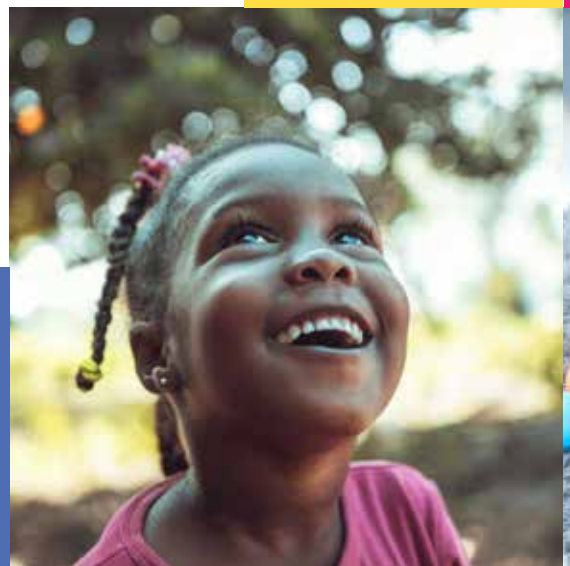
compass Children's Homes | compass EDUCATION | compass FOSTERING | compass COMMUNITY Therapeutic Services

compass COMMUNITY
Children's Services

New Directions in Sustainability

1 April 2022 — 31 March 2023



Contents

Our ESG Objectives: Setting the Course for the Future **3**
About Compass Community **4**
The Compass Model **5**
ENVIRONMENT **6**
Net Zero 7
Energy 10
Waste and Water 12
Fleet Improvements 15
Improved Driver Training 16
Employee Electric Vehicle Scheme 17
Solar Panels 18
New Environment Training 19
Environmental Goals for the Coming Year 21
SOCIAL **22**
Developments in Educational Services 23
Therapeutic Service Improvements 28
Employee Engagement 32
Training and Development 33
Diversity, Equity & Inclusion 36
Pay Fairness 39
Wellbeing 40
Customer Engagement 41
Community Engagement 42
HR 44
Social Goals for the Coming Year 46
GOVERNANCE **47**
Improved ESG Committee 48
New Environmental policy 48
Business Growth 48
ESG Project Tracker 49
Governance Goals for the Coming Year 50

Our ESG Objectives: Setting the Course for the Future

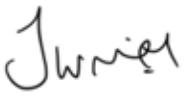
A Message From Our CFO

In this, the fourth year of our Environment, Social and Governance (ESG) journey, we have continued to make improvements to our group that serve to benefit the young people in our care, our staff and the planet at large. I am proud of Compass' drive to set increasingly challenging goals and the work we undertake to achieve them. I take great pride in the outstanding progress we continue to make across all aspects of Compass and this is another highlight, where I get to stand back and appreciate all of the wonderful achievements from an ESG perspective and want to give my heartfelt thanks to everyone who contributes to our ongoing journey to making lasting and lifelong differences to children's lives.

Our newly restructured ESG Committee ensures that we now have an even more dedicated and engaged group of colleagues working to make sure that Compass Community remains on track to meet all set ESG targets. We have, once again, calculated our Scope 1, 2 and all material Scope 3 GHG emissions and were pleased to see that as an intensity ratio, our GHG emissions have decreased per employee from the previous year. We have made a host of environmentally positive changes within our fleet of company cars over the past financial year, such as installing telematics into all vehicles and committing to purchasing only local vehicles for the fleet. We have launched an Electric Vehicle Salary Sacrifice scheme for our colleagues and have conducted a costed investigation into installing solar panels onto some of our properties. I am excited to say that we have now installed our first panels and I look forward to updating you as we continue to roll this initiative out across more of our schools, homes and offices.

As ever, our children and young people remain at the centre of everything we do. We have taken special care to ensure that they are just as much a part of Compass' ESG journey as is Compass' staff. We encouraged and celebrated all community engagement initiatives our young people spearheaded and included sustainability lessons within school programming. Some of our colleagues too this year took advantage of their Volunteer Day and provided support in the community.

This report is a comprehensive look at the ESG work we have undertaken over the past year interspersed with stories and personal experiences meant to highlight specific initiatives of which we are especially proud. We continue to collate data to help us understand more about our valuable colleagues, create new and strengthen existing policies, upskill all our people to contribute to our dynamic and diverse organisation and make progress on seeking accreditations. While there is still ESG work left to do, we are pleased to share our substantial progress and successes throughout the following pages.



JAMIE WRIGHT, CFO

JAMIE WRIGHT, CFO

I am proud of Compass' drive to set increasingly challenging goals and the work we undertake to achieve them.

About Compass Community

Just as we guide our children, we believe it is important to navigate our group down an ethical and environmentally friendly path.

About Compass

At Compass Community, young people are at the heart of everything we do. Our group comprises multiple divisions, Residential, Educational and Foster care with our Therapeutic Services team integrated throughout. Within all of our services, we strive to help our children navigate the world around them. We encourage them to fulfil their potential and work to guide them along a path towards a successful future. Just as we guide our children, we believe it is important to navigate our group down an ethical and environmentally friendly path.

Four years ago, we embarked on our group Environmental, Social and Governance (ESG) journey. Throughout the past four years, we have made improvements within Compass Community in order to achieve our goal of becoming the most environmentally friendly, inclusive and considerate group we can be. By working to ensure every facet of our group does the right thing for people and the environment, we can teach our children by example. In addition to providing the best therapeutic, educational and home-based care we can, we hope that our example in the ESG space will help our children establish lifelong values and habits that will serve them, and the planet, well in the years to come.

About this Report

In this fourth annual Environment, Social and Governance (ESG) Impact Report, we are proud to share the ESG progress we have made within the past year. The information disclosed in this report covers the period between 1 April 2022 and 31 March 2023 and illustrates the ways in which committing to ESG goals and embedding ESG values into every aspect of Compass Community has become integral to how we conduct business.

The Compass Model

Foster Care

We have an extensive and diverse variety of experienced foster carers offering a range of fostering placements. While we take rigorous steps throughout both our normal and fast-track application processes to ensure children are placed in safe and supportive environments, we also encourage everyone to consider fostering. Potential, not perfection is our group motto when it comes to foster care. Often times, people think they may not be acceptable foster parents due to factors such as marital status, sexual orientation, personal history, etc. At Compass, we understand that there isn't a standardised template for the perfect foster parent. We offer bespoke support, advice and training throughout the application and fostering processes in order to educate and prepare potential foster carers and create the best experience possible for both children and foster parents.

Residential Homes

Every child deserves a warm, comfortable and safe living environment. Children who require our care are no different. Every one of our residential homes is designed with the utmost thought and each home prioritises the comfort of the children living within. Common spaces are bright and airy, and children are asked to help decorate their rooms. Compass has a list of very specific requirements when choosing new residential home locations, including access to amenities as well as public transportation.

Education

A love of learning is something we strive to instil in every one of our students. Coming from adverse backgrounds and environments, our young people require an educational system that caters to them. Through bespoke educational and therapeutic services, as well as fun experiences and opportunities, we encourage our students to learn at their own pace, feel comfortable asking questions and gain the skills required to grow in the confidence that will help with lifelong success.

Therapeutic Services

Our therapeutic services are many and varied. Therapy is a cornerstone of what we do at Compass Community, offering bespoke, multi-disciplinary therapeutic services to every child in need. We specialise in AHCT therapy (Assessing and Healing Complex Trauma) and offer an extensive menu of therapeutic treatments that help us tailor AHCT therapy to every child. Our AHCT bespoke, holistic approach is proven to stand out as best practice for meeting the therapeutic needs of young people and is beneficial for residential, fostering, educational and reunification situations. Via our new evidence system, we are proud to be able to visualise the success rates of our therapy programmes both quantitatively and qualitatively.

Environment

Every division of our group is doing its bit to steadily improve Compass Community's environmental impact and reduce our GHG footprint. In the following pages, we will highlight some of the accomplishments of which we are most proud.

Environmental highlights from the past year

100%
renewable energy procured for a large number of properties

GHG emissions decreased per employee, as an intensity ratio. This means that our environmental management activities are helping to control our emissions as we grow in size

Redesigned Driver Training suite launched

Telematics installed in **100%** of our fleet

'Think Sustainable, Act Responsible' training created and deployed

"It's their future in our hands. Making changes to be more sustainable in our everyday process will make a positive difference."

Compass Community employee

Environment

Net Zero

Four years ago, we began our journey toward Net Zero. Through hard work, we have made considerable improvement toward our goal of reaching Net Zero by 2045. This year, we've re-baselined our emissions to 2021-2022 and updated our glidepath to reflect an increase in data quality. We are aware, as a group, that some years we will make better progress than others. However, by regularly assessing and reporting our emissions we can ensure that we are holding ourselves accountable to our target reductions.

The 2022-2023 FY is the first year we have calculated our GHG emissions post our re-baselined year.

We will aim to reduce our emissions year-on-year and will achieve:

- **A 33% reduction in our Scope 1 and 2 emissions by 2030**
- **Continued carbon neutrality via reducing our Scope 1&2 GHG emissions as much as possible each year and participation in offsetting. The offsetting projects with which we will partner will be verified by global bodies such as Verra and Gold Standard**
- **An 83 % reduction in total emissions by 2045 and participation in complex offsetting projects to achieve Net Zero**

We include Scope 1, 2 and the following material Scope 3 categories in our GHG emissions calculations:

CATEGORY 1 – Purchased Goods and Services

CATEGORY 3 – Fuel and Energy

CATEGORY 4 – Upstream Transportation

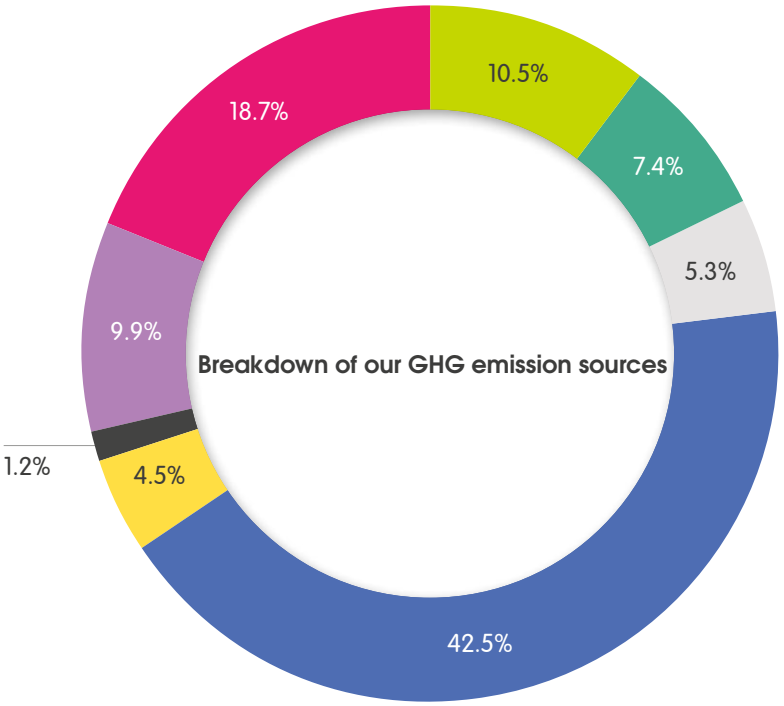
CATEGORY 5 – Waste

CATEGORY 6 – Business Travel

CATEGORY 7 – Employee Commuting and Working from Home

Environment

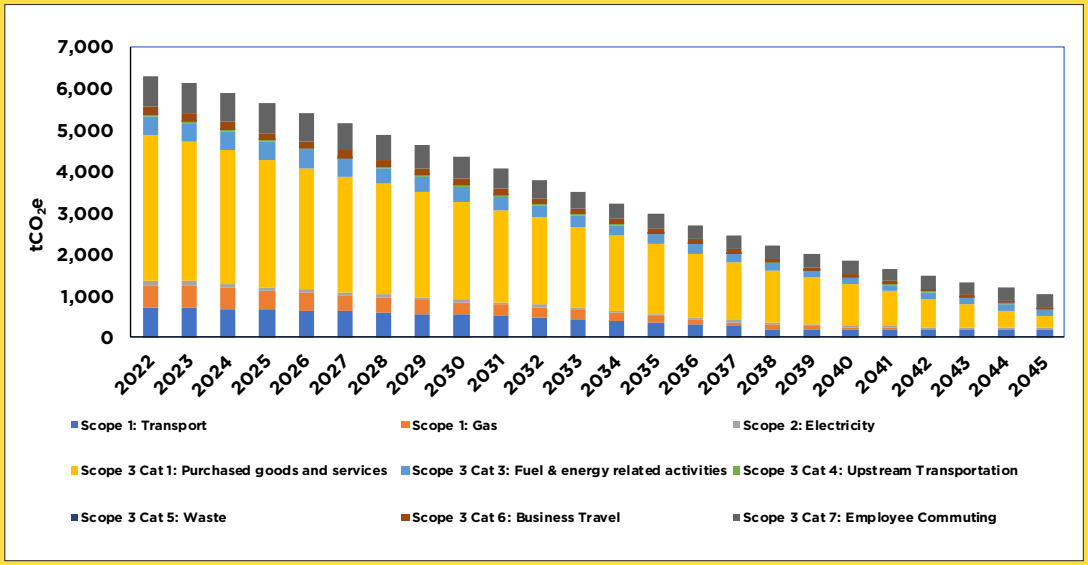
Net Zero (continued)



- Stationary combustion 10.5%
- Transport 7.4%
- Electricity (Location based) 5.3%
- Purchased goods & services 42.5%
- Fuel & energy related activities 4.5%
- Other* 1.2%
- Business travel 9.9%
- Employee commuting 18.7%

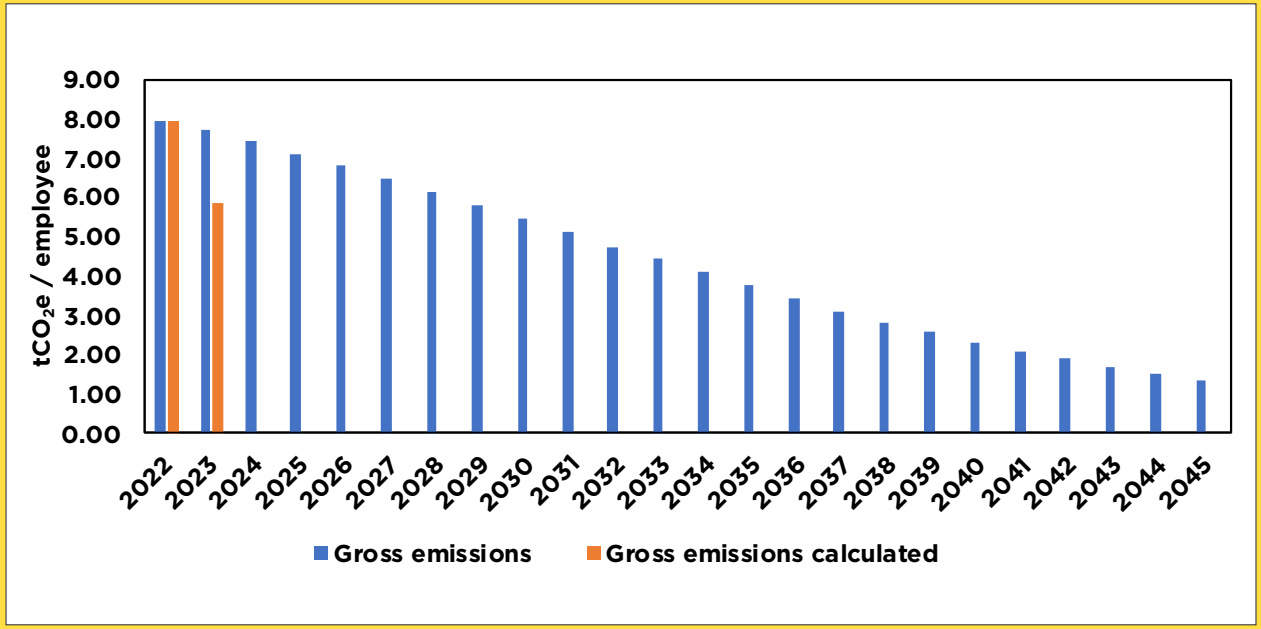
Other* Upstream transportation and distribution (0.4%), Waste (0.8%)

Our GHG Emissions Glidepath



Net Zero (continued)

GHG Emissions Intensity Glidepath Actual vs. Target (number of employees)



Our absolute emissions have increased vs last year's emissions by approximately 172 tCO_2e. This is a result of opening nine new facilities, which inherently increases our gas and electricity consumptions. Furthermore, we've also grown in relation to the total number of employees by approximately 37%.

While we are aware that our emissions have increased as we have grown, we are taking steps to decouple the growth in the business from increasing emissions and, eventually, make emissions reductions while we grow.

However, it is important to note that we have recorded our emissions as intensity ratios, as well. Our emissions have decreased per employee, as an intensity ratio. This means that our environmental management activities are still helping to control our emissions as we grow.

Environment

Energy

In order to stay on track with our Net Zero glidepath, we are always looking for ways to reduce our energy consumption whenever possible. The following are steps we have taken within the past year to help us in this pursuit.

- We procure 100% renewable electricity for many of our properties and will continue to increase the amount of 100% renewable electricity we procure as current energy contracts expire
- We offer all staff a new, voluntary training programme called 'Think Sustainable, Act Responsible' that provides education on energy consumption reduction practices
- We have conducted energy investment audits to appraise the best investment options for our facilities. This has also helped improve our EPC ratings across our estate
- We ask employees to unplug laptops when charge reaches 100%
- We ask employees to check if a face-to-face meeting is necessary and to utilise Teams when it is not in order to reduce business travel
- We have installed motion sensors in all offices to reduce energy consumption when rooms are not in use
- We have upgraded boilers and electrical equipment to more energy-efficient models

Carbon emissions related to energy consumption

Scope/Category	Description	FY22 Total tCO_2e	FY23 Total tCO_2e	FY23 GHG Footprint % make up	% Change between FY22 and FY23
SCOPE 1					
Stationary combustion (Natural Gas)*	Gas consumed	553.22	694.75	10.5%	+25.6%
SCOPE 2					
Electricity (Location based)[1]*	Purchased electricity, for own use (grid average)	231.42	352.35	5.3%	+52.3%
Electricity (Market based)[2]*	Purchased electricity, for own use (specific contract)	109.46	179.09	N/A	+63.6%

[1] Location based represents emissions from electricity consumption based on grid average emissions

[2] Market based represents emissions from electricity consumption based on specific energy contracts

* These categories have been re-baselined as new information has been shared within this category, this has increased accuracy of the glidepath and comparison against last years information

Energy (continued)

Energy consideration when acquiring a new property

The number of children within the UK in need of safe and healthy housing is constantly growing. To meet the demand, we are continuously acquiring new properties to be turned into residential homes. Our residential children's homes typically only have one meter per house, so it is not possible to know exactly where energy consumption most takes place within each home. However, through various solutions, we do our best to make each home as energy efficient and environmentally friendly as possible.

Steps taken to ensure an energy efficient residential home

- **New boilers are installed**
- **New radiators are installed**
- **A conscious choice is made when selecting fittings to choose energy efficient, A-rated appliances whenever possible**
- **LED bulbs are used in lighting fixtures**
- **Energy efficient heating systems are installed if not already present**
- **Sites are also often provided with double glazing on windows and loft insulation**
- **Commercial-grade washing machines are installed, as these units are more rugged, larger, longer-lasting and more energy efficient than traditional machines**
- **A plan is in place to publicly display the energy ratings of each of our properties by the end of 2023**

Waste and Water

General waste management

At Compass Community, we report monthly on 100% of all waste streams as well as our waste disposal methods.

- Most of our waste is managed by Sustainable Waste Services. We are in the process of consolidating all of our waste contracts in order to have a clearer understanding of our waste data
- When new properties are purchased, specific recycling bins and collection services are requested

Carbon emissions related to waste

Scope/Category	Description	FY22 Total tCO_2e	FY23 Total tCO_2e	FY23 GHG Footprint % make up	% Change between FY22 and FY23
SCOPE 3					
Category 5: Waste generated in operations	Waste	4.16	53.81	0.8%	+1,192.1%

Most of our residential properties separate dry-mixed recycling, sanitary waste and general waste

Some properties will also have glass recycling collection bins

Posters and signs promoting recycling are posted throughout schools

Some homes have food waste recycling bins

Waste from homes and schools

A majority of our properties are residential homes and school buildings of varying sizes and specifications. As such, there is no single waste and recycling plan that applies to all Compass-owned sites. Instead, every property does it best to recycle and reduce waste consumption as much as possible.

- For each home and school, we collect metrics pertaining to the amount of times each type of waste bin is collected. Understanding the type of waste most disposed of at each site allows us to adjust the waste reduction information and recycling guidance we provide
- Once a property is purchased, we often need to upgrade large portions of the property and, in all cases, install new bathrooms. We recognise the waste implications of these renovations but understand it necessary to ensure the property meets all safety and security specifications. We make an effort to work with contractors who also consider sustainability
- Our recent purchase and installation of commercial grade washing machines for residential homes contribute to our waste reduction efforts as well as to our energy reduction efforts. These machines withstand more wear and tear than a standard household washing machine, ultimately generating less waste to landfill due to fewer broken machines. These commercial-grade machines also come with a five-year warranty and a 10-year part availability guarantee so we can repair a machine if needed rather than purchase a new one

Environment

Waste and Water (continued)

Waste from Compass Community offices

We ensure all offices are equipped with recycling bins

We've introduced separate recycling bins for hard-to-recycle items such as batteries, pens, etc.

We have become more selective in the types of office equipment we procure and choose office equipment with superior recyclable packaging whenever possible

We use Terracycle to responsibly dispose of equipment once it has reached the end of its life

Water

Water is a precious resource which we strive to use wisely. We encourage our young people and employees to be conscious of the amount of water they use, and we reduce overall water consumption by using A-rated efficiency dishwashers and washing machines in our residential properties and schools.

Environment

Case Study

Passive House

We have just completed our first full year in our Head Office Passive House. Fully certified passive houses are incredibly environmentally friendly. They have significantly lower levels of GHG emissions than do traditional offices and help to offer a company a modicum of security against rising energy costs.

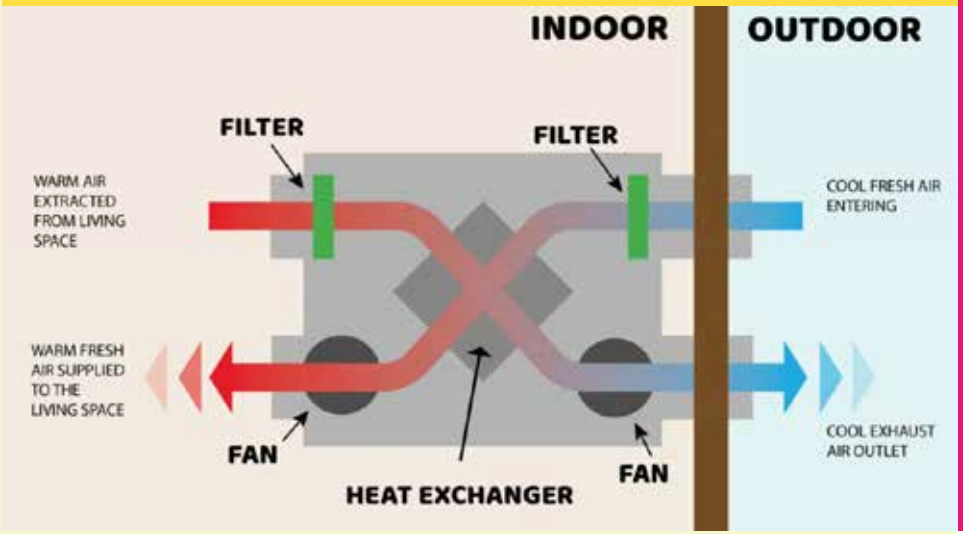
Our former Head Office was located in an old, Victorian house. The ceilings of the house were high, it was difficult to heat and many rooms, including the greenhouse, had no insulation whatsoever.

Our passive house boasts the following energy reduction features

- An airtight building envelope that
  - Eliminates draughts throughout the building
  - Provides an insulated, even temperature throughout the building that helps to reduce the amount of heating needed
- A controlled ventilation system that
  - Utilises high quality filters to provide excellent air quality throughout the building
  - Has low electricity consumption needs
  - Utilises a heat recovery model
- Solar panels

Heat recovery ventilation system

While circulating air, a heat recovery ventilation system extracts moisture from the stale air of a building. The system then uses the heat from the moist, stale air to heat the fresh air brought in from the outside. This process provides the building with clean, warm air, reducing the need for energy-generated heat.



Environment

Fleet Improvements

We have made a host of improvements regarding our fleet over the past year.

- Cars are purchased from local dealerships
  - Many of the cars in our fleet are used in our residential homes and schools. If a home or school is in need of a new vehicle, we now purchase the vehicle from a dealership located within 10 miles of the home or school in need. Prior to this year, cars were purchased from a variety of locations, shipped to the Head Office and then driven to their final destination. Thanks to our new system, we are able to significantly reduce our GHG emissions associated with the purchasing and delivery of a new vehicle
- Telematics systems have been installed in 100% of our fleet
  - Compass Community receives timely alerts from our telematics system. If there are areas of concern, such as unnecessary fleet emissions caused by inefficient driving or reported accidents, we immediately have a discussion with drivers, advising on ways they can fix the issues and setting them up with appropriate refresher training
  - We now have an incentive scheme in conjunction with our telematics system. Safe and efficient drivers are rewarded with holidays, electronic devices, food packages and a wide array of other prizes to encourage mindful, safe and sustainable driving habits
- Fleet routes have been optimised
  - All set, repetitive routes have been optimised to ensure maximum efficiency
  - We ensure vehicles in our fleet are driven predominantly within one local community. At Compass Community, we do our best to place children in homes and schools within their local area. Occasionally, children have to be placed out of area and only then, when needing to transport children from a residential home or foster home to their family home for family contact, do vehicles in our fleet travel long distances
  - Residential home locations are chosen partly based on the accessibility of walking routes, bus routes and other forms of public transportation so vehicle usage can be kept to a minimum
  - Typically, Compass Community's homes are located in urban areas with most amenities relatively close by, again reducing the need to drive and thus reducing emissions from vehicles
- Electric Vehicles are being considered for purchase
  - The vehicles in our fleet are subject to high amounts of wear and tear. As such, we are not able to lease vehicles, and all vehicles needed for residential, home and school use are purchased second hand. We have completed a costed investigation into purchasing EVs and hybrids for our fleet, but at the moment, second-hand EVs and hybrid vehicles that meet Compass Community's specifications and provide the required cost/value ratio are few and far between. As time goes on and more environmentally friendly vehicles enter the second-hand market, we plan to make green purchases whenever possible

Carbon emissions related to transport

Scope/Category	Description	FY22 Total tCO_2e	FY23 Total tCO_2e	FY23 GHG Footprint % make up	% Change between FY22 and FY23
SCOPE 1					
Transport	Owned and leased vehicles	704.18	488.13	7.4%	-30.7%

Environment

Improved Driver Training

This past year, we completely revised our driver training programme and created an entirely new vehicle driver training suite. The suite comprises courses on all aspects of driver training. Driver training will now be thorough, consistent and streamlined.

To prepare for the rollout of our training suite, tracking systems were installed in all vehicles, collision course training was tested and the development of a reporting system to collect metrics on training and driver profiling occurred. The work we undertook this year has helped to set the foundation to allow us to begin offering the training courses to actual drivers in 2023.

- **Training is mandatory for all Compass Community drivers**
- **Drivers are required to take two to three mandatory courses and then choose a few other additional areas in which to train**
- **The driver training suite, in partnership with our insurer QBE, will help reduce Compass Community's insurance rates**
- **Drivers who have had a collision, or any other infraction, will be automatically enrolled in the driver profiling training course. Within this course, drivers look specifically at their individual accident/infraction. They learn and understand why the accident or infraction happened, how it happened and what steps they can take to ensure something similar does not happen again**
- **Compass plans to make the driver training suite available to all staff at a slight cost**

This past year, we completely revised our driver training programme and created an entirely new vehicle driver training suite

Environment

Employee Electric Vehicle Scheme

Making improvements to the way we handle and manage our fleet is only half of the battle we face in regard to transport GHG emissions. We employ over 1,100 people, many of whom drive to work.

With this in mind, we have recently launched an Electric Vehicle salary sacrifice scheme that is open to all eligible employees. In time, employees who take advantage of this scheme will not only reduce their individual carbon emissions footprint by driving electric vehicles, but will also end up paying less in National Insurance and taxation. Since the scheme is offered through Compass Community, participating employees are expected to drive their electric vehicle to and from work as well as on any other work-related outings, such as site visits. We understand that investing in any vehicle is a large commitment, however, we hope to continue to encourage our staff to make a green choice when it comes time for them to replace their personal vehicle.

EV Salary Sacrifice Scheme incentives

- **Employees receive an electric home charger as part of their participation package**
- **Compass Community covers the tax when an employee purchases a new electric vehicle**
- **Compass Community commits to paying more than the suggested mileage reclaim rates for EVs. Compass offers 25p a mile instead of 10p, so EV salary sacrifice scheme participants actually make money when submitting mileage reclaims. (Even though this has a tax impact for Compass, we believe that paying employees a little bit more than the advisory rate is important to incentivise people to switch to an EV. We hope that by doing so, a large number of employees will take advantage of the scheme, which will ultimately help Compass Community's environmental agenda overall)**
- **Compass Community commits to installing electric vehicle charging stations at offices in response to demand**

Compass offers 25p a mile instead of 10p, so EV salary sacrifice scheme participants actually make money when submitting mileage reclaims.

Environment

Solar Panels

Throughout the past year, we have spent quite a bit of time researching the feasibility of solar panel installation for our properties and sites. We believe most of our properties could benefit from solar energy generation. We have completed an initial costed investigation and determined that partnering with Active Renewables would provide us with the best rates and services for our needs.

We've conducted a formal site survey in order to identify properties with the greatest energy generation potential. We plan to prioritise these properties for solar panel installation. Questions in site survey pertained to topics such as:

- **Roof structure and support**
- **Severe obstacles to property, such as hard to remove trees and other buildings**
- **The ability to locate inverter equipment**
- **Battery storage**
- **The location of the closest power inlet / meter and distribution boards**
- **General access to the site**

In the future, if sites are deemed appropriate for solar panel installation, proposals will be written and taken to our Board for approval.

Properties with solar panels already in use:

- **Isadora**
- **Owen**
- **Syston – Passive House**

Environment

Making little changes that make a big difference

New Environmental Training

It is important to us, as a group, to ensure our employees have a strong understanding of the environmental programmes and initiatives taking place at Compass Community. It is also important that we educate our employees on ways they can contribute to the success of group environmental initiatives as well as improve their own, personal carbon footprints.

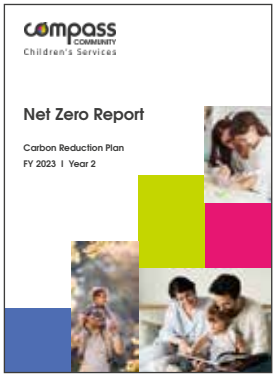
Keeping all of this in mind, we decided it would be beneficial to create a brand-new training module that could be made available to all employees at Compass Community. Bringing together information we have received from past ESG Impact Reports, our Net Zero Report and research we conducted on our own, our Learning and Development team wrote and designed our 'Think Sustainable, Act Responsible' training course.

It was important to us that we kept the course short but relatable. We wanted to provide high-level information that would inspire participants and allow them to leave training with a few, clear, achievable personal targets of their own.

About the Think Sustainable, Act Responsible course

- **It's short – just two hours in total**
- **The course is held In-person, as this really increases engagement**
- **So far, the course has been offered over 20 times**
- **The course is optional**
- **Information is shared via discussion, activities, quizzes and lectures**
- **A key part of the training revolves around supplying participants with examples of changes, both large and small, they can make in their own work and home environments to be more sustainable**
- **The course is relevant to all employees**
- **The course provides participants access to a personal carbon footprint calculator and asks participants to a calculate their own carbon footprint**

"Think Sustainable, Act Responsible"



Environment

New Environmental Training (continued)

Responses to the course

Responses to the course have been very positive, with employees stating that they found the course 'very powerful' and that they left thinking, 'what can I do, what impact can I have?'

Do you feel confident in your ability to implement the new learning or skill now that the course has finished?

98% Yes

Did you find the course relevant to your role?

Yes 84%

Would you recommend the course to others?

Yes 100%

"Made me think about the environment and how we can change things as individuals and a business."

"I've made the big decision from this course to eat meat only once a week."

"Motivated to make some changes."

"It enabled me to see small changes I can do to act on my own carbon footprint and that as an employee."

"Learning about climate change is everyone's responsibility."

"The course was an eye opener and reminded me of the consequences of present-day consumerism and how I can personally make changes to help make a difference."

Environment

Environmental Goals for the Coming Year

- Create a unified approach to waste management for all Compass Community properties
- Assign Waste Champions for residential homes and school buildings
- Change group branding and marketing material to drastically reduce the amount of ink used to produce the black background found on documents and literature
- Purchase core office supplies from green suppliers
- Implement office use of plastic free tea bags
- Implement office use of refillable cleaning solutions
- Implement the use of eco-friendly dishwasher tablets and soaps
- Install food waste caddies in every office
- Support initiatives encouraging employees to grow their own fruits and vegetables
- Implement a scheme for staff and carers to buy discounted composters
- Install solar panels on some sites
- Install additional EV charging points at office locations

Social

Over the past 12 months, we have paid particular attention to improving the Social aspects of our business. If we want to be the best provider of children's services within the UK, we have to ensure we employ the best people, provide extensive educational opportunities and support our children in giving back to the community. Our employee proposition has to attract quality employees and we do this by providing an enticing work environment, career advancement opportunities and a competitive benefits package. Our commitment to Learning & Development ensures we can continue to upskill our colleagues so that they can provide an excellent service to our children and young people that is based on knowledge, skill and experience. Our learning programmes are regularly reviewed, ensuring we are offering up to date and contemporary material so that the content meets the needs of the operational services and service users.

The following pages exemplify the work we are doing to achieve these aims.

Social highlights from the past year

44%
increase in number of students who achieved GCSEs

Creation of our Disability Awareness group

Increased the number of L3 and L5 qualified colleagues

Developed our Career Pathways

53%
of students achieved three or more GCSEs

Increased number of vocational courses offered within schools

Creation of our Mental Health and Wellbeing group

We look to embed quality into everything we do.

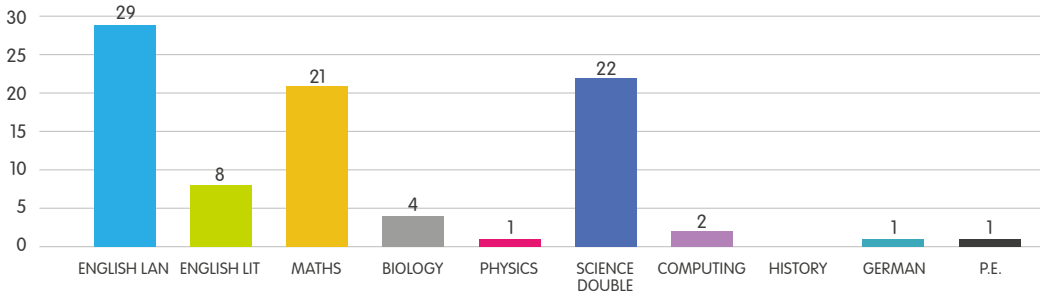
Developments in Educational Services

2022 GCSEs

Our students' GCSE results improved last year, and we believe that this was due to a variety of improvements we introduced regarding exam prep. We improved our GCSE preparation procedures by holding three mock-exams for students. Not only could students practice sitting exams, but could also practice managing the anxiety that accompanies sitting exams. Thanks to this procedure, sitting an exam became almost second nature to Compass students. During these practice exams, Compass also made sure that every student was given the support needed to have a chance at success. For example, if a student needed extra time, a scribe, a reader or a reader pen, Compass ensured those requirements were in place. Planning around GCSE preparation was so robust, we believe that every barrier students typically experience around exams was broken down before the actual day, allowing for a smooth and calm exam process.

We have recently improved the way we prepare our students for GCSE exams.

GCSE's gained in subjects



- Five pupils achieved five or more GCSEs. This is an increase of 60% from 2021.
- 30 pupils gained GCSEs, a 44% increase from 2021.
- Highest GCSE grade achieved was a 7, which corresponds to around a '52' or 'A' grade.
- 53% achieved 3 or more GCSEs.
- More students felt confident enough to sit English and Literature GCSE exams than in past years.

Developments In Educational Services (continued)

2023 GCSEs

We went even further in improving our procedures when preparing our students for the 2023 GCSEs. This year, all of our exam officers were trained through an external agency. We also opened more exam centres so students wouldn't have to travel so far to take exams. We still held mock exams in the winter, but this time, instead of the content of the mock exams being based on recommendations from the government, it was chosen and written by Compass Community staff. Students and teachers did not know what was included in these mock exams and could not prepare specifically for them. The results from the mock exams allowed Compass to gain a better understanding of each student's ability and appropriately band each student so they would be placed in the correct exam tier. We were pleasantly surprised when a few students were identified as qualifying to take a higher-level exam than originally expected.

Developments In Educational Services (continued)

In the past, many of our students have been overlooked by local authorities and / or previous teachers. Within education, our goal is always to spark or reignite a love of learning within our students. We train our teachers to be engaging and well-prepared and continuously look to improve the ways we present information. This, in conjunction with our curriculum and quality assurance procedures, is what we believe helps our children gain a deeper appreciation for school.

Vocational Courses

One of the most exciting social improvements we have made within the past year is related to our educational services. Compass Community has expanded the number of vocational courses offered to our students. During the 2022-2023 school year, four of our schools offered increased vocational training opportunities. Due to the success of the students within these programmes, we plan on making vocational programmes and BTEC qualification opportunities available at an additional four to five Compass Community schools in the coming year.

Vocational courses Compass Community currently offers

- **Food tech**
- **Creative media and art**
- **Sport management**

Additional vocational courses will be based on the interests of students, and next year we hope to also offer courses in

- **Mechanics**
- **Construction**
- **Additional industrial-based curriculum**

Case Study

Many of our students have had non-traditional school experiences prior to joining us. As such, many are not in love with traditional school coursework. However, a number of our students do love sport. Based on a set of goals and guided curriculum provided by BTEC, we now offer our students the option of participating in a sport management vocational programme.

In this programme, students learn about science and anatomy in relation to sport, they plan and coach sports sessions for each other and learn about career opportunities that exist within the world of sport. Students in this course also hone their mathematical skills by analysing sport data and deriving predictions based on analysis. Students enrolled in this course saw improvements in their numeracy and literacy skills and went on to gain qualifications that they might not otherwise have achieved.

Developments In Educational Services (continued)

Our Teacher Training programme

Upskilling our staff is key to our success in providing our students with a strong and stable educational experience. Compass identifies teaching assistants who have strong science and maths skillsets. We invite these teaching assistants to join our teacher training programme. During the programme, we train the teaching assistants to become fully-fledged teachers, complete with teaching qualifications.

- **Compass has helped roughly 17 teaching assistants upskill to qualified teachers within the past year**
- **Our teacher training course is a year in length**
- **All training costs are subsidised by Compass Community, with participants required to teach within the Compass Community school network for five years**

Upskilling our staff is key to our success...

We also encourage and support our teaching assistants without GCSE results to study and sit the exams. Empowering others is at the core of what we do, and we believe it's important to foster growth in our staff as well as our young people. We want to help our TA's develop a strong educational foundation to assist them with whatever they chose to do in their future.

Developments In Educational Services (continued)

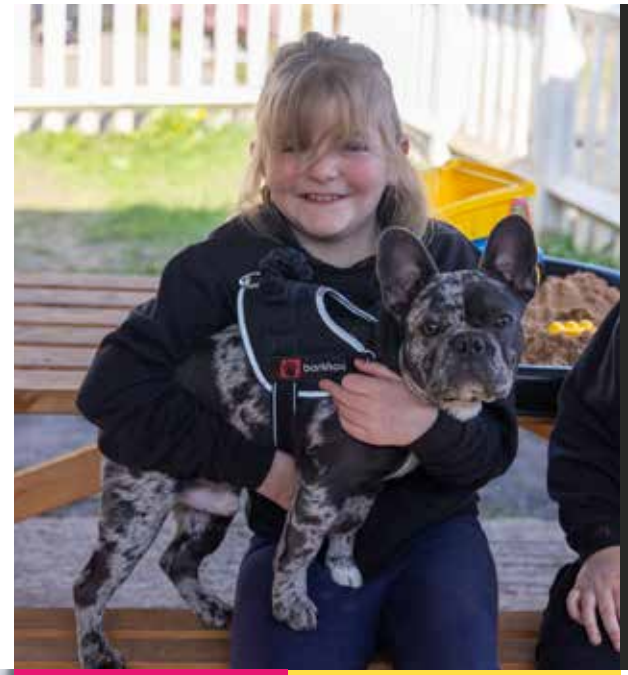
Additional Improvements within the Past Year

- We brought in Curriculum leaders to standardise curriculum within Compass schools. Our curriculum leaders also develop teacher training programmes and help to support quality assurance within educational settings
- We conducted internal school reviews. School visits help shed light on things that need improvement as well as highlight things that are done well. By visiting and reviewing our schools, we are able to collate best practice techniques from individual schools and share those techniques with everyone
- We recently hired a Personal, Social, Health and Economic lead and a Relationship Sex Education lead. These leads help train Compass teachers to teach Compass Community's Life Skills curriculum

Our life skills curriculum involves a multiplicity of topics that serve to help our students navigate their communities and become all-around, good British citizens.

Our Life Skills curriculum includes:

- Teaching and practising social skills
- Recycling guidance
- Gardening skills training
- Animal care techniques
- Money skills training
- Professional habits training
- Family planning
- Public transportation use and timetable reading training



Therapeutic Service Improvements

Compass Community has improved therapeutic services for both the children in our care as well as our staff.

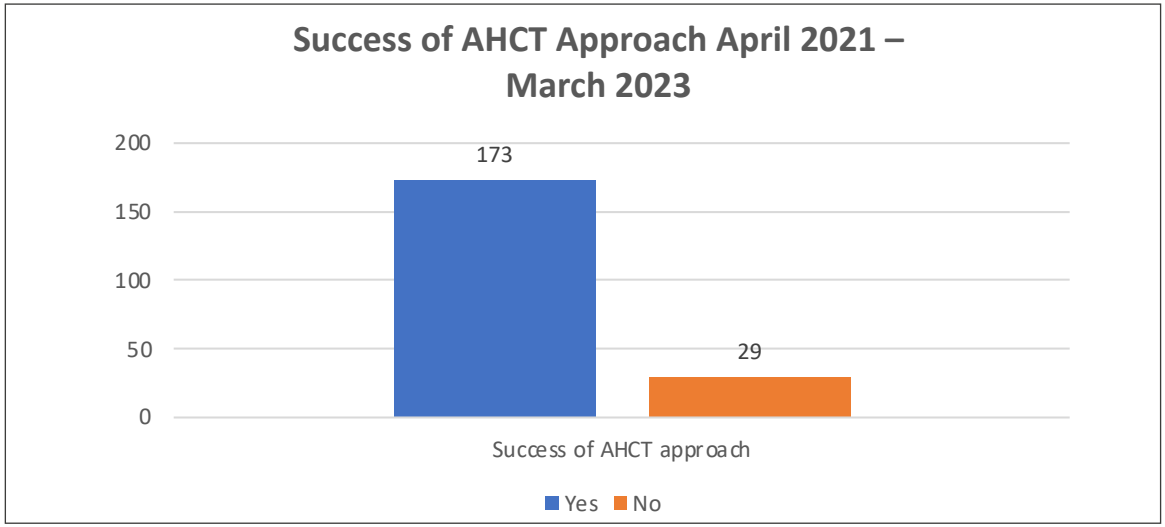
Child Therapeutic Services

Staff care greatly about each pupil and support them well. Sometimes, pupils can have a difficult day with their behaviour, but with the help of Compass' therapeutic services team, they know how to get back on track and do so readily. Pupils talk candidly about their helpful experiences of support and therapy. Because of therapy, they know what they need to do to improve their mental health and behaviour.

"Pupils benefit from effective wrap-around care. Pupils have access to a wide range of professional services. Bespoke programmes for supporting pupils are helping to remove barriers to education. Pupils secure their next steps in education, training or employment."

Ofsted, 2022

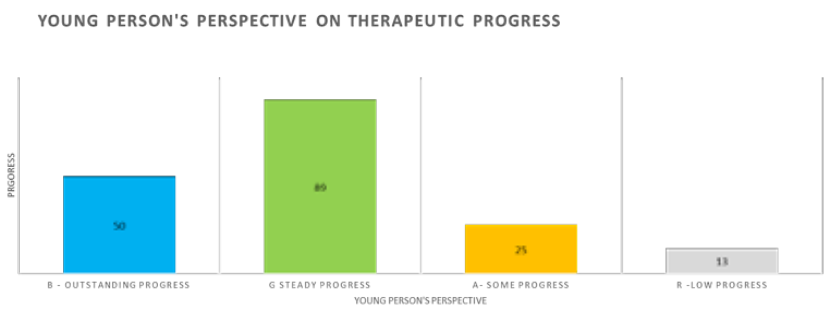
The most exciting development within the therapeutic services section of our group is our new evidence system. Through the collation of progress reports, testimonials and a detailed set of assessment questions, we are now able to chart the success rates of our AHCT therapy.

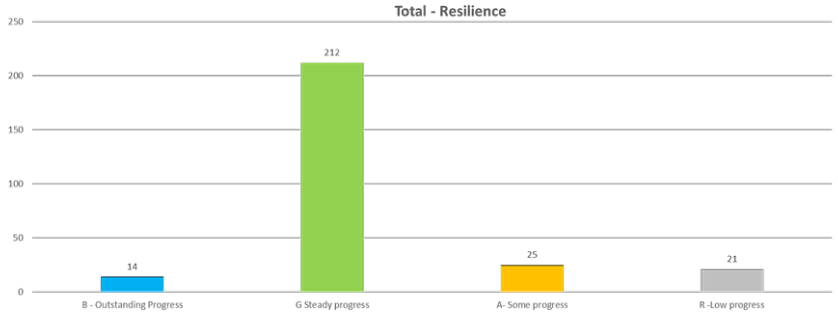


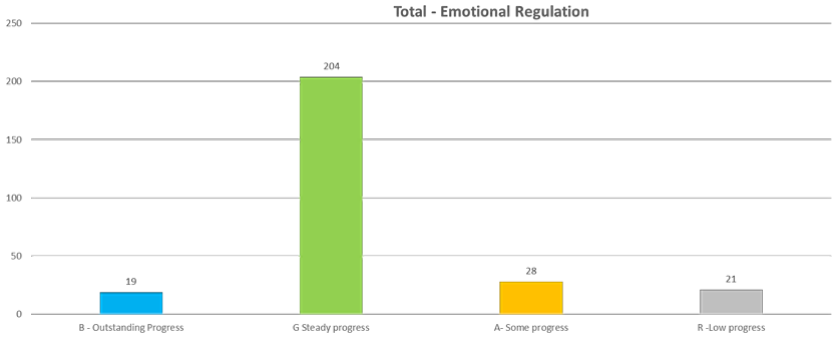
Our holistic and bespoke AHCT approach heals trauma with lasting impacts.

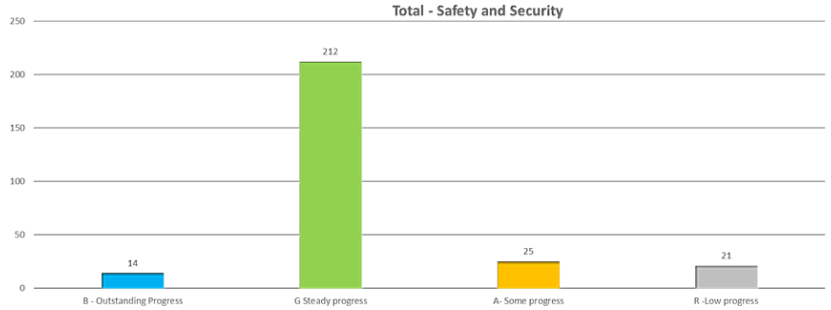
Therapeutic Service Improvements (continued)

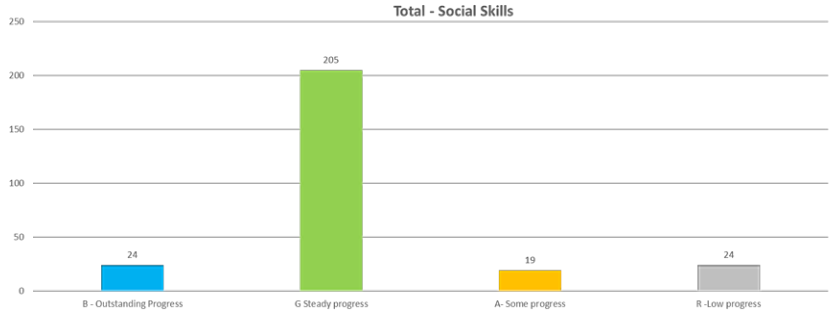
Qualitative Evidence of Young People's Progress











"I love working with the AHCT program. I feel genuinely honoured to hold a space for the foster carers I work with. To be the person walking alongside them, as they do this hugely important work; to care for, heal and hold, these; often emotionally broken, traumatised children. This is BIG work, HUGE work. It takes a village, and I am proud to be part of that village."

Compass Community therapist

Therapeutic Service Improvements (continued)

Staff Therapeutic Services

Within the last twelve months, Compass has extended therapy opportunities to its staff through its therapeutic services. Compass therapists provide up to three sessions free of charge to employees that are recommended for services by managers or HR.

Support we provide for therapeutic Staff

In order for our Therapeutic Services team to be able to provide meaningful and effective service for our young people and staff, they must be looked after, as well.

- **Therapeutic training is strong, and we have developed our own therapeutic training programmes for staff working in our Residential and Education services**
- **All therapeutic staff have access to continued bespoke professional development on a group and / or individual basis. This includes support when pursuing an MA in Psychotherapy or an MSc in Supervision**
- **Individual support and training sessions are held for our therapeutic staff**
- **All therapeutic staff are encouraged to participate in a weekly, reflective GRACE Group meeting**
- **Staff are offered a Mental Health & Wellbeing day per year to offer support when needed**

Service	No of referrals received to date (from May 21)	No of Referrals not accepted	No of open referrals	No of staff currently receiving support	No of Referrals Classed as Succesfully supported	% Successful intervention	No of Staff members satisifed with support provided	No of Compass children who benefitted from staff receiving support
Education	14	2	3	7	1	25%	3	0
Fostering	41	5	2	16	20	87%	23	27
Residential	57	2	5	23	24	83%	27	30
Community	24	2	5	5	9	64%	11	8
Foster Carer	7	1	0	2	3	60%	4	2
TOTAL	**143**	**12**	**15**	**53**	**57**	**64%**	**68**	**67**

Therapeutic Service Improvements (continued)

Something That Sets Us Apart

100% of our Therapeutic Services team participate in Compass Community's Anti-Racism GRACE Group. Weekly reflective meetings are held within the department to help educate our therapeutic staff. These meetings also help create a safe space for our therapists to talk and reflect on complicated and challenging topics unique to their position within the group. This weekly reflective time provides opportunities for personal and professional growth and helps Compass Community develop a core group of staff that is better able to model the process of facing complex and challenging DE&I topics within a workplace environment.

Topics discussed within the past year include:

- **Fear**
- **Black lives matter**
- **Unconscious bias**
- **LGBTQ**
- **Menopause**
- **Power and control models**
- **Neurodiversity**
- **Culture & Religion**
- **Class**
- **Visible and Invisible Disabilities**

Weekly reflective meetings are held within the department

Employee Engagement

Employee Engagement survey

- **48% response rate for 2022 survey achieved (4% higher than last year)**
- **2022 survey content was tweaked to improve functionality**
- **Results from the survey show an improvement in satisfaction in every category and the overall scores were very high**

Employee Voice Forum

This past year, we amended the structure of the Employee Voice Forum. Instead of one channel where employees express themselves or voice concerns on any number of topics, we have now created multiple channels that link with our GRACE strategy. There are now individualised channels within the Forum dedicated to various topics such as gender, anti-racism, mental health and wellbeing, disability and the environment.

Engagement days

As part of our retention and engagement strategy, in addition to our improved Voice Forum channels, we have established department-focused engagement days. Departments utilise these days to check-in with employees and discuss department-related matters. Discussion topics include successes within the department, things that need to be improved upon and future employee expectations. Employee participation and feedback is always expected and appreciated, but especially so on group engagement days.

Achieve 48% staff survey response rate

We have established engagement days

We also provide an online 'suggestion box' for employees to offer suggestions or voice concerns.

Training and Development

Updates to employee training

In addition to the new "Think Sustainable, Act Responsible" training course, our Learning and Development team has created and deployed 35 new training courses within the past year and made updates to 15 of the 100 staff training courses already on offer.

Examples of new courses offered include:

- **Bespoke fostering services Operation Manager training**
- **Social worker competency**
- **ASYE and Practice Educator Opportunities**
- **Enhanced professional qualifications, eg CIPD, BPS**
- **A year-long "Step Up" training programme designed to support current employees who display management potential alongside the Manager Development Programme**

All training courses live on our group intranet and are available for employees to view at any time.

New Manager Induction Programme

This year, we realised that, as an organisation, we need to provide a more professional, standardised induction programme for all new managers regardless of their department or area of service. This is to ensure all new managers start to understand our organisation, vision and values, key messages, policies, ways of working, frameworks etc.

We are planning on launching a test of the new programme later this year to all existing managers and will use their feedback to review and update the programme ready to roll out in Autumn 2023.

"If you want career growth, it's there for you. Compass encourages that development if you strive for it."

Charlotte, Supervising Social Worker

Compass Community also employs a leadership and management trainer who's sole job is to provide coaching, support and anything else Compass Community might need in relation to Management training.

Training and Development (continued)

Apprenticeship Programme

We have recently received approval from our Board to partner with a local university and begin a social work apprenticeship programme.

Programme details

- **Three years in length**
- **Offered both internally and externally**
- **Participants of the programme will receive funds to cover some tuition fees**
- **Compass ensures placement for work experience**

While we plan on starting conservatively, we believe this new programme will help build upon our group recruitment and retention strategies. The new programme will launch in September 2023.

General training

Not only do we offer our staff a wide range of training opportunities, we believe in constantly holding 1:1 'check-in' sessions between managers and staff.

"My manager and line manager have been amazing. They spend time offering their help with anything I need, despite being busy themselves, they have always made time."

Corinne, Supervising Social Worker

Training and Development (continued)

Learning and Development Conference

This past year, our Learning and Development team organised and ran two national conferences for foster carers and colleagues. The focus of the conference was **Inclusion: Using Professional Curiosity and Lived Experiences to Inform Practice**. The attendees were able to network and learn whilst enjoying a sense of community. Visual displays representing many of Compass Community's services were present, sharing information with attendees.

Positive Feedback for the Conferences

"It's given a real visual of what Compass does as a whole and has made me see the good work that we do from all angles."

Conference attendee

"I thought it was extremely well thought out and the whole day from start to finish was thought provoking and inspiring and there was a definite sense of community all around."

Conference attendee

"It was an event that had an impact on people and it will be remembered."

Conference attendee

Environmental Consideration when Planning the Conference

While holding large-scale conferences is wonderful for sharing information and bolstering camaraderie, we recognise the toll it takes on the environment. Throughout the planning process, we took care to make the conferences as green as possible. Some of the steps we took include:

- **Having transport available from key office locations to conference sites to encourage group travel**
- **Ensuring that items bought for the conference, such as banners and stands, would have additional use once the conferences were finished**
- **Recording the conference so employees could choose to not travel but still participate**
- **Using environmentally friendly merchandise where possible**

97% of attendees would recommend our conferences.

Diversity, Equity & Inclusion

Racism and Unconscious Bias Training

While Compass is an accepting and inclusive group, to be even better, we offer additional DE&I-related training to our employees. The children with whom we work represent a wide array of backgrounds and cultures. We feel it is important to nurture diversity within our staff cohort so that our children feel represented and our staff feel comfortable while at work.

We believe that due to the racism and unconscious bias training we rolled out within the past year, we have significantly raised group awareness of anti-racism within the workplace.

Continuing DE&I education

We continue to educate staff on diversity and inclusion through:

- **Lectures**
- **Discussions**
- **Literature**

Last Year's Survey Results

- **My protected characteristics have no bearing on my career progression – 97% of survey takers agreed**
- **People of all cultures and backgrounds are respected at Compass – 98.2% of people agreed**

Both numbers show an increase from previous years and we believe DE&I permeates the entire group.

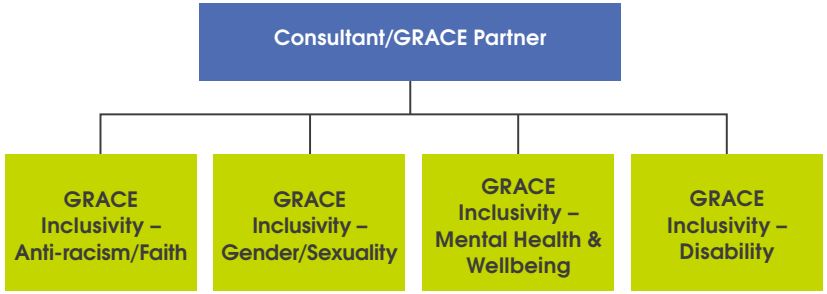
we believe DE&I permeates the entire group

Within the past year, all policies pertaining to DE&I have been strengthened and our workplace risk assessment has been updated.

Diversity, Equity & Inclusion (continued)

Our GRACE programme

Adding onto our GRACE group portfolio, we have recently created two new groups. An Inclusivity Disability group as well as a Mental Health and Wellbeing group that are joining our previously established Anti-Racism group. Each of our GRACE groups is sponsored by a Board member and works to improve DE&I within our organisation. We are currently working on the creation of our next GRACE group, the Inclusivity, Gender and Sexuality group.



GRACE stands for Group and Regional Ambassadors Committed to Equality

Inclusivity Disability Awareness GRACE group

The main objective of this group is to raise organisational awareness and understanding of colleagues who have a disability. We know education is the most important tool in helping us work together to create an inclusive environment and create change.

Inclusivity and Disability Awareness group ambassadors who identify as having a disability run learning workshops for their fellow colleagues. In these workshops, ambassadors teach colleagues about their disabilities as well as what it means to have a learning or physical disability in an office setting.

- **Ambassadors offer support to fellow employees who have, or think they might have, a disability**
- **The group has created a 'Manager's Toolkit' that provides advice relating to managing employees with disabilities, including reasonable accommodation allowances**
- **Compass Community now provides employees with a 'Reasonable Adjustments' template on which employees can alert the group to the support they might need due to a disability**

2022 Goal: Launch two additional GRACE groups

Diversity, Equity & Inclusion (continued)

Mental Health and Wellbeing GRACE group

The aim of the Mental Health and Wellbeing group is to raise awareness of Compass' mental health services.

Compass Community mental health first-aiders and members of the Mental Health and Wellbeing group are trained to handle a variety of employee mental health and wellbeing issues, such as low resilience and work / life balance challenges. However, if a mental health first-aider is met with an employee who needs help that they cannot provide, the first-aider will pass along the employee information to HR whom will then link them via a referral to the Therapeutic Services team.

The Mental Health and Wellbeing group has also created a manager's Mental Health toolkit. The toolkit includes definitions of mental health challenges as well as information on how mental health issues might present themselves in various scenarios. The toolkits define the responsibilities of a manager when dealing with employee mental health and provide advice on offering support and guidance.

Our mental health first-aiders do not receive many calls though they are always available. Calls that have been received have been handled successfully with understanding, confidentiality and compassion.

Within the last 12 months, Compass has trained an additional 20 mental health first-aiders.

Signs posted within offices help everyone identify mental health first-aiders.

When visiting a children's home, mental health first-aiders wear special lanyards so they can be recognised by young people.

Compass Community's pay strategy reflects our goal of embedding quality into everything that we do.

Pay Fairness

Compass understands that offering enticing salaries and benefits to employees is intrinsically linked to the success of the group in general. Compass Community's pay strategy reflects our goal of embedding quality into everything that we do.

Salary banding

- **Every year, Compass Community performs market research and creates a spreadsheet depicting where our employee's salaries fall in relation to employee salaries of similar companies.**
- **Based on our research, we determine a new salary band for each of the roles within the group**
- **Compass calibrates every employee's salary in response to the new salary band to ensure every employee falls within the new salary band for their role**
- **Compass ensures pay parity between similar roles throughout the four services we offer in order to discourage transferring between services for monetary reasons**

Real Living Wage

We have committed to comply with the Real Living Wage Foundation rate of £10.90, ensuring all employees are paid above minimum wage. Beginning 1 April 2023, we will increase salary bandings to reflect this change. We are currently working toward accreditation.

Gender Pay Gap

We annually calculate our Gender Pay Gap. The results from the past two years have shown that no discrepancies or gaps exist in relation to gender or any protected characteristics.

Social

Wellbeing

In addition to salary improvements, this past year has seen Compass implement a number of other of employee wellbeing initiatives.

- **Compass has launched a volunteer day for employees, allowing them to spend a workday helping the community**
- **Compass has launched a 'Festive Half Day', to be used by employees to celebrate / prepare for any holiday or festivity of their choosing**
- **Compass has launched a 'Mental Health & Wellbeing Day,' allowing employees an additional day of rest in the year at a time of their choosing**
- **Compass has launched Medicash as its healthcare scheme**

Compass has launched Medicash as its healthcare scheme

Case Study

Medicash

Medicash is a holistic platform that gives employees discounts on dental treatments, eye tests, consultations, alternative therapies, scans, physiotherapy and more. The programme includes an online referral option and allows patients to communicate with doctors in a variety of ways. Employee feedback shows that this programme has been positively received and has resonated with employees.

Medicash offers:

- **Virtual GP appointments**
- **24/7 Counselling and stress line**
- **Wellbeing training**
- **An app that encourages and supports a healthy body and mind**
- **Coverage of adult children of Compass employees up to the age of 24**

Employee feedback shows that this programme has been positively received and has resonated with employees.

Social

Customer Engagement

Stepping Through approach

The goal of Compass Community is to improve the lives of the young people within our care. For all our young people, that means supporting them with their current needs as well as when their needs change and evolve. Within our foster care system, that often equates to working with foster parents, birth parents and children simultaneously to help the children in our care transition from foster care back to a family setting. We call this transition from foster care to birth family residency 'Stepping Through.'

This past year, we have further strengthened our "Stepping Through" approach. We have worked even more closely with both foster and birth parents, while increasing the number of parent and family setting contact opportunities for children. Parent and child family setting contact opportunities can be highly beneficial for both the parents and children involved, as they provide support, guidance and a safe environment for families to grow and develop. We plan to continue to improve the foster care "Stepping Through" process in the year to come.

Local Care for Local Children

We have also been working closely with local authorities from various communities to increase the number of children placed in foster homes located within their original communities.

- **45% of children in Lancashire have been placed in foster homes located in their home community**

In the coming year, we hope to build stronger connections within the communities in which we work with the goal of expanding local care opportunities even further.

Case Study

Encouraging our young people to thrive

JM travelled to Thetford Forest at the start of December 2022 to compete in the British Sleddog Sports Championships. JM and Marshall the dog competed in Junior Bikejor. Bikejor is an event where a dog is attached to a bike and pulls, whilst the rider pedals as fast as they can. The rider calls commands for the dog to navigate the course and take the correct turns in a fast-paced race against the clock, fastest times over two days wins.

Marshall is a purpose-bred sprint sled dog, owned by a staff member, who in his spare time can be seen relaxing on the Plumtree sofa or happily being cuddled by Plums residents. JM has spent several months training with Marshall and working on his own bike skills and fitness to ensure they would be good enough to race at such a high level. The British Championship Series is the top level of sleddog events and also acts as qualifiers for the GB Sleddog Team, where racers get selected to race for GB at European and World Championships abroad.

JM and Marshall's times over the two days were so fast that they beat several existing members of the current GB team, which certainly caught the selectors' eyes and now puts JM firmly in place for GB team selection.

JM and Marshall's times over the two days were so fast that they beat several existing members of the current GB team.

Social

Community Engagement

Helping others is something that is intrinsically linked to our group ethos. At Compass Community, we encourage both the children in our care and our staff to give back in whatever way possible via ad hoc initiatives. We also work with multiple charities at a group level. Adjacent are just a few examples of the community engagement initiatives in which members of the Compass community have participated and spearheaded within the past financial year.

> Helping others is something that is intrinsically linked to our group ethos

Young person community engagement stories

1. Danny (DMS) decided he was going to do a sponsored bus journey to raise money and awareness for Stephen Lawrence. He made it to 36 bus stops and put up posters at each one he went to. Danny said that everyone should be able to get the bus home safely, whatever skin colour you have.
2. Some of our young people organised a kwik cricket match between Heather Lodge and The Birches with children and staff getting involved. We wore our Stephen Lawrence Day jumpers and T-shirts and had a lot of fun together. We also raised a lot of money, £120 in total! Everyone showed great sportsmanship and worked hard to get lots of sponsors!
3. Mason decided to do a sponsored swim during which he raised £132 all on his own after completing 60 lengths of the swimming pool!
4. Jack completed a sponsored basketball shoot out in the garden, he managed to make 59 slam dunks in 10 minutes and raised £30!
5. LB raised £84.00 for Macmillan cancer by walking 10,000 steps a day.

Community Engagement (continued)

Josh – HR Compliance Support Worker

An employee community engagement story

I took the opportunity to take my volunteer day at Long Lea children's home in Halifax. I was blown away by the amazing work that Compass do and the level of commitment made by every member of staff.

The one thing that I took away from this, is that I got a really good visual of what our children's homes look like and how they operate on a day-to-day basis. I think every member of Compass staff would benefit from making use of their paid volunteer day. If anything, it's a great opportunity to learn more about the company (if you do something internally) that we work for and makes you realise whatever part of Compass you work in, it contributes massively to the children that we care for.

It was a real inspiration to see the level of commitment and passion that everyone in the home and school had. Every aspect of the children's life is given attention, time and consideration, you can see that the children love the staff and appreciate them.

> I was blown away by the amazing work that Compass do

National Children's Conference

Participating in the National Children's Conference this year, we took a slightly different approach than in previous years. Instead of handing out the normal promotional items such as key rings or pens, we partnered with National Trust's 'Plant a Tree' initiative and provided people who visited our booth the chance to win an opportunity of having a tree planted in their name.

Of course, people were also able to make a donation toward the tree planting initiative if they were not winners.

NATIONAL CHILDREN AND ADULT SERVICES CONFERENCE 2023
BOURNEMOUTH, 29 NOVEMBER – 1 DECEMBER

National Trust

Social

HR

Eploy

We have recently launched our new recruitment system, Eploy, which has drastically helped us improve our recruitment process. Through Eploy's portal, perspective applicants can learn more about Compass Community. The portal enables a seamless application process, allowing candidates to upload documents and interview all in one place.

An additional benefit of using the Eploy portal is that once an applicant is offered a position within Compass Community, all applicant information stored within the portal is transferred directly to our HR department. This allows us to complete compliance checks and process DBS' more quickly as well as ensure the fastest turn around possible when filling a vacancy.

eploy
Faster, Smarter Recruitment Software

By filling open positions quickly, stress related to understaffing is reduced.

Due to the nature of our business, applicants must upload a number of documents that require verification. Eploy has dramatically helped with this process.

By July 2023, Compass Community will be utilising Eploy throughout the entire organisation.

HR (continued)

Attracting a wider pool of applicants

We are not satisfied just being an equal opportunities employer. We are now interested in being more prescriptive about employing people with disabilities. As part of the Diversity and Inclusivity work that Compass is doing, our HR department is in the process of relaunching all our job descriptions to ensure that they are as inclusive as possible and that they align with Compass' DE&I strategy.

We currently post jobs vacancies on Google, Indeed and LinkedIn. However, we are making plans to expand our posting locations to include gov.uk recommended job posting sites that are specifically designed to cater to people with disabilities.

We are not satisfied just being an equal opportunities employer

With over 1100 employees, we envision this process taking some time but hope to complete job description updates by the end of the year.

Social

Social Goals for the Coming Year

- Become an accredited Disability Confident Level 1 employer. In order to become one, Compass must review and update all of its job descriptions. An accreditation is necessary if Compass wishes to advertise jobs on gov.uk suggested disability-focused job boards and websites
- Implement a formal Disability Passport on which employees can express the types of working environment they need in order to work comfortably and productively
- Establish the new Inclusivity, Gender and Sexuality GRACE group
- Deploy the new manager training programme
- Launch the apprenticeship programme
- Determine one or two new key, group-level charity partners with whom to work
- Continue to improve communication channels throughout the group

Governance

Throughout the past few years, ESG has become an integral part of our organisation. From inclusion in all Board meeting discussions to ensuring even the youngest of our students acts in a sustainable and responsible manner, ESG has permeated everything we do. As in the previous two categories, we have made improvements to our group within the Governance space, as well. From increasing our expectations of our ESG Committee to growing the business and developing new policies, we have worked hard to honour our commitments and make changes for the better.

Governance highlights from the past year

Improved ESG data management via an ESG Performance Tracker

Growth in business

Improved ESG Committee

Creation of a new Environmental policy

Compass has been awarded the Cyber Essentials Cyber Security accreditation.

Governance

Improved ESG Committee

In winter 2022, Compass Community's ESG Committee only met twice and was composed of three people.

This past winter, we decided to re-launch the committee, asking for volunteers to join. To date, our ESG Committee comprises seven employees. Since ESG Committee membership is a volunteer position, all members are actively interested in sustainability and are committed to creating change within the group.

Improvements to the ESG Committee

- **We now hold structured meetings on a quarterly basis**
- **We have created terms of reference for the group, complete with clear goals to be achieved**
- **We have committed to a proactive approach to ESG within the group. Committee members will volunteer to spearhead ESG initiatives throughout the group. Each Committee member will take responsibility for a goal or set of goals as well as a specific action plan to achieve said goals. The Impact Committee plans to track progress against each goal at its quarterly meetings and report all progress to the Board**

Month by month, year on year, making things better to achieve Net Zero.

New Environmental policy

One of the first improvements made by our newly formed ESG Committee was to create and implement a new Environmental policy for Compass Community.

The new Environmental policy clearly explains Compass Community's views and values in regard to environmentalism and climate change. It also clearly states the environmental goals Compass Community is hoping to achieve within the coming years.

Compass' overarching strategy is: Month by month, year on year, making things better to achieve Net Zero.

We have committed to a proactive approach to ESG within the group

Business growth

Within the UK, the number of young people in need of safe and secure homes increases every year by about 2%. Nationally, there is a shortage of foster carers and suitable children's homes.

Children have become more complex within the last ten years. Pressures on children have increased and access to social media and the internet has had a significant impact on children's behaviour and psyche. The expansion of capacity within Compass is about ensuring that more children have loving, caring, supportive homes that provide a refuge from the world's pressures. We are not looking to steal staff or resources from other children's service providers to help with our expansion, as that would benefit Compass but not help solve the overarching problem.

While growth does increase Compass Community's financial turnover, Compass is interested in growing our network of children's homes, schools and number of new foster carers so that more children have access to the care and education they deserve. Compass invests significant amounts each year on creating new services, increasing capacity and improving infrastructure. We believe this model ensures a better outcome for children overall.

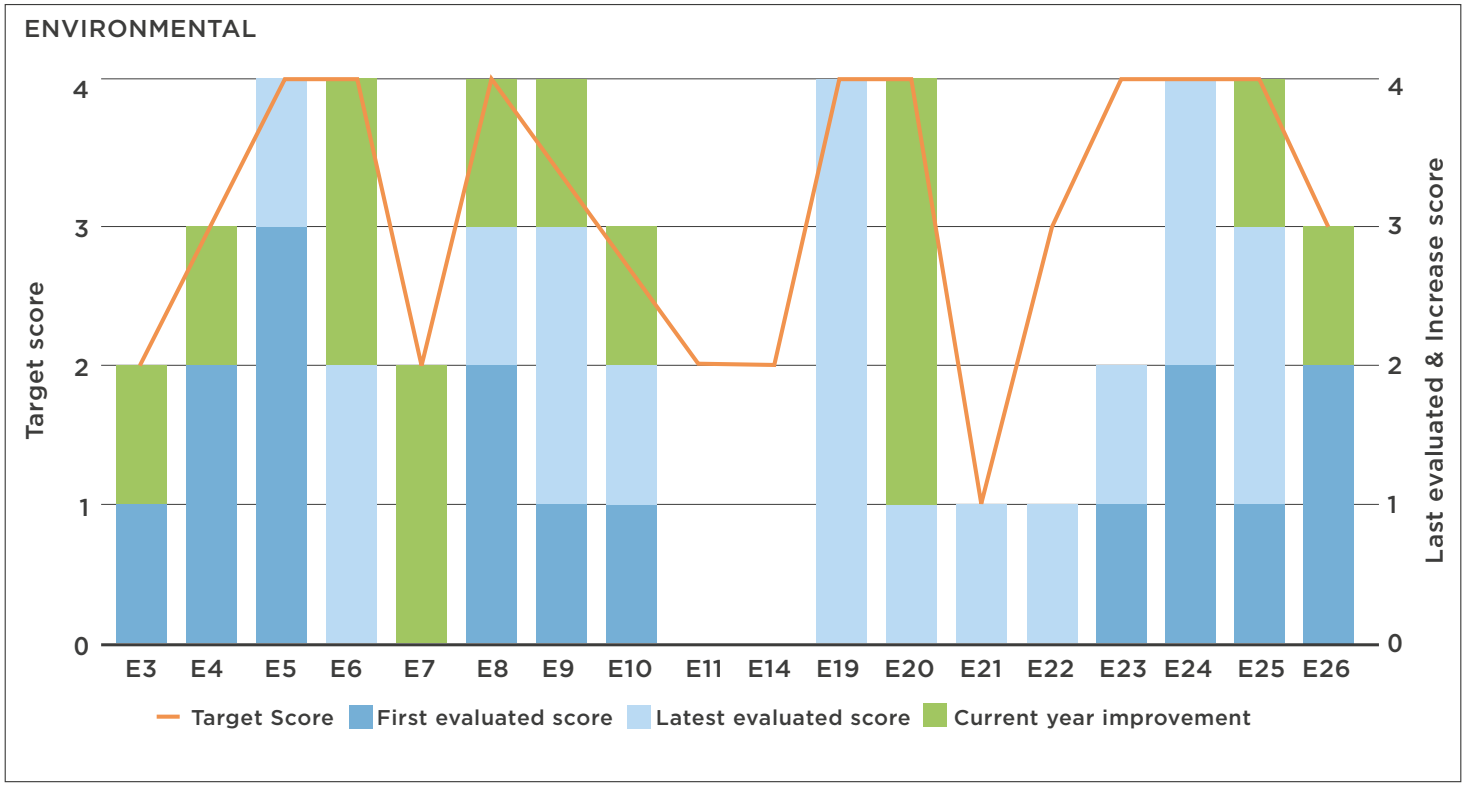
This year's growth in numbers

- **11 new residential homes added**
- **3 new schools**
- **116 new children accessing Compass services**
- **£24 million pounds invested in new schools and homes**

Governance

ESG Project Tracker

We now utilise a leading metrics gathering and analysis platform to keep track of our ESG progress. The tracker allows us to update progress toward our ESG goals, enabling us to make notes and stay organised. Through the platform, we are able to visualise and codify our accomplishments as well as keep track of goals that still need attention.



The above is an example of the environmental section of our Project Tracker. Each of our environmental goals is numbered. The ESG consulting firm, Sustainable Advantage, scores Compass annually on our progress toward each of our goals.

Governance

Governance Goals for the Coming Year

- Improve our work of educating all stakeholders on Compass Community's ESG agenda
- Invite small groups of young people within our care to join ESG Committee meetings once a quarter in order to share ideas and viewpoints
- Support more ESG-related national campaigns and world days, such as 'No mow May'

"No mow May"

Continued commitment to our chosen Sustainable Development goals

Over the course of the year, we have contributed to our six chosen United Nations Sustainable Development Goals in a variety of ways.

UN SDGS	OUR CONTRIBUTION
End poverty in all its forms everywhere	• In addition to our general goal of providing safe, comfortable homes and educational opportunities for children this past year, we have committed to comply with the Real Living Wage Foundation rate of £10.90, ensuring all employees are paid above minimum wage
Ensure healthy lives and promote well-being for all at all ages	• Through our efforts to become a more inclusive working environment, we are and will continue to increase the number of positions available for people with disabilities • Our continued commitment to the mental health and wellbeing of our staff is of the utmost importance to us. We will continue to support and cultivate the newly developed Mental Health and Wellbeing Group • Our improved employee benefits will help our staff live healthier, more well-rounded lives
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	• The improvements made to our staff training programmes as well as our young person GSCE preparation training help to engage staff and students in new ways. The improvements will help to inspire a love of learning and a sense of pride in students who may not respond to traditional educational systems
Ensure access to affordable, reliable, sustainable and modern energy for all	• Our research into the affordability of solar panel installation will help us to increase the amount of renewable energy we use in our residential homes and schools • We continue to increase the amount of renewable electricity we procure • We have committed to installing additional EV charging stations at office sites according to demand • We now double-glaze windows in our residential homes and ensure that all loft spaces are insulated to reduce the amount of energy needed per home
Reduce inequality in and among countries	• We encourage our students and staff to volunteer within their communities • We are working to become a Disability Confident Level 1 employer
Take urgent action to combat climate change and its impacts	• Regardless of company section or department, we keep environmentalism in the forefront of our minds. From increasing the number and type of recycling bins found in offices and schools to changing our branding guidelines so we use less ink when printing literature, we strive to make the environmentally friendly choice every time • We are, once again, a carbon neutral company and are well on our way to becoming Net Zero thanks to our comprehensive Net Zero plan and our contribution to carbon offsetting projects • Our new 'Think Sustainable, Act Responsible' training course continues to educate our employees on ways they can improve their personal carbon footprints and help combat climate change

In the year to come, we have pledged to continue supporting these six Sustainable Development Goals

Conclusion

We are a large, multi-faceted organisation. Each division of our group has its own unique needs and challenges. Environmental or Social improvements that work in one area of the group might not work in another. Even though it is more complicated addressing ESG issues within a company that is so varied, it is a challenge we have met head-on. As an organisation that serves young people, we are never ones to be short on creativity or flexibility. We use that creativity to solve ESG concerns.

Another skill necessary to have when working with children is patience. We have that in spades. We will not tire in our quest to become the most environmentally friendly and sustainable group possible. We are determinedly working towards our goal of becoming Net Zero and look forward to sharing our future progress with you in our 2024 Report!

compass COMMUNITY
Children's Services

Working in partnership with:

SUSTAINABLE ADVANTAGE
An intelligent approach to energy, waste & sustainability

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