



2030 Sustainable Action Plan



Metropolitan
Thames Valley





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Foreword from our CEO and Chair of the MTVH Board

At MTVH, we believe that everyone should have a home and the chance to live well. As one of the country's largest housing associations, we recognise that we have a responsibility to embed sustainability across every aspect of our business - for the benefit not only of the people and communities we serve, but of wider society too.

We're committed to supporting the decarbonisation of social housing in the UK, and our ambition is to be an outstanding performer in sector. Our Sustainability Action Plan sets out how we will do that over the coming decade.

We see our commitment to sustainability as fundamental to our continued success and development. We will work collaboratively with stakeholders and like-minded organisations to achieve *our* sustainability goals - and, in doing so, we will leave a lasting legacy for future generations



Geeta Nanda – Chief Executive Officer

Geeta



Althea Efunshile – Chair of MTVH Board

Althea

Our Sustainable Future

To be an organisation where we not only protect, but enhance and develop our staff, our residents, the environment and ultimately our future. To embed sustainability within our organisation's culture through knowledge, awareness, innovation and collaboration to ensure we can provide sustainable homes for our customers now and in the future

- Our sustainability vision

Our Plan for a Sustainable Future

MTVH – Our Sustainable Future is MTVH's sustainability strategy. It represents our commitment and forward momentum as part of an industry-wide push towards providing sustainable housing for everyone,

By collaborating with stakeholders across the business and beyond, we have begun to identify how we can create a sustainable future for our colleagues, our customers and, ultimately, our business involving the ambitious targets we are outlining in our 2030 Sustainability Action Plan.

Our strategy outlines our headline commitments

Beginning our Journey

Our 2030 sustainability action plan has been created to support our sustainability strategy; MTVH – Our Sustainable Future, and provides insight on how we are going to achieve our sustainability goals. As you will see, some details remain to be added as some information is still being gathered and will be added when we can. We will be working with our stakeholders to ensure that this document and the detail provided within it is as accurate as possible. This document is here to be reviewed and scrutinised by all and feedback will be gratefully received.

To provide feedback please email:
oursustainablefuture@mtvh.co.uk



Our Strategy at a Glance

We have structured *MTVH – Our Sustainable Future* around six key themes:

- **Value and care for our colleagues** incorporates how we will look after our colleagues and helping them to fulfil their potential.
- **Empowering our residents and communities** is about doing what we can to provide our residents and communities with the tools that will allow them to grow and live their best lives.
- **Creating efficient and thriving environments** considers the environmental impact of our corporate operations and how we use our resources most efficiently.
- **Creating our Net-Zero legacy** concerns our efforts for decarbonisation across our existing housing stock and ensuring that we design and build low-carbon homes.
- **Everyone should have a home and the chance to live well** is at the heart of everything we do.
- **Effective financial management and governance** focuses on remaining a financially strong and stable organisation, allowing us to continue to build affordable and sustainable homes for future generations.

Within each theme there are up to three more detailed focus areas that we will be working on.

Each focus area then provides information on the specific goals, projects and activities that we will work on that will push us towards our overall goal of becoming a more sustainable organisation.

Our Headline Commitments

- We will work towards achieving Net-Zero emissions as a company by 2050
- We will continue to strive to improve the quality of life for our residents
- We will continue to be a financially strong and responsible organisation
- We will continue to support, protect and develop our colleagues as we all strive to achieve our vision that everyone should have a home and the chance to live well

Value and Care for our people

MTVH currently employs 1800 people across the country. Good jobs are essential to people's wellbeing, local communities and, of course, the economy. At MTVH each colleague is more than just a body at a desk or a voice at the end of a telephone.



1. Building strong people with strong careers
2. Looking after our colleagues
3. Creating a sustainable culture

Empowering our Residents and Communities

At MTVH, we recognise that we are part of communities much greater than ourselves. We want to be a good landlord, one that takes steps to actively empower our residents to make the decisions that will have a positive impact on their lives and on their communities.



4. Building sustainable communities
5. Always customer focused
6. Listening to our residents

Creating efficient and thriving environments

We will create environments that allow our people to work sustainably, promoting the effective use of materials and resources and thus reducing waste



7. Creating clean, safe and environmentally friendly workspaces
8. Reducing consumption and waste
9. Driving sustainability and removing carbon from our supply chain

Creating our Net-Zero legacy

As we develop more homes and continue to manage our existing properties, we will address the complexities associated with decarbonisation of our existing housing stock while we adopt new, low-carbon housing developments.



10. Decarbonisation of our existing housing stock
11. Low-Carbon new homes
12. Strategic partnerships to achieve Net-Zero

Everyone should have a home and a chance to live well

As MTVH's vision, this is at the forefront of what we do. MTVH - Our Sustainable Future is no different and, as we implement this sustainability strategy, we remember and celebrate this vision.



- 13 Building homes for all
- 14 Warm, Safe & Dry

Effective financial management and governance

Our financial goal is to ensure that the organisation remains financially strong and stable, regardless of external factors, so that we can build and manage as many affordable homes in the future in the future. As we face up to the challenge that *MTVH - Our Sustainable Future* brings, we will remain financially strong and stable



- 15 Embrace ESG reporting
- 16 Sustainable Investment
- 17 Public policy, tax and investment management



Our Approach to Net-Zero Carbon

We understand that achieving Net-Zero Carbon is a considerable challenge and to make sure we the greatest chance of success of reaching Net-Zero Carbon by 2050 we have identified We have identified a number of long-term targets to deliver on this commitment:

- **Decarbonisation of Our Existing Properties**
- **Decarbonisation of Our Supply Chain**
- **Adoption of the Future Homes Standards**
- **Decarbonisation of our Networks Fleet**
- **Net-Zero by 2050**

Our Existing Properties

One of the major challenges MTVH face in the sustainability arena is how to decarbonise our existing housing stock. At MTVH we are undertaking a two-phased approach:

Fabric First Approach

MTVH will be looking to improve the building fabric of our properties to ensure that they are made as thermally efficient as practicable before we look to adopt or install low-carbon technologies such as heat pumps, solar photovoltaic panels and solar thermal panels. We will be upgrading the building fabric by installing the following improvements:

- Loft, cavity wall, internal wall & external wall insulation
- Double glazing windows and doors
- Upgrading single-glazed windows to more efficient windows

Decarbonisation




As we continue to build more homes and the demand for future homes increases, we aspire to meet these demands while reducing our carbon emissions.

We will continue to make incremental decarbonisation steps by replacing old inefficient gas boilers with more energy efficient ones.

In order to guarantee that MTVH makes the right decisions when it comes to the adoption and installation of low carbon technologies, we must understand the benefits and shortfalls of these technologies for both our organisation and our customers. We will evaluate the future direction and capabilities of these technologies and understand how we can integrate these technologies into our usual business plans and programmes and understand their financial impact on both our organisation and its customers.

At the same time, we will identify and work with research partners to help develop new low-carbon solutions.

The proposals made within our action plan that are focused on achieving Net Zero-Carbon, our fabric first approach and decarbonisation have each been given one of the following labels:

	Understanding Zero-Carbon	Actions that inform and help us plan the next steps of our journey to Zero-Carbon, such as research, planning and benchmarking
	Carbon reducing	Actions that reduce the amount of carbon associated with an activity but where significant carbon may still remain
	Decarbonisation	Actions that remove the majority or all of the carbon associated with that activity

Environmental, Social & Governance

(ESG) Reporting

We recognise the importance of the environmental, social and governance (ESG) agenda, and we’re taking steps to improve our measurement of key criteria and provide a track record of our achievements.

These criteria we will start to report on mirror the expectations of our investors and key stakeholders whose support we need to continue building and managing homes.

We have become an early adopter of “The Good Economy” – the UK social housing standard for ESG reporting.

We will use our strong ESG reporting to achieve a range of Sustainability/Green linked financial facilities, by demonstrating our improvements across the environmental, social and governance criteria we will reduce our interest margins, re-investing this money into our properties and our organisation.

The proposal within our action plan that are focused on our ESG report have been given the following labels:

ESG	Actions that will impact the Environmental section of our ESG reporting
ESG	Actions that will impact the Social section of our ESG reporting
ESG	Actions that will impact the Governance section of our ESG reporting

(Not all the ESG criteria we will be reporting on have been included within our action plan, this full list will be published as part of our ongoing annual ESG report.)

Sustainable Procurement

MTVH - Our Sustainable Future addresses the fact that MTVH is a large buyer of goods and services and will need to monitor and evaluate sustainability through its supply chain.

We will assess sustainability impacts through our supply chain whenever considering the engagement of any new supplier.

Any new suppliers with whom we spend substantial amounts of money, will be required to report on and provide contractual commitments to improve their sustainability.

More information on our approach to sustainable procurement is available in our sustainable procurement policy.



United Nations Sustainable Development Goals (SDG)

In 2015 the United Nations devised their 17 Sustainable Development Goals, intended to be a blueprint to enable organisations to achieve a better and more sustainable future for all.

We are committed to measuring and improving our sustainable impacts in line with the United Nations Sustainable Development Goals (SDG). Each of our themes addresses different SDG and each of our objectives is linked to at least one or more SDG.

For a full list of which SDG are addressed by which theme and which objective, see appendix 1 – UN SDG Matrix.

MTVH – Our Sustainable Future supports all 17 of the UN SDG and all future iterations of this strategy will continue to support as many of the UN SDG as possible.



17 GOALS TO TRANSFORM OUR WORLD



2030 Sustainability Action Plan

Our 2030 Sustainability Action Plan sets out the actions and activities that we are undertaking and that will help us to become a more sustainable organisation.





Where possible we have identified the associated indicators, with realistic, yet ambitious, targets.

Keeping us on track

As part of this strategy, we will create an MTVH Sustainability Committee, chaired by a member of our executive team. The Sustainability Committee will be responsible for monitoring our progress we make and driving the sustainability agenda within the organisation.

Reporting

We will produce an annual Sustainability Update Report that will provide information on our progress in achieving the goals and targets we have set ourselves. We will provide information on what steps we have taken toward our goals and will be giving each item on the action plan one of the following ratings:

	Complete	Where we have completed our actions we will summarise the outcomes in the next update report
	On track	Where we are on track to meet our target or goal, we will summarise progress made since the last update report
	Behind	Where we are behind our targets or goals, we will explain the issues and provide detail on how we will address these issues to get back on track
	Target missed	Where we have missed our targets, we will provide an explanation for this and what action we will take to remedy the situation

Strategy Review

We understand that we are embarking on a long journey to a more sustainable future and that, along that journey, there will undoubtedly be changes. These internal and external changes will pose new challenges for MTVH and require flexibility and adaptation to ensure that we remain focused on achieving our sustainability goals.

There may be a requirement to update, improve or adapt this strategy as we identify and complete data gaps and missed opportunities.

Targets

Where we have made a commitment to achieve a goal by a certain point in time, our commitment is to have reached our target by the end of the provided date.

Example: If our target is June 2022 – we aim to achieve our target by the end of June 2022



Value & Care for Our Colleagues

MTVH currently employs 1800 people across the country. Good jobs are essential to people's wellbeing, local communities and, of course, the economy. At MTVH each colleague is more than just a body at a desk or a voice at the end of a telephone.

1. Building strong people with strong careers

At MTVH we employ individuals, each as diverse as the next, with different strengths and ambitions. It is our responsibility to utilise individuals' strengths and help them achieve ambitions and pursue a fulfilling career.

2. Looking after our colleagues

Our colleagues are the lifeblood of our organisation and it is important that we ensure that they are safe and well, as regards to both their physical and mental health.

3. The right culture – a sustainable culture

To some organisations, sustainability is just included as a tick-box exercise, but at MTVH our goal is to be progressive and develop into an organisation that has sustainability at the core of its culture.



1 Building strong people with strong careers

We aim to ensure that employees at MTVH don't just have jobs, they have a careers. We will support all our colleagues to develop into the best they can be.

By building strong people with strong careers, we believe that our colleagues will feel a real sense of purpose working for us and will continue to develop to their fullest potential.

Goal/Strategy	Indicators	Target
1.1 Implement a leadership development strategy that will develop and nurture our in-house talent and provide the next generation of MTVH leadership.		Strategy in place by October 2021
1.2 Implement a Management development strategy to help us identify and develop our managers for the future.		Strategy in place by October 2021



2 Looking after our colleagues

At MTVH we value our colleagues and understand that is our responsibility to look after them.

As an organisation with such a wide range of roles and responsibilities, it is vital to the ongoing success and the delivery of our services to residents that we protect and support our colleagues' health, safety and wellbeing.

We want to create a healthy and supportive workplace that will enable our colleagues to perform at their very best and support our residents in the most effective way possible.

	Goal/Strategy	Indicators	Target
ESG	2.1 Implement an employee wellbeing strategy to support the mental health and overall wellbeing of our colleagues		Strategy in place by October 2021
ESG	2.2 Increase the use Employee Assistance Programme (EAP) to provide independent support for colleagues	Number of colleagues accessing EAP support	Increase by 5% by April 2022
ESG	2.3 Increase the use of our Occupational Health across the business to promote, maintain and protect the physical and mental health of all our colleagues	Number of colleagues accessing occupational health support	Increase by 5% by April 2022

3

Creating a sustainable culture

For many years MTVH has been making in-roads and pockets of progress when it comes to sustainability.

It is becoming increasingly essential for us as a business to include sustainable thinking and decisions in our day-to-day actions.

At MTVH we don't want sustainability to be a tick-box exercise, we want to embody it in our everyday work and decisions.

This strategy will help to empower all who work at MTVH to make more sustainable choices. We know we are going to need to support our colleagues in this shift of mind set and will be introducing a number of new initiatives, whilst renewing our focus on some others that may be less widely familiar.

Goal/Strategy	Indicators	Target(s)
3.1 Implement an MTVH Think Tank to allow for discussion and debate on relevant, current and emotive subjects such as climate change and sustainability in a productive and safe environment.		Implementation of Think Tank with published calendar of topics by April 2022 .
3.2 Colleague recognition programme to reward and recognise colleagues who make significant and notable contributions to MTVH and its customers.		Implementation of colleague recognition programme by October 2021
3.3 Cultural Development programme to educate and inform colleagues on what is MTVH's culture (including sustainable practices)		Roll out of Culture Workshops by April 2022
3.4 Create MTVH Sustainability Committee led by an executive director to monitor progress and drive sustainability within the organisation.		Sustainability committee created by July 2021

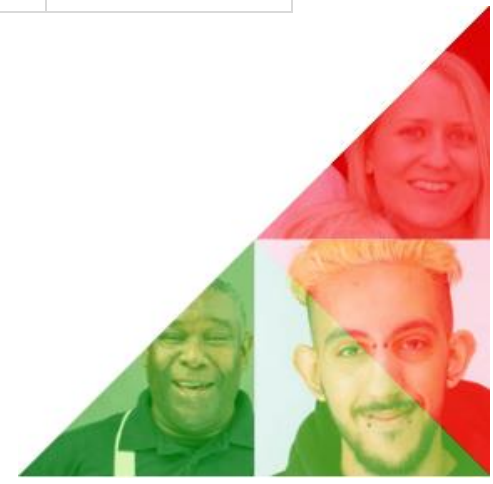


Value & Care for our People

Linking our goals to the UN SDG



1. Building strong people with strong careers	1.1 Implement a leadership development strategy		●	●	●	
	1.2 Implement a management development strategy		●	●	●	
2. Looking after our own	2.1 Implement an employee wellbeing strategy	●				
	2.2 Increase the use of our Employee Assistance Programme (EAP)	●				
	2.3 Increase the use of our Occupational Health across the business	●				
3. The right culture – a sustainable culture	3.1 Implement an MTVH Think Tank					●
	3.2 Colleague recognition programme	●			●	
	3.3 Culture Workshops	●	●	●	●	●
	3.4 Create MTVH Sustainability Committee				●	●



Empowering residents and communities

At MTVH, we recognise that we are part of communities much greater than ourselves. We want to be a good landlord, one that takes steps to actively empower our residents to make the decisions that will have a positive impact on their lives and on their communities.

4. Building sustainable communities

At MTVH we don't just build houses, we build communities. We build strong, supportive and inclusive communities that people feel connected and want to be part of.

5. Always customer focused

Our customers are at the heart of everything we do and we need to ensure that we do all in our power to look after our residents

6. Listening to our residents

Our residents have a voice and we will make sure we listen to them and use their feedback to shape *MTVH - Our Sustainable Future*.

4

Building sustainable communities

We want to make sure that our presence within a community creates a positive impact, not only for our residents but also for the wider community.

We know that many factors can influence our community and want to make sure that we work collaboratively with our residents and communities so they can grow and develop in the most sustainable way possible into inclusive, strong and sustainable communities.

Goal/Strategy	Indicators	Target(s)
4.1 Using local firms to boost local communities. We want to utilise more local organisations with clear links to our communities.	(£) Value of contracts awarded to SME/Local business	£500,000 per year for FY 21/22
4.2 Engage with the Community Impact Partnership to influence and allow MTVH customers to apply for small business funding.		Start a partnership with The Community Impact Partnership by January 2022





5

Always customer focused

It is important to remember that we are here for our residents; without our residents, MTVH would not exist as we know it today.

We are responsible for our residents and we will ensure that we make decisions that focus on our residents' needs.

Goal/Strategy	Indicators	Target(s)
5.1 Engage with Energy Switching firms Enabling our residents to save money on their energy bills ESG	Number of customers using energy switching firms	500 Customer approached/referred each year
5.2 Increasing opportunities for our residents by developing a learning pathway that is available to residents.		Implementation of learning pathway by Q1 2022
5.3 Social Value from our suppliers for our customers negotiated as contractual agreements ESG	Number of Social Value Points per year committed to by suppliers	Minimum of 100 Social Value points commitment for FY 21/22 by our suppliers Minimum of 200 Social Value points commitment for FY 22/23 by our suppliers Minimum of 400 Social Value point commitment for FY 23/24 by our suppliers
5.4 Keeping our residents informed helping our residents live a more sustainable life and understand how they will benefit from this. ESG		Information/communication plan by Q3 FY 21/22

6

Listening to our residents

As our organisation works towards its sustainable goals, we will ensure that our residents are given a voice. Our residents deserve an opportunity to provide their sustainability opinions and contribute their ideas to the ongoing work of *MTVH - Our Sustainable Future*.

We will engage with customer groups moving forward and will listen to and consider their thoughts and desires on how best we drive forward our sustainable goals and intentions.

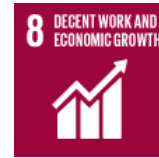
Goal/Strategy	Indicators	Target(s)
6.1 Engage with our customers through our customer groups to understand what are our customers sustainable priorities are, and how we can incorporate these into our ongoing sustainability plan.		Initial engagement meetings with customer groups by July 2021 Regular sustainability discussions with residents groups by October 2021

ESG

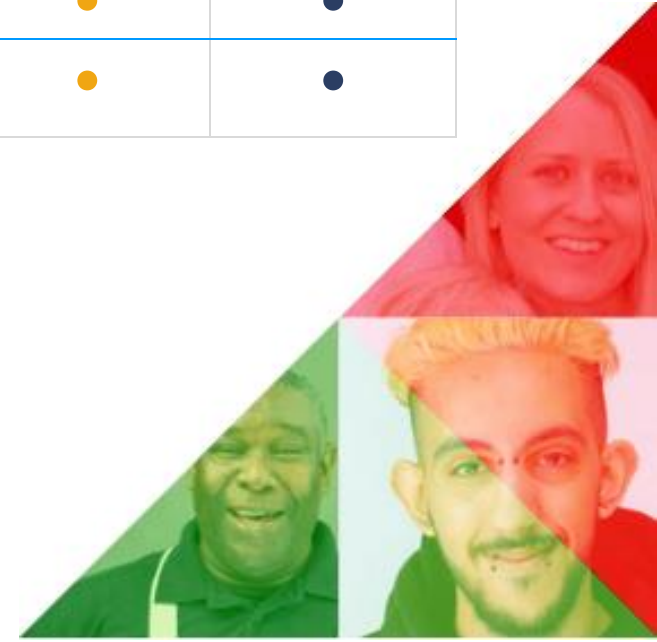


Empowering Residents & Communities

Linking our goals to the UN SDG



4. Building sustainable communities	4.1 Using local firms to boost local communities.		●	●		
	4.2 Engage with the Community Impact Partnership		●	●	●	●
5. Always customer focused	5.1 Engage with energy switching firms			●		●
	5.2 Increasing opportunities for our residents	●	●			
	5.3 Social Value from our suppliers for our customers				●	●
	5.4 Keeping our residents informed	●	●	●	●	●
6. Listening to our residents	6.1 Engage with our customers through our customer groups				●	●



Creating efficient & thriving environments

We will create environments that allow our people to work sustainably, promoting the effective use of materials and resources and thus reducing waste

7. Creating clean, safe and environmentally friendly workspaces

MTVH – Our Sustainable Future is pivotal in ensuring that we leave our environments in a condition where they can be utilised and enjoyed by future generations.

10. Reducing Consumption & Waste

We understand that because of COVID-19, there may be a shift in working habits and there may be less of requirement to use our workspaces in the manner or intensity they have been used in the past. We will adapt as necessary, but we will also ensure that our workplaces and environments are efficient and thrive.

9. Driving sustainability and removing carbon from our supply chain

It is important to also consider what we are using. *MTVH – Our Sustainable Future* addresses our organisation's resources use (water, electricity, gas & consumables), and will guide the organisation to use less and save more.




Over 2,500 external businesses provide goods or services to MTVH. It is our responsibility to ensure that these suppliers reflect our beliefs, values and sustainability goals. This strategy and sustainable procurement policy will help us to understand and address carbon reduction within our supply chain.

7 Creating safe, clean & environmentally friendly workspaces

Having clean and safe workspaces is important for any organisation. At MTVH we also acknowledge the growing requirement to reduce the environmental impacts of these workspaces.

MTVH employ over 1,800 employees based across 15 offices. *MTVH – Our Sustainable Future* ensures that we will provide our employees with a workspace that meets their needs, but without compromising the environment, allowing both to thrive.








Goal/Strategy	Indicators	Target
7.1 Establish workplace services sustainability working group  to investigate all opportunities for evolving sustainable working, to explore and exploit renewable technology and circular economies.		Establish workplace services sustainability working group by July 2021
7.2 Reduce emissions from Networks fleet  reducing the CO ² emissions by procuring more fuel-efficient, cleaner vehicles.	Emissions calculations based on fleet fuel usage	Reduce emissions by 5% by April 2021 Reduce emissions by 10% by April 2022 Reduce emissions by 15% by 2023
7.3 Investigate future electric vehicle options for Networks fleet  by undertaking an implementation appraisal on EV vehicles and EV infrastructure.		EV Fleet implementation appraisal undertaken by January 2022



8 Reducing Consumption & Waste

By reducing the amount of materials we use as we carry out our business, we will potentially see benefits on two fronts. We will have less carbon running through our supply chain, with less embodied water, energy and fossil fuel usage. We will also potentially see reductions in spend areas where existing materials are being effectively used.


One man's rubbish is another man's treasure – by benchmarking our waste, investigating circular economy opportunities and setting waste reduction targets we can improve the organisations sustainable performance.

Goal/Strategy	Indicators	Target
8.1 Identify raw material consumption at MTVH offices to allow for benchmarking, monitoring and improvement target setting. (Does not include leased furniture or ICT equipment)  ESG	Tonnes of raw materials per year	Benchmark established by October 2021
8.2 Identify waste and wastewater at MTVH offices to allow for benchmarking, monitoring and improvement target setting.  ESG	Tonnes of waste, recycling waste, food waste & M ² of wastewater per year	Benchmark established by October 2021
8.3 Baseline MTVH's carbon footprint so that we will have a starting point to build from.  ESG	Tonnes of CO ² from scope 1, 2 and 3 emissions.	Baseline carbon footprint by April 2022
8.4 Reduce emissions from our office and landlords energy supplies reducing the cost to MTVH and residents while reducing our negative environmental impact 	Emissions calculations based on energy usage	Reduce emissions by 3% by April 2021 Reduce emissions by 6% by April 2022 Reduce emissions by 9% by April 2023
8.5 Develop an ICT/technology use and waste strategy to maximise sustainable working habits and reduce waste 		Strategy in place by July 2022

9

Driving sustainability and removing carbon from our supply chain

MTVH spends over £600m per year on external goods and services across 2,500 suppliers. By working with these suppliers to remove carbon from and improve sustainability across our supply chain, we can foster and develop meaningful and strategic relationships with suppliers that add value for MTVH, our suppliers and our customers.

Goal/Strategy	Indicators	Target(s)
9.1 Launch sustainable procurement policy to begin capturing our supply chain carbon and sustainability measures and to start introducing sustainability reporting requirements into contracts. ESG	% of New suppliers submitting sustainability information	75% of new Suppliers submitting sustainability information by April 2023
9.2 Develop and launch existing supplier sustainability questionnaire to allow for benchmarking of existing supply chain ESG	% of existing suppliers submitting sustainability information	100% of all £1m+ spend suppliers by April 2022 80% of all £100K+ suppliers by April 2023
9.3 Produce & publish supply chain carbon footprint to monitor and improve the sustainability of our supply chain.  ESG		Estimated supply chain carbon footprint by July 2021 Accurate supply chain carbon footprint by April 2023



Creating efficient & thriving environments

Linking our goals to the UN SDG



7. Creating safe, clean & environmentally friendly workspaces	7.1 Establish workspace services sustainability working group		●			●
	7.2 Reduce emissions of Networks fleet		●			●
	7.3 Investigate future EV options for Networks fleet		●	●		●
8. Reducing consumption & waste	8.1 Identify raw material consumption of our offices		●		●	
	8.2 Identify waste and waste water of our offices	●				
	8.3 Baseline MTVH Carbon footprint					●
	8.4 Reduce emissions from our office and landlords energy supplies.		●			●
	8.5 Develop an ICT/technology use and waste strategy			●	●	
9. Driving sustainability and removing carbon from our supply chain	9.1 Launch sustainability procurement policy				●	●
	9.2 Develop and launch existing supplier sustainability questionnaire				●	●
	9.3 Produce and publish supply chain carbon footprint report				●	●

Creating our Net-Zero legacy

As we develop more homes and continue to manage our existing properties, we will address the complexities associated with the decarbonisation of our existing housing stock while we build new, low-carbon housing developments.

10. Decarbonisation of our existing housing stock

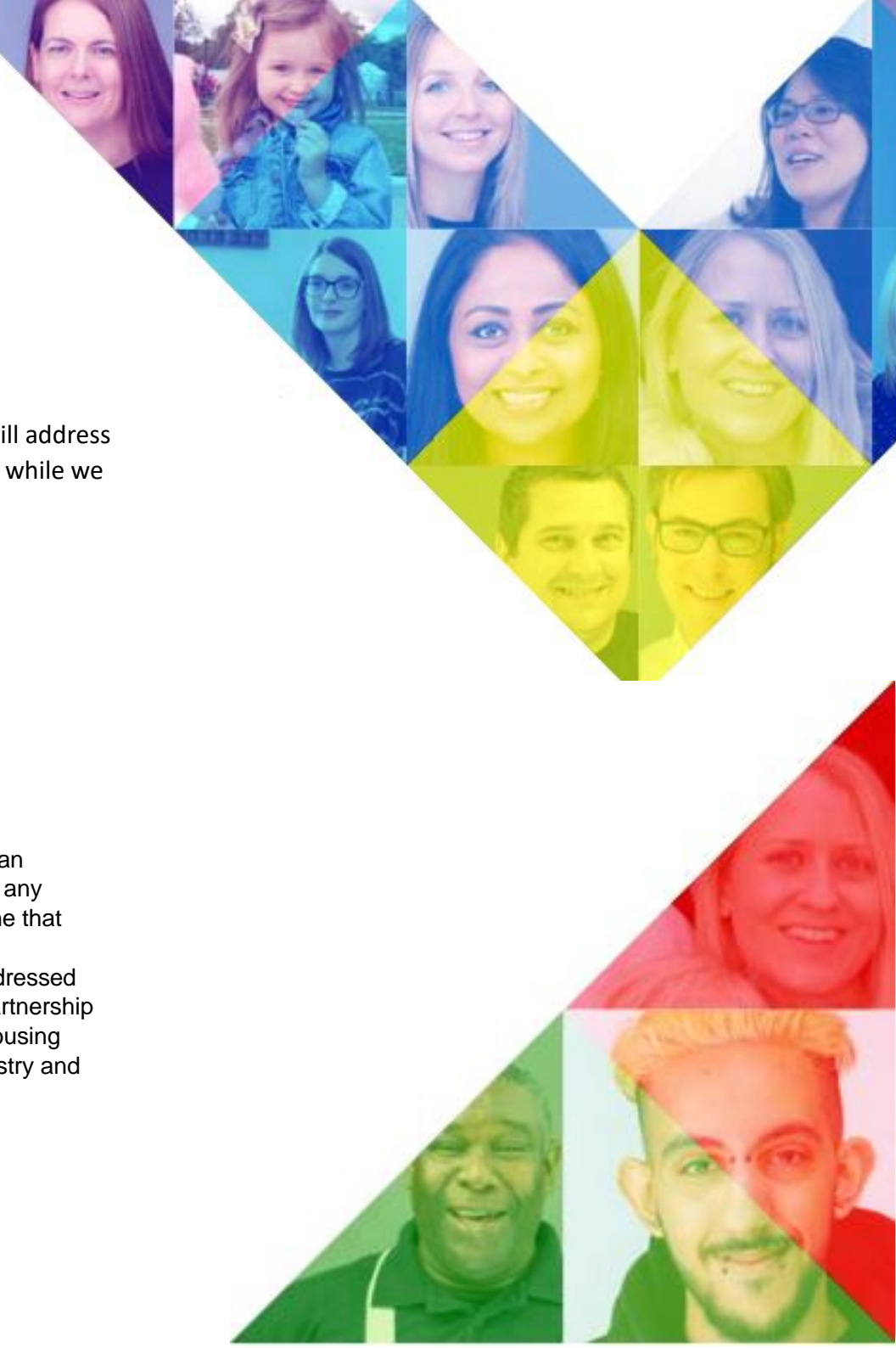
Improving the safety and quality of our housing stock has always been a focus; as we move towards a more sustainable organisation and Net-Zero Carbon we will understand how we can decarbonise these properties.

11. Development of new low-carbon homes.

We will continue to build more homes and we will understand how we can continue to build more low-carbon homes that are affordable to build, buy or rent, whilst also being affordable to live in.

12. Strategic partnerships to achieve net-zero

Net-Zero carbon is an ambitious target for any organisation and one that MTVH feel is better understood and addressed with support and partnership across the social housing sector, energy industry and our suppliers.



10

Decarbonisation of existing housing stock

One of the major challenges MTVH face in the sustainability arena is how to decarbonise our existing housing stock.

As a social housing provider, we are committed to providing affordable housing, but we will also strive to make this sustainable housing.

At MTVH we take a Fabric First approach, ensuring that we are upgrading the fabric of our properties, so that they have the capacity to become more energy efficient. We research and plan how we can then incorporate greener, more low-carbon heating and forms of electricity generation.



Goal/Strategy	Indicators	Target
10.1 Benchmark our low-carbon heat generation to assess the current low-carbon heat levels MTVH are producing, with the aim of using this information to inform how we can increase generation.	kWh/MWh per year generated.	Benchmark by April 2022
10.2 All MTVH directly managed properties to have an EPC rating of C or better by 2030 where financially feasible (some historic or listed building may require exemptions)	% coverage of C+ EPCS	All directly managed stock at EPC C or better by 2030
10.3 Benchmark number of properties with Valid EPCs to highlight the gaps in our data.	Number of valid EPCs Vs stock that require EPCs	Benchmark by July 2021
10.4 Benchmark our current valid EPC rating bands to identify properties and areas that will benefit from energy efficiency improvements.	Number of valid EPCs at each band	Benchmark by July 2021
10.5 Improve the thermal efficiency of our existing stock through our planned repairs/replacement programmes including double glazing, boiler replacement and new low-carbon heat generation.	Number of energy improvement actions Number of "Hard to Heat" homes directly managed by MTVH	Eradication of "hard to heat" homes by 2030.



11

Low-carbon new homes

As we look to increase the number of homes we build, we will look to tackle the impact that our development programme has on climate change and our carbon emissions.

This may require us to think more radically and consider how we can build in a more innovative way. Although we may not have all the solutions as to how this may be achieved, we are confident that we can step up to this innovation challenge and successfully deliver low-carbon new homes for our customers.

As we embrace the Future Homes Standards, we seek to develop MTVH new homes that are Net-Zero ready and not reliant on fossil fuel heating systems.

Goal/Strategy	Indicators	Target
11.1 Develop MTVH Construction Strategy for new developments to outline how we deploy a fabric first approach, to research, utilise and adopt renewable forms of generation (heat & electricity), inclusion of MMC, adoption of Future Homes Standard and other important factors in our new-build properties – whilst ensuring that we provide homes that are affordable to build and for residents to heat and power.		MTVH Construction Strategy created by April 2022
11.2 Update MTVH Employers' Requirements document to reflect MTVH's energy strategy above, thus ensuring our new-build properties provide energy that is as sustainable and affordable as possible.		MTVH Employers Requirements to be updated by April 2024
11.3 Benchmark current demolition waste and construction waste so that we can assess any environmental impacts our development activities are having from a waste perspective.	Tonnes of waste sent to landfill per year. Tonnes of waste per year recycled	Benchmark figure by January 2022 Improvement target by April 2021
11.4 Adoption of Future Homes standard at one or more regeneration sites prior to 2050 to understand how adopting the new standards will impact MTVH and its Customers		One or more development of Future Homes Standard compliant homes by 2025



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Strategic Partnerships to achieve Net-Zero

Achieving net-zero at MTVH is going to be a momentous undertaking, and not one that we can do alone.

It is vital that we reach out and form partnerships with different organisations, to learn, discover and research how we are going to achieve Net-Zero while still providing the high level of service our residents demand from us and providing safe properties for them to live in.

We will look to partner with researchers in this space to develop new techniques and technologies to reduce home emissions.

Goal/Strategy	Indicators	Target(s)
 12.1 Form strategic and mutual partnerships with industries, regulators and research groups to assist us in further understanding the challenges around decarbonisation and Net-Zero, and identifying truly sustainable solutions.		
 12.2 Development of renewable technology roadmap that utilises partnerships, provides insight into how we adopt low-carbon technology in a cost-effective way and gives realistic cost and lifecycle expectations to allow MTVH to effectively forward plan		Investigate approaches and provide a plan by January 2022 Deliver implementable renewable technology roadmap by FY April 2025



Creating our Zero-Carbon Legacy

Linking our goals to the UN SDG



10. De-carbonisation of existing housing stock	10.1 Benchmark our low-carbon heat generation	●		●		
	10.2 All directly managed stock to have EPC C or higher		●	●		
	10.3 Benchmark number of properties with Valid EPCs	●		●		
	10.4 Benchmark our current valid EPC rating bands	●		●		
	10.5 Improve the energy efficiency of our existing stock	●	●	●		
11. Low-carbon new homes	11.1 Develop an Construction Strategy for new developments	●	●	●		
	11.2 Update MTVH Employers' Requirements document	●	●			
	11.3 Benchmark current demolition waste and construction waste			●		
	11.4 Adoption of Future Homes standard at one or more regeneration sites prior to 2050					
12. Strategic partnerships to achieve Net-Zero	12.1 Form strategic and mutual partnerships with industries, regulators and research					●
	12.2 Development of renewable technology roadmap	●		●		●

Everyone should have a home and the chance to live well

As MTVH's vision, this is at the forefront of what we do. *MTVH - Our Sustainable Future* is no different and, as we implement this sustainability strategy, we remember and celebrate this vision.

13. Homes for all

As a G15 Housing Association, we will continue to fulfil our obligations in tackling the housing crisis by providing new homes and that we provide homes for all.

14. Warm, safe & dry

We will ensure that, by looking after our properties, we will look after our residents. We will make sure that we provide safe, warm and dry properties to our residents, so that they can live well.



13

Homes for all

With over one million households on English local authority waiting lists, it vital that MTVH continues to build homes. A number of factors, including changing demographics and lifestyles, increased life expectancy, growing numbers of buy-to-let mortgages and the rapid inflation of house prices over wages, has led to increased competition for those looking to own their own home.

As a Housing Association, we will continue to build our new developments with multiple tenure types to help combat the housing crisis.

Goal/Strategy	Indicators	Target
13.1 Continue to build new affordable properties to provide homes for those customers in need now and for our residents of the future.	Number of completed units	1000 new homes delivered in 2021/22
ESG		Broken down by tenure
13.2 Continue to refurbish our existing properties to improve the safety and quality of our homes and improve the quality of life for our residents.	Number of kitchen or bathroom refurbishments	1500 new kitchen or bathrooms replacements in 2021/22



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Safe, Warm & Dry

MTVH manage or administer around 57,000 homes.

We will ensure that our residents have more than just four walls and a roof to call their home. Our Property Services will continue to improve the quality and safety of our properties so that our residents can go about their lives knowing their homes are safe, warm and dry.

With over two million households in England classed as being fuel poor, MTVH will be working to identify which of our residents are in fuel poverty and how we can collaborate with energy companies to end fuel poverty. A number of items in other sections of this action plan will also help us reach this goal.

	Goal/Strategy	Indicators	Target
ESG	14.1 Managed properties with a valid gas safety certificate to ensure that our gas-supplied properties are safe and our legal responsibilities met.	% of applicable properties with valid certificate	100% for 2021/22
	14.2 Managed blocks with a fire risk assessment to ensure all blocks are safe and risks understood	% of applicable blocks with fire risk assessment	100% for 2021/22
	14.3 Managed blocks with a valid Legionella safety certificate to ensure the water our residents use is safe.	% of applicable blocks with valid certificates	100% for 2021/22
	14.4 Managed blocks with a valid electrical safety EICR certificate to ensure that our properties are safe and our legal responsibilities met.	% of applicable blocks with valid certificate	100% for 2021/22
ESG	14.5 Fuel Poverty grants issued to or on behalf of residents each year to help reduce residents in fuel poverty or improve energy efficiency of homes.	£ of Energy Company Obligation (ECO) Funding utilised by MTVH	£ 3,000,000 by the end of the ECO3 timetable (April 2022)

Everyone should have a home and the chance to live well

Linking our goals to the UN SDG



13. Homes for all	13.1 Continue to build new affordable properties					●
	13.2 Continue to refurbish our existing properties					●
14. Safe, warm & dry	14.1 Managed properties with a valid gas safety certificate		●			
	14.2 Managed blocks with a fire risk assessment		●			
	14.3 Managed blocks with a valid Legionella safety certificate		●	●		
	14.4 Managed blocks with a valid electrical safety EICR certificate		●			
	14.5 Fuel Poverty grants	●	●		●	

Effective financial management and governance

Our financial goal is to ensure that the organisation remains financially strong and stable regardless of external factors, so that we can build and manage homes in the future. As we face up to the challenge that *MTVH - Our Sustainable Future* brings, we will remain financially strong and stable

15. Embrace ESG reporting

MTVH will embrace environmental, social and governance reporting (ESG) and use our success to achieve more financially rewarding corporate finance packages.

16. Sustainable Investment

As building new properties and managing existing properties requires significant investment, we will start to look at how this investment can be used to drive sustainability.

17. Public policy, tax and investment management

As an ethical organisation, we will use our influence to shape policy and strategy, while demonstrating ethical business practices.



15

Embrace ESG reporting

We recognise that as a housing association, MTVH have significant impacts and influence on the environment and our customers. We also recognise the scrutiny that we will subject ourselves to if we wish to be perceived as an ethical, moral and transparent organisation.

In addition to this strategy, our Environmental, Social and Governance (ESG) reporting will allow us to report, monitor and identify improvement areas in relation to our environmental and social impacts, and the interval governance of the organisation.

We will adopt the “Good Economy” ESG reporting standard and will use our benchmark report and future reports to leverage favourable terms of borrowing.

Goal/Strategy	Indicators	Target
15.1 Link new borrowing to ESG criteria to demonstrate the social nature of our business and use our credentials and performance to secure better interest rates.	£m value of ESG linked loan facilities	100% of new facilities linked to ESG criteria from FY22
15.2 Issuance of green and sustainable bonds to demonstrate the social nature of our business and use our credentials and performance to secure better interest rates.	£m value of ESG linked debt issues	100% of new debt issues linked to ESG criteria from FY22
15.3 Management of ESG investor relations to promote our ESG credentials and attract a wider investment base with investors who share our objectives.	Production annual ESG report	Report in line with the “Good Economy” ESG reporting standard from FY21 and publish on ESG section of the Investor page of MTVH corporate website
15.4 Annual SECR reporting of our corporate emissions in line with our legal requirements		Annual SECR report included within our MTVH annual report





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Sustainable Investment

Investment plays an important role at MTVH; it is the means to our success and needs to be appropriately considered. Through our investment decisions, we shape the future of the organisation and the future for our residents.

As we continue to invest in both our existing stock and our new development, it is important that we make the right decisions and encourage sustainable investment.

Goal/Strategy	Indicators	Target
16.1 Investment in new homes to provide new homes for our existing residents and future customers	£m value of investment	To be published Q1 FY 2021/22
16.2 Investment in existing property portfolio to improve the safety and quality of our homes and improve the quality of life for our residents.	£m value of investment	To be published Q1 FY 2021/22
16.3 Investment in Low-Carbon Homes to reduce our environmental impact and provide energy-efficient homes for future generations.	£m value of investment	To be published Q1 FY 2021/22



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Public policy, tax and investment management

As a member of the G15 we will be looking to influence and help shape our future and the future of the housing sector, by participating in consultations with national and local governments, regulators and industry.

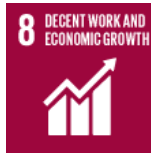
Like most organisations operating in England, MTVH is required to pay a variety of taxes and levies. We have a responsibility to ensure that these taxes are accounted for, collected and paid to the correct agencies in a timelyVal manner. By doing so, we demonstrate, through our actions, that we are an ethical organisation, setting an example to those organisations and individuals we interact with.

Goal/Strategy	Indicators	Target(s)
17.1 Contributing to the debate and consultation on the future of social housing to help shape the future of the social housing of MTVH and our residents.		Participation in consultation from HM Government, Nat Fed, GLA etc. to help guide and influence public policies that support social housing and the wider housing association sector.
17.2 Collection and payment of tax due to demonstrate our responsibilities as an ethical organisation.	£ of tax paid to HMRC from PAYE, NIC and corporate taxes (VAT, Corp Tax, IPT etc)	All accounts, computations and tax payments are completed by the relevant deadline and that no penalties are incurred
17.3 DB Pension Scheme – responsible investment based on ESG criteria to ensure that the investment objectives of the DB Fund Trustees meet the same high ESG standards of MTVH, and that ESG considerations are recognised as a priority in making investment decisions	ESG reporting by the Trustees and Scheme managers	Annual ESG reports by Trustees and Scheme managers



Effective financial management and governance

Linking our goals to the UN SDG



15. Embrace ESG reporting	15.1 Link new borrowing to ESG criteria	●	●		●	●
	15.2 Issuance of green and sustainable bonds	●	●	●	●	●
	15.3 Management of ESG investor relations				●	●
	15.4 Annual SECR reporting				●	
16. Sustainable Investment	16.1 Investment in new homes		●	●		
	16.2 Investment in existing property portfolio		●	●		
	16.3 Investment in Zero-Carbon homes		●	●		
17. Public Policy, tax and investment management	17.1 Contributing to the debate and consultation on the future of social housing	●	●	●	●	●
	17.2 Collection and payment of tax due	●		●	●	●
	17.3 DB Pension Scheme – responsible investment based on ESG criteria	●		●	●	●



Glossary of terms

CO2	Carbon Dioxide
DB pension	Direct Benefit pension
Decarbonisation	The process of reducing the carbon Intensity or amount of carbon dioxide (CO2) produced by the burning of fossil fuels.
EAP	Employee Assistance Programme
ECO	Energy Company Obligation
EICR	Electrical Inspection Condition Report
EPC	Energy Performance Certificate
ESG/ESG reporting	Environmental, Social & Governance
EV	Electric Vehicles
FY	Financial Year
G15	An organisation of the largest housing associations in and around Greater London
GLA	Greater London Authority
the Good Economy	Good Economy is a leading social advisory firm who collaborated on the creation of the Social Housing ESG reporting standard.
HM Gov	Her Majesty's Government
HMRC	Her Majesty's Revenue & Customs
IPT	Insurance Premium Tax
kWh	Kilowatt hour - a measure of electrical energy equivalent to a power consumption of one thousand watts for one hour.
Metworks	MTVH in house repairs contractor
MMC	Modern Methods of Construction

MTVH	Metropolitan Thames Valley Housing - The Partnership between Metropolitan Housing Trust and Thames Valley Housing.
MWh	Megawatt Hour - a measure of electrical energy equivalent to 1000 Kwh
Nat Fed	Trade body for the housing association sector
NIC	National Insurance Contributions
PAYE	Pay As You Earn - a method of paying income tax and national insurance contributions through your employer.
Scope 1 emissions	All Direct Emissions from the activities of an organisation. Including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks.
Scope 2 emissions	Indirect Emissions from electricity purchased and used by the organisation. Emissions are created during the production of the energy and eventually used by the organisation.
Scope 3 emissions	All Other Indirect Emissions from activities of the organisation, occurring from sources that they do not own or control. These are normally the greatest share of an organisations carbon footprint, covering business travel, procurement, waste and water and other embodied carbon
SDG	Sustainable Development Goals
SME	Small/Medium Enterprise
Social Value Points	The metric used by MTVH to measure a suppliers proportionate commitment to maximising additional environmental, economical and social benefits as part of their supply contract.
UN	The United Nations

Appendices

Appendix 1 – MTVH UN Sustainable Development Goal Matrix

		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
1. Building strong people with strong careers	1.1 Implement a leadership development strategy					●			●		●							
	1.2 Implement a management development strategy					●			●		●							
2. Looking after our own	2.1 Implement an employee wellbeing strategy			●														
	2.2 Increase the use Employee Assistance Programme (EAP)			●														
	2.3 Increase the use of our Occupational Health across the business			●														
3. The right culture – a sustainable culture	3.1 Implement an MTVH Think Tank																●	
	3.2 Colleague recognition programme			●					●									
	3.3 Culture Workshops			●		●			●		●						●	
	3.4 Create MTVH Sustainability Committee								●								●	

		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
4. Building sustainable communities	4.1 Using local firms to boost local communities.								●	●								
	4.2 Engage with the Community Impact Partnership								●	●		●						●
5. Always customer focused	5.1 Engage with energy switching firms									●								●
	5.2 Sustainable information for our customers				●				●									
	5.3 Social Value from our suppliers for our customers	●	●									●						●
	5.4 Keeping our residents informed				●				●	●		●						●
6. Listening to our residents	6.1 Engage with our customers through our customer groups											●						●
7. Creating safe clear & environmentally friendly workspaces	7.1 Establish workspace services sustainability working group						●	●				●	●	●		●		
	7.2 Reduce emissions of Networks fleet							●						●				
	7.3 Investigate future EV options for Networks fleet							●		●		●		●				
8. Reducing consumption & waste	8.1 Identify raw material consumption of our offices							●					●					

		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
	8.2 Identify waste and waste water of our offices						●											
	8.3 Baseline MTVH Carbon footprint													●				
	8.4 Reduce emissions from our energy supplies.							●						●				
	8.5 Develop an ICT/technology use and waste strategy									●			●	●				
9. Driving sustainability and removing carbon from our supply chain	9.1 Launch sustainability procurement policy												●	●				
	9.2 Develop and launch existing supplier sustainability questionnaire												●	●				
	9.3 Produce and publish supply chain carbon footprint report												●	●				
10. De-carbonisation of existing housing stock	10.1 Benchmark our low-carbon heat generation							●										
	10.2 All directly managed stock to have EPC C or higher											●		●				
	10.3 Benchmark number of properties with Valid EPCs							●						●				
	10.4 Benchmark our current valid EPC rating bands							●						●				

		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
	10.5 Improve the energy efficiency of our existing stock							●				●		●				
11. Low carbon new homes	11.1 Develop an MTVH Energy & Sustainability Strategy for new developments							●				●		●				
	11.2 Update MTVH Employers Requirements document							●				●						
	11.4 Benchmark current demolition waste and construction waste													●				
	11.4 Adoption of Future Homes standard at one or more regeneration sites prior to 2050							●				●		●				
12. Strategic partnerships to achieve Net-Zero	12.1 Form strategic and mutual partnerships with industries, regulators and research groups																	●
	12.2 Development of renewable technology roadmap							●										●
13. Homes for all	13.1 Continue to build new properties											●						
	13.2 Continue to refurbish our existing properties											●						

		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
14. Safe, warm & dry	14.1 Managed properties with a valid gas safety certificate			●														
	14.2 Managed blocks with a fire risk assessment			●														
	14.3 Managed blocks with a valid legionella safety certificate			●			●											
	14.4 Managed blocks with a valid electrical safety EICR certificate			●														
	14.5 Fuel Poverty grants	●		●				●										
15. Embrace ESG reporting	15.1 Link new debt to ESG criteria								●	●							●	●
	15.2 Issuance of green and sustainable bonds								●	●		●					●	●
	15.3 Management of ESG investor relations																●	●
	15.4 Annual SECR reporting									●				●				
16. Sustainable Investment	16.1 Investment in new homes									●		●						
	16.2 Investment in existing property portfolio									●		●						
	16.3 Investment in Zero-Carbon homes									●		●						

17. Public Policy, tax and investment management	17.1 Contributing to the debate and consultation on the future of social housing								●	●		●						●	●
	17.2 Collection of, and payment of tax due								●			●						●	●
	17.3 DB Pension Scheme – responsible investment based on ESG criteria								●			●						●	●