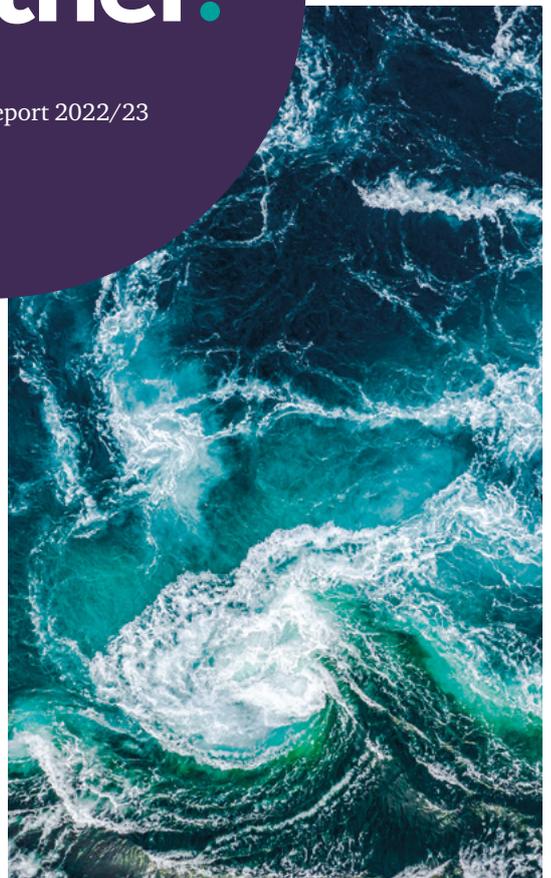




Building a  
sustainable future  
**together.**<sup>®</sup>  
Sustainability Report 2022/23



Sustainability

together.®

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**One of the UK's leading specialist lenders, Together has been making finance work to help our customers realise their ambitions for nearly 50 years.**

We are committed to making a positive contribution to society and to reducing our impact on the planet.



# Shaping our business for a sustainable future

We are committed to creating value for our stakeholders. When we refreshed our purpose and vision in 2021, we outlined our key objectives for delivering our strategy over the next five years and set ambitious objectives to meet these expectations.

## Our vision

To be the most valued lending company in the UK

## Our purpose

Realising people's ambitions by making finance work

## Our strategy

We aim to deliver for each of our stakeholder groups, by meeting their diverse needs and expectations.



**Delivering the right experience for our customers and partners**

We are committed to making finance work to help our customers realise their ambitions by offering common sense solutions with speed, service and flexibility.



**Empowering our colleagues to grow and deliver value for stakeholders**

We value diversity of thinking, ideas and backgrounds and are committed to providing an inspiring purpose and investing in our colleagues so they can realise their potential.



**Delivering on our sustainability strategy**

We are passionate about protecting the planet, supporting our communities and enabling our customers to live more energy efficiently to help protect the future for generations to come.



**Maintaining proactive relationships with our regulators**

We have a culture that treats customers fairly and seeks to achieve good customer outcomes. We want to be an exemplar in the market and foster a proactive relationship with our regulators.



**Creating long-term sustainable value for our shareholder and investors**

We are recognised for creating sustainable value and pride ourselves on building long-term relationships, offering appropriate returns and being open and transparent.

Statement from Group CEO Designate, Gerald Grimes

# Together, our impact is greater

**Together has been helping underserved customers for nearly 50 years and we have a long-standing tradition for supporting our local communities and charities.**

Last year we published our Sustainability Strategy, following input from our colleagues, customers and investors. The strategy complements our overall purpose and vision and gives us a clear direction for the future, focusing on four key pillars: Our Colleagues, Our Customers, Our Communities and Our Planet; all underpinned by strong governance.

Throughout our history we have applied a common sense approach to everything we do and our Sustainability Strategy is no different. It's common sense that we change the way we operate our business to protect the future of the planet, that we support our communities to thrive, enable our customers to live more energy efficiently and have a diverse and inclusive workforce. We have set ourselves ambitious targets for each of our sustainability pillars because it is the right thing to do and this report shows how we have progressed against those targets during the last months.

This financial year has focused on positive progress and some key achievements include our charitable giving, through our Let's Make it Count programme, and our education to our customers via a brand new Energy Performance Certificate (EPC) education hub on our website. Our progress is further evidenced by this enhanced Sustainability Report, which gives us the opportunity to demonstrate our commitment to sustainability in a clear and focused format.

While we are still at the early stages of our sustainability journey, I am very pleased with the progress we have made and would like to thank all of our colleagues for their continuing commitment and dedication to making a real difference for all of our stakeholders. This last year it has been clear that together, our impact is greater.

**“We have set ourselves ambitious targets for each of our sustainability pillars because it is the right thing to do and this report shows how we have progressed against those targets during the last 12 months.”**

*Gerald Grimes*  
Group CEO Designate



## Paul Moran, Head of Sustainability, discusses the importance and progress of Together's Sustainability Strategy



**You published your Sustainability Strategy 12 months ago. How much progress have you made?**

Although we are still at the very early stages of our sustainability journey, I am really proud of how far we have come in the last year.

Our pillars reflect what is important to our stakeholders and we have set ambitious targets for each pillar. Our Sustainability Committee has been crucial in ensuring these targets remain at the top of the leadership team's agenda. As a member of this Committee, I can see first hand how engagement has developed throughout the year and I am pleased we have been able to establish a strong reporting line to our Executive Committee and the Group Board.

Each of our commitments have responsible leads to ensure we maintain momentum in achieving each target and we aim to empower those leads to make change we can stand by and ultimately be proud of.

While our commitments are aspirational, we have made good progress against each of our sustainability pillars and we will continue to drive for further progress over the next 12 months and beyond.

**“Being sustainable is the right thing to do and will only become more and more important in business and everyday lives.”**

*Paul Moran*  
Head of Sustainability

**Why do you feel sustainability is important at Together?**

Being sustainable is the right thing to do and will only become more and more important in business and everyday lives. The issues being addressed within sustainability will only change if we all take further actions and it's clear our colleagues are passionate about making a societal contribution and reducing our carbon footprint.

To harness our colleagues' passion, we hosted our very first Sustainability Week in January for all colleagues and included a session which was hosted in collaboration with a local business networking group. The week included activities, panels and discussions with internal and external experts providing valuable insights into the importance of sustainability, how we're addressing the key issues and what colleagues can do to make a difference. The week was very well attended and the feedback and enthusiasm from colleagues and partners was amazing.

As mentioned earlier, another example of how seriously sustainability is being taken at Together is that our Sustainability Committee meets regularly and we provide periodic updates on progress and issues both to the Executive Committee and to the Group Board.

**What is your vision for sustainability at Together?**

It's simple – to continue the positive progress towards meeting our targets and demonstrate how Together has a positive impact on our planet, our society and our community. I also want all of our colleagues and partners to be genuinely proud of what we achieve and to feel empowered to continue to make a difference in line with our purpose and vision.

It has been an incredible start to our journey and I am really excited to see where the next 12 months take us.

## Our approach to Sustainability

# Sustainability at Together

**As a financially inclusive lender, we are driven by a purpose to make finance work to help people realise their property ambitions. Our vision is to be the most valued lending company in the UK and we understand that our Sustainability Strategy has an important part to play in how we achieve this. The strategy recognises our responsibilities to Our Colleagues, Our Customers, Our Communities and Our Planet.**

Over the last year, our common sense approach has been central to how we have progressed against the ambitious targets we have set. We recognise the significance of transforming our business operations to safeguard the planet's future, foster thriving communities, empower customers to embrace energy efficiency, and actively pursue a diverse and inclusive workforce.

Last year we announced our Sustainability Strategy, which has given us the platform to begin to embed a comprehensive sustainability agenda across Together (the Group), in line with our purpose and vision. We have set solid foundations to ensure continued progress towards meeting our ambitious targets. We are committed to play our part in protecting the future for generations to come.

Together, our impact is greater.

## Materiality assessment

Throughout the process of establishing the strategy, it has been integral for us to ensure that it aligns with our Group strategy and the expectations of all of our key stakeholders. Therefore, as confirmed in last year's report, we appointed a specialist external sustainability consultancy to work with us to develop the strategy. They reviewed our existing approach and conducted a materiality assessment to understand the opportunities and issues that were material to our key stakeholder groups. This helped us to frame our overall approach to sustainability and to identify the crucial next steps. The key stakeholders included in this process were our colleagues, investors and intermediaries.

The materiality assessment considered various environmental and social issues to establish stakeholders' expectations of Together and ensure all future sustainability initiatives were focused on those they consider most important. This involved understanding business sustainability risks and opportunities, and understanding what initiatives are already being undertaken within the business.

> For more on our stakeholder engagement, please refer to section 172 disclosure in our Annual Report, on pages 64-65.

An important part of this assessment was the interviews with key stakeholders, including members of the Board, the internal Sustainability project group, members of Let's Make it Count and diversity and inclusion Togetherness groups, our banks and investors, colleagues and intermediaries. The materiality assessment informed our Sustainability Strategy, which closely aligns with the priority issues identified through the consultations, while also responding to any funding partner, compliance or external standards spanning the breadth of social and environmental issues.

Good progress has been made in the last year, the strategy continues to develop and our actions play an important role in evidencing our vision.

## Governance

Effective corporate governance is central to the success of any Sustainability Strategy and that is why at Together, sustainability is embedded within our governance framework. The Group’s Board and Executive Committee provide leadership and oversight for the strategy and regularly monitor progress made against our sustainability targets. Members of the Group Executive Committee individually sponsor each of the sustainability pillars. Information on Group corporate governance can be found on pages 68-77 of the Annual Report.

Our Sustainability Committee has met monthly throughout the year. It is chaired by our Group CEO Designate and reports bi-monthly into the Group Executive Committee. The Committee is responsible for overseeing the Group’s sustainability strategy, including supporting the progression, development, implementation, measurement and reporting of the strategy. Its membership consists of members of the Executive Committee and colleagues from across the business.

Climate risk and the Task Force on Climate-related Financial Disclosures (TCFD) have been a prominent consideration throughout this financial year. We have built a framework of our approach to transparency and disclosure around it. For further information on our TCFD disclosures please see our TCFD report on pages 50-59 of the Annual Report.



> Further details on the activities of the Board and committees during the year can be found in the Annual Report on pages 68-77

Our approach to Sustainability *continued*

## Alignment with United Nations Sustainable Development Goals

We recognise the importance of aligning our Sustainability Strategy to the globally recognised United Nations Sustainable Development Goals (UN SDGs) Framework. The UN SDGs were developed for Nation States and were adopted by all UN Member States in 2015 to provide a blueprint for peace and prosperity for people and the planet. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality and spur economic growth – all while tackling climate change.

Although the UN SDGs were developed for Nation States we recognise the role businesses can play to positively contribute towards them and they provide a great framework to guide our approach. Our Sustainability Strategy and associated targets impact five of the UN SDGs, as detailed below. As the Group progresses in line with its purpose, realising people's ambitions by making finance work, its greatest contribution can be to UN SDG 11: Sustainable Cities and Communities. Our purpose guides us and ensures we are here to support customers to purchase homes, support the development of social housing and enhance communities.

SDG goal	SDG targets and indicators
	<p><b>5. Achieve gender equality and empower all women and girls</b></p> <p>5.5 – Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p> <p><i>5.5.2 – Proportion of women in managerial positions</i></p>
	<p><b>8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b></p> <p>8.5 – By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p><i>8.5.1 – Average hourly earnings of female and male employees, by occupation, age and persons with disabilities</i></p>
	<p><b>10. Reduce inequality within and among countries</b></p> <p>10.2 – By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p><i>10.2.1 – Proportion of people living below 50 per cent of median income, by sex, age and persons with disabilities</i></p>
	<p><b>11. Make cities and human settlements inclusive, safe, resilient and sustainable</b></p> <p>11.1 – By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums</p> <p><i>11.1.1 – Proportion of urban population living in slums, informal settlements or inadequate housing</i></p>
	<p><b>13. Take urgent action to combat climate change and its impacts</b></p> <p>13.2 – Integrate climate change measures into national policies, strategies and planning</p> <p><i>13.2.2 – Total greenhouse gas emissions per year</i></p>

## SDG alignment to our pillars

### Our Colleagues

We value diversity of thinking, ideas and backgrounds. We believe in investing in our employees so they can realise their potential.

Aligns with SDG:



### Our Customers

We're committed to helping our customers make energy efficiency improvements to their homes. We're committed to making finance work by helping customers buy their own home, helping landlords and businesses solve problems, and realising opportunities

Aligns with SDG:



### Our Communities

We'll continue to contribute to our local community and inspire our colleagues to play their part in giving back to society. We're committed to working with innovative property professionals who work to rejuvenate local communities.

Aligns with SDG:



### Our Planet

We're committed to reducing our impact on the environment and we'll be transparent when we report on our progress.

Aligns with SDG:



## Our 2022/23 sustainability highlights

### Our Colleagues

Targets	Progress this year	Future plans
<p><b>Women in Leadership<sup>1</sup> positions</b></p> <p><b>33%</b> by the end of December 2022</p> <p><b>50%</b> by the end of December 2026</p>	<ul style="list-style-type: none"> <li>While we did not reach our target of 33% by December 2022, we did achieve 31%, which was a 5 percentage points increase since December 2021.</li> <li>At the end of FY23, women accounted for 30% of leadership positions.</li> <li>Maternity, Adoption and Paternity policies have been enhanced.</li> <li>Increased diversity of our Group Executive team with two female appointments.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to review the structure of the Diversity, Equity and Inclusion (DEI) programme, ensuring that our resources are focused on effecting change.</li> <li>Continue to review internal colleague focused policies to ensure they are as inclusive as possible.</li> <li>Ensuring adequate data is collected and analysed to inform progress against DEI targets.</li> <li>Review of our recruitment processes to ensure they support our diversity aims.</li> <li>Deliver unconscious bias training for all colleagues.</li> </ul>
<p><b>Colleagues from underrepresented ethnic groups in Leadership<sup>1</sup> positions</b></p> <p><b>20%</b> by the end of December 2025</p>	<ul style="list-style-type: none"> <li>At the end of FY23, underrepresented ethnic groups accounted for 4% of leadership positions (FY22 6%)</li> <li>Signatory for Race at Work Charter, commitments agreed by DEI Committee. Executive sponsor for Race appointed.</li> </ul>	
<p><b>50+ colleagues<sup>2</sup></b></p> <p><b>20%</b> by the end of December 2026</p>	<ul style="list-style-type: none"> <li>At the end of FY23, we had 18% of positions filled by over 50s (FY22 17%).</li> <li>Officially became Age Accredited employer via 55Redefined.</li> <li>People team completed 55Redefined unconscious bias training.</li> </ul>	
<p><b>Additional Togetherness groups</b></p> <p><b>3</b> by the end of December 2022</p>	<ul style="list-style-type: none"> <li>Three additional Togetherness groups were in place by December 2022; underrepresented ethnic groups, disability group and parents and carers.</li> <li>In 2023 we created a group focusing on our 50+ colleagues.</li> </ul>	
<p><b>Increased disability metrics</b> by the end of December 2022</p>	<ul style="list-style-type: none"> <li>We expanded our disability metrics to capture all colleagues who identify as having a disability. The new data collected showed an increase from 1% to 5%.</li> </ul>	
<p><b>Investors in People Silver accreditation</b> by the end of December 2023</p> <p>Work towards</p> <p><b>Gold accreditation</b></p>	<ul style="list-style-type: none"> <li>Silver Investors in People (IIP) award achieved 18 months ahead of target.</li> <li>Plans have been developed to identify the additional steps to attain the gold accreditation.</li> </ul>	

1. Leadership level are colleagues who are members of the Executive team and colleagues who report directly to them.  
2. FY22 target related to 55+ but following input from an external partner we made the decision to change to 50+.

Our Customers

Targets	Progress this year	Future plans
<p>Customers supported to improve home energy efficiency through</p> <h2>one green mortgage product</h2> <p>by the end of December 2023</p>	<ul style="list-style-type: none"> <li>Completed consumer research with the support of an external agency to better understand consumer knowledge and thoughts on environmental efficiencies and green mortgage products.</li> <li>Research highlighted need for Energy Performance Certificate (EPC) and energy efficiency education – to meet this need we have launched a customer and intermediary partner EPC education hub on our website at <a href="https://togethermoney.com/sustainability/epc-hub">togethermoney.com/sustainability/epc-hub</a></li> <li>Research also highlighted that customers are aware of the term ‘greenwashing’ and that they would like to see a product that offered assistance to improve properties.</li> <li>Commenced green product design.</li> </ul>	<ul style="list-style-type: none"> <li>Utilise customer research findings to design and launch green mortgage product.</li> <li>Assist our colleagues and intermediary partners to ensure our customers are correctly informed of the benefits of the green product.</li> <li>Use an EPC education hub to promote green mortgage product and place us as a credible thought-leader.</li> </ul>
<p>Partnership with industry specialist to support customers and help them improve</p> <h2>home energy efficiency</h2> <p>by the end of December 2023</p>	<ul style="list-style-type: none"> <li>Customer trial underway with an industry specialist. Their innovative offering provides customers with a one-stop solution to identify energy efficiency improvements, access grants and broker funding, secure contractors and finally evidence the impact with an improved EPC rating.</li> </ul>	<ul style="list-style-type: none"> <li>Take the learnings from the trial period and look to expand the partnership.</li> <li>Where gaps are identified look to expand our trial with potential alternative specialists.</li> <li>Identify where the partnerships can best support our customers and ensure they understand the benefits of energy efficiency home improvements.</li> </ul>



Our approach to Sustainability *continued*



Our Communities

Targets	Progress this year	Future plans
<p><b>Deploy in the community through our Let's Make it Count programme</b></p> <p><b>£1m</b></p> <p>in FY23</p>	<ul style="list-style-type: none"> <li>Finished the financial year having deployed £1,136,970 (FY22: £240,000).</li> <li>This amount is a combined figure which includes:                             <ul style="list-style-type: none"> <li>company donations – £974,916</li> <li>colleagues fundraising – £58,770</li> <li>colleague volunteering – £68,356</li> <li>and further relating costs for our Let's Make it Count activities and events – £34,928.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Build on the colleague-led, Let's Make it Count programme to further strengthen our charitable partnerships.</li> <li>Continue to drive internal and external awareness of the work completed by our chosen charities.</li> </ul>
<p><b>Colleague annual volunteering days</b></p> <p><b>50% to be used</b></p> <p>by the end of December 2025</p>	<ul style="list-style-type: none"> <li>Finished the financial year with 2,722 hours of volunteering completed by colleagues (FY22: 378.5), equating to 21% of all available days used.</li> </ul>	<ul style="list-style-type: none"> <li>Create more opportunities for colleagues to volunteer than ever before.</li> <li>Partner with an external volunteering platform to ensure all colleagues are able to support initiatives personal to them.</li> </ul>
<p><b>Affordable properties<sup>1</sup> financed</b></p> <p><b>1,000</b></p> <p>by the end of December 2025</p>	<ul style="list-style-type: none"> <li>An estimated<sup>2</sup> 237 affordable properties financed in FY23, an estimated<sup>2</sup> increase of 92 since the end of FY22.</li> <li>An estimated<sup>2</sup> total of 502 affordable properties financed against our December 2025 target.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to develop the social housing channel, growing the number of vulnerable tenants we support.</li> <li>We will increase our community presence with thought-leadership and brand awareness.</li> </ul>
<p><b>Signing Sustainability Reporting Standard for Social Housing</b></p> <p>by the end of December 2023</p>	<ul style="list-style-type: none"> <li>Signed up to the Sustainability Reporting Standard for Social Housing in December 2022.</li> </ul>	

1. Properties made available to households who, without support, would otherwise find it difficult to afford the cost of housing in the open market or they need a specific type of housing which is not commonly available.  
 2. Estimation based on information received at application.





Our Planet

Targets	Progress this year	Future plans
<p><b>Carbon emissions reduction</b></p> <p><b>70%</b></p> <p>of Scope 1 &amp; 2 by 2027 (against our FY22 emissions)</p>	<ul style="list-style-type: none"> <li>Achieved a 30% reduction in market-based Scope 2 emissions as a result of one of our office building's electricity supply having been renewed on a zero carbon tariff since 1 October 2022.</li> <li>Continued to develop our understanding of our Scope 1 and 2 emissions. As a result we have been able to produce market-based emissions for the previous financial year in order to set a Scope 1 and 2 baseline.</li> <li>First year measuring Scope 3 emissions.</li> <li>Engaged with external energy consultant, Inspired PLC.</li> <li>Climate risk management framework agreed.</li> <li>Secured planning permission for a significant development at our office headquarters which will provide us with an opportunity to improve energy efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Develop net zero road maps and shorter-term targets for operational and supplier emissions.</li> <li>Host net zero workshops to develop colleague engagement and understanding of our net zero ambitions.</li> <li>Integrate climate risks into the operational business areas.</li> <li>Science-based target validation.</li> <li>Keep carbon considerations central to office refurbishments.</li> </ul>
<p><b>Direct energy consumption reduction</b></p> <p><b>50%</b></p> <p>by 2030</p>		
<p><b>Net zero carbon operations</b></p> <p>by 2030</p>		
<p><b>Net zero carbon direct and indirect emissions</b></p> <p>by 2050</p>		



# Our Colleagues



**We value diversity of thinking, ideas and backgrounds. We believe in investing in our employees so they can realise their potential.**

## **Diversity, equity and inclusion**

Our approach to diversity, equity and inclusion (DEI) is simple: we are committed to removing barriers and allowing all colleagues to realise their full potential. We value diversity of thinking, ideas and backgrounds and we believe in investing in our employees so they can realise their potential. We are committed to promoting a dynamic and inclusive workplace in which colleagues of all backgrounds and demographics can work together cohesively. Through our DEI Committee, we have devised a strategy with five aspirations leading up to 2026: supporting women and underrepresented ethnic groups into senior positions, promoting age diversity, enabling inclusivity via our colleague networking groups and increasing our understanding of colleagues who have disabilities.

The Committee is made up of three members of the Executive Committee and colleagues from across the business. The Committee's remit includes gender, age, ethnicity and disability.

The year has been an opportunity for our DEI strategy to mature, with constant learnings and development throughout that time. In January 2023, we appointed a new chair to our DEI Committee, Sarah Nield, our Group Chief Compliance Officer.

Sarah is a champion for DEI and is passionate about embedding it across Together. A key highlight of the year was our internal DEI engagement week, with sessions from award-winning inclusive organisations such as Afrocats, where over 100 colleagues attended. We also took the time to reflect on our progress so far and complete a year-end review of our DEI strategy, leading to some core areas of focus being identified for the following year, such as training workshops and recruitment.

**“I'm delighted to have taken on the role as chair of the DEI Committee. The last year has been about setting the foundations, and together with the Executive team and colleagues we must continue progressing our ambitious DEI strategy.**

**The next year will focus on action aimed at reaching our diversity targets and providing all employees with the opportunity to pursue and achieve their goals.”**

*Sarah Nield*

Group Chief Compliance Officer and DEI Committee Chair



## Gender

Together remains committed to increasing the number of women in Leadership positions. Our Target this year was to have 33% of women in Leadership positions by December 2022. Although we missed this target we did achieve 31% which represented a 5% increase since the end of 2021. We increased the gender diversity on the Executive team by promoting two female colleagues to the roles of Group Chief Compliance Officer and Group Chief Risk Officer. A key success of the year was the significant enhancements of our Maternity, Adoption and Paternity policies. At Together, we aim to support our colleagues through childbirth and adoption and also reflect our aim of promoting diversity, equity and inclusion.

A key ambition of our DEI strategy is to close the gender gap and play our part in making financial services a more gender-balanced industry. We're proud to be signatories of the Women in Finance Charter, and this year's Gender Pay Gap Report, published in April 2023, reports can be found at [togethermoney.com/company-policies](https://togethermoney.com/company-policies). Our gender pay gap is largely driven by the structure of our workforce. At the time of producing the data, female employees accounted for 30% of the leadership team at Together.

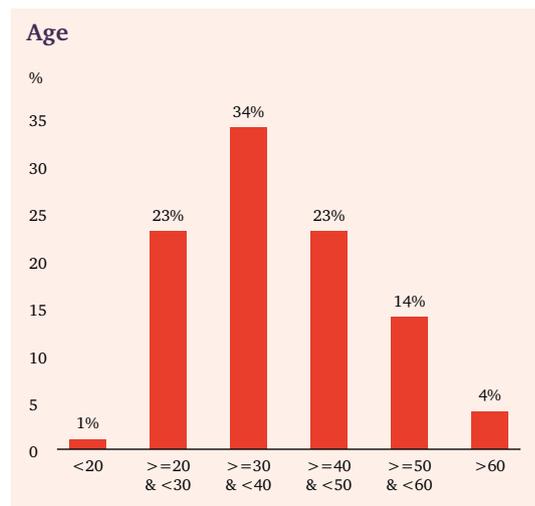
## Ethnicity

This year we have been working towards our ambitious target of having 20% of our senior management positions filled by underrepresented ethnic groups by the end of 2025. At the end of FY23, we had 4% of senior management positions filled by underrepresented ethnic groups. As part of our journey towards our goal, we signed the Race at Work Charter and have committed to their 10 pledges. The Race at Work Charter is a public commitment to improving the experiences of minority ethnic employees in the workplace. As part of this process we assigned an executive sponsor for race, Sarah Nield, our Group Chief Compliance Officer and DEI Committee Chair, demonstrating Together's commitment to tackling racial inequality at a senior level. We continue to embrace all cultures and ethnicities at Together. In October last year, we celebrated Black History Month by hosting a Black History Month book club, to celebrate the continued achievements and contributions of Black people to the UK and around the world.

## Age

We want to encourage age diversity at Together and this year we became an Age Accredited employer via 55Redefined. Launched in 2021, 55Redefined is an organisation that helps forward-thinking companies and their employees think differently and see the opportunities of engaging over 50s. The accreditation is awarded to employers who work towards anti-ageism targets. At the end of FY23, we had 18% of positions filled by over 50s.

As part of this journey we have changed our target to focus on over 50s and we will continue to challenge age discrimination in the workplace. Our People and Recruitment team has completed unconscious bias training from 55Redefined to better our recruitment process.



## Disability

We aim to be inclusive to all colleagues and during the year we enhanced our disability metrics to capture all colleagues who identify as having a disability. Our data has shown an increase from 1% to 5% of our colleague population now identifying as having a disability. We understand that not all disabilities are visible, so by updating the way we collect our colleague data we now have a better understanding of our colleague population. We have also increased the visibility of disability awareness across the business, by hosting a number of colleagues at awareness sessions including an autism Q&A sessions to demystify what it is like to live with autism.

## Our Colleagues *continued*

### Togetherness groups

To celebrate diversity and allow colleagues to be authentically themselves, we have a number of colleague-led, inclusion groups, called Togetherness groups. This year we successfully achieved our target of having three additional groups in place by the end of December 2022, and a further group was added in 2023.

- Embrace Multicultural Network – celebrate and champion ethnic diversity and inclusion, supporting Together to be a place where everyone can thrive, regardless of their background;
- Parents and Carers Network – an inclusive network that supports Together's parents and carers of all forms, providing a trusted space for open and honest communication so our colleagues can share experiences;
- Sunflowers @ Together – promote the understanding of disabilities and empower everyone at Together to be themselves and feel accepted; and
- 'LIFE: Life In Full Effectiveness' Age Network – an inclusive network that supports Together's older workers, providing a trusted space for open and honest communication so our colleagues can share experiences.

Our existing colleague networking groups have continued to thrive this year, proactively contributing to the championing of diversity, equity and inclusivity at Together.

- Women @ Together – promote a network that champions equality, celebrates and empowers women and provides a safe space to connect at Together;
- Mind Matters – strive to raise awareness of common mental health conditions in the workplace. They actively seek to promote understanding and empower anyone experiencing a mental health problem to speak openly about their mental health and the impact it has on their day-to-day lives;
- Kaleidoscope – celebrate diversity and equality at Together, to ensure every colleague has a voice and is able to flourish, regardless of sexuality or gender identity; and
- Aspiring Professionals Network – a group of likeminded colleagues with a desire to expand their internal network.

The Togetherness groups are vital in creating an inclusive culture. They are active throughout the year and host a wide range of engagement sessions for colleagues. This year, for International Women's Day, Women @ Together delivered unconscious bias training to over 40 colleagues. In Deaf Awareness Week, Sunflowers @ Together took the opportunity to promote the positivity of living with deafness and offered free sign language taster sessions to colleagues. For Mental Health Awareness Week, Mind Matters hosted a '5 ways to wellbeing' session, in collaboration with Manchester Mind, and for Manchester Pride 35 colleagues, including members of Kaleidoscope, joined the annual parade to represent Together.

### Cost of living

Together delivers a comprehensive value proposition for colleagues which is continually reviewed in the evolution of external factors and influences. We recognise the impact the increased cost of living has had on our colleagues and this year we provided a £2,000 fuel allowance to support all colleagues with their winter bills. In recognition of the longer-term struggles in relation to the increases in living costs, we have recently announced that all colleagues will receive a permanent salary increase of up to £2,000, for ongoing cost of living expenses, on top of any performance-related pay rises.

### Talent and development

As an organisation we recognise the importance of developing the younger generation to achieve their ambitions and grow the future talent pipeline. Our long-running graduate and apprenticeship programme, which offers professional qualifications, has seen exponential success in this area. Graduates offer the business a dynamic and innovative approach to the way in which we do things. We are proud to have recruited 14 in this financial year. Our values in diversity and inclusion extend to our apprentice programme, offering those who did not go to university a chance to build on their work experience in a professional environment, whilst gaining recognised qualifications, such as Business Administration, Finance Assistant and Chartered Manager. In this financial year we recruited nine new apprentices.

Our commitment to the development of our colleagues is not limited to apprentices and graduates. This is evident through the number of engagement activities we have run this past year. In October our Talent & Development team welcomed back Learnfest, an internal engagement week with a number of development sessions hosted by both internal and external presenters, attended by 350 colleagues. The time given by both our presenters and colleagues was a real measure of our strong learning culture, and another demonstration to our colleagues of our commitment to invest in our people. Other significant developments have been the introduction of our mandatory people manager focus sessions, an example being 'Great 121s – moments that matter' and facilitating confident career conversation workshops.

## Wellbeing

### Colleague engagement

We place great emphasis on the wellbeing of our colleagues and we have continued to listen to feedback via an interactive engagement platform which enables management to receive real time feedback from colleagues on completion of quarterly engagement surveys. During the year, we achieved an overall engagement score of 8, and in the last round, after year-end, a score of 8.1, demonstrating strong engagement from our colleague population.

### Mental health

We have maintained a number of wellbeing initiatives throughout the year and continue to support the mental wellbeing of our colleagues. We have continued the roll out of mandatory people manager mental health training and at the end of the financial year 90% of our people managers have received this training. We will continue to provide this training to all people managers.

Our network of 'Wellbeing Champions' has continued to provide vital assistance to our colleagues. Our trained Wellbeing Champions are an internal network of colleagues who provide one-to-one confidential support, in a safe environment. As a mark of its success, we have appointed 16 new Wellbeing Champions, bringing the total number to 27.

In support of the great work our Wellbeing Champions undertake, we continue to offer colleagues access to an Employee Assistance Programme that offers support to all of our colleagues on a wide range of matters, such as mental health support, with eight free counselling sessions available. Another scheme, 'Able Futures', provides support to those who live with mental health difficulties and offers a nine-month programme with a vocational coach.

**“Our network of Wellbeing Champions plays an important role in making sure our colleagues are looking after their own mental health.**

**Often, colleagues will come to us just for a chat, but knowing the conversation is confidential can really help them to open up.”**

*Rico Stewart*  
Customer Experience Executive  
and Wellbeing Champion

## Investors in People

We are proud of our history in investing in the development of our colleagues to help them realise their ambitions. In July 2022 we proudly achieved Investors in People Silver accreditation. This past year we have focused our efforts on maintaining our Silver accreditation and working towards our Gold target, to further highlight our commitment to continuously improving our culture to empower and involve our colleagues, creating sustainable success.

**INVESTORS IN PEOPLE®**  
We invest in people Silver

achieved in 2022



# Our Customers

**We're committed to helping our customers make energy efficiency improvements to homes. We're committed to making finance work by helping customers buy their own home, helping landlords and businesses solve problems, and realising opportunities.**

## Social impact of our lending

As one of the UK's leading specialist lenders, we're committed to enabling underserved customers to achieve their property ambitions. Our financially inclusive approach means we are able to support those who may struggle to obtain financing from other sectors of the market to help them realise their ambitions and reach their property goals. Our purpose is to make finance work and we offer support to a wide-ranging customer base including those with complex or multiple incomes, self-employed, later life borrowers, SMEs, those with thin or historically impaired credit and those seeking to purchase a property that may be non-standard or who are in a complex purchasing situation.

## Green mortgage research/EPC hub

We continue to enhance our customer experience with improved technology, and aim to support people in making energy efficiency improvements to their properties. As part of our Sustainability Strategy, it was clear one of our ambitions is to create a green mortgage

product and this year has been fundamental in the progress towards this. We applied our common sense approach and completed research, using a combination of our own customers and members of the public, to understand the specialist customer needs around green mortgages and environmental products. This approach informed us of the sentiment towards these issues and led to the creation of an EPC education hub on our website. We learnt that there is a lack of understanding around EPCs and the need to improve the energy efficiency of properties with the proposed regulatory change, particularly on buy to let properties.

We have developed the hub to:

- Raise the awareness of, and the need for, customers (individuals) to understand the benefits and implications of not making the energy efficiency improvements;
- Help customers and intermediary partners consider what actions they should be taking;
- Position Together as a thought leader and a trusted 'go to' green expert in the specialist lending market – builds credibility and avoids greenwashing when product launches; and
- Demonstrate our investment in this topic, linking back to our overall Sustainability Strategy and goals.

The EPC hub not only demonstrates our credibility ahead of a green product launch, but evidences our knowledge of property and provides a wealth of education in a central location whilst tailoring the information to specific audiences.

## Together's funds help charity secure its own headquarters

Our funding has assisted community champion Christine Hughes, whose charity, Cumbria Community Homes (CCH), has helped hundreds of vulnerable people into stable accommodation.

The charity runs services for local authorities in the North, for people with autism and mental health issues.

After agreeing short-term finance of more than £90,000 from us, Christine secured offices in Barrow, which will be accessible for people with mobility problems and accommodate CCH's specialist care teams.

Thanks to Together, CCH has now moved into its new offices and, currently, discussions are ongoing with Christine about her future social housing ambitions.





## Partnership with industry specialist

Along with the development of a green mortgage product, we have taken significant steps in partnering with an industry specialist in energy efficiency. This year, we developed an innovative partnership with a property energy efficiency industry specialist.

This partnership, will provide customers with a one-stop shop to identify energy efficiency improvements, understand and access government grants, locate approved contractors and finally evidence the impact with an improved EPC rating, all done via a technology-led customer portal. During the year, we made significant progress in a long-term trial to expand our understanding of the customer proposition and understand how we can scale the partnership.

### Phase 1

Focused on commercial landlords and consisted of 35 rented properties being progressed through the EPC customer portal.

### Phase 2

Still a commercial landlord focus but involved expanding the trial to include additional landlords with smaller-sized portfolios.

### Phase 3

Wider remit to include homeowner customers.

During the trial, detailed feedback was gathered in order to better understand the first stages of the journey and discover any points. Phase 4 will involve defining the future strategy of the partnership, reviewing alternative partners and understanding how we can integrate it into business models.

## Customer experience

Our purpose is to make finance work for our customers. We use our experience and entrepreneurial culture to help our customers realise their ambitions. We remain committed to delivering excellent service to our customers and we monitor customer feedback to understand both what we do well and how we can improve. During the year, our regulated business has been conducting preparatory work in readiness for the implementation of the new FCA Consumer Duty rules in July 2023. Together has segmented the requirements into dedicated work streams, each of which is governed by an appointed Steering Committee for assurance and oversight.

We have continued to invest in our business and improve the customer experience. Written communication is central to our customer communication strategy, and we have a commitment to provide communications that are clear, inclusive and accessible. Since October 2021 we have been working closely with Plain English, an independent group championing for plain English in public communication, and last year we were awarded the Crystal Mark accreditation for all of our letters. This year we proudly achieved the Crystal Mark accreditation from Plain English for our external website, demonstrating our aspiration for inclusive website accessibility for all of our customers.

**“Customers are at the heart of everything that we do at Together. Our research on green mortgages has helped us to better understand the need for a trusted voice. The launch of the EPC education hub is a great development.”**

*Ryan Etchells*

Chief Commercial Officer

## Listening to our customers

During challenging times listening to our customers is more important than ever. We have reviewed the way we obtain customer feedback for our net promoter scores (NPS), to ensure we truly understand the customer experience. Customer review platforms are a continued measure of success against our customer service ambitions. During the year 75% of our customer reviews have been a 5\* rating (FY22 78%). At the end of June 2023, our ratings on each of the platforms were 4.3 Feefo, 4.3 Trustpilot and 4.1 Google Reviews.

## Vulnerable customers

Identifying vulnerable customers<sup>1</sup> has never been more important. We've delivered system enhancements across our end-to-end customer journey and thorough colleague training to further improve our identification, recording and monitoring of vulnerable customers and the outcomes they receive. We've also become members of CCA-Global, an industry leading organisation which is focused on sharing best practice and ensuring its members are equipped to deliver exceptional customer experiences. Through our membership, we have a seat at the table with many of the UK's leading organisations to learn from each other and continually improve outcomes for our vulnerable and non-vulnerable customer base.

1. A vulnerable consumer is someone who due to their personal circumstances is especially susceptible to harm, particularly when a firm is not acting with appropriate levels of care.

# Our Communities

**We'll continue to contribute to our local community and inspire our colleagues to play their part in giving back to society. We're committed to working with innovative property professionals who work to rejuvenate local communities.**

## Donations and fundraising

This financial year, we have been working towards our target of deploying in excess of £1m in the community. We are proud to have successfully achieved this target, finishing the financial year having deployed a phenomenal £1,136,970. This amount is a combined figure which includes company donations (£974,916), colleagues fundraising (£58,770), colleague volunteering (£68,356) and further relating costs for our Let's Make it Count activities and events (£34,928).

As part of this, we have increased our governance and due diligence on all charities to ensure that they are aligned to our charitable framework and Let's Make it Count programme. Everyone at Together is extremely passionate about our charitable contribution and this financial year has seen a significant increase in support for our communities, having financially contributed a year-on-year increase of £896,970.

Our colleagues' input is important and they were delighted to have been able to continue the partnership with the Seashell Trust (Charity number: 1092655) as our Colleague Charity of the Year. The Seashell Trust is a local charity in Stockport, Greater Manchester, for children, young people and adults with sensory impairment, profound and multiple learning difficulties, and profound communication difficulties.

In May 2023, we made our largest single charitable donation in our history, donating £250,000 to Centrepoint's Independent Living programme. Centrepoint (Charity number: 292411) is a national charity which provides accommodation and support to homeless people aged 16-25. Its ambition is to give homeless youth a future and its goal is to end youth homelessness by 2037.

Our donation of £250,000 will complete the build of two properties in Manchester, within the Independent Living programme. With each property being in use for around 60 years this will allow Together to have a long-term impact, leaving a legacy for years to come, for all of the young people that call them their home. The Independent Living programme is building 300 modular homes for young people over the next few years, creating innovative accommodation for homeless young people so they don't just survive, but thrive.

**“We are delighted to be partnering with Together and their incredible donation will help us to fund part of our new Independent Living project in Manchester. We cannot deliver Independent Living without the support of amazing partners like Together and we look forward to working closely with them to reach our goal of giving all homeless young people a future and ultimately ending youth homelessness by 2037.”**

*Julie Milnes*

Director of Fundraising  
at Centrepoint



When we set the ambitious target for increasing our charitable contribution, we knew it would give us the opportunity to support more charities than ever before. We have continued to support our long-term charity partners but have also developed new partnerships, which we can build on in the future. In addition to Centrepoint, the key highlights from this financial year include:

 <p>As the Colleague Charity of the Year, our colleagues have been busy fundraising for Seashell. Alongside our matched donation contribution and support for fundraising events we have deployed £78,000</p>	 <p>£100,000 donation to support a tree planting project which will build on our ambition of creating a 'Together Forest'</p>	 <p>£100,000 donation to create the 'Together Energy Fund' which will provide local community groups with energy grants to help with the increased energy costs</p>	 <p>£180,000 donation to complete a local community project to create an all ability playground and community garden</p>
 <p>£20,000 donation to the 'A Bed Every Night' campaign, a mission to end rough sleeping in Greater Manchester</p>	 <p>£30,000 donation to provide funding for a Volunteer Coordinator for 12 months to continue the support provided to the local Jewish community</p>	 <p>£25,000 donation to the Manchester-based charity who raise funds to provide deserving children with a trip of a lifetime</p>	 <p>£20,000 donation as part of a five-year partnership which helps and supports young people training within the Construction Department</p>
 <p>£50,000 donation, to the North West based cancer charity, that will go towards the redevelopment of the CT Department</p>	 <p>£22,000 donation to create a family breakout room at the new hospice building</p>	 <p>£25,000 to each youth zone as our annual patron donation. This year we celebrated 11 years of support for Manchester Youth Zone, taking our total donations to over £275,000 over the years</p>	

Our Communities *continued*

**Let's Make it Count**



In line with donating in excess of £1m in charitable giving, this financial year we have committed to support more community projects than ever before to drive the initiatives within our colleague-led community engagement programme, Let's Make it Count. Our focus this year has been on our four pillars:



**Giving**

Charitable fundraising



**Sharing**

Offering training and mentoring for young people



**Caring**

Supporting local communities



**Green**

Protecting our local environment

Our colleagues' passion for community giving is evident throughout our Let's Make it Count programme.

In addition to annual leave, we continue to offer all colleagues two days paid, per annum, to volunteer. This has given our colleagues the opportunity to volunteer at company organised initiatives, or even at a registered charity of their choice. In the last year our colleagues have surpassed our target for FY23 of 2,500 volunteering hours and spent 2,722 hours volunteering in the local community. The equivalent cost to the business is £68,356 for FY23. We are proud of the positive impact we are able to make on our local communities, and we are on track to achieving our 2025 goal of having 50% of colleague volunteering days to be used annually.

Across the year, our colleagues have volunteered to support a number of charities.

- Seashell
- The Wellspring
- National Trust
- Stockport Foodbank
- Manchester Youth Zone
- Hideout Youth Zone
- Manchester Dogs Home
- Cash for Kids

Covering a range of activities

- Litter picks
- National Trust days
- Mock interviews
- CV skills
- Holiday clubs
- Maintenance days
- Foodbanks
- Dogs' homes
- Beach cleans
- Tree planting

**Some key highlights of the year**



**10 colleagues**

took on the International Challenge to the mountains of the Istrian Peninsula, Northern Croatia



**£21,000 in colleague fundraising**

for our Colleague Charity of the Year, Seashell.



**6,915 meals**

On track to reaching their target of 10,000 meals by 2025, our Let's get Caring team has continued to support Stockport Foodbank



**'From Apprentice to CEO' podcast interview**

with young people from HideOut Youth Zone by Commercial Finance CEO, Marc Goldberg



**World Earth Day celebrations**

By the Let's get green team, with a number of colleague engagement events including a bee talk, a sustainable cooking class and a 'Grow Your Own' session.

**“We’ve always supported our local communities, and our Let’s Make it Count programme has been the supporting framework for many years. It is inspiring to see so much social value being delivered by Together colleagues.”**

*Holly Woodside-Coventry*  
Community Lead



## Community impact of our lending

Since its official launch in January 2022, the social housing channel has continued to grow and helped assist property owners and developers to support a range of low income and vulnerable tenants. Our experienced team continues to help deliver funding projects for both housing associations and landlords providing accommodation into the sector. We are making strong progress towards our goal of having 1,000 affordable properties funded by the end of 2025.

In the last year, we have been able to provide funding for estimated 237 affordable properties. This now brings the total affordable properties financed to estimated 502. Furthermore, the social housing channel has helped secure homes for an estimated 1,554 tenants. This now brings our total to an estimated 2,477. The individuals helped included vulnerable adults, low income families, elderly, homeless, refugees and children.

We aim to consistently review our targets and to be transparent with all reporting. This year, after consideration from our Sustainability Committee, we made the decision to remove care homes from our 1,000 affordable properties target.

In December 2022, we achieved our target of signing up to the Sustainability Reporting Standard for Social Housing (SRS). The SRS is an environmental, social and governance standard designed to help the housing sector measure, report and enhance its ESG performance in a transparent and consistent way.

Next year, we aim to grow the number of vulnerable tenants we are supporting, widening our community reach and helping the underserved reach their property ambitions.



## Together's £1.75m funding to build Preston supported living complex

Developers Weaver Finch secured a £1.75m loan from Together, paving the way for the new development on Mornington Road of 13 apartments, complete with car parking spaces, a communal lounge and gardens.

Once completed, the development will be part of Lancashire County Council's supported living service and will provide hi-tech homes for adults with learning difficulties who require support with everyday living.

The flats will have assisted technology such as sensors to identify if someone needs support or to offer prompts for daily living and the assistive tech will support people to maintain their privacy and independence.

In addition to the background support and assistive technology, tenants will have access to "additional tailored support" as part of a care package identified by their social worker, a Council spokesperson said.

The complex will breathe new life into the site which included an overgrown bowling green and the 127-year-old Fishwick Ramblers club.

It is part of the Council's strategy to support vulnerable adults, allowing people to lead fulfilling lives, with their own self-contained accommodation and their own front door, enabling them to increase their independence, health and quality of life.

**"There is a severe shortage of good quality supported living in the North West and across the UK and this development will allow its new tenants to receive the care and support they need while living independent lives."**

*Alex Bodie*

Head of Social Housing at Together

# Our Planet

We're committed to reducing our impact on the environment and we'll be transparent when we report on our progress.

## Understanding our emissions

We understand that we have an important role to play in reducing our own direct emissions. This year, we have been working towards the full and accurate measurement of not only our direct emissions but also the indirect emissions created by our lending activities and all other activities we undertake to operate as a business.

As a financial services business, we appreciate that our direct Scope 1 and 2 emissions will only make up a small percentage of our overall emissions and this year we have measured our Scope 1, 2 and 3 emissions for the first time. This is an important step which will enable us to assess and track our activities in order to reduce our emissions. Whilst progress has been made we are still in the early stages of our journey and will continue to enhance our climate-related reporting to assist with meeting our targets.

Until recently, most companies have focused on measuring emissions from their own operations and electricity consumption (Scope 1 and 2). Scope 3 accounts for the emissions associated with a company's entire value chain. These are considered indirect emissions as they are not under a company's direct control yet often account for 80%-99% of a business's total emissions footprint.

Quantifying Scope 3 emissions is challenging as it either requires gathering primary data from other stakeholders within a company's value chain, such as suppliers or customers, or using secondary data to estimate emissions. Although standards exist for Scope 3 emissions, such as the Greenhouse Gas Protocol's Corporate Standard and PCAF guidance, the availability and quality of input data can have a major impact on resulting emission estimates.

In this financial year we have completed a review of the Scope 3 categories that are applicable to our business and have used secondary data to estimate emissions from all relevant activities within our value chain. Emissions associated with our loan book make up the majority of our Scope 3 footprint, as is expected for financial institutions. At this stage, we have not been able to gather primary data and have therefore used secondary data to estimate the emissions produced by all energy-consuming activities made possible by our loans. This mainly includes mortgages for property purchases and loans for a variety of purposes, including debt consolidation and home improvements. Using secondary data such as average electricity consumption in homes means we have accounted for all of the energy-consuming loans within our portfolio.

Our Scope 1 and 2 emissions have increased in the year, which has been driven by a full year of COVID restrictions being eased, leading to more office and site-based working, more travel and more business events when compared to the prior year.

Energy usage	2022-23	2021-22*
Gas (kWh)	1,002,386	768,278
Electricity (kWh)	1,918,925	1,891,939
Transportation (kWh)	631,365	322,257
Total (kWh)	3,552,676	2,982,474

Carbon emissions (tCO <sub>2e</sub> )	2022-23	2021-22
Scope 1	305.1	210.2
Scope 2 (market-based)	264.3	381.4
Scope 2 (location-based)	392.3	370.7
Scope 3	159,169.3	NR

\* 2021-22 figures have been restated to be on a comparable basis to 2022-23 so that both are calculated using the same methodology.

## Progress

- From 1 October 2022 one of our office building's electricity supply has been renewed on a zero carbon tariff. As a result we have achieved a 30% reduction in Scope 2 market-based emissions.
- In the process of decommissioning an on-site server room, moving to a combination of more efficient kit and cloud based solutions.
- Working with procurement team to address our supply chain and requirements relating to Scope 3, with the creation of a sustainable procurement process.
- 79% of our fleet is now hybrid/electric, an increase from 54% at the end of last year.
- Relaunched our recycling initiatives including segregation of our food waste to enable production of biogas, which in turn is used to generate electricity for the National Grid.

## Climate Working Group

We recognise the important of governance within our Sustainability Strategy, especially in relation to TCFD requirements, full TCFD Report can be found in our Annual Report. To ensure structured progress is made against our carbon goals, this year we established a Climate Working Group made up of representatives from across the business – who act as 'Our Planet' representatives and drive delivery of the ambitious targets, work to identify climate-related risks and opportunities, and ensure we remain in regulatory compliance with external reporting requirements.

## Climate training

We want to develop our colleagues with the technical understanding required to positively impact our targets. Next year, we have secured budget to put a cohort of colleagues through carbon literacy training, with the aim of rolling out to a wider colleague population.

## Office link and refurb

In May 2023, planning permission was granted to create a three-storey link connecting our Lake View and Lakeside buildings in Cheadle, work is scheduled to commence in the summer next year. Consultants have used thermal modelling in the design process to ensure the new link operates in a sustainable way, including minimising energy consumption and carbon emissions. The upgrade will also include more electric vehicle charging points and cycling racks – encouraging environmentally-friendly travel to the office.

This upgrade alongside a refurbishment plan of the office floorspace is a positive step on our decarbonisation journey, demonstrating our commitment to progress towards our net zero goals.

**“With our ambitious goal to be net zero, we’re working to reduce Together’s environmental impacts in a bid to protect the planet for the future.**

**Our dedicated Climate Working Group, which reports to the Sustainability Committee, is supporting this goal by focusing on efficiencies that aim to reduce our direct emissions and the wider indirect emissions from our operations.”**

*Max Griffiths*

Deputy Chief Risk Officer and Climate Working Group member



## Supporting data tables

# Our sustainability supporting data



As at the end of FY23	2022-23	2021-22
Total colleagues	760	754
% full-time	91%	92%
% part-time	9%	8%
<b>% of colleague split by age</b>		
<20	1%	2%
>=20 & <30	23%	24%
>=30 & <40	34%	34%
>=40 & <50	24%	23%
>=50 & <60	14%	13%
>60	4%	4%
<b>Colleague gender</b>		
% of total colleagues who are men	57%	57%
% of total colleagues who are women	43%	43%
% of Leadership <sup>1</sup> roles accounted for by women	30%	31%
<b>Colleague ethnicity<sup>2</sup></b>		
% of colleagues who “prefer not to say” and/or have chosen not to disclose	16%	12%
% of total colleagues who are from an Ethnic Minority background	12%	12%
% of colleagues in Leadership roles from an Ethnic Minority background	4%	6%
<b>Colleague disability data<sup>3</sup></b>		
Percentage of colleagues who disclose they have a disability	5%	1%
<b>Colleague sexual orientation</b>		
Percentage of colleagues who disclose their sexual orientation	82%	86%
<b>Gender pay gap reporting<sup>4</sup></b>		
	2023	2022
Mean gender pay gap	35.9%	39.6%
Median gender pay gap	20.6%	17.2%
Mean gender bonus gap	87.6%	63.6%
Median gender bonus gap	23.7%	34.9%

Other colleague data	2022-23	2021-22
Average years of service/tenure	4.9	4.4
Employee turnover rate (per headcount)	17.5%	19.3%
% of vacancies covered internally <sup>5</sup>	21%	23%
Colleague engagement score <sup>6</sup>	8	8
Colleague wellbeing score <sup>6</sup>	8	7.7
Colleague learning and development data	2022-23	2021-22
% of colleagues who have completed Customers in Vulnerable Circumstances (annual e-learning modules)	97%	NR
% of people managers who have completed mental health training <sup>7</sup>	90%	NR
Number of colleague Wellbeing Champions <sup>8</sup>	27	11
Number of new apprentices	9	15
Number of new graduates	14	14



Loan book data	2022-23	2021-22
Gross loan book (£m)	6,520.0	5,333.6
Net loan book (£m)	6,410.2	5,247.9
Net loan book growth (%)	22.1	30.8
Weighted average indexed LTV of portfolio (%)	55.30	51.50
Lending volume (£m)	2,797.3	2,721.9
Customer complaints and satisfaction	2022-23	2021-22
Customer satisfaction – Net promoter score <sup>9</sup>	59	58
Customer satisfaction – Google	4.1	4.1
Customer satisfaction – Feefo	4.3	4.6
Customer satisfaction – Trustpilot	4.3	4.4

1. Leadership level are colleagues who are members of the Executive team and colleagues who report directly to them.
2. Colleague ethnicity is defined as colleagues who are not 'White British or other White'.
3. During FY23 we have improved the way we capture colleague disability data.
4. The Gender Pay Gap Report is completed with data from April to April. The 2023 report was released in 2023 but covers April 2021 to April 2022
5. Number of vacancies filled with internal candidates out of vacancies open and filled within the period.
6. Average rating from responses of the colleagues who have answered the survey in the period for the 60 'Engagement' questions. Survey is performed 2-4 times a year and the average results show the aggregate for the rolling 12-month period.
7. People manager mental health training is ongoing training programme to support people managers with understanding and assisting with mental health-related people management.
8. Wellbeing Champions are our internal network of colleagues trained in mental health first aid.
9. Our net promoter score measures customer satisfaction at key points in the pre and post lending customer journey.

NR Not reported.

Supporting data tables *continued*

	2022-23	2021-22
Total donations (£)	1,136,760	240,000
Company donations (£)	974,916	206,000
Colleague volunteering (£)	68,356	9,505
Colleague fundraising (£)	58,770	34,000
Let's Make it Count activities and events <sup>1</sup> (£)	34,928	NR
<b>Colleague volunteering hours</b>		
Total volunteering hours used	2722	378.5
% of total available volunteering hours used (target 50% by December 2025)	21%	NR
<b>Community impact of our lending</b>		
Total new social housing <sup>2</sup> channel lending (£)	74.2m	44.3m
Estimated affordable properties <sup>3</sup> financed	237	145
Estimated total of affordable properties financed to date (target 1,000)	502	
Estimated care home properties financed	35	NR
Estimated adult care home properties financed	18	NR
Estimated children care home properties financed	17	NR
Estimated number of tenants assisted <sup>4</sup> via the social housing channel	1554	923
Estimated total number of tenants assisted <sup>4</sup> to date via the social housing channel	2477	



Energy usage	2022-23	2021-22
Gas (kWh)	1,002,386	768,278
Electricity (kWh)	1,918,925	1,891,939
Transportation (kWh)	631,365	322,257
Total (kWh)	3,552,676	2,982,474

Carbon emissions (tCO <sub>2</sub> e)	2022-23	2021-22
Scope 1	305.08	210.15
Scope 2 (market-based)	264.30	381.35
Scope 2 (location-based)	392.26	370.72
Scope 3		
Category 1: Purchased Goods and Services	2,148.37	NR
Category 2: Capital Goods	654.98	NR
Category 3: Fuel-related Emissions	201.07	NR
Category 4: Upstream Transportation and Distribution	42.02	NR
Category 5: Waste generated in operations	1.19	NR
Category 6: Business Travel	69.50	NR
Category 7: Employee commuting	899.62	NR
Category 12: End of life treatment of sold products	2.39	NR
Category 15: Investments	155,150.12	NR
Total Scope 3	159,169.26	NR

Scope 1 & 2 emissions ratio by FTE <sup>5</sup>	2022-23	2021-22
tCO <sub>2</sub> e emissions per FTE (location-based)	0.91	0.86
tCO <sub>2</sub> e emissions per FTE (market-based)	0.74	0.88

Operational waste (kg)	2022-23	2021-22
Waste to recycling (kg)	27987	27553
Waste to refuse derived fuel (kg)	43786	44849
Waste to anaerobic digestion (kg)	7020	NR
Waste to landfill (kg)	0	0

Other Planet data	2022-23	2021-22
% of fleet vehicles that are electric or hybrid	79%	54%

1. Costs relating to colleague-led Let's Make it Count activities, fundraising events and associated costs.
2. Social housing channel is a specialist sales channel focusing on providing housing for people on low incomes or with particular care needs. Estimation based on the information received at application.
3. Properties made available to households who, without support, would otherwise find it difficult to afford the cost of housing in the open market or they need a specific type of housing which is not commonly available.
4. Estimated number of tenants that have been supported into accommodation as a result of our lending activities. Estimation based on the information received at application.
5. Average monthly number of employee, including executive directors.

NR Not reported.

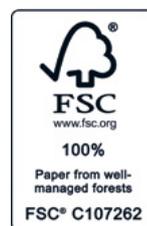
# Further information

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## For further information:

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