.8 as at the end of March 2025 above 73.4 SPT 2 target.	Customer Satisfaction (General Needs) score of 82% as at the end of March 2025 below 87% SPT 3 target.

The average energy efficiency SAP score of 73.8 is based on designated properties reflected in our sustainability linked loans, whereas the 74.5 reported earlier on p.4 is based on the full property portfolio.

An independent review of our performance against these SPTs was conducted by DNV, independent experts in assurance and risk management. They confirmed that we successfully achieved two out of the three targets. Their full assurance report is available on our website, providing transparency and accountability in how we measure and report our sustainability outcomes.

Email

For all general enquiries – including complaints and compliments – please email:
ContactUs@ParadigmHousing.co.uk

Telephone

You can reach our Customer Services team by telephone on 0300 303 1010.
Our telephone lines are open Monday to Friday 8am – 5.30pm.
Please be aware that calls are recorded for training purposes.

Post

Paradigm Housing Group
1 Glory Park Avenue, Wooburn Green
Buckinghamshire HP10 0DF

The logo consists of a teal speech bubble shape pointing downwards and to the left, containing the word "Paradigm" in white, italicized, sans-serif font.

Paradigm