



ESG Report 2025 Procurement for Housing



A woman with long dark hair, wearing glasses and a leopard-print headband, is smiling and looking down at something in her hands. She is wearing a dark turtleneck. To her left, a man with a white beard and a pink turban is partially visible, looking towards her. They appear to be in a workshop or kitchen setting, with some items on a table in the foreground.

Foreword

At PfH, everything we do is rooted in a single purpose: to positively impact people's lives. Our Environmental, Social and Governance approach ensures this isn't just a statement, but a measurable commitment – one that drives how we support our members, empower our people, strengthen our communities, and protect our planet.

This is our fourth ESG report and we're incredibly proud of the huge strides we've made. That progress wouldn't have been possible without our brilliant workforce. People come to work at PfH because they want to make a difference, and in 2024 they did just that: hand delivering Christmas parcels to Warrington families, donating over £1,000 to national causes and organising in-house green schemes, from recycling old tech to replacing office lighting with low energy alternatives.

But it's not just our people who made this work possible, it's our suppliers. In partnership with our supply chain, we facilitated £2m in social value contributions and raised nearly £17,000 for local charities. And we continued to level the playing field for smaller suppliers, achieving £128.3m spend with SMEs.

Our commitment to the environment remains strong. In 2024, we procured £72.1m in net zero carbon solutions (up over 44% from 2023), introduced fresh environmental policies guiding all our work, and commissioned a greenhouse gas inventory, which identified a 3% drop in carbon emissions per employee.



Steve Malone, CEO, PfH



Lisa Lynch, COO, PfH

We continue to run a responsible business, with 100% of suppliers paid within 30 days, strengthened practices in data security, Equality, Diversity and Inclusion (ED&I) and a 13% rise in our member Net Promoter Score (NPS) - now 59.

This report reflects both our achievements and also our ambitions. It also marks the next step in our journey: using insights we've gained by measuring our own ESG impact to empower members to measure theirs, through tools like the new ESG dashboard in our state-of-the-art data and insight platform, Quantum.

What we've achieved so far is just the start. By continuing to collaborate across our networks, we will keep turning procurement into a powerful force for social value, environmental progress and responsible growth.

Our ESG goals

Our purpose is to have a positive impact on people's lives



Positive impact on our people and communities

Generating social value through empowered employees and meaningful community engagement

£2 million
social value contributions



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Positive impact through our supply chain

Creating opportunities for local SMEs, community enterprises and high tech suppliers

£128.3 million
spend with SME suppliers



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Run a responsible business

Looking after our people, members and suppliers with respect, fairness, and transparency

59 NPS score
member experience metric
(50+ is great)



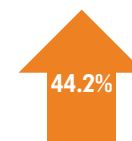
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Positive impact on environment

Becoming a net zero business and supporting members and suppliers to do the same

£72.1 million
spend on net zero carbon



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Aligning with the UN's sustainable development goals

Organisations have a huge responsibility to look after the environment and society in which they operate, and at PfH, we take that responsibility very seriously. Aligning our ESG ambitions with the United Nation's 17 Sustainable Development Goals gives us a shared framework, ensuring we can effectively identify and address environmental, social and governance risks and opportunities, and maximise our contribution locally and globally.

SUSTAINABLE DEVELOPMENT GOALS





Positive impact on our people and our communities

At PfH, we believe that social value starts with people. From empowering our brilliant team, to supporting local families in need, we're proud to foster a culture of care, inclusion and community impact. Whether through fundraising, volunteering or workplace wellbeing, our actions reflect a deep commitment to improving lives - inside and beyond our organisation.





We are beyond grateful to PfH for continuing their support. Together we have been able to ensure local disadvantaged children are fed during the summer holidays and have fun activities to take part in. We have replaced their tears with smiles, we have allowed them to create special memories, and we have taken away financial worries for their parents and guardians. The impact this has for these children and young people is much greater than we can even explain. The whole PfH team has such a passion for offering a helping hand to families in their local area and we adore working with them.

**Jess Rigby, Charity Manager -
Greater Manchester, Cash for Kids**





PfH sponsored Appleton
Netball Club's kit

Positive impact on our people and our communities

Achievements

Our community

£16,800

raised to support local
children via Cash for Kids &
St Joseph's Family Centre

**Funded 321
Christmas parcels**

for Warrington families, in partnership
with St. Joseph's Family Centre

**74 of these
parcels delivered**

to families by PfH staff

£2m

in social value
contributions generated

£1,019

raised for Comic Relief
and Children in Need

**Sponsorship of local
girls' netball team**

to mark International
Women's Day

Our people

Annual staff survey

launched to inform and shape how PfH staff are supported

81% response rate

87% of staff say they are proud to work for PfH

89% of staff say we're a good employer

100% of eligible staff completed 4-day government procurement reform training

14 people trained in confident call handling

21 'power hours' held to inspire and inform staff

Personalised, interactive onboarding packs

for every new starter with great feedback

Breastfeeding policy

introduced to support new mums in our workforce

Volunteering policy

launched so our people can take paid workdays to volunteer

Future ambitions

£2m in social value contributions

Make a difference to people's lives through our procurement contracts

Continue supporting local charities

Back the community groups that matter to our people

Launch apprenticeship scheme

Grow skills and opportunities for new apprentices

Positive impact through our supply chain

As a procurement services provider, we're determined to make a difference through every link in the supply chain. By giving a fair chance to small businesses, voluntary and community enterprises, and high and medium tech firms, we're driving sustainable economic growth, benefitting local communities and raising living standards, and supporting our suppliers to do the same.



Achievements

£128.3m

spend with SME suppliers
(small and medium enterprise)

£8m

spend with VCSE
suppliers (voluntary,
community and
social enterprise)

£2.1m

with HMT suppliers
(high and
medium tech)



"Over the past year, Clarion Futures has been able to achieve transformational impact for our residents and communities, thanks to the incredible support of our social value partners. Despite a challenging year, Our partnerships have empowered us to make a real difference where it's needed most. I want to express my sincere thanks to Travis Perkins, City Electrical Factors, and Procurement for Housing (PfH) for their continued commitment to improving lives and building thriving communities."

**Siarah Meah, Social Value Manager, Clarion Futures
(part of Clarion Housing Group)**



"We're investing £34m over the next three years to improve the thermal performance of our homes; creating healthier living spaces and cutting energy bills. Our investment programme will be procured through Procurement for Housing (PfH), further strengthening our recent collaborative efforts. Work like this makes a real difference to people's lives."

Gareth Wright, Sustainability Manager, Incommunities



Future ambitions

Develop social value reporting tool

Track social value delivery via Quantum dashboard so members can make informed decisions about their spend

£165m spend with SMEs

Boost opportunities for small and medium businesses

£3m spend with HMTs

Grow partnerships with high and medium tech enterprises

£9m spend with VCSEs

Expand investment in voluntary, community and social enterprises



Run a responsible business

For PfH, being a responsible business means doing what's right for our members, our suppliers, our team and our local community. We prioritise fairness and transparency and we celebrate diversity. From prompt supplier payments and robust data policies to inclusive hiring and speedy complaints handling, responsive and respectful management is central to everything we do.



Achievements

100%
of suppliers

paid within 30 days

59 NPS
score

up 13% from 2023 (a score of 50+ demonstrates great member experience)

ED&I
embedded

via refreshed job ads, training for recruiting managers and new starters, and candidate surveys

Upgraded IT & InfoSec policies

- robust, relevant, and ready for today's challenges

Spotlight

As part of our ESG ambitions, we are proud to run a responsible business that puts members at the heart of everything we do. Our Net Promoter Score has risen to **59, up 13% from 2023**, demonstrating our commitment to delivering exceptional experiences and building lasting trust.

We believe that responsible business practices directly benefit our members, which is why we pay 100% of our suppliers within 30 days, ensuring reliability and ethical standards across our supply chain.

We've also embedded Equity, Diversity & Inclusion (ED&I) into our recruitment processes, helping us to build teams that better reflect and serve our member base.

In addition, our upgraded IT and InfoSec policies ensure that member data is protected by systems that are robust, relevant, and ready for today's digital challenges. These achievements reflect our values in action and our dedication to being a trusted, member-first business.

Future ambitions

**Maintain
great
NPS score**

Continue delivering the very highest member experience

**Partner with
external
recruitment
provider**

To find the best talent in the sector

Positive impact on environment

Protecting the planet is integral to how PfH operates internally, how we partner with our suppliers and support our members. From cutting carbon in the community and conserving resources in the office, to championing circular solutions amongst our supply chain, we're committed to making procurement a driver of environmental progress.



£72.1m spend

on net zero carbon – up 44.2% from 2023

98% recycling rate

for all old tech, print cartridges, batteries, paper, plastic, furniture and food waste in the office

Net zero category specialist

recruited to procure sustainable services and technologies

157 office lights replaced, saving

23,036 kwh units a year

New environmental policies

guide how we purchase, recycle, and work with suppliers

3% drop in carbon emissions per employee



PfH is proud to work with suppliers who are leading the way in sustainable environmental practices:



Moore's Furniture, on our Assisted Living Solutions, Kitchens & Appliances Framework, uses a biomass boiler to convert wood waste into energy - cutting heating emissions by 90% and striving to achieve carbon neutrality.



Crown Paints, on our Decorative Solutions Framework, operates the UK paint industry's largest paint can recycling scheme, reprocessing over one million cans annually and using 70% recycled content in its plastic packaging.



Through our Furniture and Flooring Framework, FRC Group runs a service collecting, upcycling, and redistributing pre-loved furniture, while recycling what can't be reused. Each year, the initiative diverts thousands of items of furniture and appliances from landfill.

PfH is looking at fresh ways to align future tenders with our environmental ambitions. For example, we're exploring a recycled paint offer that could help members to reduce decorating waste. These supplier partnerships show how procurement can be a powerful force for environmental progress, turning everyday contracts into catalysts for sustainability.

Future ambitions

£95m spend on net zero

Increase spend on services and solutions that help landlords cut emissions

EV charging at head office

Make it easier for our people to switch to electric vehicles

Install low-flow taps

Reduce office water use and protect natural resources

Promote greener commutes

Encourage car sharing and cycling to lower our travel footprint



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We are Procurement for Housing (PfH), a procurement services provider dedicated to the social housing sector. Set up by the National Housing Federation (NHF), Chartered Institute for Housing (CIH) and HouseMark in 2004, PfH procured £0.4bn worth of goods and services, whilst creating over £32m in savings and has over 1,100 UK members.