

## CSR Policy

### Background

Our purpose as a business is to improve the lives of people who live in the communities in which we operate, through our buildings, services and care homes. We also have responsibilities to our people, our business partnerships, our communities and our shareholder. CSR supports us in delivering on these commitments, creating shared value and delivering benefits to society and to our business.

### The Norse Way

The Norse Group businesses have long been committed to corporate responsibility by supporting their communities with meaningful local initiatives and this will continue to be a key part of our CSR delivery. We have developed the Norse Way to bring together all our activities under a coherent strategy that helps us deliver on our business goals and focuses on what matters most. It is not an add-on, but is embedded in the way we operate; the way we do profitable, sustainable business. It's about how we work with suppliers, how we treat our people, how we look after the environment and how we deliver services. It's about what we do we do and the way we do it.

### Our priorities

The Norse Way is guided by three principles:

- Focusing on what matters most – to our partners and clients, our people and our shareholder
- Aligning with our core business areas
- Responding to the key societal issues affecting our business and the communities we serve in the long-term

These are our current priority areas, which will be reviewed annually to ensure that they remain in line with the above principles:

**Caring for older people:** enabling older people to live well and participate, and building understanding between different generations. This includes a commitment to becoming a dementia-friendly organisation and supporting staff to become Dementia Friends and Champions.

**Wellbeing and obesity:** supporting our staff and the communities we serve to live well and eat healthily.

**Local Regeneration:** supporting the local economy, creating local jobs and boosting the supply chain. This includes making it easier for local businesses and SMEs to access opportunities to work with us.

**Employment and Youth Opportunity:** working with local young people to develop their skills and removing barriers to work for vulnerable groups. Examples include creating apprenticeships, working with schools, working with ex-service personnel and the long-term unemployed.

**Future Skills and Employee Development:** creating a skilled, healthy and engaged workforce that is active in its local community. This includes entitling every employee to a day's volunteering every year.

**Environmental Management:** reducing our direct impacts by working with our employees, clients and suppliers. This includes working towards a four-year target of reducing our energy consumption by 5%, a 5% reduction in water use and overall waste and a 5% increase in the percentage of waste diverted from landfill.

**Customer Trust and Business Transparency:** Creating an ethical culture in the way we work with our partners and customers and telling our story in a clear and compelling way.

## **Governance**

Our governance structure ensures that CSR is embedded in the way we do business. Mike Britch, Norse Group Managing Director is the Executive Owner for our CSR strategy and the Board receive reports from our Group-wide strategy team twice a year. To drive delivery on the ground, each of our offices/locations has a Local Champion, who is responsible for engaging staff on Group-wide initiatives and supporting local activities.

## **Measurement**

We have established measures to ensure that we record participation in CSR activities. These include the number of employees engaging in volunteering, the number of apprenticeships created and our progress against environmental targets. Progress is reported internally to the Board and through internal communications channels and externally through our Group-wide website.

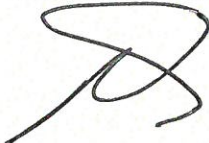
## **Supporting information**

A number of other policies support our CSR activity. These are available on the Norse Group website and include:

- Norse Group Social Value policy
- Norse Group values
- Modern Slavery Act statement
- Equality & Diversity statement
- Sustainable Procurement policy
- Supplier code of conduct
- Environment policy

Our policies are reviewed and updated annually to ensure that they remain suitable and effective and meet the expectations of all interested parties.

The Norse Group Board is fully committed to and endorses this Policy.



**Mike Britch**  
**Norse Group Managing Director**