



# Environmental Social Governance

2024/2025 report





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# Introduction

I am pleased to present Look Ahead's 2025 Environmental, Social and Governance (ESG) Report, prepared in alignment with the Sustainability Reporting Standard (SRS) for Social Housing. This report is published alongside our 2025 Impact Report, Diversity and Inclusion Report, and Tenant Satisfaction Measures, each providing detailed evidence of our commitment to creating measurable social value across our services and communities. All documents are publicly available on our website.

Look Ahead is a specialist provider of care, support and housing services, working within local communities to improve lives through integrated social care and housing. In 2024/25, we owned and managed 1,871 properties across London and the South East, and delivered 126 care, support and housing services, supporting 3,491 people.

Our ESG framework allows us to assess and enhance the wider impact of our operations — environmentally, socially and economically — while remaining aligned with sector expectations and regulatory frameworks. Delivery of our ESG approach is key to the delivery of Look Ahead's mission, vision and values.

This report reflects our sustained and measured progress in embedding ESG principles across Look Over the past year, we have introduced new systems, processes and contractual mechanisms to strengthen governance, improve service delivery, and support both our customers and workforce. Despite operating in a resource-constrained environment, we have achieved meaningful progress that demonstrates our ongoing commitment to transparency, accountability and continuous improvement.

The 2025 ESG Report marks a significant step forward in our journey to fully embed ESG principles and uphold the SRS standard across all areas of our work — progress we will continue to build upon in the year ahead.





# Environmental

# Climate Change

**C1: Distribution of EPC ratings of existing home (those completed before the last financial year).**

Average SAP rating of existing homes (those completed before the last financial year).

<b>EPC - A</b>	<b>0.0%</b>
<b>EPC - B</b>	<b>16.9%</b>
<b>EPC - C</b>	<b>58.63%</b>
<b>EPC - D</b>	<b>16.29%</b>
<b>EPC - E</b>	<b>8.79%</b>
<b>No EPC Rating</b>	<b>0.21%</b>

**C2: Distribution of EPC ratings of new homes (those completed in the last financial year).**

**Average SAP rating of new homes (those completed in the last financial year).**

**Energy use intensity [Kwh/m<sup>2</sup>/yr] of new homes**

We did not complete any new homes in this financial year.

**C3: Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?**

**Is the housing provider's net zero commitment in line with the Science Based Target (SBT) initiative?**

Yes

**Does the housing provider have a costed transition plan?**

No

The asset management strategy and roadmap references Look Ahead's commitments to achieving Net Zero. As yet, this is not costed. Also starting work with HACT to provide funding to undertake retrofit works to calculate energy savings, carbon reduction and improvements in social value. Additionally, working with Voltalis to reduce energy usage across three pilot buildings.

**C4: What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?**

Retrofit pilots are being planned within the new asset management strategy to be followed by further projects. This financial year, solar PV replacement at Well House completed and cavity wall insulation across Cudworth Estate underway.

# Climate Change

**C5: Scope 1, Scope 2 and Scope 3 Green House Gas emissions. Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home**

**If unable to report emissions data, please state when the housing provider is expected to be able to do so.**  
N/A

**C6: How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?**

**How is the housing provider mitigating these risks?**

Use of SAVA Intelligent Energy module will assist in understanding building performance through SAP ratings. IOT sensors for real-time monitoring of conditions within properties (temperature, relative humidity, dew point, damp/mould risk). Partnerships with Voltalis & HACT will measure energy use, building performance, weather patterns, etc.



# Ecology

## **C7: Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?**

We are working with our contractors to complete biodiversity surveys and to roll these out using a biodiversity toolkit once finalised.

## **C8: Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?**

### **If so, how does the housing provider target and measure performance?**

We have policies in place for legionella and asbestos to manage risks associated with those pollutants.

Our control of hazardous substances policy and its supporting procedure provides our employees with information and instructions on specific hazards to health and the safe use, handling, storage and disposal of those substances.

Definitions of hazardous substances can take many forms including the following:

- Chemicals
- Products containing chemicals
- Fumes
- Dust
- Vapours
- Mist

- Gases and asphyxiating gases
- Biological agents (germs)
- Germs that cause diseases such as leptospirosis or legionnaires disease.

We do conduct comprehensive weekly and monthly building checks, monthly living standard assessments and annual audits. These evaluations are designed to identify issues such as damp and mould, asbestos, COSHH, legionella or other possible pollutants. Our inspections are thorough and aim to detect any signs of building damage or corrosion, which can arise from various indoor and outdoor sources.

As part of LACS environmental health initiative, this is an area the health and safety team will be exploring in the near future.



# Resource Management

**C9: Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?**

**If so, how does the housing provider target and measure performance?**

Under the new framework, we are working to targets such as:

- Use materials with an embodied carbon reduction of at least 15% compared to traditional options; specifying 100% FSC-certified timber in all relevant projects
- Minimising transport emissions by sourcing materials locally (within a 50-mile radius);
- Prioritise suppliers with ISO 14001 certification to ensure alignment with robust environmental management standards; include recycled and low-impact materials
- Wherever feasible, such as recycled steel, concrete, and plastic alternatives, to further reduce environmental impacts

**C10: Does the housing provider have a strategy for waste management incorporating building materials?**

Under the new framework, we can request monthly waste reports showing tonnage removed and recycling achieved; aim is to achieve 98% recycling rates across projects in collaboration with the local supply chains; commitments to end-of-life processes by clearly outlining how products will be repaired, reused, recycled, or upcycled; implement digital inventory systems to improve accuracy in material ordering and reduce surplus waste; promote supplier

engagement by collaborating with vendors who adopt circular economy principles, i.e. take-back schemes or closed-loop material recycling.

**C11: Does the housing provider have a strategy for water management?**

**If so, how does the housing provider target and measure performance?**

Targets under the new framework include items such as achieving a 15% reduction in water consumption on sites compared to baseline levels by 2026; ensuring that all new or retrofitted buildings achieve a minimum of 20% improvement in water efficiency through the installation of water saving devices and appliances; engage with at least two community groups per year to promote water conservation awareness and provide guidance on sustainable practices



# Social

# Affordability and Security

**C12: For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:**

**1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority**

**2) Rent compared to the relevant Local Housing Allowance (LHA)**

**Report against both Affordability Metrics.**

100% of LHA rent

**C13: Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to:**

- General needs (social rent)
- Intermediate rent
- Affordable rent
- Supported Housing
- Housing for older people
- Low-cost home ownership
- Care homes
- Private Rented Sector
- Other

Type	Directly Managed	Managed by another org.	Total	% of total
Supported Housing	904	57	961	90.7%
Care Homes	29	6	35	3.3%
Intermediate	27		27	2.5%
Non-Social	9	0	9	0.8%
Market Rent	16	0	16	1.5%
Other	0	12	12	1.1%
<b>Total</b>	<b>1146</b>	<b>69</b>	<b>1215</b>	

# Affordability and Security

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

- General needs (social rent)
- Intermediate rent
- Affordable rent
- Supported Housing
- Housing for older people
- Low-cost home ownership
- Care homes
- Private Rented Sector
- Other

## Number homes disposed of in the last 12 months, by tenure type. Number of homes acquired in the last 12 months, by tenure type.

N/A - No new completions

## C15: How is the housing provider trying to reduce the effect of high energy costs on its residents?

Look Ahead offers a range of tenure types designed to reflect the diverse needs of the people we support and the different models of our housing, care, and support services. Our approach ensures that every customer occupies their home under arrangements that are lawful, transparent, and appropriate to the nature and purpose of the accommodation.

Tenure management is a key part of our compliance with the Regulator of Social Housing's Tenancy Standard and the broader Consumer Standards, demonstrating our commitment to sound governance, fairness, and stability across all our homes.

Many of Look Ahead's housing and support services are commissioned in partnership by local authorities and health partners. In these services, the tenure type is usually set out in the commissioning agreement or service

specification, which sets out the expected length of stay, referral routes, and nomination rights. The specific form of tenure varies according to the purpose of the service, as outlined below:

- Licence Agreements (excluded or protected) are used in short-stay, transitional, or high-support environments where flexibility is required to meet customer and commissioning needs.
- Assured or Assured Shorthold Tenancies (ASTs) are used in longer-term supported or move-on housing to provide greater stability and a clear pathway to independence.
- Registered care homes operate under care placement agreements, governed by social care legislation rather than housing law.

This structure ensures that each customer's housing arrangement aligns with the level of support provided and the purpose of the service, while offering the maximum security of tenure appropriate to that setting and maintain regulatory compliance.

Tenure decisions and documentation are governed by Look Ahead's Tenancy Management Policy, and Allocation and Placements policy which are reviewed regularly to ensure continued compliance with law, regulation, and commissioner requirements. Oversight is provided by the Executive Leadership Team and Board, supported by internal audit and assurance processes.

Customers receive clear information about their tenure type, rights, and responsibilities before moving in. Staff are trained to ensure customers understand their agreements and are supported to sustain their accommodation. Regular reviews and audits ensure tenure types remain appropriate and consistently applied across the organisation. Look Ahead's tenure framework supports our social mission to help people achieve stability, independence, and inclusion.

# Building Safety and Quality

**C17: Describe the condition of the housing provider's portfolio, with reference to:**

**% of homes for which all required gas safety checks have been carried out - 100% (779)**

**% of homes for which all required fire risk assessments have been carried out - 100% (943)**

**% of homes for which all required electrical safety checks have been carried out - 99.4% (1090)**

**C18: What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?**

**What % of homes meet the national housing quality standard? - 98.5% as of end of March 2025**

**C19: How do you manage and mitigate the risk of damp and mould for your residents?**

203 reported cases.

We actively manage and mitigate the risk of damp and mould through a dedicated damp and mould tracker that monitors all reported cases from initial report to resolution. Any instance identified as posing a risk to health or safety is prioritised as an urgent repair, with strict response and completion timeframes in line with Awaab's Law. This ensures prompt action, clear oversight, and accountability across our operational teams



# Resident Voice

## **C20: What are the results of the housing provider's most recent tenant satisfaction survey?**

### **How has the housing provider acted on these results?**

Our Tenant Perception survey opened in November 2024 and followed the methodology set by the regulator and implemented learning from the previous year, regulatory feedback and learning from the regulator's winter TSM spotlight report.

A dedicated webpage for online responses was launched, and 926 survey packs were sent by post. Tenants were provided with a diverse range of response methods:

- By post using the freepost envelope included in the survey pack.
- Online via the link and QR code provided.
- Over the phone with the Customer Contact Centre.
- Face-to-face with support from staff.

For unsupported customers, the Customer Contact Centre proactively contacted tenants. The Housing team also encouraged and supported tenants to respond during site visits and other regular interactions.

In supported services, managers were regularly updated on response rates and offered additional support through on-site survey days, facilitated by the Co-Production team.

The survey closed on Friday, 7 February 2025, with a total of 312 responses received across all customer groups. Overall, a response rate of 33.7% was achieved.

Overall satisfaction was 78.9%.

Results were shared with our Tenant and Landlord Panel and Board as well as being submitted to the Regulator of Social Housing.

More broadly, results have also been shared with customers, staff and external stakeholders via the website and our annual customer report. Our Tenant and Landlord Panel reviewed the results and provided feedback on key areas of improvement. This insight was used to review the action plan that was developed after the previous year's survey to ensure that it reflects both the progress made, and areas of improvement that were highlighted.

The Tenant and Landlord Panel will hold us accountable to the delivery of this action plan.



# Resident Voice

## **C21: What arrangements are in place to enable residents to hold management to account for the provision of services?**

Look Ahead has a range of opportunities available to ensure customer engagement is effective, meaningful and impactful. Our customers have a variety of options to influence decision-making and service improvement. These are as follows:

### **Tenant and Landlord Panel:**

Our 'Tenant and Landlord Panel' provides a safe forum for tenants to provide constructive feedback to help review and challenge organisational performance in relation to Property, Landlord, Housing Management, neighbourhood services and agency partnerships.

The panel functions to offer an effective and challenging governance and scrutiny framework for tenants. It seeks to provide a safe and responsive environment for tenants to help identify options for service improvements and efficiencies related to Property, Landlord, and Housing Management and neighbourhood services.

Group membership is comprised of tenant representatives, a Board Chair, Executive lead, Operational lead, customer support staff, and departmental leads by invitation as required. The Tenant and Landlord Panel reports to the Executive and Board through the Panel's Board Chair and Executive lead to ensure a direct line of feedback between tenants and senior leadership. The group aims to meet quarterly.

The panel is responsible for scrutinising performance in relation to:

- Repairs
- Voids

- Compliance
- Anti Social Behaviour (ASB)
- Rental income collection

As well as satisfaction in relation to repairs & maintenance, and property, housing, and landlord complaints.

Topics of discussion for each meeting are chosen by tenant representatives within these areas of focus.

### **Customer Incidents Panel:**

This panel is co-chaired by a former customer and our Director of Practice Development, Safeguarding and Quality. The purpose of the panel is to review anonymised versions of real incident reports of issues that have happened in our service and to analyse what can be learnt from them. Feedback from this panel is reviewed by SLT and our Board.

### **Co-Production Work**

Customers have numerous opportunities to get involved with Look Ahead. This includes being involved with interviewing new staff (our target is that 80% of our recruitment has customer involvement), quality audits and co-producing our customer newsletter, Heads Up.

We also have a range of volunteering opportunities including our Experts by Experience programme where trainers with lived experience design and deliver training to staff.

We are also currently co-designing a new customer policy review group, to hold ensure our policies and procedures are customer focused, fair, and effective.

# Resident Voice

## Local Services

At a local level, most of our services hold monthly house meetings for customers to provide feedback on services and put forward ideas for activities and improvements. Our central Co-Production Officer regularly visits services to support teams to increase customer engagement and influence over the services they receive.

## **C22: In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place?**

One complaint has been determined by the Housing Ombudsman that maladministration took place.

With the complaint we carried out a lesson learned exercise. This highlighted some of the changes already made within Look Ahead to improve our response (e.g. the introduction of a damp and mould policy which includes reporting and monitoring, the introduction of a Customer Service Manager to oversee all complaints and ensure they are responded to within statutory timelines), and other actions have been included in our service improvement plan.



# Resident Support

**C23:What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?**

We provide all supported customers with a range of support to meet their goals and needs.

All supported customers have an allocated key worker who will be their key contact for any support they may need. This will include developing support plans to help them manage risk, meet their goals and aspirations, support with education, training and employment and support with building skills to live independently such as budgeting and cooking. Each customer has a tailored plan to meet their individual requirements. These plans are regularly reviewed and updated to reflect the customers needs and progress.

Our services work in partnership with the wider networks to ensure customers get additional support, including for example, NHS Community Mental health Teams, substance misuse charities and Citizens Advice bureau. Our services are audited by our internal quality team regularly. Our audits cover key areas to check that services are safe, effective, caring, responsive and well led. Following audits, services must complete an improvement plan that is submitted to the Quality team on a regular basis to ensure action is being taken.

This process ensures that customers receive high quality services that meet their individual needs.



# Placemaking

**C24: Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.**

**Provide examples or case studies of where the housing provider has been engaged in placemaking or place shaping activities.**

## **Community Investment Activities**

Look Ahead's Community and Partnerships statement outlines how we work with a wide range of partners to deliver safe, inclusive housing alongside personalised support that enables individuals to thrive. As both a housing association and a support provider, Look Ahead works across housing, health, and social care to ensure customers live in safe, comfortable homes and communities where they can integrate and contribute. The organisation holds a number of strategic partnerships with local authorities, NHS bodies, developers, contractors, and community organisations to maintain high-quality housing stock and deliver integrated, person-centred support.

Central to this approach is the Customer Insight Strategy, which uses data, feedback, and community mapping to understand local needs and shape service delivery. Customers are actively involved in recruitment, auditing, service improvement panels, and peer support programmes, ensuring services are co-produced and responsive. Look Ahead also partners with funders, employers, education providers, and arts organisations to deliver added-value programmes that build confidence, skills, and wellbeing. These include therapeutic dance sessions, creative arts workshops, bursary schemes, and health and wellbeing initiatives.

Contractors are engaged to embed social value into service environments, and staff are encouraged to volunteer in services to enhance communal spaces and green areas.

## **Positive neighbourhood outcomes**

Look Ahead contributes to positive neighbourhood outcomes through targeted capital projects, community engagement, and partnerships with funders and local authorities. The organisation's approach includes improving safety and quality of housing, enhancing energy efficiency, and creating inclusive environments. Tenants are engaged in decisions about repairs, maintenance, and communal improvements, helping to select and assess contractors who will be working in their own homes.

Local neighbourhood management is strengthened through environmental improvements, joint estate inspections, and safety initiatives. For example, at a homelessness and complex needs service in East London, an onsite neighbourhood management officer - employed by the local community - works closely with police, staff, and residents to reduce anti-social behaviour and improve safety. Our London DAAS (Domestic Abuse Support Service) provides specialist support to customers impacted by domestic abuse and upskills staff across the organisation.

## **Placemaking and place shaping examples**

- Specialist mental health services for young people in West London
- Staff training is delivered by specialist psychiatrists, and a mental health charity works alongside Look Ahead to ensure trauma-informed support. This partnership ensures that services reflect what young people need and want from mental health provision.

# Placemaking

- The Felix Project and Future Funds Bursary Scheme. In East London, Look Ahead partners with the Felix Project to offer food bank and drop-in services. The Future Funds Bursary scheme, delivered with LandAid, enables young people to access financial support for education, training, and employment.
- Crisis Houses and health clinics Across East London, crisis houses with on-site clinicians provide alternatives to inpatient care, preventing hospital admissions and delivering integrated mental health support. In Westminster, a homelessness service includes an onsite health clinic for older rough sleepers, delivered in partnership with local clinicians.
- Creative arts and therapeutic dance. Residents across our learning disabilities schemes participate in workshops with the Royal Academy of Arts, improving confidence and wellbeing. Whilst our "AnyBody Can Dance" project, funded by Arts Council England, engages over 150 customers in weekly therapeutic dance sessions and showcase performances.





# Governance

# Structure and Governance

**C25: Is the housing provider registered with the national regulator of social housing?**

Yes

**C26: What is the housing provider's most recent regulatory grading/status?**

G2/V2

**C27: Which Code of Governance does the housing provider follow, if any?**

NHF code of Governance 2020

**C28: Is the housing provider a Not-For-Profit?**

**If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?**

Yes

**C29: Explain how the housing provider's board manages ESG risks.**

**Are ESG risks incorporated into the housing provider's risk register?**

The Board reviews the Corporate Risk Register quarterly and Audit and Risk Committee receives quarterly reports on the management of corporate risks. The Board also holds an annual Risk review workshop to ensure the organisation continues to have oversight of risk and are managed within risk appetite tolerances.

ESG risks are built into the risk register, aligned to key risks relating to governance, health and building safety, regulatory compliance, reputation and trust.

**C30: Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?**

No



# Board and Trustees

**C31: How does the housing provider ensure it gets input from a diverse range of people, into the governance processes? Does the housing provider consider resident voice at the board and senior management level? Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?**

The board has a succession policy in place that includes a maximum six year term of office. An annual skills matrix ensure board members meet skills required to deliver our objectives and manage risks. We have a recruitment campaign supported by consultants with a clear mandate to ensure a diverse pool of people. We do not interview unless the shortlisted pool of candidates is diverse.

The Tenant and Landlord Panel is a sub-committee of the board and reports directly to the board on key issues affecting residents. Panel members are all Look Ahead customers. The board receives surveys from both residents and wider customers. The board also receives reports on complaints to ensure there is a learning culture.

**C32: What % of the housing provider's Board have turned over in the last two years?**

**What % of the housing provider's Senior Management Team have turned over in the last two years?**

40% of board have turned over in the last two years.

42% of SLT have turned over in the last two years.

**C33: Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.**

One

**C34: What % of the housing provider's board are non-executive directors?**

90%

**C35: Has a succession plan been provided to the housing provider's board in the last 12 months?**

Yes

**C36: For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?**

Two

**C37: When was the last independently-run, board-effectiveness review?**

June 2025

**C38: How does the housing provider handle conflicts of interest at the board?**

Board members complete a declaration of interest form annually which is added to the Register of interest.

Board and Committee members are invited to declare interests at the start of each meeting which are recorded in the minutes.

# Staff Wellbeing

**C39: Does the housing provider pay the Real Living Wage?**

Yes

**C40: What is the housing provider's median gender pay gap?**

-2.20%

**C41: What is the housing provider's CEO median-worker pay ratio?**

1:6.1

**C42: How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?**

All staff have an EDI induction with our diversity networks, We have four networks that lead on key DEI activity and have individual budgets. People Director meets with each network quarterly. We have awareness events (eg. Black History Month, International Women's Day) run by the networks for staff. The Board have had DEI training with an external provider in July 2025 and we are reforming the Strategic DEI group to review annual DEI actions for staff and customers.

Annually DEI data is reviewed for the employee journey key touch points and compared to previous years this is shared with SLT and the networks to review areas of concern. Every six months, we have a pulse survey where staff are asked a DEI question to measure satisfaction and this is reported to SLT as a KPI.

**C43: How does the housing provider support the physical and mental health of its staff?**

We provide an Employee Assistance Programme (EAP) service that provides 24/7 free advice on financial, legal or wellbeing advice by qualified practitioners. This also provides free counselling either via phone or face to face. We provide group therapy if there has been an incident at a service.

There are discounts on gyms and wellbeing via Reward Gateway for all staff.

**C44: How does the housing provider support the professional development of its staff?**

Staff have an annual Performance Development Review (PDR) to discuss professional development and career aspirations. 42 staff have started qualifications this financial year.

# Supply Chain

**C45: How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?**

**With contracts of large value that we procure (for example repairs and maintenance), contracts are scored against social value and investment in additional value-added support for our customers. For smaller value contracts, we do not consider social value at this stage.**

With contracts of large value that we procure (for example repairs and maintenance), contracts are scored against social value and investment in additional value-added support for our customers. Social value themes such as Environmental, quality of life, quality of housing environment and welfare. For smaller value contracts, we do not consider social value at this stage.

Specific initiatives undertaken such as free training and equipment provided to our CQC services, enabling them to carry out temperature checks.

For contracts we hold with local authorities, we commit to certain social value measures. This may include for example the employment of apprentices, investment in staff training or other measures aimed at creating social value in a local area.

**C46: How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?**

We require suppliers/contractors to evidence their environmental policies & targets during the tender process.

As part of the the tender process, a Pre-Qualification Questionnaire (PQQ) is used to assess the suitability of providers who wish to be considered for being awarded contracts.





For further information on ESG at Look Ahead, contact:

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