



CORPORATE PLAN

2026-2030

2030

A new focus for the years ahead

Sage Homes entered the affordable housing sector in 2017 with fresh ideas and energy, bringing in new private capital through our innovative for-profit model. Concentrating only on affordable homes, we've delivered at scale and pace, creating a stable portfolio of rental and shared ownership properties to become an established name in the sector.

For the last five years we've been England's largest provider of newly built affordable homes. We've realised our intention of attracting further institutional capital with the sale of 3,000 homes to the UK's largest pension provider in 2024.

But delivering homes is not enough. We want to provide the best possible service to our customers. That's why we established a housing management operation, bringing us closer to our customers and allowing us to build stronger communities. With a portfolio of high-quality new homes, we want to maintain this standard over the long-term and deliver uncompromising levels of safety for customers.

We're also optimising where we own homes to ensure our customers receive the best possible service. In locations where we feel this can be done better or more efficiently, we're prepared to transfer ownership to other high-quality providers.

As we enter this new phase, customers and colleagues have helped us renew our purpose, mission and behaviours. These recognise our future ambitions while reflecting the passion, drive and ambition that have achieved so much already.

We know that challenges lie ahead. As well as delivering the best customer service, in safe communities and high-quality homes, we remain focused on decarbonisation, while maintaining an innovative and successful business.

This corporate strategy sets out the principles on which we will achieve this. It rests on four core pillars that drive Sage's success: our customers, our homes, our people and our business.

We will maintain a customer-centric organisation, co-creating with them and collaborating with colleagues, investors, partners and suppliers to achieve success.

We will continue to prove that Sage has an important part to play in delivering the best affordable homes with the best customer service and makes a significant contribution towards the government's target of 1.5 million homes by providing affordable homes that people love.

Alison Thain OBE
Chair of Sage Homes



Introducing Sage Homes

At Sage Homes, we've delivered over 20,000 new affordable homes in under eight years and have been England's largest provider of newly built affordable homes for five consecutive years. We're also the only institutionally funded Registered Provider, operating across rental and shared ownership, which manages the housing services for its customers and is receiving top quartile satisfaction scores for the services it provides. We've developed a special culture and drive to achieve this. By working with our customers, colleagues and the Sage Boards, we've developed a clear definition of the culture at Sage and the purpose that drives us.

The success of Sage Homes is a result of the careful balance between ambition and empathy. Ambition has helped to drive our teams to achieve amazing outcomes, including our significant contribution to reducing the housing crisis. Empathy has helped our people build strong teams internally and engage meaningfully with customers. The combination of these forces keeps us focused on our mission to provide the best affordable homes and services to customers.

Maintaining the balance between empathy and ambition is key to continuing to deliver the homes and services that help our customers fall in love with where they live. This is our ultimate aim, and why we've set it as our purpose.

We're Sage Homes



Our purpose

Why we come to work

The constant pursuit of homes people love

When people have a place to call home, they take pride in it. They cherish it. They love it. When we get it right, customers feel they belong, build communities and tell us: "I love my home".

So, at Sage we strive to get it right – every time, for every customer. Helping them to have long-term security, put down roots in their community, and fall in love with where they live.

Our mission

What we do

We strive to provide the best affordable homes with the best customer support

We're building the best large portfolio of new affordable homes in the country. Their energy efficiency and specification are designed to provide the best possible foundation for our customers.

This is backed by the best customer support, driven by empathy and the ambition to continually improve.





Our ethos and behaviours

How we work

A unique mix of ambition and empathy

At Sage, ambition drives us to aim high – to challenge the norms, to go the extra mile, to deliver our best.

But ambition alone isn't enough. It needs to be balanced with empathy. That means truly listening to, and caring about, our customers and colleagues. Because when ambition and empathy come together, we are truly at our best.

Our behaviours

This is memorably reflected in our company behaviours – known company-wide as the 'three Rs':

Responsible: Taking responsibility and dealing with customers directly

Respectful: Caring and listening to each other and our customers

Responsive: Responding to colleagues and customers promptly and openly.



When our people work using the three Rs, they provide a first-class service for our customers, work effectively and collaboratively with their colleagues, and make sure Sage continues to treat everyone with fairness and respect.



Setting clear objectives

To achieve our purpose in line with our ethos, we set clear objectives across our whole business. We have four strategic pillars which underpin our focus on delivering for customers and continuing to build a sustainable business for the long term. These four pillars address all the key areas of focus for our Boards and our people:



Our customers

OUR STRATEGIC GOAL

Consistently achieve customer satisfaction within the sector's top quartile.



Our homes

OUR STRATEGIC GOAL

Maintain the highest quality homes and keep our customers safe through the optimisation of property data.



Our business

OUR STRATEGIC GOAL

Drive value for money to ensure a sustainable business that can deliver for customers and investors for the long term.



Our people

OUR STRATEGIC GOAL

To build a portfolio of the best homes with the best customer support requires the best people, supported to do their best work.

Our customers

OUR STRATEGIC GOAL

Consistently achieve customer satisfaction within the sector's top quartile.

Sage has always been an ambitious company and even though we are young, we believe that we can continuously improve and become one of the best Registered Providers for customer service and satisfaction.

While our homes are geographically dispersed across the country, we know that when we get our service levels right, our customers are very satisfied. We engage extensively with our customers, and they tell us that good service is the combination of intuitive and informative technology, coupled with access to the right person to solve their issue when they need it. Our customer strategy is one of **digital empowerment with personal customer engagement**. Our digital channels take the simple queries away, so our people can take the time to listen to, and be there for our customers.

How we deliver customer service

- We have co-created our customer portal with our customers to ensure it is user-friendly. The portal enables self-service for most of the regular enquiries relating to rent queries, payments, tenancy information, reporting repairs, raising a complaint and updating household details.
- This is further supported by an **informative website** that has been developed with our customers. It features an AI-powered search, to find the answers that customers need when they need them, such as how to avoid condensation build-up, apply for a mutual exchange, make a complaint or request home adaptations and what Sage's policies are.
- A **multi-skilled Customer Care team available on the phone or via Livechat**, supported by systems that let them see an up-to-date **single view of the customer**, to answer all general questions quickly.
- Customers have also told us that they value having a named **Homes & Communities Officer** who knows customers, communities and local partners and can bring in specialist knowledge from support teams to help where required.

We have a **Customer Charter*** and **Customer Service Strategy*** which outline our commitment to provide high quality services to our customers. The Sage Customer Engagement Strategy* sets out our commitment to speak to customers, hear their voice and make changes to improve our services. We regularly update and share these documents with customers and colleagues, to help everybody understand service expectations.

*These documents are available to read on our online customer hub: sagehomes.co.uk/customer-hub



Scrutinising the customer experience

Continuous engagement with customers provides feedback to the Sage team and Strategic Customer Scrutiny Panel, to help continually improve services. **Customer feedback** comes primarily through the thousands of transactional surveys that customers provide after each interaction with Sage and every year we have an independent assessment of our performance through our perception survey conducted for our **Tenant Satisfaction Measures (TSM)**. On top of this we take lessons from **all complaints** to ensure we're learning and changing for the better. All of this is overseen by our broad customer approach to scrutiny which provides us with deeper analysis of the lived experience of being a Sage customer:

Strategic Customer Scrutiny Panel

A group of seven customers from across the country and demographics who meet regularly to explore service areas of their choice. Some of the areas that they have chosen to investigate are:

- Community safety
- Customer communications
- Community engagement
- Managing agents.

Customer voice

A group of around 100 customers who are invited to take part in a range of research projects:

- **Insight groups** – detailed investigations to explore specific service areas, such as complaints and repairs
- **Tech Talks** – exploring the usability and efficacy of our digital services to drive continual improvements
- **Homes Scrutiny Group** – groups chosen by tenure and property type to explore subjects related to the safety and maintenance of our homes
- **Diverse needs** – a group of customers with a range of diverse needs working with Sage to ensure services are delivered equally for all.

Heart of Sage

Our Charitable Community Benefit Society, Heart of Sage, has a mission to nurture the social and emotional wellbeing of our customers by building inclusive, supportive communities, delivering mental health initiatives, and empowering individuals to connect, grow and thrive. This mission has been developed in consultation with customers and colleagues.

Heart of Sage provides direct support to our communities to develop initiatives that help to strengthen social connections. Alongside this, we work with local organisations to provide mental health support and resources to develop emotional resilience and help customers access local wellbeing services.

Funded through contributions from Sage and its investors, Heart of Sage has helped hundreds of customers maintain their tenancies. From 2026 it will be broadening its fundraising capabilities to help more customers get the support they need.

Our homes

OUR STRATEGIC GOAL

Maintain the highest quality homes and keep our customers safe through the optimisation of property data.



Sage is building the best large portfolio of new affordable homes in the country. The energy efficiency and specification are designed to provide the best possible foundation for our customers. Our homes start their journey at a high standard, and we aim to help customers maintain them for the long term.

A portfolio of high quality, energy efficient homes

Our goal is to optimise our property data, enabling us to continue keeping customers safe while maintaining the high quality of our homes for the long-term through the development of an advanced Asset Management System and detailed Asset Register. We also remain committed to delivering **30,000 new homes** and fully meeting the Decent Homes Standard, incorporating damp and mould risk and suitable climate risk assessments across the portfolio.

98% of our homes now hold an EPC A or B rating, which saves customers around £430 a year (compared to the national average EPC D home). We are working to ensure all our homes reach this high efficiency level, both reducing costs for our customers while supporting sound environmental practice. In addition to this, we're running trials in solar and other sustainability technology, as we prepare for the transition to net-zero in the most effective way to meet the needs of the environment, our Boards' requirements for long term viability and our commitment to support customers through the transition.

Caring for our homes

As our portfolio matures, it's a business priority to ensure they remain of high quality and we will deliver this through our Asset Management Strategy*. We know customers judge us by how well we **repair and maintain** their home. We will continue to work hard to find the right balance between developing partnerships with trusted repairs contractors and building our own capabilities to deliver repairs services for our customers. Over the coming years we anticipate increasing the repairs and maintenance work that Sage employees undertake directly for our customers.

We've also started to undertake a rolling **cyclical works programmes**, ensuring homes and communal spaces are welcoming and safe. This is part of our work in establishing a sector-leading asset register, helping us stay ahead of customer needs and the financial impact of replacement cycles. Once complete, this register will flag homes in need of attention early, allowing us to carry out maintenance work before customers notice any issues.

*You can read our Asset Management Strategy online at: sagehomes.co.uk/asset-management-strategy

Safe, compliant homes

We'll continue to have **100% compliance with all building safety certification**, including gas and heating checks, where Sage is legally responsible for them. Where Sage has no legal responsibility, we'll do everything we can to ensure all safety certification is obtained from the responsible managing agents.

It's essential that our customers are not only safe in their homes but feel safe too. This **sense of safety** is critical to their enjoyment of their home. Sage commits to all the statutory compliance checks at prescribed intervals, regular inspections, engagement with all property visitors to gain feedback on the condition of the home and a rolling programme of **home condition surveys**. We also commit to making **safety certification available to customers** through their customer portal accounts.

Sage commits to supporting customers to remain safe in their home. We have a programme of communications helping customers understand a range of risks from fire to condensation, which can lead to damp and mould. We're committed to assessing and auditing our properties and management procedures, adopting a 'zero-tolerance' approach to **damp, mould, and excessive condensation** ensuring we meet Awaab's Law. We'll always aim to take a **proactive approach** to preventing problems arising and taking responsibility for tackling problems promptly and effectively should they occur, all with the aim of improving the experience of our customers.

Continuing to optimise our portfolio

We'll continue to work to optimise the relationships that we've built up with housebuilders and Government agencies to support the delivery of new affordable homes for those in housing need. Sage Homes is proud to have been named England's largest provider of newly built affordable homes for the past five years, and we remain focused on our goal of delivering 30,000 new homes. Sage has always been ambitious to exceed targets where possible, and we'll continue to work closely with investors and the Boards, to support the Government's housing delivery objective. To facilitate the continued delivery of new affordable homes, we will also seek to optimise our portfolio by selling homes to highly-rated registered providers and long term investors. We'll always ensure that our customers and homes are looked after and secure for the long term, while also protecting the sustainability of Sage as a business.

Sage commits to meeting all requirements of the Decent Homes Standards and Environmental Standards. This requires a constant review of the lifecycle of critical components such as gas boilers to ensure that they deliver an affordable heat source for customers while also preparing for the Government's 2050 net-zero target. **Sage Homes has committed to meeting the 2050 target**, and will commence the replacement of gas boilers, when the **cost to customers** is equalised between the running of an Air Source Heat Pump (or similar) and a gas boiler, and the cost to Sage is **sustainable within our long-term financial plan**. We believe this strikes the right balance.

Our business

OUR STRATEGIC GOAL

Drive value for money to ensure a sustainable business that can deliver for customers and investors for the long term.

This requires a transparent, well-governed and efficient business model developed on a robust operating model with a powerful IT platform.

Value for money is defined by measures of **operational efficiency**, the ability to invest in **new homes**, a sustainable source and **cost of funds** and the **creation of margin** to protect the business from future risks.

Operational efficiency is delivered through strong systems that support colleagues to meet customer needs. Management use systems to track the performance of Sage teams and external contractors to evidence delivery and provide **assurance** to the Sage Boards that services are being delivered well for our customers. Customer data and customer feedback have been key drivers of how we set our company strategy, targets and budgets.



Providing value to customers and investors

New homes are required to meet the national need. Sage's great strength has been to work with housebuilders and commit capital quickly at scale, early in the development cycle and bring forward the delivery of much needed new homes. We've also developed teams and processes to ensure prompt occupation of our homes with high levels of customer satisfaction and this remains an area of constant focus. We've gone on to manage most of the homes that we've delivered to customers, but we've also transferred stock to other Registered Providers where it supports the **long-term viability** of the Sage business and meets stringent customer care requirements.

The sizeable investment in the delivery of new homes needs to be funded efficiently to ensure the continued success of the whole portfolio and protection of services. We've constantly innovated to raise the capital required to build a successful company and will continue to do this. We've managed to attract a number of new capital providers to the sector and will continue to work with our investors to build the reputation of Sage and the UK affordable housing sector to attract

more capital to a sector that desperately needs it. Our aim is to attract **competitively-priced, large scale patient capital** from a diverse range of sources and grow the sector.

Investors and capital providers have continually been attracted to the **social purpose** of Sage, the sustainability of our homes and the **strong governance** of the sector. In the UK, over 1.3m households are on council waiting lists for a stable and affordable home. Sage provides extensive social value by delivering the largest amount of new affordable homes for customers from these waiting lists. When surveyed by independent consultants, State of Life, our customers reported 22% higher life satisfaction, 27% higher satisfaction with their housing and are 14% more optimistic about their future finances, than the general population. Using the Treasury-approved methodology for calculating social value, this amounts to £20,100 per household per year. This contribution to social value and the energy efficiency of our portfolio, has enabled us to gain Sustainable Bond status for both Social and Environmental performance, and we aim to use this strength to drive greater value. We'll continue to build **Heart of Sage**, our Charitable Community Benefit Society to find ways to further support customers and communities in need.

A powerful IT platform

Sage has invested many millions of pounds into an IT platform to ensure a **single view** of a Sage customer or property. This allows our teams to quickly provide answers for customers and colleagues, continually aiming to deliver **first time resolutions**. We'll continue to **invest in our systems, data quality and analysis** to help us deliver greater insight to support our customer and homes strategies. Primary investments are the development of an advanced **Asset Management System** and **the unification of all data** in a single structure to better enable the use of automation, machine learning and insight. Alongside this, we aim to ensure that we focus on **operational resilience** through data security measures and robust business continuity planning to ensure that if the worst should happen, we can still support our customers. We aim to constantly evolve our operating model to deliver greater efficiencies and ensure we can continue to use our revenue to invest in the quality of our homes as well as continuing to deliver more affordable homes.

Governance and stakeholders

The Regulator for Social Housing demands a **robust governance structure** and Sage has achieved the highest grading for Governance in our inaugural regulatory inspection. The Sage Registered Provider Boards aim to continue this journey through the **empowerment of supporting committees and customer scrutiny** to ensure strong oversight of activities and the management of risk. With over 180 years of social housing experience on the Boards alongside decades of experience in other sectors and investments, the Boards provide a strong direction for the continued development of Sage Homes.

We'll continue to work with the Government and its departments to find **new ways to alleviate the housing crisis** including creating additionality wherever we can and building on the thousands already delivered by Sage Homes. We've already made a significant contribution to attracting new capital to the affordable housing sector and driven growth in affordable homes delivered to those in housing need. We'll continue to openly share our experiences to ensure that the Government can meet its goal to expand the delivery of new affordable homes. We'll also continue to make sure that investors understand the impact-investment benefits of the sector and our new energy efficient homes.

Our people

OUR STRATEGIC GOAL

To build a portfolio of the best homes with the best customer support requires the best people, supported to do their best work.



We're a company built on the **ambition** to continually improve, balanced with the **empathy** we need to work well together and deliver our services with **fairness and respect**.

This unique combination of ambition coupled with genuine empathy is not for everyone. Sage has hired over hundreds of colleagues and spoken to over a thousand, so we know what we're looking for. When we find 'Sage people', we invest in their training, development and qualifications. We want our people to build their careers here, to improve the company and develop a common culture that drives success for all. We've previously committed to bringing on six new apprentices in 2025, training them to be future sector-leaders, and now continue to build our apprenticeship and early career programme.

Keeping our customers close to our people

Sage will always look to have high performing people and a lean structure. Information passes more rapidly between fewer layers of management so Sage will always try to ensure that managers are never too far from the customer. This will require constant vigilance and focus to ensure that the efficiency of the business and the voice of the customer continue to drive positive outcomes.

Our culture and behaviours

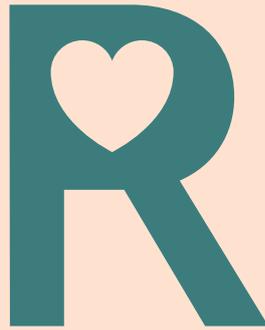
The **development culture** at Sage is one that has a baseline of compliance and governance to ensure all employees have real strength in understanding their role in the business and wider society. The development of qualifications is encouraged and we also provide all colleagues with extended learning opportunities on their personalised training accounts.

The Sage culture is underpinned by our three behaviours which aim to drive a culture of **fairness, respect and operational performance** – **Responsible, Respectful and Responsive**.



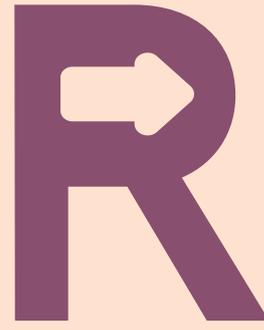
Responsible

Responsible is about taking personal responsibility and doing the right thing. This requires our people to be open and transparent about their work – this ranges from honesty with customers, taking personal ownership of a problem and raising concerns with managers. Our Boards and investors expect transparency from our people and this requires everyone to be constantly alert to issues and commit to working to find solutions.



Respectful

Respectful is about treating customers and colleagues with dignity and respect. It is about working to build trust through listening and empathy with the situation of another. Through understanding each other better, we can find the solutions required to help each other move forwards to a better place.



Responsive

Responsive is about responding to colleagues and customers promptly and openly. It requires regular communication to ensure customers and colleagues understand the timeframe for the completion of a task and updating them when things don't go according to plan. We encourage proactive thinking to ensure we are ahead of customers when things need doing.

Employee Forum

Our Employee Representative Forum gathers grassroots opinions from our workforce to improve how our business works and ensure we act transparently and in full partnership with our people.

Sage Together

Our employee workforce panel is volunteer-led, celebrating cultural events, raising money for charity through fund-raising and match-funding. It ensures that Sage maintains a strong, vibrant culture for everyone who works here.



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