

OUR STRATEGIC OBJECTIVES

# DELIVERING FOR OUR CUSTOMERS AND UNIVERSITIES



The key pillars of our strategy reflect our commitment to deliver long-term value for our range of stakeholders. This means providing a Home for Success for students and universities, delivering attractive returns for shareholders and ensuring we deliver a positive impact for the environment, our people and communities.

## STRATEGIC FOCUS

- Delivering a best-in-class student experience
- Investment to enhance our physical estate
- Investment in our digital capabilities and technology platform
- Segmentation of our product and service

## PROGRESS IN 2022

- Moved to new operating model with 24/7 on-property staffing
- Further improved student support developing a Higher Education-aligned framework
- Launched digital check-out, customer notifications MyPerks and student welfare self-serve via our app
- Opened two new properties, Campbell House and Hayloft Point, and fully refurbished three properties in Manchester
- Delivered enhancements in our Service and Emergency Contact Centre availability for students and guarantors



24/7

on property  
staffing

NEW PROPERTIES

opened in 2022: Campbell House  
and Hayloft Point

## OBJECTIVES FOR 2023

- Build great frontline leaders and teams, attracting the right talent, fully trained and engaged
- Deliver an enhanced digital experience through continued investment in our technology platforms
- Deliver Morriss House development in Nottingham for the 2023/24 academic year

## LINKS TO PERFORMANCE

- Student Net Promoter Score
- Higher Education Net Promoter Score
- Customer retention
- New nomination agreements and university partnerships
- Social advocacy

1. Further analysis of operational KPIs can be found on page 30 and in the Financial review on pages 32-34.

OUR STRATEGIC OBJECTIVES continued

# ATTRACTIVE RETURNS FOR SHAREHOLDERS



99%

occupancy for the 2022/23 academic year

1,489 NEW BEDS

through development completions and refurbishments

## STRATEGIC FOCUS

- Sustainable growth in earnings
- Delivery of attractive total accounting returns
- Increasing portfolio alignment to the strongest universities
- Sourcing new growth opportunities through development and university partnerships
- Disciplined capital management with new capital to pursue growth opportunities

## PROGRESS IN 2022

- Achieved 99% occupancy and 3.5% rental growth for the 2022/23 academic year
- EBIT margin increased to 67.9%
- Delivered 1,489 new beds through development completions and refurbishments
- Secured planning approval for our Jubilee House development in Stratford
- £339 million (Unite share: £256 million) of disposals, increasing portfolio quality

## OBJECTIVES FOR 2023

- Deliver new funding to support the Group's growth activities
- Improve returns on uncommitted schemes in the development pipeline
- Identify new investment opportunities through development and university partnerships
- Review investment activity into the estate and identify opportunities for accretive refurbishments

## LINKS TO PERFORMANCE

- Earnings per share
- NTA per share
- Total accounting return
- Like-for-like rental growth
- Earnings before interest and taxes (EBIT) margin
- Loan-to-value (LTV)

1. Further analysis of operational KPIs can be found on page 30 and in the Financial review on pages 32–34.

OUR STRATEGIC OBJECTIVES continued

# CREATING A RESPONSIBLE AND RESILIENT BUSINESS



## STRATEGIC FOCUS

- Becoming net zero carbon across our operations and developments by 2030
- Ensuring compliance with future EPC regulations
- Supporting wider access to Higher Education through the Unite Foundation and the Leapskills programme
- Providing opportunities for people to develop and grow
- Increasing the diversity of our leadership teams
- Maintaining our proactive approach to fire safety

## PROGRESS IN 2022

- Delivered energy-efficient capital projects representing over £13 million in total investment
- Increased the proportion of buildings achieving A-C EPC ratings from 57% to 80%
- Created The Academy to give tailored learning experiences for all our employees
- Launched our Diversity, Equity, Inclusion, Belonging and Wellbeing strategy
- Introduction of enhanced family leave policies
- Increasing diversity within our leadership team
- Completed fire safety works for the replacement of HPL cladding on 6 high-rise properties

# 80%

of buildings  
achieving A-C  
EPC ratings

## THE ACADEMY

was created to give tailored  
learning experiences for all  
our employees

### OBJECTIVES FOR 2023

- Enhance the Group's reputation with key stakeholders
- Deliver lasting improvements in environmental performance through capital projects and student engagement
- Increase engagement and ownership by employees around sustainability objectives
- Continue to progress fire safety improvement projects

### LINKS TO PERFORMANCE

- Carbon emissions
- Energy and water intensity
- EPC ratings
- Employee engagement
- Investment in social initiatives
- Gender and ethnic diversity
- Unite Foundation scholarships
- Global Real Estate Sustainability Benchmark (GRESB) rating
- Number of reportable accidents

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