



Our work creates change that is rooted in real places, real communities, and real lives. Across the North of England, people, partners, and organisations come together with us to strengthen wellbeing, reduce isolation, support independence, and create opportunities. This narrative brings together four interconnected perspectives that illuminate where this change happens and how it grows. By visualising these patterns, we deepen our understanding of our influence, our reach, and the stories unfolding across the region.

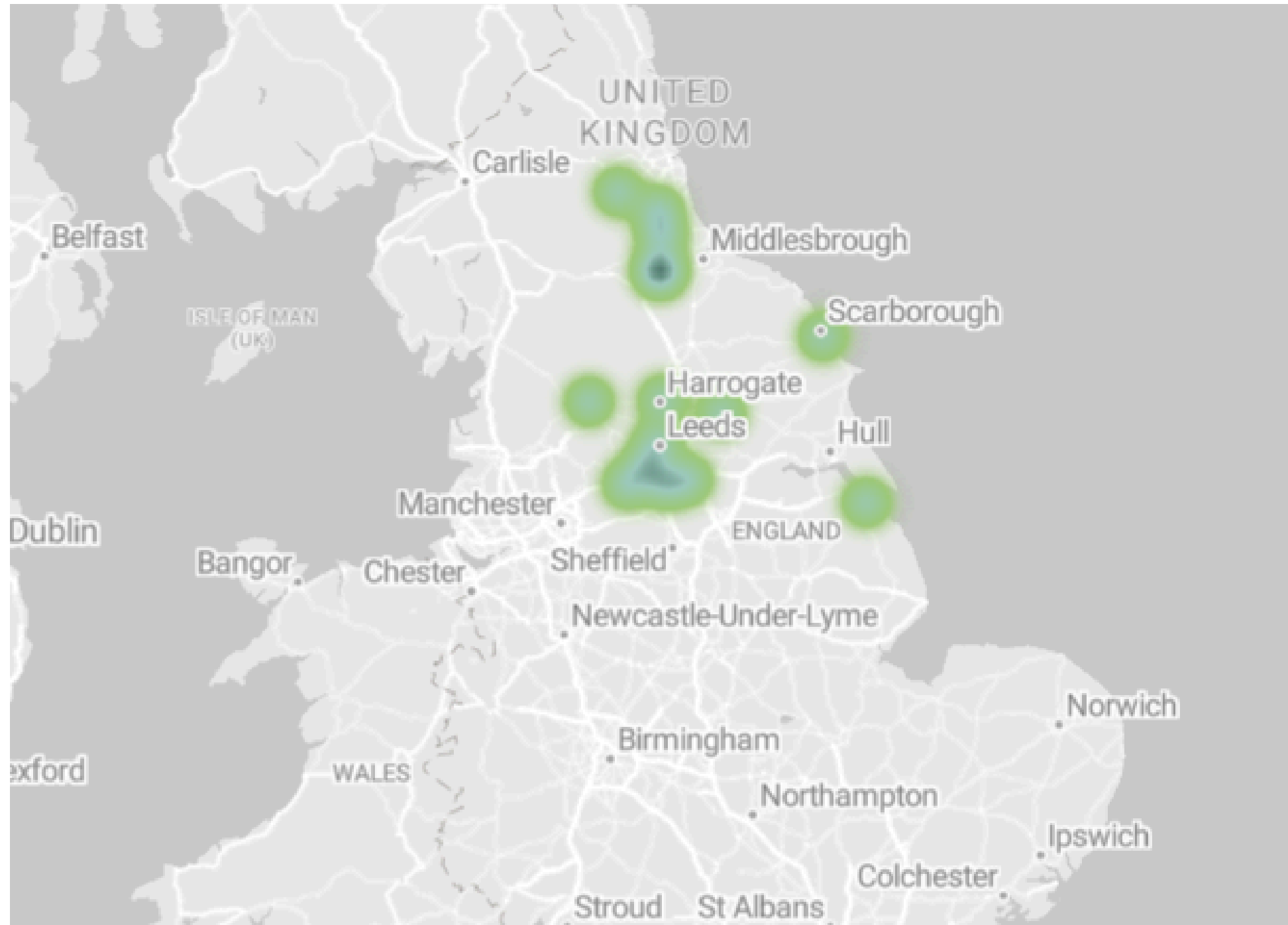
## WHERE SOCIAL VALUE IS CREATED AND REALISED

Data based on 2024/25 reporting year

Across the North of England, the places where we deliver support show where our Social Value Pledges come to life. Mapping these service locations reveals the communities where people are experiencing improved health and wellbeing, developing meaningful skills, building confidence through learning, and taking steps toward employment and volunteering.

It shows where individuals are reducing offending and harm through increased stability and inclusion, where access to safe and secure housing is creating the foundation for fulfilling lives, and where social isolation is easing as people reconnect with their communities.

These are the places of influence where clients and tenants are building resilience, gaining stability, growing in independence, and moving forward because of the support we provide.



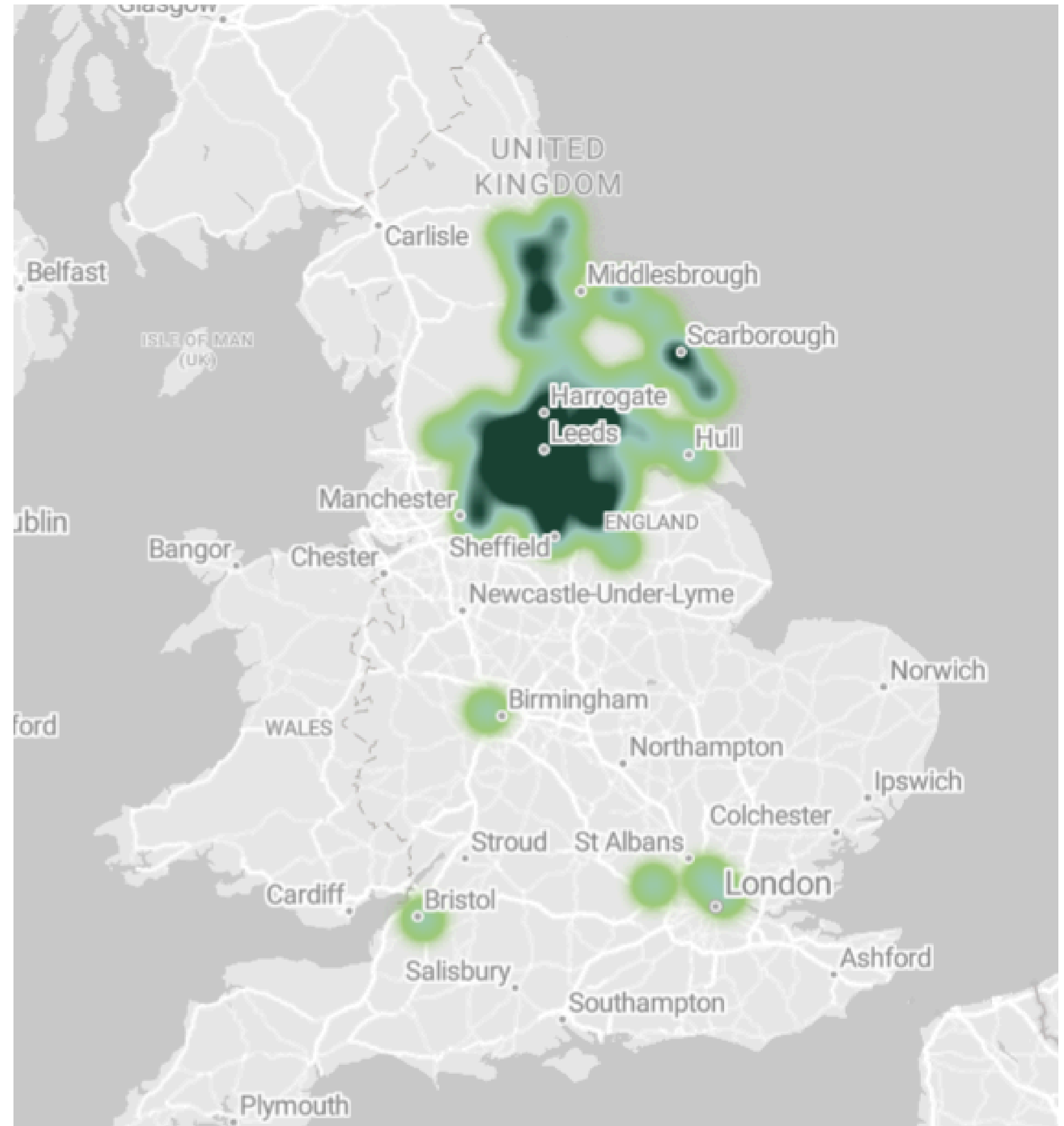
## WHERE OUR PEOPLE LIVE AND WORK

Our teams are part of the communities we serve. Many of our colleagues live in the same towns, cities, and neighbourhoods as the people they support, bringing local knowledge, connection, and understanding into every interaction.

Mapping where our employees live helps us see how deeply rooted our workforce is across the North of England. It highlights the places where local employment has grown, where we draw on regional skills, and where opportunities have been created for people to build meaningful careers close to home.

This visual shows the distribution of our workforce by area, illustrating how employing locally strengthens the communities around us, economically, socially, and culturally. It also shows where we continue to invest in local talent, apprenticeship pathways, volunteering routes into employment, and roles that support community identity and cohesion.

Together, these patterns show how our commitment to local employment enriches the region and helps ensure support is shaped by people who understand the places they serve.



## WHERE OUR SUPPLIERS ARE BASED

The organisations we work with form part of the wider ecosystem that helps communities thrive. Our suppliers are partners in delivering social value, strengthening local economies, creating opportunities, and helping us invest ethically and sustainably.

We are committed to buying local and sourcing responsibly wherever possible. Mapping supplier locations shows where our investment supports local jobs, strengthens regional supply chains, and helps keep economic value within our communities. It also highlights opportunities to further diversify our supply chain and increase the local pound.

We also encourage our suppliers to contribute to social value through fair employment, apprenticeships, environmental improvements, and community engagement.

Together, these partnerships amplify the impact we are able to achieve and ensure our procurement choices deliver meaningful outcomes for the people and places we serve.

