Affinus

Social Value Statement

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Affinus Social Value

Affinus is committed to delivering meaningful and measurable social value alongside the high-quality Microsoft integration and digital transformation services we provide to public sector and commercial clients across the UK. As a specialist technology consultancy, we recognise that our responsibilities extend beyond technical delivery to include the positive impact we can have on people, communities and the environment. Our approach to social value is therefore embedded within our organisational culture, governance structures and day-to-day operations, ensuring that it is not treated as an add-on, but as an integral part of how we do business.

Our social value journey is grounded in strong governance and evidence-based practice. Affinus has established a comprehensive suite of people, wellbeing and ethical policies, including Equality, Diversity and Inclusion, flexible working, wellbeing, recruitment, and modern slavery policies. These are supported through structured HR systems and external professional HR advisory support, enabling consistent implementation, regular review and alignment with current legislation and best practice

This framework provides a solid foundation for delivering fair, inclusive and supportive working practices, while also ensuring accountability and transparency for our clients and stakeholders.

Affinus already demonstrates tangible social value across all three core themes of the Social Value Model. In relation to equal opportunity and tackling economic inequality, we prioritise inclusive recruitment practices, local employment and skills development. Approximately 60% of our workforce is recruited locally, supporting local labour markets and regional economic participation. We operate open and fair recruitment processes, avoid discriminatory data collection, and actively support career development through mentoring, professional training and certification. Our recent apprenticeship opportunity for a university leaver further demonstrates our commitment to creating accessible entry routes into the technology sector and supporting long-term employability

As a consultancy that works extensively with SMEs, Affinus also contributes to inclusive economic growth beyond our direct workforce. We support small and medium-sized organisations with digital transformation and innovation, helping them improve resilience, efficiency and competitiveness. Our commitment to prompt payment practices further supports supplier sustainability, recognising the importance of reliable cash flow for smaller businesses. In addition, our senior leadership regularly contributes time and expertise to industry forums, supporting wider skills development and knowledge sharing across the technology sector.

In addressing climate change, Affinus takes a proportionate but structured approach aligned to our operational footprint. We have implemented an Environmental Policy and are investing in improved emissions measurement through automated carbon tracking tools, enabling us to establish a robust baseline and develop a credible Carbon Reduction Plan. Our predominantly remote delivery model significantly reduces travel-related emissions, while our office facilities are supported by renewable energy sources and our business travel vehicle use is fully electric. Environmental considerations are also embedded within our supplier evaluation processes through our ISO-certified management systems, ensuring responsible procurement and supply chain engagement

Employee wellbeing is a core pillar of our social value commitment. Affinus provides healthcare cover for all employees, including access to mental health support, health screening and an Employee Assistance Programme. Flexible working, ergonomic support, regular communication, recognition of achievement and opportunities for social connection are embedded within our operating model, supporting a healthy, engaged and productive workforce. These measures are particularly important within a remote-first consultancy environment and reflect our commitment to sustainable, people-centred growth.

Affinus recognises that social value is an evolving journey. Through our ongoing Social Value Audit and continuous review of policies, practices and performance, we are committed to strengthening measurement, increasing transparency and expanding our impact over time. This balanced, evidence-led approach ensures that our social value commitments remain credible, deliverable and aligned with the expectations of UK public sector contracting authorities, while delivering genuine benefit to the communities in which we operate.

Affinus Limited Social Value Policy

1. Purpose

This Social Value Policy sets out Affinus' commitment to delivering positive social, economic and environmental outcomes through its business activities. The policy defines how Affinus integrates social value into its governance, decision-making and service delivery, ensuring alignment with UK public sector expectations and the Social Value Model (PPN 002). It applies across all operations and contracts, and is designed to support transparent, proportionate and measurable social value delivery.

2. Scope

This policy applies to:

- All Affinus employees, contractors and directors
- All Affinus suppliers and partners involved in contract delivery
- All UK public sector and commercial contracts where social value forms part of contractual or evaluative requirements

The policy covers the three core Social Value Model themes:

- Equal Opportunity
- Tackling Economic Inequality
- Fighting Climate Change
- Well-being

3. Policy Commitments

Affinus is committed to:

- Promoting fair, inclusive and accessible employment practices
- Supporting local employment, skills development and SME growth
- Reducing environmental impact in a proportionate and evidence-led manner
- Protecting and enhancing employee health, wellbeing and work–life balance
- Delivering social value that is credible, measurable and aligned to contract requirements

4. Governance and Accountability

Responsibility for social value delivery sits with Affinus' senior leadership team, who are accountable for:

- Approving this policy and ensuring it is implemented effectively
- Allocating appropriate resources to support social value delivery
- Reviewing performance and progress against social value commitments

Operational responsibility is supported through:

- HR management systems and external HR advisory support
- ISO-certified management systems (ISO 9001 and ISO 27001)
- Environmental and supplier management processes
- Ongoing Social Value Audit and internal review mechanisms

All employees are expected to act in accordance with this policy and to contribute positively to Affinus' social value objectives.

5. Equal Opportunity

Affinus is committed to creating a workplace free from discrimination, harassment and inequality. We will:

- Maintain and implement Equality, Diversity and Inclusion, recruitment, flexible working and wellbeing policies
- Apply fair and inclusive recruitment practices focused on skills, experience and potential
- Remove barriers to employment through flexible and remote working arrangements
- Support accessibility within our physical and digital working environments
- Promote development, progression and retention through mentoring, training and professional accreditation

6. Tackling Economic Inequality

Affinus recognises its role in supporting inclusive economic growth. We will:

- Prioritise local recruitment where feasible to support regional labour markets
- Provide entry routes into employment through apprenticeships and early-career opportunities
- Support skills development and employability through mentoring and training
- Engage with SMEs and local enterprises to support digital capability and resilience
- Operate prompt and fair payment practices for suppliers
- Share knowledge and expertise through industry engagement and professional forums

7. Fighting Climate Change

Affinus is committed to responsible environmental stewardship. We will:

- Maintain an Environmental Policy and Carbon Reduction Plan
- Measure and monitor emissions using appropriate tools and methodologies
- Reduce travel-related emissions through remote-first delivery models
- Promote energy-efficient working practices and low-emission transport
- Consider environmental performance within supplier selection and management
- Raise sustainability awareness across the organisation

Affinus acknowledges that environmental practices will evolve over time and is committed to continuous improvement aligned with business scale and impact.

8. Well-being

Affinus is committed to protecting and promoting employee wellbeing. We will:

- Provide access to healthcare benefits, including mental health support and EAP services
- Support flexible working and work–life balance
- Encourage healthy working practices, including regular breaks and ergonomic working
- Promote social connection, communication and recognition across the organisation
- Review wellbeing support regularly through employee engagement and feedback

9. Localisation of Social Value

For each contract, Affinus will:

- Align social value commitments to local authority or regional priorities
- Localise delivery through local employment, skills support and SME engagement
- Agree measurable, proportionate social value targets at contract inception
- Deliver place-based benefits without compromising service quality

10. Measurement, Monitoring and Reporting

Affinus will:

- Track social value activity through internal systems and Social Value Audits
- Monitor progress against commitments agreed within individual contracts
- Report social value delivery transparently where required by clients
- Use findings to inform continuous improvement and future commitments

11. Continuous Improvement

Affinus recognises that social value delivery is an ongoing process. This policy will be:

- Reviewed periodically to reflect organisational growth, regulatory changes and best practice
- Updated in line with new evidence, improved measurement capability and stakeholder feedback

Affinus is committed to strengthening its social value performance over time in a way that is credible, proportionate and aligned to the expectations of UK public sector contracting authorities.

1. Equal Opportunity: Reducing workforce inequalities and barriers for underrepresented groups

At Affinus, we are committed to creating a fair, inclusive and supportive working environment in which all individuals are treated with dignity and respect, and where opportunities are accessible regardless of background or personal circumstances. As a specialist Microsoft integration consultancy, our success depends on the skills, perspectives and wellbeing of our people. We therefore recognise that reducing workforce inequalities and removing barriers for underrepresented groups is not only a social responsibility, but a core business imperative that supports innovation, collaboration and long-term sustainability.

Our approach to equal opportunity is underpinned by a clear and comprehensive governance framework. We have established and embedded a formal Equality, Diversity and Inclusion (EDI) Policy, supported by a suite of complementary people policies covering recruitment, flexible working, wellbeing, harassment and bullying, whistleblowing, and family-friendly employment practices. These policies are implemented and monitored through our HR management system and in partnership with an external HR advisory service, ensuring that they are applied consistently, reviewed regularly, and kept aligned with current employment legislation and best practice

In practice, Affinus applies inclusive recruitment principles to reduce the risk of bias and discrimination at entry points to employment. Our recruitment processes are designed to focus on skills, experience and potential rather than personal characteristics, and we avoid requesting information that could unfairly disadvantage candidates. Vacancies are advertised openly through our website, professional networks and trusted recruitment partners, enabling us to reach a broad and diverse candidate pool. As a result, our workforce reflects a mix of genders and ethnic backgrounds, and approximately 60% of our employees are recruited locally, supporting both inclusion and regional economic participation

We also recognise that equal opportunity extends beyond recruitment into progression, development and day-to-day working practices. Mentorship plays a central role in our people strategy. All staff work alongside allocated mentors, and we regularly hold structured town-hall learning sessions to support knowledge sharing, confidence-building and professional growth. This model is particularly important in supporting early-career entrants and those transitioning into specialist technical roles. In line with this commitment, we have recently created an apprenticeship opportunity for a university leaver, providing structured mentoring and hands-on experience within a supportive consultancy environment

Affinus actively supports flexible and accessible working arrangements to remove barriers for individuals with caring responsibilities, health needs or other personal circumstances. We operate a flexible working policy and a predominantly remote delivery model, which reduces geographic constraints and enables staff to balance work with wider responsibilities. Our move to an accessible office environment further demonstrates our commitment to ensuring that physical workplaces do not exclude individuals with mobility or accessibility requirements.

While we acknowledge that, as a growing SME, some initiatives such as formal employee resource groups or annual diversity reporting are not yet proportionate to our size, we are transparent about our current position and committed to continuous improvement. Through regular policy review, employee engagement and our ongoing Social Value Audit process, we are strengthening our ability to measure impact, identify gaps and build more structured equal opportunity initiatives over time. This measured, evidence-led approach ensures that our commitments remain credible, deliverable and aligned to the expectations of public sector clients and the Social Value Model.

Equal Opportunity – Existing Social Value Evidence

- Implemented a formal Equality, Diversity and Inclusion (EDI) Policy, embedded across the organisation and reviewed regularly.
- Workforce includes employees from different ethnic backgrounds and genders, reflecting inclusive recruitment practices.
- Established recruitment policy with open advertising via company website, LinkedIn and trusted recruitment agencies.
- Adoption of blind recruitment principles, avoiding the collection of information that could lead to discrimination during recruitment.
- Approximately 60% of the workforce are local hires, supporting local employment and access to work opportunities.

- Use of Breathe HR system and external HR advisory support to implement, monitor and manage EDI and people policies.

- Recently relocated to an accessible office environment, improving physical accessibility for employees.

- Implemented a Flexible Working Policy, supporting remote and flexible working arrangements.

- Operates a structured mentorship model, including allocated mentors and regular town-hall learning sessions.

- Opened an apprenticeship opportunity for a university leaver, supported through mentorship and on-the-job development.
- Actively acknowledges and celebrates diverse cultural, religious and ethnic events important to employees.
- Maintains ISO 9001 and ISO 27001 certifications, with regular third-party audits supporting fair, consistent and transparent organisational practices.

- Encourages and supports staff to achieve professional accreditations, particularly in Microsoft technologies relevant to their roles.

- Operates an approved supplier register, taking supplier credentials and standards into account when engaging third parties.

- Actively engages with local SMEs and businesses, including reciprocal working arrangements where appropriate.

2. Tackling Economic Inequality

Affinus recognises that tackling economic inequality is a fundamental component of responsible business practice and a key contributor to sustainable economic growth within the communities in which we operate. As a specialist technology consultancy delivering Microsoft integration and digital transformation services, we are acutely aware that access to skills, employment and modern technology plays a critical role in reducing disparities in opportunity and supporting inclusive economic participation. Our approach therefore focuses on creating fair access to employment, supporting skills development, enabling SME growth, and ensuring responsible commercial practices across our supply chain.

A central element of our contribution to tackling economic inequality is our commitment to local employment and skills development. Approximately 60% of our workforce is recruited locally, ensuring that the economic benefits of our operations are retained within the communities where we are based. By operating a predominantly remote

delivery model alongside a local office presence, we are able to widen access to employment opportunities, particularly for individuals who may otherwise be constrained by geography, caring responsibilities or travel costs. This model supports a more inclusive labour market while maintaining high-quality service delivery for our clients

Affinus also places strong emphasis on developing skills and improving long-term employability. We actively encourage and support employees to pursue professional development through training, certification and continuous learning, particularly in Microsoft technologies and digital innovation. Mentorship is embedded across the organisation, with all staff involved in both formal and informal mentoring relationships. This approach helps individuals to build confidence, develop technical and professional capabilities, and progress within their careers. In addition, we have recently created an apprenticeship opportunity for a university leaver, providing a structured entry route into skilled employment and addressing early-career barriers to accessing the technology sector

Beyond our direct workforce, Affinus contributes to tackling economic inequality through our engagement with SMEs and local enterprises. We work with small and medium-sized organisations across a range of sectors, supporting their digital transformation journeys and enabling them to innovate through technology. By helping SMEs improve efficiency, resilience and competitiveness, we indirectly support job creation, productivity and economic stability within local and regional economies. Our commitment to prompt payment further supports supplier sustainability, as we operate a clear policy to pay invoices by the agreed due date, recognising the importance of cash flow for smaller businesses

We also contribute to wider skills development and knowledge sharing through industry engagement. Our senior leadership, including our CTO, regularly participates in industry forums and professional communities, offering time and expertise to support the dissemination of knowledge on technological advances and digital transformation. While we acknowledge that some community-focused initiatives and formal reporting mechanisms are still developing, we are committed to strengthening our measurement and reporting through our ongoing Social Value Audit. This ensures that our approach to tackling economic inequality remains proportionate, evidence-led and aligned to public sector expectations, while delivering meaningful and sustainable impact.

Tackling Economic Inequality – Existing Social Value Evidence

- Approximately 60% of Affinus' workforce are recruited locally, supporting access to employment within local and regional labour markets.

- Recently created an apprenticeship opportunity for a university leaver, providing an entry route into skilled employment within the technology sector.
- Operates a structured approach to training and skills development, encouraging employees to pursue professional development and relevant courses.
- Actively engages in educational and industry learning forums, contributing to skills development and knowledge sharing across the sector.
- All staff participate in formal and informal mentoring, supporting skills transfer and professional development.
- Maintains ISO 9001 and ISO 27001 accreditation, including a Supplier Relationship Aspects Directive to support fair and consistent procurement practices.
- Works extensively with SMEs across multiple sectors, supporting digital transformation, innovation and operational efficiency.
- Operates a clear prompt payment approach, paying supplier invoices by the agreed due date.
- Provides technology and digital transformation support to local enterprises, improving capability, resilience and competitiveness.
- Senior leadership, including the CTO, regularly provides pro bono knowledge-sharing through industry forums, supporting wider sector capability building.
- Has implemented systems to track and audit social value activity and is currently undertaking a more rigorous Social Value Audit to improve reporting and measurement.

3. Fighting Climate Change

Affinus recognises that addressing climate change is a shared responsibility and an increasingly important consideration for public sector clients, partners and wider society. As a technology consultancy delivering Microsoft integration and digital transformation services, our direct environmental footprint is relatively modest; however, we acknowledge that this does not diminish our responsibility to understand, reduce and manage our environmental impact. Our approach to fighting climate change is therefore grounded in proportionate action, robust governance, and a clear commitment to continual improvement, aligned with the expectations of the PPN 002 Social Value Model.

Our environmental approach is underpinned by formal policy and structured management practices. Affinus has implemented an Environmental Policy and has committed to improving the way we measure, monitor and reduce our carbon emissions over time. Recognising the importance of credible data, we have subscribed to an automated emissions tracking and reporting tool, enabling us to establish a more accurate baseline assessment of our carbon footprint and to develop a structured Carbon Reduction Plan. This investment reflects our commitment to moving beyond high-level intent and towards evidence-based carbon management, with defined targets currently being developed for implementation from 2026 onwards

A key component of our carbon reduction approach is our operating model. Affinus delivers the majority of its services remotely, significantly reducing emissions associated with commuting, business travel and onsite delivery. Where staff do attend our offices, they are predominantly local, further limiting travel-related emissions. This remote-first model not only supports environmental sustainability but also aligns with flexible working and wellbeing objectives, demonstrating an integrated approach to social value delivery

We also take steps to reduce emissions associated with energy consumption and equipment use. Our office facilities are provided by a landlord that actively utilises renewable energy sources, including biomass boilers and solar photovoltaic arrays, contributing to lower-carbon energy consumption. In addition, our workforce uses energy-efficient IT equipment wherever possible, and employees who require vehicles for business purposes operate 100% electric vehicles. While some building-level improvements remain outside of our direct control due to the nature of our leased premises, we actively consider environmental performance when selecting office locations and suppliers

Environmental responsibility is also embedded within our procurement and supplier management practices. Through our ISO 9001 and ISO 27001 accredited management systems, we maintain a Supplier Relationship Aspects Directive that requires consideration of supplier quality, security and sustainability credentials. This ensures that environmental considerations are integrated into commercial decision-making in a proportionate and consistent manner. We further support sustainability awareness internally through employee surveys and engagement activities linked to our environmental policy, helping to build understanding and shared responsibility across the organisation.

While we recognise that some elements of environmental practice, such as formal energy audits, third-party environmental certification and detailed sustainability reporting, are still developing, we are transparent about our current position. Through ongoing monitoring, regular review of our Carbon Reduction Plan and continued use of automated reporting tools, Affinus is committed to strengthening its contribution to fighting climate change in a way that is credible, measurable and aligned with public sector expectations

Evidence – Fighting Climate Change

- Implementation of an Environmental Policy outlining Affinus' commitment to reducing environmental impact.
- Subscription to an automated carbon tracking and reporting tool to support accurate measurement and reporting of emissions.
- Baseline emissions assessment in progress, enabled through automated reporting tools.
- Development of a Carbon Reduction Plan, with emissions reduction targets planned from 2026 onwards.
- Commitment to regular surveys and updates to support ongoing carbon monitoring and reporting.
- Predominantly remote service delivery model, significantly reducing business travel and commuting emissions.
- Majority of office-based staff are local to the office, further reducing travel-related emissions.
- Use of energy-efficient IT equipment by office-based and remote staff.
- Office facilities provided by a landlord that uses renewable energy sources, including biomass boilers and solar PV arrays.
- 100% electric vehicles used by employees where vehicles are required for company business.
- Supplier evaluation processes include consideration of sustainability commitments, embedded within ISO-certified management systems.
- Internal employee engagement and awareness activities linked to environmental policy and emissions reduction.

4. Well-being

Affinus places the wellbeing of its employees at the centre of its organisational culture, recognising that a healthy, supported and engaged workforce is fundamental to delivering high-quality services and sustaining long-term business success. As a specialist technology consultancy operating in a fast-paced and intellectually demanding environment, we are conscious of the pressures that can arise from remote

working, project delivery deadlines and continuous technological change. Our approach to wellbeing is therefore proactive, structured and embedded within our people policies, ensuring that physical, mental and emotional health are supported in a consistent and inclusive manner.

Our wellbeing framework is underpinned by a comprehensive suite of employment policies and benefits designed to support employees throughout different stages of their personal and professional lives. Affinus provides healthcare cover for all employees, which includes access to an Employee Assistance Programme (EAP), mental health support and health screening services. This ensures that employees have timely access to confidential advice and professional support when needed, helping to reduce stigma around mental health and encouraging early intervention. These benefits are complemented by formal wellbeing, absence management and flexible working policies, all of which are implemented and monitored through our HR management systems to ensure consistency and fairness

Flexible working is a cornerstone of our wellbeing approach. We operate a predominantly remote working model, supported by a formal Flexible Working Policy, enabling employees to manage their work alongside caring responsibilities, health needs and personal commitments. This flexibility helps to reduce stress associated with commuting and supports a healthier work–life balance. Where employees attend our offices, they benefit from a supportive physical environment, including designated quiet spaces for rest and reflection, as well as access to outdoor grounds that encourage movement and restorative breaks during the working day

Affinus also actively promotes positive day-to-day wellbeing practices. Employees are encouraged to take regular breaks, maintain healthy working patterns and make use of ergonomic equipment to support good posture and physical comfort, particularly for home-based workers. We provide guidance and equipment to support ergonomic working arrangements, recognising the importance of preventing long-term musculoskeletal issues in a predominantly digital working environment. In addition, we actively encourage physical activity and support employee gym memberships as part of our wider wellbeing incentives, reinforcing the link between physical health and overall wellbeing

Social connection and recognition play an important role in maintaining wellbeing within a distributed workforce. Affinus regularly holds internal town-hall meetings to encourage open communication, collaboration and team cohesion. We also organise social events throughout the year to bring employees together, helping to combat isolation and strengthen relationships across teams. Employee achievements are actively recognised and celebrated, both in relation to project delivery and personal development, and all staff are supported through formal personal development plans. While we acknowledge that some structured wellbeing initiatives will continue to evolve as the organisation grows, we remain committed to reviewing and strengthening our wellbeing support through ongoing employee engagement and our wider Social Value Audit process,

ensuring that our approach remains responsive, proportionate and aligned with public sector expectations.

Well-being

- Provision of healthcare cover for all employees, including access to an Employee Assistance Programme (EAP).
- Healthcare provision includes mental health support and health screening services, supporting early intervention and preventative care.
- Implementation of a formal Flexible Working Policy, supporting remote and flexible working arrangements.
- Predominantly remote working model, supporting work–life balance and reducing commuting-related stress.
- Encouragement of regular breaks to promote healthy working practices.
- Provision and use of ergonomic equipment to support good posture and physical wellbeing for home-based and office staff.
- Designated quiet space within the office for employees to rest and take time out.
- Office environment set within accessible outdoor grounds, supporting restorative breaks and wellbeing.
- Support for employee gym memberships and encouragement of regular physical activity.
- Regular internal town-hall meetings, supporting communication, engagement and team cohesion.
- Organisation of social and team-building events throughout the year to support connection and morale.
- Active recognition and celebration of employee achievements, including project delivery and personal development.
- Use of formal personal development plans, supporting employee growth, motivation and job satisfaction.

Localising Social Value Delivery for Affinus Contracts in UK Cities

Affinus recognises that effective social value delivery must be relevant to the communities in which public sector contracts are delivered. As a UK-based Microsoft integration and digital transformation consultancy, our operating model enables us to localise social value activity in a practical and proportionate way, aligned to local priorities, labour markets and economic conditions. Our approach focuses on leveraging our people, skills and delivery model to generate meaningful place-based outcomes while remaining credible and deliverable within the scope of each contract.

A key mechanism for localisation is our commitment to local employment and skills development. With approximately 60% of our workforce already recruited locally, Affinus is well positioned to prioritise local hiring for contract delivery where feasible. For contracts aligned to specific UK cities or regions, we can commit to to advertising opportunities locally, engaging regional recruitment networks and offering flexible or remote roles that widen access to employment for residents who may face barriers related to transport, caring responsibilities or cost of living pressures. This approach allows us to respond to local economic inequality priorities without over-reliance on physical relocation or travel-intensive delivery models.

Affinus' apprenticeship and mentoring model also provides a strong foundation for place-based social value. For locally delivered contracts, we can align apprenticeship opportunities, early-career placements or structured mentoring support to regional education providers, universities or skills initiatives. By offering supervised, skills-based experience in digital transformation and Microsoft technologies, we can help address local skills shortages in the technology sector while supporting pathways into higher-value employment. This approach is particularly relevant in cities seeking to strengthen digital capability within their local economies.

Supporting local SMEs and voluntary sector organisations is another core strand of our localisation approach. Affinus already works extensively with SMEs to support digital transformation and operational resilience. For local authority or regional public sector contracts, this expertise can be targeted towards local enterprises, social enterprises or community organisations, for example through pro bono advisory sessions, participation in local business forums or targeted knowledge-sharing workshops. These activities help strengthen local supply chains, improve productivity and contribute to inclusive economic growth within the contract geography.

Our remote-first delivery model also enables us to localise environmental and wellbeing benefits. By minimising travel and prioritising local attendance where in-person engagement is required, we reduce transport-related emissions and support local sustainability objectives. Where Affinus operates from local offices, we can maximise the use of accessible facilities, local suppliers and renewable-energy-backed premises, ensuring that contract delivery aligns with local climate and wellbeing priorities.

Finally, Affinus ensures that social value localisation is governed, monitored and reported in line with contract requirements. For each contract, we can agree specific, measurable social value commitments aligned to local authority priorities and the Social Value Model themes. Delivery will be monitored through our existing management systems and Social Value Audit processes, enabling transparent reporting and continuous improvement. This structured but flexible approach ensures that Affinus' social value commitments remain locally relevant, proportionate to contract size, and demonstrably beneficial to the communities we serve.

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