



Swanton

Every Moment Matters

ESG Impact Report:
Every moment Matters

1st January – 31st December 2022

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About us

Swanton Care provides high-quality, specialist care for adults and children with learning disabilities, autism, mental health disorders, and other complex conditions.

Since 2006, Swanton Care has provided specialist support to people with complex needs, including autism, learning disabilities, mental health issues, or those in need of rehabilitation.

Our people are at the centre of our work, and we believe that every person within our care should enjoy life to the fullest. We help each person journey towards more independent and community-based living, whilst helping them feel safe, empowered and a valued member of the community.



Our three core services

1 Residential care: Delivering personalised high-quality care and support for adults and children

2 Community Services (Supported Living and Domiciliary Care): We support people with a range of needs to live a rich and rewarding life in their own home and communities

3 Nursing care home: Providing a holistic nursing service tailored to each person's individual needs and aspirations

“ We believe that with the right support, everyone can achieve greater independence and lead fulfilling lives ”

We deliver

Residential care

Our 24/7 Residential Service provides welcoming, stimulating, and safe home environments for people with a range of complex care needs. This includes learning disabilities, autism, and behaviours that challenge. Our brilliant team of professional carers work tirelessly to create homes with a relaxed atmosphere that promotes individuality, gives each person the right to dignity, choice and independence and champions community integration.

Supported living

Our supported living services assist those with disabilities to live where and with whom they want, for as long as they want. We help to facilitate the ongoing support needed to sustain that choice, tailoring each support package and working closely with social services to ensure the best outcomes and wellbeing for those we support.

Learning disabilities: person-centred support

Our person-centred support services celebrate the uniqueness of every individual. This means they are tailored to each person's individual needs, choices, and aspirations. We give each person the strongest voice to make their own decisions and lifestyle choices, working closely alongside families and other professionals.

Nursing care

Our specialist team of dedicated nurses provide support for individuals who've suffered injury through a medical condition or trauma. Our nurses support people across different stages of their journey with us- from rehabilitation to helping individuals move into community-based support. Each of our nurses upholds the dignity and integrity of the individuals we support, helping them to rebuild their lives and develop independence.

Mental health support

Our specialist service provides support and recovery services for people living with mental health needs. By focusing on the person, not just their diagnosis, we work with each person on their journey of recovery. We believe everyone has a unique contribution to offer, and our carers help to empower individuals and realise their self-worth.

Residential CAMHs

We provide a full person-centred residential-based Child and Adolescent Mental Health (CAMH) service for young people experiencing difficulties with complex and often multiple needs. Our service offers an alternative to secure hospital admissions, as well as a positive route to permanent community living.



Complex care for children and young people

We offer personalised packages to meet individual needs and aspirations. Our residential children's homes offer full-time (24/7) care and support, in addition to Respite or Short Break placements to children and young people. We specialise in supporting children and young people with complex medical, clinical, and additional needs - from long-term ventilation needs to sensory impairments.

Outreach community support

We strive to maintain ongoing partnerships with parents and social services to enhance individual development, independence, and integration into the local community. Each individual sets their own programme of activities, which are balanced to meet the agreed aims of support and provide a quality service.



Gary Thompson CEO

“ Our staff have shown fortitude, resourcefulness, and kindness in the face of new risks and requirements in the workplace. ”

A message from our CEO

Swanton embarked on its ESG journey in 2020, delving into our ESG impact for the first time. Since then, we're pleased with the progress we've made to embed these principles across our organisation. Our ongoing ESG commitments naturally coincide with our company's PRIDE values (potential, responsibility, integrity, diversity, and empathy). These values outline our vision for the business we want to be; one that not only enhances the lives of the people we support, but also enhances the lives of those in our wider communities.

Current projections on the future of our planet can be daunting. In 2022, average annual atmospheric levels of carbon dioxide reached a record high, while extreme weather events led to devastating losses worldwide. However, Swanton also recognises the power of potential. Taking preventative action now will allow us to stabilise global temperatures and preserve critical resources. We take our responsibility seriously, with an integrity that ensures we actually do good, not just look good.

This is realised through our ongoing efforts to lower our carbon footprint, recalculating our Scope 1, 2 and partial Scope 3 emissions for the third time this year. We've also continued to minimise our energy and waste impact where possible, enhancing the energy efficiency of our buildings and looking at ways to reduce our waste destined for landfill.

We work hard to create a culture where everyone is celebrated for the differences they bring. I'm very proud to be Swanton's DE&I champion, driving our diversity, equity, inclusion and belonging strategy. Empathy is an essential quality in a Swanton employee, and we want to ensure that this is also reflected in our behaviour and practices as an employer, creating a workplace where people want to stay and grow with us.

Good governance provides the bedrock of our ESG programme. Our Quality team maintains our policies and processes, while our ESG committee sustains momentum on our ESG commitments. This is supplemented by external third-party audits where needed to ensure we uphold legislative compliance and the highest standards expected of our stakeholders.

Our ESG objectives



Environmental

FY2023

Recalculate our Scope 1 and 2 emissions, and retain carbon neutral status

Set up a system to capture waste data and use this to set accurate targets for waste reduction

FY2024

Lower carbon intensity ratio by 5%

Publish our first Net-Zero report, setting out an annual glide path, with annual targets to achieve Net Zero



Social

FY2023

Create and share a Supplier Code of Conduct with integrated ESG criteria, with all new and existing suppliers

Formalise our approach to DE&I through the creation and approval of a policy

Begin to track inputs and outputs of community engagement initiatives

FY2024

Conduct a supplier survey



Governance

FY2023

Incorporate ESG risks into the risk register



ESG integration

FY2023

Begin to track progress against ESG goals at least bi-annually

FY2024

Undertake a stakeholder materiality assessment with at least two stakeholder groups to fully understand our stakeholder's ESG priorities and how we can support them in their ESG journey



Supporting the UN SDGs



Goal 3 good health and wellbeing

UN TARGET Target 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality, and affordable essential medicines and vaccines for all.

OUR CONTRIBUTION

- Swanton Care’s core purpose is to provide quality health and wellbeing care for adults and children with complex needs
- For our employees, we offer vital practical support through our employee assistance programme, including access to a 24/7 helpline, counselling and wellbeing advice
- Mental health first aiders are placed at each site, acting as the first point of call to raise any issues
- An occupational health advisor provides external mental health and wellbeing advice to Swanton



Goal 4 quality education

UN TARGET Target 4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including people with disabilities, indigenous peoples, and children in vulnerable situations .

OUR CONTRIBUTION

- Swanton provides learning, training, and development opportunities for both our staff and the people they support
- We have a dedicated Learning and Development team who oversees our career development programme



Goal 8 decent work and economic growth

UN TARGET Target 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.

OUR CONTRIBUTION

- We have a clear, transparent pay framework in place and all staff are paid at least the real living wage
- Swanton publishes our gender pay gap report annually



Goal 13 climate action

UN TARGET Target 13.3 Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.

OUR CONTRIBUTION

- We’ve continued to transition our fleet to electric vehicles
- We appoint the services of a licensed waste carrier to manage our clinical, sanitary and recycling waste to minimise our environmental impact
- All managers are required to upload monthly energy meter readings for the utilities at each site, helping us to monitor our consumption and identify irregular usage

Environment

“ We reduced our intensity ratio (gross emissions, market based) by 47% in the last year. ”



Getting to Net Zero

The science is clear. To limit global warming to 1.5C and avoid irreversible damage, emissions need to nearly halve by 2030. Despite this, global energy-related CO₂ emissions grew by 0.9% in 2022¹. While this increase may sound minimal, this is a rise of 321 million tonnes of CO₂- making it the most emitting year on record. To prevent further impact, all governments, organisations, and businesses across the globe must take urgent action to lower their carbon emissions.

In 2022, we recalculated our carbon emissions in line with Streamlined Energy and Carbon Reporting (SECR) standards. This assessed our Scope 1 (building gas usage and company-owned/leased vehicles), Scope 2 (building electricity usage) and partial Scope 3 (employee business travel). We were pleased to see a significant 11% reduction in our gross emissions (market based) this year, which is largely due to our switch to 100% renewable electricity, helping to lower our emissions by -353.8 tonnes.

To provide a more useful year-on-year comparison, we apply an intensity ratio to our carbon footprint calculation. This is a measure of tonnes of carbon equivalent tCO₂e emitted per a specific variable. As operations continue to grow, inevitably so will our emissions, therefore, an intensity ratio allows us a clearer understanding of our efficiency improvements. The relevant business metric we choose for comparison is our total occupancy, and we were pleased to lower our intensity ratio (gross emissions, market based) by 47% in the last year, which we plan to reduce by a further 5% next year.

¹ <https://www.iea.org/reports/co2-emissions-in-2022>

Table 1
Breakdown of consumption and carbon emissions by scope, with comparison to the base year, for the current reporting period 1st January 2022 to 31st December 2022

	Base Year (FY 2021)		FY 2022		tCO ₂ e change
	tCO ₂ e	% of total	tCO ₂ e	% of total	
Scope 1	1,106.0	67%	1,085.5	68%	-20.54
Natural Gas	625.7	38%	741.0	46%	115.4
Company Cars Unknown (miles)	480.4	29%	0.0	0%	-480.4
Company Cars Diesel (miles)	0.0	0%	279.7	17%	279.7
Company Cars Petrol (miles)	0.0	0%	64.7	4%	64.7
Scope 2	342.3	21%	420.2	26%	77.89
Electricity	342.3	21%	416.7	26%	74.4
Company Cars- Electric (miles)	0.0	0%	3.5	0%	3.5
Scope 3	209.0	13%	99.6	6%	-109.5
Grey Fleet Mileage	209.0	13%	99.6	6%	-109.5
Gross Emissions (Location Based)	1,657.4	100%	1,605.3	100%	-52.1
Less Renewable Electricity	(115.0)	(7%)	(416.7)	(26%)	301.6
Gross Emissions (Market Based)	1,542.3	93%	1,358.5	74%	-353.8
Less Offsets	(1,550.0)	(94%)	(1,189)	74%	-361.0
Net Emissions	-7.7	0%	-0.4	0%	7.2

“ We have offset all our Scope 1 and 2 in addition to our Scope 3 staff mileage emissions, making us carbon neutral for the third year. ”



Our carbon offsets

Whilst our primary goal is to reduce our direct emissions impact as much as possible, we offset our residual emissions by investing in offsetting projects that benefit both people and planet. We've selected four sustainable development projects to support this year, helping to increase the global renewable energy mix, preserve natural resources and bring benefits to the local communities.

Ghani Solar Renewable Power Project

Ghani Solar Park is a 500 MW solar power plant located in Ghani village, Andhra Pradesh, India. The project will displace 919,800 Mwh per year of electricity from the generation-mix of power plants connected to the Indian grid, which is currently dominated by thermal and fossil fuel-based generation plants. Over the first ten years of the crediting period, the project will replace greenhouse gas emissions by an estimated 887, 800 tCO₂- equivalent to taking 200,000 cars off the road.

Additionally, the project boosts the local economy, creates employment opportunities during construction and operation, as well as helps to develop infrastructure in the region. This leads to improved access to education, healthcare, and other essential services.



Greenko Group organises health camps at least once in a year at the operational plants.



A Solar Skill Development Certification Program for students of the local communities has been introduced, and has provided employment to trainees.



Greenko Group provide access to quality education in government managed schools located in the neighbourhood communities.



The project activity results in reductions of greenhouse gas (GHG) emissions and also plays beneficial role in the mitigation of climate change.



Greenko group is committed towards providing clean drinking water to the village communities.



Encourages capacity building activities aimed at strengthening the capabilities of states to implement strategies that minimize the impact of environmental crises.



The project supplies renewable electricity to the Indian grid which helps to increase the renewable energy share in the energy mix.

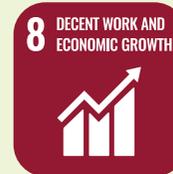
Wind Energy Project, Karnataka, India

74% of India's electricity still comes from fossil fuels. As a fast-growing country with high energy demand, transitioning to renewables is therefore crucial for sustainable development. The Karnataka wind project will install wind turbines to generate clean, renewable electricity, which is then exported to the regional grid system. The project will generate 47,829 MWh of electricity per year, reducing greenhouse gas emissions by 45,317 tCO₂e annually.

In addition to reducing greenhouse gas emissions, the project also creates employment opportunities and improves infrastructure in the local area, such as developing new roads and powerlines. Onshore wind farms also have a small environmental footprint, typically using no more than 1% of the land they sit on. This means that grazing, farming, recreation, and conservation can continue on the same land as the wind farm. Additionally, wind farms can be built in as little as a year, meaning that they can start producing energy and quickly generate a return on investment.



The project supplies renewable electricity to the Indian grid which helps to increase the renewable energy share in the energy mix.



The project promotes inclusive and sustainable economic growth, employment and decent work in the area.



The project activity results in reductions of greenhouse gas (GHG) emissions and also plays beneficial role in the mitigation of climate change.



Kariba REDD+ Project

The Kariba REDD+ project, one of the largest registered REDD+ projects, is located on the southern shores of Lake Kariba, Zimbabwe. Since the project's inception in 2011, it has protected nearly 785,000 hectares from deforestation and land degradation- mitigating more than 30 million tonnes of CO₂e.

The project is administered by the four local Rural District Councils (RDCs) of Binga, Nyaminyami, Hurungwe and Mbire who own the land. To increase productivity and reduce the need to encroach on the forest, the project also re-educates communities to use fertilisers and alternative methods to preserve the forest. It also helps to protect a wide range of endangered species, including the African elephant, lion, hippo, lappet-faced vulture and southern ground hornbill.

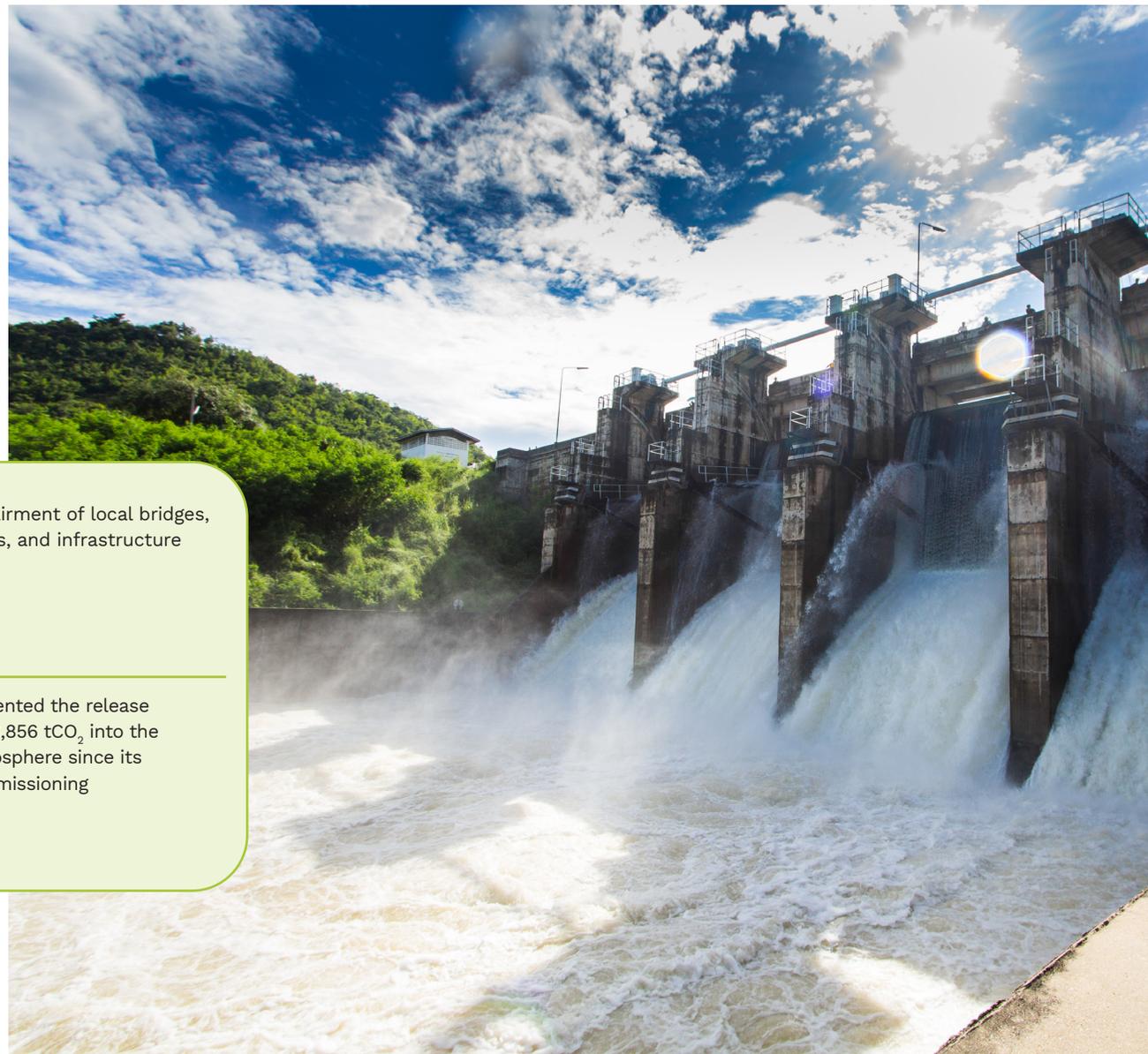
It also brings benefits to the local area through enhanced infrastructure and healthcare, in addition to school subsidies for the poorest in the population. It also supports sustainable job creation across community gardens, beekeeping training, conservation agriculture, eco-tourism and fire management.

	<p>USD 249,000+ income generated by the local community from beekeeping, moringa tree and community garden sales</p>		<p>22 Permanent jobs created thanks to the project</p>
	<p>18 nutritional gardens set up are increasing food security</p>		<p>USD 57,000+ spent on supporting health clinics and schools</p>
	<p>14 health clinics supported with safe drinking water</p>		<p>3,620,000 tonnes of CO₂e mitigated on average each year since the project started in 2011</p>
	<p>18,000+ people attending 430 workshops on project related activities, such as nutritional gardening and beekeeping to date</p>		<p>784,987 hectares of forest protected</p>
	<p>37,000 people have access to safe drinking water, thanks to 147 boreholes being repaired</p>		<p>International partnerships between local communities, national and international organisations and carbon experts to deliver sustainable, long-term benefits.</p>

Giresun Hydroelectric PP Project

The Giresun Hydroelectric PP Project is a clean energy project located in the Giresun region of Turkey. This includes the Yumrutepe Regulator, a run-off river hydropower plant located on Aksu Stream in Giresun province, which supplies clean electricity from the hydropower plant to the Turkey National Grid. The project is projected to add an average of 45.05 GWh of power to the national grid every year, increasing the share of renewable energy in the energy mix.

In addition to the emission reduction benefits, the project helps boost opportunities in the area. It has supported a scholarship programme for a female university degree student from the local village, contributing to the education of local people and increasing the proportion of women in managerial positions.



7 AFFORDABLE AND CLEAN ENERGY



The project displaces fossil fuel-generated electricity and boosts Turkey's renewables sector

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Repairment of local bridges, roads, and infrastructure

8 DECENT WORK AND ECONOMIC GROWTH



Permanent jobs created in power plant operations, with part-time employment opportunities

13 CLIMATE ACTION



Prevented the release of 83,856 tCO₂ into the atmosphere since its commissioning

Our energy

2022 bore witness to the world’s first global energy crisis, as rising inflation, disruption to international fuel trade flows, and energy price shocks resulted in turmoil worldwide. This, combined with the rising costs of living in the UK, has made responsible resource management even more vital to businesses. From switching to renewables, to ensuring efficiency savings where we can, Swanton takes great care to lower both the financial and environmental cost of our energy.

Making the transition away from fossil fuels to cleaner energy sources is paramount if we are to hit the UK’s target for 100% zero-carbon generation by 2035². Swanton is proud to now procure 100% renewable electricity across all our sites, switching over our entire portfolio in the last year.

Additionally, we have a strict reporting procedure for tracking and monitoring gas and electricity consumption, which has been in place since we completed our first ESOS report four years ago. All managers are required to upload monthly meter readings for utilities, meaning there is a consistent, current feed of data. This helps us to monitor our consumption, as well as identify any patterns of irregular usage.

When assessing new developments, our regional estates managers look to make energy efficiency upgrades where feasible, such as installing double glazing or insulation. Our team also actively encourages and educates site staff to be more considered in their energy use, for example, reducing heating where safe and turning lights off.

	FY 2021	FY 2022
Gas (kWh)	3,415,881	4,059,628
Electricity (kWh)	1,612,211	2,154,687
Renewable Electricity	(541,732)	(2,154,687)

We also have a number of energy efficiency initiatives in the pipeline for 2023 onwards, including:

- Installing PIR (passive infrared sensor) controlled lighting across WCs, bathrooms, and store areas, as well as installing timer controls and light sensors for our outdoor lighting
- Continuing to replace older light fittings with LED alternatives
- Applying solar film to windows to keep rooms cool and reduce dependence on air conditioning
- Introducing a voltage optimisation system, helping to reduce energy use, power demand, and reactive power demand
- Upgrading older central heating pumps and replacing them with more efficient, self-sensing models
- Ensuring white goods, such as dishwashers, dryers etc. are replaced with the highest efficiency rating
- Continuing our insulation programmes, such as insulating roof voids, cavity walls and upgrading double-glazed windows

“ Swanton are proud to procure 100% renewable electricity. ”



Energy guidance

In response to rising energy prices, we published a guide for our staff on how to lower energy costs in the home. This included practical advice on how to understand and pay energy bills, alongside guidance on how to be more energy efficient at home.

² [How much of the UK’s energy is renewable](#)

Responsible waste and water management



Waste

Swanton Care strives to keep our waste impact to a minimum. With multiple sites and waste streams, we take extra precautions around our waste disposal. We appoint the services of a licensed waste carrier to manage our clinical, sanitary, and recycling waste, ensuring we maintain health and safety standards and minimise our environmental impact.

Over the last two years, we've set ourselves targets to reduce our waste-to-landfill rate and lower our overall waste production.

Disappointingly, we have seen a notable increase in our waste production this year, and whilst we've achieved a 3% uptake in recycling, we've also increased our volume of landfill waste.

To address this, we've set ourselves the objective to take a more data driven approach to our waste management, capturing waste on a quarterly basis. We will use this to set accurate targets for waste reduction, undertaking periodic review across the year to identify any issues and monitor our progress.

We will also be considering the appointment of a waste broker to manage our general waste and recycling to increase the landfill diversion rate across our sites. This will be supported by an internal waste engagement programme, encouraging staff and residents to increase recycling on site.

Waste Disposal Method	2021 Total (kgs)	Percentage	2022 Total (kgs)	Percentage	% change
Recycling	32,438	14%	58,697	17%	3%
Waste to energy	121,070	54%	151,614	43%	(-11%)
Landfill	71,466	32%	140,015	40%	8%
Total Waste kg	224,974	100%	381,313	-100%	69%
Waste kg/person we support	375	-	614	-	70%



Water

To ensure responsible water management, in the next year, we will continue to explore innovations to reduce wastage, such as:

- Introducing pressure-reducing shower valves to reduce consumption and the volume of water that requires heating
- Installing a WC cistern load reduction system to reduce the volume of water needed to flush
- Investing in more accurate timer controls to heat hot water systems
- Exploring the opportunities to install rainwater harvesting at locations where sites have physically larger building footprints and wetter climates

Our fleet

Swanton depends on our fleet to transport our people—from local shopping trips and appointments to days out. To accommodate wheelchair users, we tend to use seven-seater vehicles, the majority of which are diesel, followed by petrol. Additionally, we have continued to transition our fleet over to electric vehicles this year, with plans to continue this expansion into 2023.

We were pleased to see a 22% reduction in overall mileage this year for both our company fleet and staff mileage, helping to reduce our Scope 1 and 2 emissions.

Historically, Swanton has purchased all vehicles, however, we have begun to look at fleet leasing arrangements to better accommodate our needs. We record vehicle mileage, which provides us with a monthly report on the mileage of each vehicle, MOTS, as well as general maintenance advice.

Safeguarding our drivers

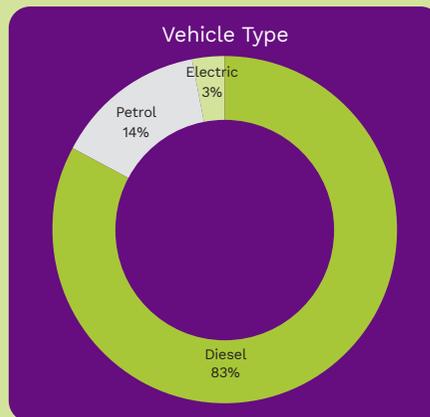
Swanton takes great care to safeguard the wellbeing of our drivers. All drivers are required to have a driver's license, and any new driver in the business is thoroughly assessed by a manager to ensure they are fit to drive. Additional training is provided for drivers when they change vehicles, such as switching to an electric vehicle.

Our driver policy underlines the expectations and considerations for safe driving, such as how to maximise fuel economy and ensure the vehicle is prepped to increase the efficiency output.



	FY21 (miles)	FY22 (miles)	% change
Company fleet mileage	1,797,168	1,299,997	-28%
Staff mileage	348,600	362,544	+ 4%
Total mileage	2,145,768	1,662,541	-22%
Mileage per person we support	3,576	2,677	-25%

Vehicle Type	Miles	tCO ₂ e	Av Miles per month per Vehicle	Av Miles per Year per Vehicle
Cars - Average Diesel (miles)	1,017,514	279.7	902	10,825
Cars - Average Petrol (miles)	235,767	64.7	1,310	15,718
Cars - Electric	46,716	3.5	973	11,679



“ We were pleased to see a 22% reduction in overall mileage this year for both our company fleet and staff mileage, helping to reduce our Scope 1 and 2 emissions. ”

Telematics

Swanton introduced telematics into the maintenance team, in addition to some of our other vehicles. This captures live data, allowing us to pinpoint the location of a breakdown, check for speeding, and ensure efficient driving. There is also visual CCTV installed, which provides evidence in the event of an incident or accident.

Telematics also provides us with oversight of where people have travelled, although this is not conducted on a daily basis.

Staff mileage

All employees who use their own vehicles for transport are required to have adequate insurance, in addition to a valid driver's license. We track our employee mileage annually, in addition to engine size and vehicle type.

While we have limited control over how our employees commute to work, we want to support sustainable choices where we can. To address this, we will be conducting a travel survey to better understand how we can support greener commuting choices. In the next year, we will continue to investigate:

- Introducing electric vehicle charging points to company sites
- Increasing cycle-to-work scheme participation
- Promoting car sharing in local areas, where practical



Our supply chain

Whilst we've taken steps to address ESG within our own operations, we also understand the need to assess the wider impact of our supply chain. Our suppliers are essential for the delivery and smooth running of our services; therefore, we want to ensure we are working collectively towards the same ESG aims.

We strive to support local economies and be a positive force within the communities where we work and operate. To this aim, we source locally where we can, seeking to keep key contracted support services and purchased products within the local economy.

We aim to work with our suppliers collaboratively on environmental issues, in line with our own activities. All our building and maintenance suppliers and contractors are expected to maintain an environmentally friendly approach to work they undertake with Swanton. Additionally, we encourage them to take a proactive and positive approach towards all sustainability-related issues when providing goods and services to our sites.

As part of Swanton's supplier onboarding process, we require all contractors to evidence that they have adequate policies in place, including modern slavery, anti-bribery, and health and safety.

Unfortunately, we didn't make as much progress as we'd hoped on our supply chain practices this year, as other ESG priorities took precedent. To address this, next year, we will be delving into our wider impact by establishing the ESG credentials of our suppliers. This will include publishing a supplier code of conduct, outlining Swanton's expectations for suppliers. Additionally, we will be conducting a survey with our suppliers to investigate the sustainability of our supply chain.



Social



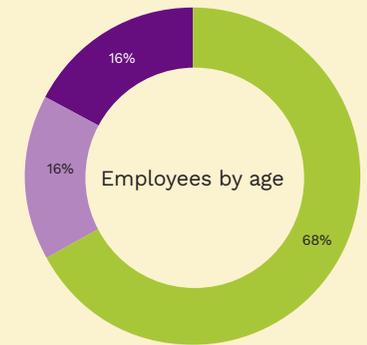
“ We're proud to have achieved an average employee tenure of around three years. ”

Our people

- 2,008 Total number of permanent employees (FTE)
- 995 Total number of new hires in the reporting period (excluding mergers & acquisitions)
- 2 Total number of permanent employees with a disclosed disability
- 796 Total voluntary leavers (resignations)
- 36.5 Average employee tenure (months)
- 1,272 Number of employees with one year or more in service



■ Total no. of permanent female employees (FTE)
■ Total no. of permanent male employees (FTE)



■ Total no. of permanent employees under the age of 25 (FTE)
■ Total no. of permanent employees over 56 (FTE)
■ Total no. of permanent employees between 26 and 55 (FTE)

We want to create a nurturing environment where our employees build a lasting career with us. Our employee base has continued to flourish at pace in the last year, and we're proud to have achieved an average employee tenure of around 3 years (36.5 months), which is nearly double the average UK tenure (1.6 years). Unfortunately, as is common in the care industry, retention is an ongoing challenge for us, which we will continue to address in the next year through the enhancement of our career development and engagement programmes.

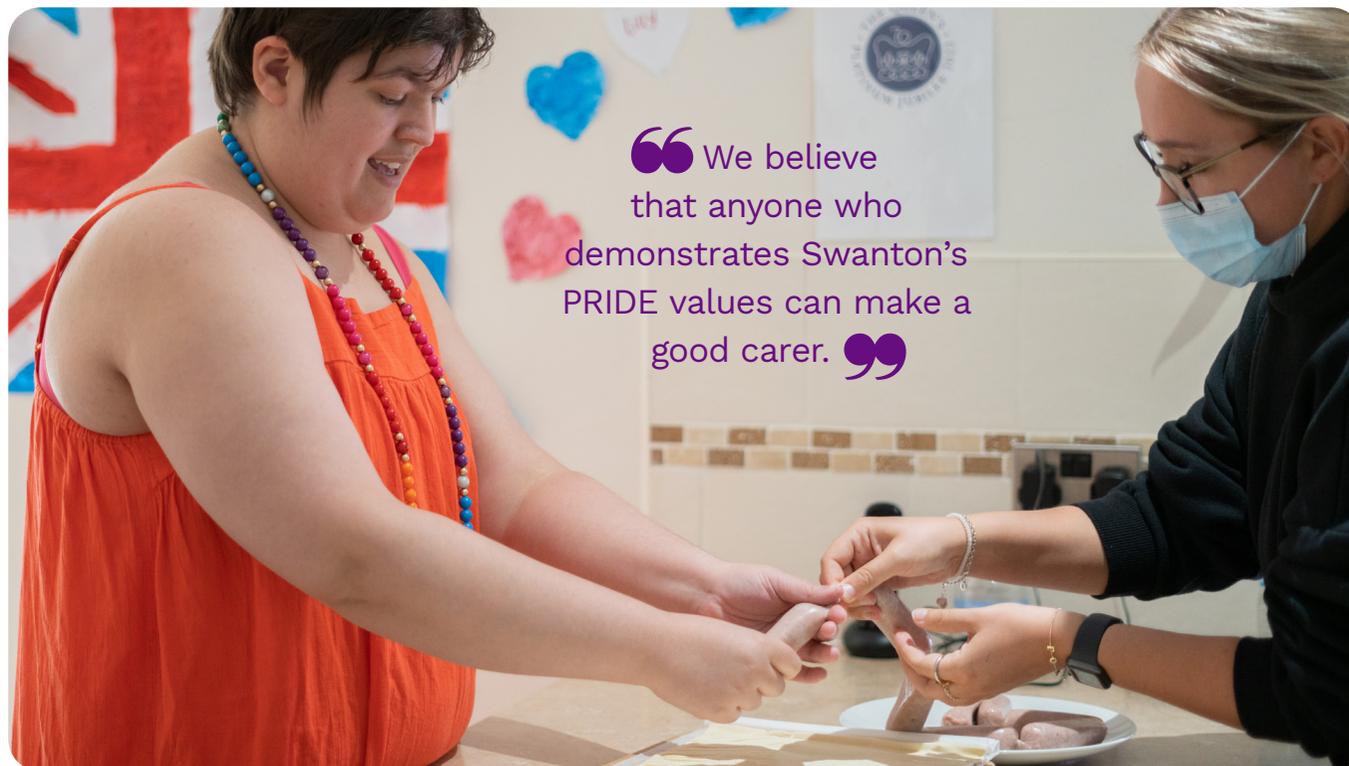
Building a career with meaning at Swanton

Nurturing ongoing learning and development is an intrinsic part of the Swanton Employee experience. We believe that anyone who demonstrates Swanton's PRIDE values can make a good carer, however, to care with confidence requires the right tools. Ensuring our staff receive thorough training is vital for the safety of our people, which is why we run multiple training programmes, overseen by our dedicated Learning and Development (L&D) team.

Our L&D team have full oversight of the business's training needs, ensuring they are identified at individual, regional, and national level. Training is ongoing and encouraged, supported by a clear and transparent career framework for employees at all stages of their careers. Some of the training courses and qualifications we offer include:

- Cymru Care Training
- Educ8
- Guardian Angels
- PBM ABMU
- Agroed
- ASDAN
- City and Guilds approved Centre for learning

For those joining us at entry-level, mandatory training must be completed in the first six months, after which employees are encouraged to complete an apprenticeship qualification (Level 2 and 3). Training completed during this period will be stamped with a care certificate and put forward as evidence to the training provider. We



“ We believe that anyone who demonstrates Swanton's PRIDE values can make a good carer. ”

recognise that not everyone will want to undertake a qualification, so we also offer alternative pathways such as Level 2 administration of medicines or PBS.

Currently, we use a complex competency assessment framework to identify any skills gaps. However, to align this with qualification requirements, we are moving towards a more traditional development plan tool. To flag

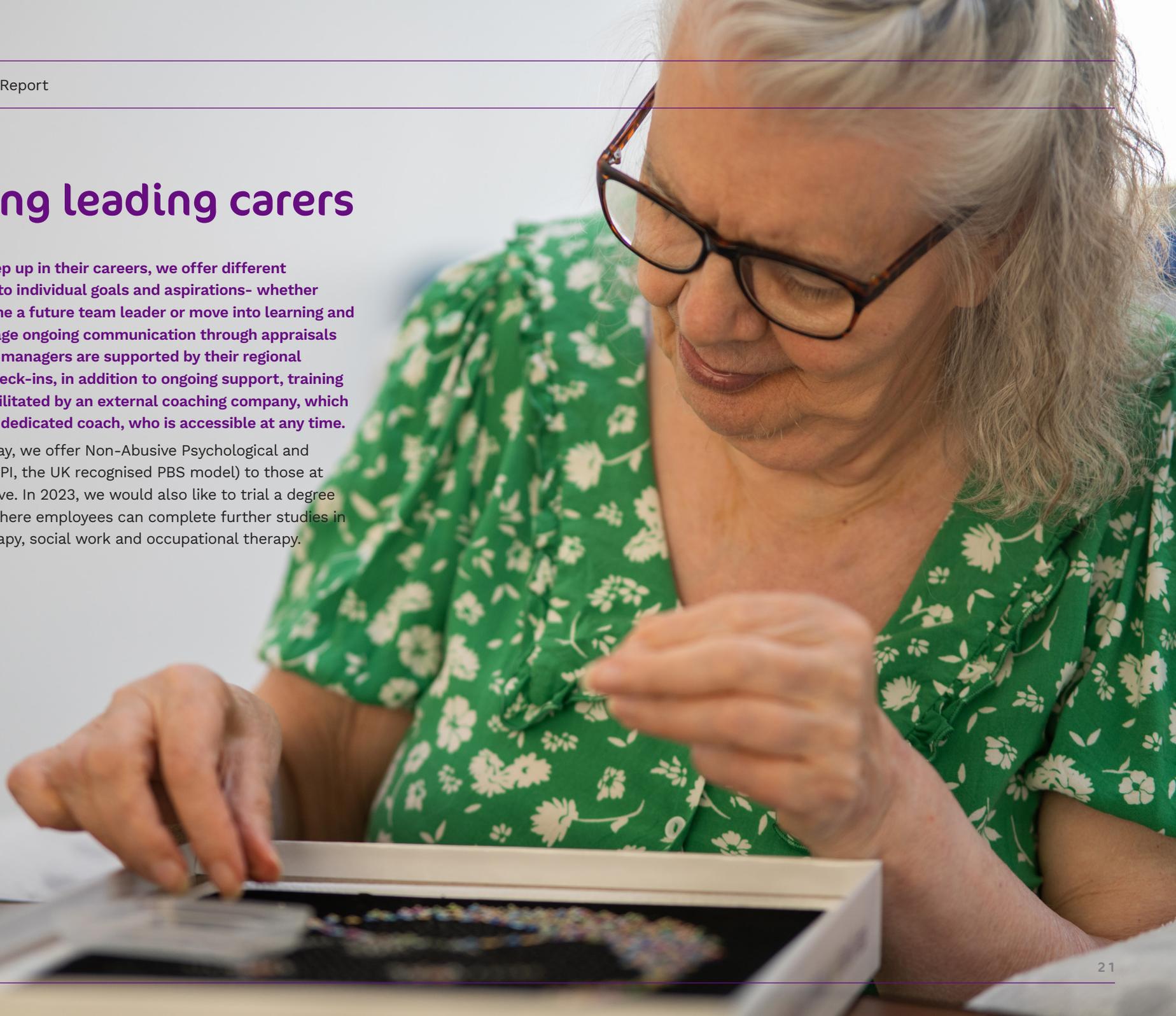
any 'soft skills' needs on an ongoing basis, we conduct monthly sessions to identify any challenged individuals. From there, we seek to mentor those individuals and build up confidence, resilience, and strength in the team.

³ <https://gethppy.com/employee-engagement/can-tech-industry-solve-employee-tenure-problem#:~:text=The%20CIPD%20Megatrends%20Report%20revealed,more%20likely%20to%20change%20jobs.>

↔ Creating leading carers

For those looking for a step up in their careers, we offer different career pathways tailored to individual goals and aspirations- whether employees want to become a future team leader or move into learning and development. We encourage ongoing communication through appraisals and regular check-ins. All managers are supported by their regional director with quarterly check-ins, in addition to ongoing support, training and mentoring. This is facilitated by an external coaching company, which allocates each manager a dedicated coach, who is accessible at any time.

Aside from a linear pathway, we offer Non-Abusive Psychological and Physical Intervention (NAPPI, the UK recognised PBS model) to those at team leader level and above. In 2023, we would also like to trial a degree apprenticeship scheme, where employees can complete further studies in speech and language therapy, social work and occupational therapy.



CASE STUDY

Tricia finds purpose after lifechanging career move into care

Support Worker Tricia Gatenby has credited her career move into social care with changing her life for the better.

After almost 17 years as a call centre operator, Tricia admits she ‘hit a wall’ and woke up every day consumed with anxiety about her job. According to Tricia, it was during her interview at the Swanton service that she realised that this was the job for her.

Tricia said: “I’d wondered about going into social care for years, but I wasn’t sure if I was cut out for the job.

“But when I went in for my interview, I got to spend time with one of the people we support, and they just won my heart then and there. Even though I was daunted for the first couple of weeks, I soon got the hang of it all.”

While many people may worry about making a switch from their current career to social care, Tricia says that she got plenty of support from Swanton. Not only was there e-learning and training, but she shadowed her Swanton buddy Marion as she worked with the people supported in Murton Grange.

Tricia added: “Having Marion’s support was terrific, and all the Team Leaders here will help you if you need anything. I was able to see how well they look after the people we support and put them first every time. Shadowing Marion and doing my e-learning meant I had two weeks of intensive training that set me up well for the role. If I’m ever unsure about anything, I know I can

go to anyone here to ask for guidance, which is really reassuring.”

Tricia’s journey is one that many people looking for a second career take at Swanton. As a company, Swanton is committed to giving new recruits a chance to succeed in their roles. Regional Director Dhiraj Rijhwani said that Tricia’s inspiring story is a great example of how Swanton can help people make a move into social care.

Dhiraj said: “Here at Swanton, we want to give people the opportunity to forge a fantastic career with us. Our buddy system gives new recruits solid support, and we know that shadow shifts really help them to get to grips with the role in a safe environment. We have an excellent Learning & Development department to support their induction into the role. Better yet, we have so many opportunities for career progression, so if people are interested in moving up the ladder, we’ll support them. If you want to achieve academic qualifications, we can help facilitate you in doing NVQs in a range of different subjects. Your success is our success.”

For Tricia, it’s been a life-changing few months since joining Swanton. She says that she’s never been happier and intends to spend the rest of her career working with the people supported at Murton Grange.

Tricia said: “I won’t be going anywhere else because this is the job for me. I feel very protective of the people we support, and it means a lot to make a difference in their

lives. I love the fact my job involves taking them out for activities, supporting them to live well and doing so many different things. I no longer wake up full of anxiety about the day ahead – I’ve finally found my purpose.”

“ I won’t be going anywhere else because this is the job for me. ”



Listening to feedback

Understanding what's most important to our staff is crucial for our continued development as an employer.

All Swanton employees receive regular communications via our HAPI platform, keeping them informed on the latest news and updates. We also survey our staff twice a year, asking for feedback on employee satisfaction, as well as to collate ideas. It also helps us to identify any issues or areas for improvement.

While respondents are anonymised, we track responses by region, helping us to resolve any issues in a specific location quickly. To hold us accountable to any actions, we ensure that all survey results are shared transparently with staff.

We also seek employee feedback at the initial and final stages of an employee's career with us. Upon induction we issue a new-starter survey, assessing how they've been welcomed into the team. We also provide exit interviews to help us better understand an employees' decision to leave the organisation.



Belonging at Swanton

“Every Person Matters”

Creating a more productive, happier workforce means putting inclusivity at the forefront. At Swanton we want to build a team of different ages, ethnicities, genders, sexual orientation, cultural backgrounds, and education levels.

Over the last year, we have taken steps to adopt a more strategic approach to diversity, equity, and inclusion, led by our CEO, Gary Thompson, who acts as Swanton's DE&I champion. We have begun building a database on employee diversity; however, we recognise that there are still some gaps in the data that need to be addressed. We've also continued to deliver formal training around unconscious bias to our senior team to ensure fair recruitment practices.

While this year has focused on creating a business blueprint for DE&I practices, in 2023 we want to step up our activities. Diversity, Equity, Belonging and Inclusion feature regularly on the agenda within ESG committee discussions, and we are currently formalising a strategy for rollout in 2023. This will be underpinned by a Diversity, Equity, Belonging and Inclusion policy.

CASE STUDY

Liam hails Swanton’s inclusive culture during powerful trans visibility speech

Activist and Swanton employee Liam has praised the organisation’s inclusive and welcoming culture during a speech about Trans Visibility in Health and Social Care.

At Newcastle’s Civic Centre, Liam took to the stage to deliver a speech about his experiences in two different workplaces: Swanton and the discrimination he encountered in another social care organisation. Liam is the Diversity and Inclusion Manager for Be: Trans Support and Community charity.

He spoke to the audience about his positive experience at Swanton, and how the treatment compared to his previous employer.

Liam said: “Despite my previous negative experiences, I decided that I still felt it best to be open about my trans identity from the start.

“Both senior staff and colleagues have been extremely supportive and respectful and demonstrate the understanding that my identity has no correlation to how well I do my job.

“When commencing employment with Swanton, I was also asked my pronouns by two senior members of staff, which solidified the impression that this workplace would not just accepting, but welcoming.”

Liam also spoke movingly about his recent autism diagnosis and the support offered by the managers Swanton’s Lynwood Road service, where he works.

He reflected on the importance of listening and treating people as individuals with their own needs. Liam said: My management encouraged me to talk about any difficulties I was having (due to my autism diagnosis).

“They also made the point that it will benefit the people I support as I will have a greater understanding of what it means to be neurodivergent. We have different transition experiences, we have different life experiences, and we have our own unique experiences of intersectionality. The most important thing a practitioner can do is listen.”

“ I was also asked my pronouns by two senior members of staff, which solidified the impression that this workplace would not just accepting, but welcoming. ”



Paying a decent wage

We believe that everybody should receive a fair reward for the work they do. Swanton Care has a clear, transparent pay structure in place, with defined pay bands dependent on job role. Additionally, we pay all our staff at least the real living wage, the only realistic UK wage rate- helping to cover unplanned costs, such as trips to the dentist.

Swanton publishes our gender pay gap report annually, and we're pleased to have achieved near pay equity (0.94% gap) across our median pay.

As the cost-of-living crisis continues into 2023, we want to do all we can to support our staff. Our Early Pay system allows staff draw down a percentage of their accrued earnings part way through the month. This provides an alternative to more expensive borrowing and helps people to deal with unexpected costs and cashflow challenges.

Other additional benefits include our Golden Hello scheme, a £100 bonus for carers who complete their e-learning before their start date. We also provide £400 for successful referrals.



Calculation 1: percentage of men and women in each hourly pay quarter

% of Male in upper hourly pay quarter	35.74%
% of Female in upper hourly pay quarter	64.26%
% of Male in upper middle hourly pay quarter	40.43%
% of Female in upper middle hourly pay quarter	59.57%
% of Male in lower middle hourly pay quarter	36.60%
% of Female in lower middle hourly pay quarter	63.40%
% of Male in lower hourly pay quarter	29.66%
% of Female in lower hourly pay quarter	70.34%

Calculation 2: mean (average) gender pay gap for hourly pay

Calculation 3: median gender pay gap for hourly pay **0.94%**

Calculation 4: percentage of men and women receiving bonus pay

% of Male staff receiving bonus pay	39.40%
% of Female staff receiving bonus pay	40.92%

Calculation 5: mean (average) gender pay gap for bonus pay

Calculation 6: median gender pay gap for bonus pay **29.12%**



The people we support

Swanton are proud to have supported 621 people in 2022

Dylan overcomes anxiety to enjoy awesome Tom Grennan gig

An epic night of Tom Grennan music gave Dylan his first taste of live gigs – and he loved it.

Although he finds it challenging to be in big crowds due to anxiety, Dylan – who is supported at Swanton’s Lynwood Road service – was determined to see his favourite artist in concert.

After securing tickets, Dylan went to Newcastle’s Utilita Arena on 14th March with Support Worker Kyle to enjoy the show.

Not only did he have an amazing experience, but Dylan also got to meet Tom Grennan’s support act Frankie Beetlestone.

Kyle said: “It was an incredible gig, and Dylan had the time of his life. It was a massive deal for him to overcome his anxiety about being in big crowds to go to the concert. But Tom Grennan is his very favourite artist – he’s got all his albums and follows him on social media. It was very special to be there at his first concert and see Dylan having such a great time.”

Stephen lands volunteer job at local charity shop

An exciting new chapter has started for Stephen at Lynwood Avenue after he got a job at a local charity shop.

On 7th November, Stephen attended his first-ever job interview at the Newcastle branch of Sense and got the role of volunteer assistant. When he started his job the next day, Stephen was taught how to tidy and sort the clothes that had been donated to Sense. He was commended for quickly picking up how to fold the garments and arrange them by size.

Deputy Home Manager Steph Fallowfield said that Stephen is now working one day a week with his new colleagues. Steph said: “We’re so proud of Stephen for getting his first job at Sense. He is doing really well, and we love hearing his stories when he gets back from his shift. Stephen really likes helping to sort the clothes and making cups of tea for his workmates. It’s a terrific achievement, and he’s making a difference in a great charity.”



“ 100% of our people said they felt staff listened when they had something to say ”

“ 100% of our residents said that they liked their activities ”

“ 100% of residents feel that they are supported to make choices ”

Health and wellbeing

The wellbeing of our staff has a direct impact on their ability to perform at their best. Delivering a quality care service requires empathy, resilience and great responsibility, which means making the mental health of our carers a key priority.

All employees have access to vital practical support through HAPI, our employee assistance programme (EAP). This includes a 24/7 helpline, and we set up referrals for employees finding it difficult to make the initial phone call. HAPI includes a raft of wellbeing tips and advice, in addition to counselling on a range of life challenges- from financial difficulties to emotional issues. For those that require it, the programme also provides free sessions of cognitive behavioural therapy.

Open communication around mental health is key to creating a culture of care and shifting stigma. HAPI is actively advertised to staff, supported by internal communication campaigns acknowledging mental health awareness days. We've also got stuck in hosting various activities to boost staff morale and wellbeing such as sporting activities and marathons.

All line managers are trained to ensure staff are in the best place they can be, supported by our Occupational Health Advisor, who provides ongoing practical advice on wellbeing matters. They also offer development teams who provide coaching to managers on specific or specialised problems. We understand that life is full of difficulties, which is why we also seek to consider individual life circumstances when identifying support. We have a flexible working policy which operates on a case-by-case basis, accommodating requests where possible.

Our mental health champions

We also ensure practical support on the ground, with our very own team of trained mental health first aiders. We have a mental health champion placed at each service, acting as a first point of contact for those seeking additional support. The team is led by mental health nurse, David Brand, who hosts regular meetings for the mental health first aiders, ensuring each member is looked after and has the tools they need.



Giving back to our local communities

Giving back is at the core of Swanton Care's ethos. We're proud of our longstanding partnership with Happy Days, a charity that provides trips for children with a terminal illness. The charity works with local communities, arranging days out and activities for groups at hundreds of venues across the UK, from a trip to the seaside to sport activity days. The charity provides vital respite breaks for individuals, families and groups who support children with a wide range of additional needs.

Swanton Care will double the amount raised by any member of staff for the charity.


“ In 2022 we were thrilled to raise: £3,500 ”

Jumpers for joy at christmas fundraiser

Team Swanton got their festive knitwear on for their annual fun-filled charity fundraiser day this December.



Every year services across the UK embrace the challenge of digging out their best Christmas jumpers to raise cash for Happy Days.

Everyone loved the chance to sparkle and shine as they donned sweaters adorned with baubles, presents, Santas, reindeer and The Grinch.

Swanton hosted the day to top up their annual fundraiser for children's charity Happy Days, which provides incredible experiences for youngsters and their families.

Regional Director Dhiraj Rijhwani said it was an excellent opportunity for the people supported at Swanton to have some fun.

Dhiraj said: “Who doesn't love the chance to pop their best Christmas jumper on? It was great to see so many fun designs and the big smiles that accompanied them in the pictures we received. Better yet, we've been able to add £175 to our Happy Days fundraiser, which will go towards the amazing work this terrific charity does. It certainly got us all in the Christmas spirit.”

Amy and Team Deanston smash walking challenge

Massive congratulations go to Amy from Deanston House and her fellow fundraisers after they raised over £1,200 by hill walking this autumn.

Amy, who is supported at Deanston House, set herself the challenge of climbing local hills in October and November to raise money for Ayrshire Hospice and the service users' donation fund.

She encouraged other people supported at Deanston and staff members to join her intrepid walking efforts.

The group crushed their original target and did a magnificent job conquering 'The Deanston Climb' together.

For Amy and others, it was a very personal challenge as they were raising money in memory of a special person.

Amy said: “Katie, one of the staff who supports me, lost her dad recently. The Ayrshire Hospice helped

look after her dad in his final days, so I would like to split the money raised in memory of Katie's dad.”

Team Deanston have donated over £200 to Ayrshire Hospice, and the rest of the money will go into a fund to help the people supported at the service.

The funds will facilitate exciting new activities in 2023.

Service Manager Celia Peat said: “Well done to everyone who took part, especially our Amy, who smashed every single walk! We are so proud of the massive effort that's gone into this challenge, and we're thrilled to have raised so much money. Amy loves walking and being outdoors, and she's encouraged others to get the benefits of exercising in the fresh air too. We're already planning our next fundraising event for the spring, where Team Deanston will be out in force again!”



Governance



Our ESG committee

Our ESG Committee will ensure Swanton Care maintains momentum on our ESG commitments, meeting quarterly to discuss and revise objectives and targets. Our team is comprised of representatives across the group, including Gary Thompson, our CEO, as well as a nominated person from each department.

Our policies

Our ESG practices are upheld by extensive governance measures. Our policies undergo regular, scheduled review, alongside any changes in regulation or legislation to ensure compliance. Each executive head or head of department holds responsibility for managing their policies, which is also overseen by the Quality team.



Health and safety

Protecting the health, security and safety of our staff and residents is a major priority for the group - both morally and reputationally. All staff undertake mandatory induction health and safety training, supplemented by regular refresher courses. Our Health and Safety policy is standardised across the group and undergoes annual review to ensure ongoing compliance.

Any incidents are reported through Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) via an online portal. This data is regularly monitored and investigated by our quality team, allowing them to capture any potential trends and mitigate against future incidents.

To protect against fire risks, our regional property managers conduct annual assessments. This is supported by regular third-party audit across all sites. Our appointed health and safety specialist conducts regulatory compliance audits on a bi-annual basis. This assesses the full scope of health and safety risks- from ensuring appliances are serviced properly to checking documentation is compliant. This culminates in a detailed report to Chief Directors and the Senior Leadership Team.

Data privacy and cybersecurity

According to Cybersecurity Ventures, the cost of cybercrime is predicted to hit \$8 trillion globally this year, rising to a hefty \$10.5 trillion in 2025. To counter digital risks, we have dedicated resource for IT, data protection and information governance, who work diligently to maintain the security of our data and networks.

Cyber risks are embedded into our company risk register and monitored on a continuous basis. Our cyber protection programme is informed by our Cyber Essentials Plus accreditation, which requires ongoing maintenance to retain. This includes an additional technical audit, as well as vulnerability scans and external tests.

We receive external third-party support for our networks and cyber protection, who provide constant monitoring, alongside real-time alerts. For further protection, Swanton also invests in cyber risk insurance.

We have a strong duty of care to protect our people and their data, handling sensitive and personal data, such as medical data. We have established data protection and information security policies in place, and all staff receive a privacy notice upon joining, in addition to a mandatory GDPR training course. We also have data security and protection toolkits to manage risk, in addition to an additional cyber security awareness course available to all staff.

Risk management

Preparation and prevention are key to responsible business risk management. Swanton's risk management group and quality group maintain our robust risk management systems. At a corporate level, we have a comprehensive risk register, which is reviewed and updated every three months. This is accompanied by tailored business continuity plans, which cover risk at both a regional and a home level.

Additionally, the growing physical and transitional risks posed by climate change cannot be ignored. In 2023, we will begin to address this by extending our risk register and beginning to delve into potential climate and ESG risks.

Grievance procedure

Swanton takes great pride in our employee relations, aiming to culture an open environment where employees can comfortably raise any concerns or issues. We have a clear grievance procedure in place, which is accessible to all staff. All managers receive training on the grievance process, while all employees are briefed upon induction to confirm their understanding of how to raise any issues.

We encourage any employee who suspects an incident of wrongdoing to speak up. Our whistleblowing helpline is accessible to all employees through our health-assured programme, allowing them to report issues confidentially if required.

Anti-bribery and corruption

Preserving the integrity of the business means taking a zero-tolerance approach to anti-bribery and corruption. This is underpinned by our anti-bribery and corruption policy, which all relevant parties receive training on. Completion is monitored and tracked through a centralised system to ensure compliance.

Modern slavery

Modern Slavery and Human Trafficking remains a prevalent issue across the globe and within the UK. As a responsible and ethical employer, Swanton Care takes a zero-tolerance approach to modern slavery, which is reaffirmed in our Modern Slavery and Human Trafficking Statement. This outlines our commitment to stamp out modern slavery and human trafficking through our corporate governance practices, as well as how to spot signs of modern slavery. We encourage people in need of advice or support to raise concerns using our Employee Assistance Programme (EAP).

2022 Performance metrics

People We Support Survey 2022	Sept 2021	2022	Sept 2021 vs 2022
Do you like your house?	98%	98%	0%
Do you feel safe within your home?	96%	96%	0%
Do you like your activities?	100%	100%	0%
Is there anything new you would like to do?	48%	48%	0%
Do staff support you with all of your activities?	96%	96%	0%
Do you attend your review meetings?	63%	63%	0%
If not, does your key worker help you to get ready for your review?	88%	88%	0%
Is there private space for you to have visitors?	100%	100%	0%
Are any members of your family involved in your life?	89%	100%	11%
If not, do you have a person who advocates for you?	43%	45%	3%
Are you supported to make choices?	94%	100%	6%
Are you supported with religious or cultural beliefs?	73%	90%	17%
Do you feel staff listen to you when you have something to say?	95%	100%	5%

Stakeholder Survey 2022	Sep 2021	2022	Sept 2021 vs 2022
Q5 "The person is happy in their home."	94%	96%	2%
Q6 "The person enjoys the activities, and you are shown evidence that they plan activities with staff."	94%	96%	2%
Q7 "The person is supported to meet their full potential."	94%	100%	6%
Q8 "You feel you can approach staff for any information needed."	94%	100%	6%
Q9 "I know what to do if I have any concerns about the service."	100%	78%	-22%
Q10 "You feel the service is a safe place for the person and staff know how to respond to safeguarding concerns."	100%	100%	0%
Q11 "The Service Manager is helpful and approach able and knows the person well."	100%	100%	0%
Q12 "You feel you are kept up to date on any changes that happen."	88%	100%	12%
Q13 "You feel the service meets commissioned outcomes."	100%	100%	0%
Q14 "The service is person-centred."	100%	100%	0%

Swanton Employee Survey 2020	2018	Apr 2019	Nov 2019	Feb 2021	Sep 2021	2022	Sept 2021 vs Nov 2019	Sept 2021 vs 2022
"The organisation is committed to high performance and career progression"	68%	71%	71%	93%	89%	89%	18%	0%
"I feel supported by my line manager"	84%	77%	82%	94%	90%	91%	8%	1%
"Teamwork is encouraged and practiced in my service/team"	84%	76%	79%	93%	90%	89%	11%	0%
"I receive praise when I do a good job"	68%	65%	70%	87%	84%	83%	14%	-1%
"I have regular supervisions/one to one meetings with my manager"	64%	64%	67%	83%	80%	81%	13%	0%
"I feel supported by my line manager"	78%	78%	82%	92%	90%	91%	7%	1%
"I feel my work is valued"	72%	77%	77%	88%	86%	85%	9%	-1%
"My manager demonstrates the values of The Swanton Ethos"		76%	86%	95%	93%	95%	7%	2%
"I would recommend Swanton services to my friends and family"		75%	72%	92%	90%	89%	18%	-1%
"My manager encourages and supports my development"	76%	73%	78%	91%	89%	89%	11%	0%
"I would recommend Swanton as a great place to work"	67%	72%	75%	92%	90%	89%	15%	-1%
"The needs of people we support are the top priority for Swanton"	78%	82%	80%	94%	92%	92%	13%	-1%
"I have the knowledge and experience to keep myself, the people we support and my colleagues safe in my workplace"	96%	94%	96%	100%	98%	99%	2%	1%
"My ideas and opinions count at work"	74%	73%	73%	89%	88%	87%	15%	0%
"I feel suitably financially rewarded for the job that I do"	24%	34%	42%	61%	60%	62%	19%	1%
"The training provided by the organisation is of high quality"	71%	81%	80%	93%	92%	91%	12%	-1%
"My workplace is safe"	85%	82%	76%	94%	94%	94%	18%	0%
"Doing my job well gives me a sense of personal satisfaction"	97%	98%	98%	99%	99%	99%	0%	0%
"The Swanton Ethos helps me to know when I am doing a good job"		84%	83%	94%	95%	96%	12%	1%
"I know where and when to report any concerns that I have"	95%	96%	97%	98%	98%	97%	1%	-1%
"I understand The Swanton Ethos"		95%	99%	97%	98%	99%	-1%	1%
"We have regular team meetings that I am able to attend"	78%	76%	74%	75%	77%	81%	4%	4%
"I value the HAPI Benefits programme"		34%	36%	66%	70%	71%	34%	1%
Average	76%	76%	77%	90%	88%	89%	11%	0%

Family & Friends Survey 2022	Sep 2021	2022	Sept 2021 vs 2022
Q5 "My family member is happy in their home"	100%	88%	-12%
Q6 "My family member is supported well to enjoy activities."	95%	86%	-9%
Q7 "I am happy with the quality of care my family member receives."	98%	89%	-9%
Q8 My family member is fully supported to meet their potential."	93%	84%	-9%
Q9 "My family member's ideas and skills are valued in the service."	95%	86%	-9%
Q10 "I know what to do if I have any concerns about the service."	95%	94%	-2%
Q11 I feel happy approaching staff for help and support."	95%	89%	-6%
Q12 "I am aware of the safeguarding policy."	93%	88%	-5%
Q13 "I receive regular communication from staff about my family member."	86%	76%	-9%
Q14 "I am confident that staff will do their best to protect people from harm."	95%	97%	2%
Q15 "My opinions and suggestions are valued."	95%	84%	-12%
Q16 "Staff are approachable, helpful and make time to listen to my concerns."	95%	90%	-5%
Q17 "The Management is approachable and helpful."	98%	87%	-10%
Q18 "The team are well led and work well together."	90%	85%	-6%
Q19 "During the times when government guidance prevented visits to my family member's home, I was happy with the level of communication and contact I had."	93%	85%	-7%
Average	94%	87%	-7%

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