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.

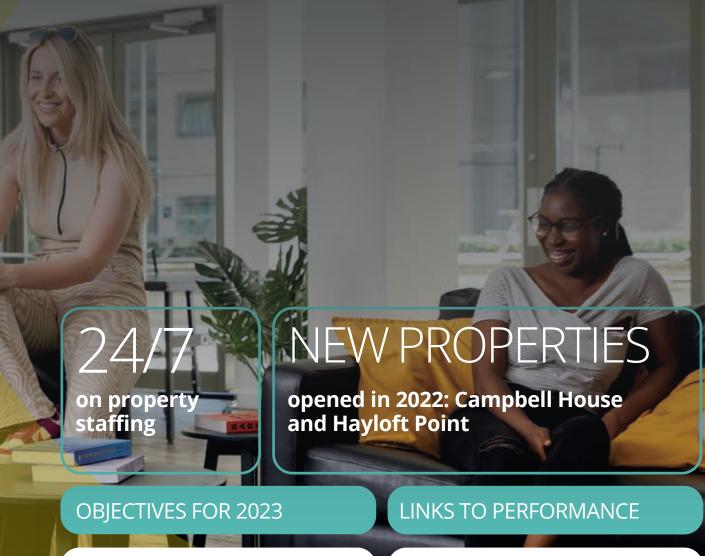
STRATEGIC FOCUS

- 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





- 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
- 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



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