EQUILEAP GENDER EQUALITY

BENCHMARK REPORT

April 2023

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EQUILEAP
MAKE A DIFFERENCE AND A RETURN

Company: Benchmark company

This Benchmark Report has been created specifically for **Benchmark company** (hereafter "**the Company**"). It contains a comprehensive analysis of the company's performance against the Scorecard, accompanied by detailed comparisons to selected peers (together with the Company, the "**Benchmark Sample**" as defined hereunder), as well as more high-level group (sub-sector) and country trends. It also points out key areas for improvement on gender equality metrics.

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Scope of the analysis

This report analyses Equileap's 2022 dataset, for which research was carried out throughout the calendar year and was closed on 19 December 2022. The 2022 dataset was used for the 2023 Global Report & Ranking.

The following selection of companies are used for comparison purposes.

Global: 3,787 companies in the 2022 dataset (ranked and analysed in 2023 Global Report)
Country: 108 companies listed in France
Group: 40 companies in the Household & Personal Products group
Selected Peers:

1. Entity 1 ("**Peer company 1**")
2. Entity 2 ("**Peer company 2**")
3. Entity 3 ("**Peer company 3**")
4. Entity 4 ("**Peer company 4**")
5. Entity 5 ("**Peer company 5**")

Research methodology

Equileap researches and ranks ~4,000 publicly-listed companies around the world annually using a unique and comprehensive Gender Equality Scorecard™ (the "**Scorecard**"). This covers 19 criteria, including gender balance across four company levels, the gender pay gap, and policies relating to parental leave and sexual harassment.

Research is conducted by our expert analysts, who evaluate each company based on sustainability reports, annual reports, company policies, and official websites. We reach out to each company once per year, giving them the chance to validate the data we have collected and to provide relevant additional (public) information.

Disclaimer: All information in this report is meant for internal reference only, by the company that commissioned the report. Nothing in this report, nor any of the findings, relating to the company itself, its peers, or group, sector, country, and global averages, may be communicated on or shared outside of the commissioning company, and may not be used as promotional material in any respect (e.g. social media posts). Please see the Disclaimer at the end of the report for more details.

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About Equileap

Equileap is the leading provider of data and insights on gender equality in the corporate sector. Our high-quality data underpins three key areas of impact:

1. We enable investors to enhance responsible investing with a gender lens, analysing the social aspect of ESG policies and practices.
2. We directly engage with companies to explain their gender equality performance and indicate areas for improvement.
3. We contribute to public discussion and encourage corporate accountability through our publications, which analyse global trends in workplace gender equality.

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1. Evaluation Overview

This section presents an overview of the Company's gender equality performance. The charts below cover the Company's performance with comparisons to the Benchmark Sample, group, and country averages. Page 4 displays the evaluations of the Company and benchmark sample against the 19 criteria of the Scorecard, analysed in depth in the subsequent report sections. Page 5 provides three Top 10 rankings, listing the best-scoring companies per group, sector, and country.

Company score
XX%
Benchmark company

Average Performance

XX%
Benchmark sample

XX%
Household & Personal Products

XX%
France

Gender Equality Scores for Benchmark Sample (%)

Year-on-Year Progression

Scores and rankings of benchmark sample from 2020-2022

Company	2020 Dataset		2021 Dataset		2022 Dataset	
	Score (%)	Global Rank	Score (%)	Global Rank	Score (%)	Global Rank
Benchmark company	XX	**XXX**	XX	**XXX**	XX	**XXX**
Peer company 1	XX	**XXX**	XX	**XXX**	XX	**XXX**
Peer company 2	XX	**XXX**	XX	**XXX**	XX	**XXX**
Peer company 3	XX	**XXX**	XX	**XXX**	XX	**XXX**
Peer company 4	XX	**XXX**	XX	**XXX**	XX	**XXX**
Peer company 5	XX	**XXX**	XX	**XXX**	XX	**XXX**

COPY

Purchase Gender Equality Scorecard[1]

Evaluate success with metrics, goal, milestone

Measurement Dimensions (No Limitation)						
1.1 Measurement Dimension 1						
1.2 Measurement Dimension 2						
Gender Management (No Limitation)						
2.1 Management 1						
2.2 Management 2						
Beneficiaries (No Limitation)						
3.1 Beneficiary 1						
Gender Pay Gap and Equal Pay						
4.1 Gender Pay Gap						
4.2 Gender Pay Gap and Equal Pay						
Established gender management pay gaps						
Established gender management pay gaps within 5% of avg. gender						
Working to close key gender pay gaps						
Established to close key gender pay gaps within 5% of avg. gender						
Established to close key gender pay gaps 5% to 10% of avg. gender						
4.3 Personnel Leaves (Post Evaluation)						
Personnel leaves for achieving male genders						
Personnel leaves for recruiting male genders						
Intake of leaves for achieving male genders						
Intake of leaves for recruiting male genders						
4.4 Position Work Options						
Position working hours						
Position work flexibility						
Training and Career Development						
5.1 Training and Career Development						
5.2 New entrant Training						
Promotion From Intakes, Moves & Vacant Management						
6.1 Hiring at Work						
Human Rights						
7.1 Social Supply Chain Management						
Supplier Working Programmes						
8.1 Supplier Code Pay Standards						
Engineering in the Job Safety						
9.1 Gender Audit Surveillance						

[1] Please use the appendix Data Dictionary for more details on each metric.
[2] Gender Pay Gap data, demonstrate for capability. Please use the Data Dictionary for details.
[3] Please use the Data Dictionary for details and to find Examples for Financial Gaps.

Top 10 in Household & Personal Products (Group)

Global Rank	Company	Country of Exchange	Gender Equality Score (%)
11	Company 1	France	XX
23	Company 2	United States of America	XX
69	Company 3	United Kingdom	XX
104	Company 4	Australia	XX
110	Company 5	Sweden	XX
229	Company 6	United Kingdom	XX
315	Company 7	United States of America	XX
384	Company 8	United States of America	XX
390	Company 9	United States of America	XX
417	Company 10	Germany	XX

Top 10 in Consumer Staples (Sector)

Global Rank	Company	Country of Exchange	Gender Equality Score (%)
2	Company 1	United Kingdom	XX
11	Company 2	France	XX
23	Company 3	United States of America	XX
39	Company 4	France	XX
42	Company 5	United Kingdom	XX
69	Company 6	United Kingdom	XX
74	Company 7	Australia	XX
76	Company 8	United States of America	XX
92	Company 9	United States of America	XX
104	Company 10	Australia	XX

Top 10 in France

Global Rank	Company	Group	Gender Equality Score (%)
11	Company 1	Household & Personal Products	XX
12	Company 2	Consumer Services	XX
30	Company 3	Capital Goods	XX
34	Company 4	Pharmaceuticals, Biotechnology & Life Sciences	XX
35	Company 5	Telecommunication Services	XX
39	Company 6	Food, Beverage & Tobacco	XX
46	Company 7	Media & Entertainment	XX
53	Company 8	Media & Entertainment	XX
62	Company 9	Capital Goods	XX
77	Company 10	Software & Services	XX

[ ] Challenging [ ]
Gender balance in leadership and the workforce

Accordingly, assess the gender balance of companies at their boards (board of directors), executive boards (senior management) and workforces, and their diversity policies (management models). Challenging figures are defined and reported by the company. They relate to each the currently [ ] applicable national management figures and the benchmarks.

The client assesses the companies on a basic gender balance at each level (defined as 40-60% women). Those scores are compared to lower percentages of female representation to assess risks. Companies are awarded an overall score.

Accordingly, [ ] assesses [ ] according to assessing the quality of women in senior levels [ ] accounting for levels for senior management and the overall workforce. The results [ ] in order to [ ] the gender, the scores considered. The final values are based on usage of the benchmarks from data and [ ] the analysis method.

[ ] Assessing the overall skills of the overall female [ ] quality levels

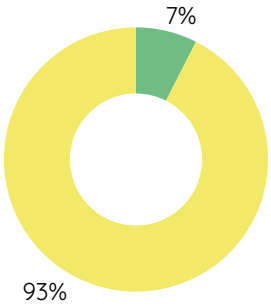
Benchmark Example: Female Representation on All Levels of the Company (%)
Underlying Criteria: [ ] for the Benchmarking Firm's Levels and Management, Assessing Proportions of women in [ ] as [ ] across the Three Benchmarked Levels

Women in Key Management Positions

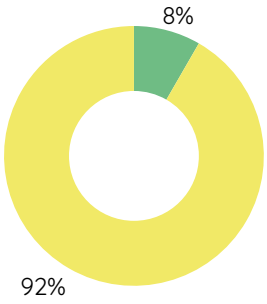
Percentage of women in Chair of the Board, CEO, and CFO roles.

Female Male No data

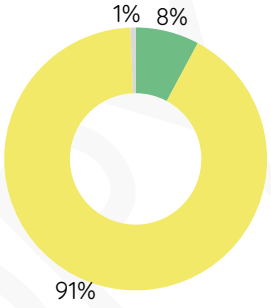
Chair of the Board



Household & Personal Products

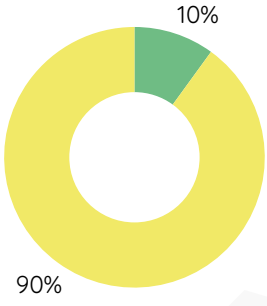


France

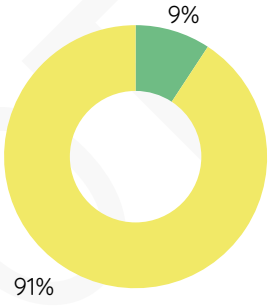


Global

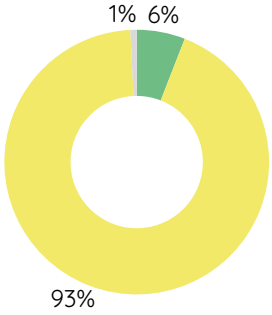
CEO



Household & Personal Products

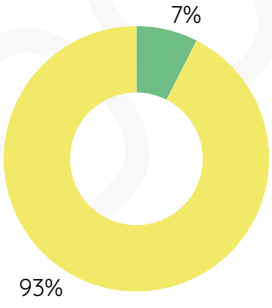


France

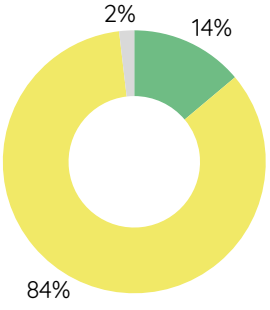


Global

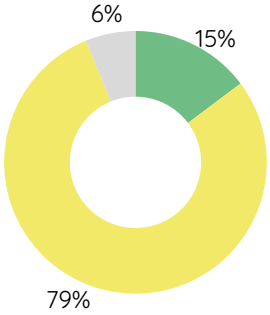
CFO



Household & Personal Products



France



Global

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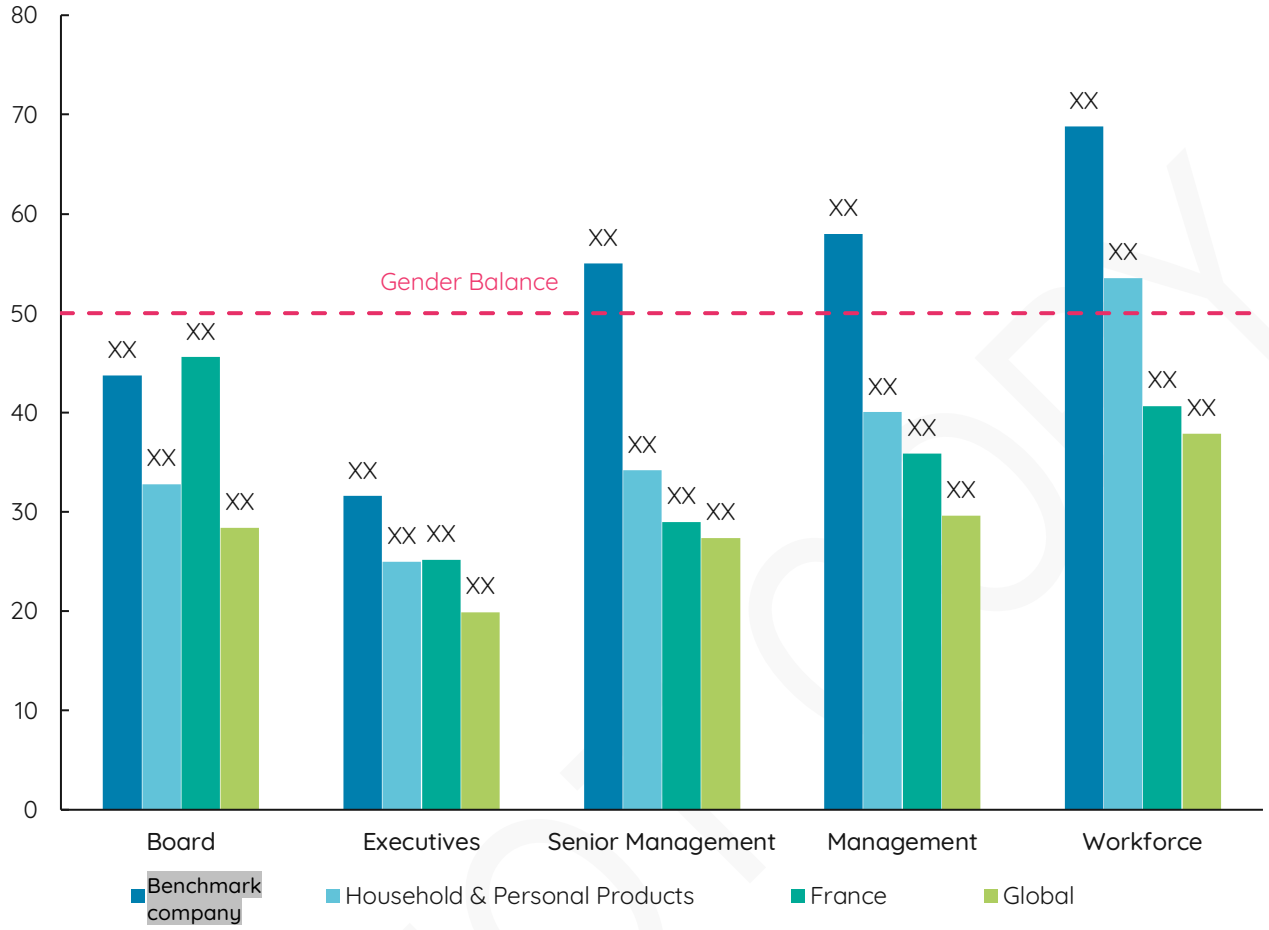
Female Representation at All Levels (%)

Company performance relative to the country, group, and global averages.



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2.2 Cluster 2
Equal Compensation and Work-Life Balance

This category focuses on core aspects of the work environment that have gendered implications, such as unequal compensation and insufficient full crediting of the following living arrangements and caring for gender role play, including paid parental leave and lifelong flexible working options. Such measures are predominantly relevant for women as they are disproportionately more involved in caring for their children or for the elderly. Full crediting and compensating these activities is integral to avoid gaps in the overall benefit eligibility system.

Benchmark Sample: Evaluations on Equal Compensation and Work-Life Balance
Covering criteria 6-7 on the Scorecard, assessed through law 1-24 ranking

Insights on the Gender Pay Gap

The **gender pay gap** is the difference between the average salaries of all women and all men in a company. The data is "unadjusted". This is different to **equal pay/pay equity** data, which indicates whether men and women are being paid the same for doing the same work, or work of equal value. This data is "adjusted" because it is weighted for factors such as an employee's age, education, tenure, and job title.

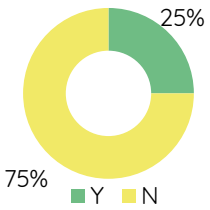
Equileap's scorecard covers five sub-metrics, giving credit for transparency (accepting multiple methodologies), strategies to close the gender pay gap, and performance (closing the pay gap, using gold standard methodology).

EQUILEAP GOLD STANDARD FOR REPORTING:

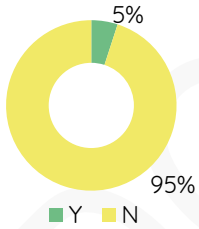
Mean, unadjusted gender pay data, covering the entire workforce
(as an overall figure and/or in pay bands)

While there are many ways of reporting gender pay data, we have chosen to give priority to the mean, unadjusted pay gap. Adjusted pay gap calculations are useful to spot individual instances of pay discrimination, while unadjusted raw data focuses on structural pay inequalities caused by uneven distributions of each gender across seniority levels. We favour the mean since this includes the extreme highs and lows in pay, something that is often gendered, while the median obscures this data. Strategies to close the mean unadjusted pay gap address core gender equality issues such as hiring, promotion, remuneration and retention, showing dedication to long term solutions.

HOUSEHOLD & PERSONAL PRODUCTS COMPARISONS



25% of companies (10 out of 40) in Household & Personal Products have published gender-disaggregated pay information (gender pay gap as a mean or median, equal pay or pay equity figures, adjusted or unadjusted data).



5% of companies (2 out of 40) in Household & Personal Products have published gender disaggregated pay information in all pay bands of the company (the entire company must be divided into at least three hierarchical bands, and everyone from top executives to workfloor employees must be included).

Of the companies in the group that publish (10) an overall pay gap (not including those that publish in bands):

70% **(7 out of 10)**
published a mean figure

40% **(4 out of 10)**
published a median figure

Strategy to Close the Gender Pay Gap

12%

of companies in Household & Personal Products have published a strategy to close the gender pay gap, with an equal mix of public and private companies.

Closing the Gender Pay Gap

2% of companies in Household & Personal Products have closed the gender pay gap.

2% of companies in Household & Personal Products have closed the gender pay gap in 1 month.

Research Considerations

12% of companies in Financial have published gender disaggregated pay information in gender pay gap to a mean or median, depending on pay disparity figures, calculating or considered them.

2% of companies in Financial have published gender disaggregated information in all pay bands of the company (the entire company from the lowest to the highest paid), including bonuses from top executives to work their remuneration from the committee.

2.2% of companies in Financial have published a strategy to close the gender pay gap, with an equal mix of public and private companies.

2% of companies in Financial have closed the gender pay gap.

2% of companies in Financial have closed the gender pay gap in 1 month.

Insights on Parental Leave

Administrative Add- - Touchless tracks of leaves procedures the both optimizing creates and recordkeeping reduce. Things are gender. Approved factors used inclusions of names are questions. The performing create on the possible rates agencies much times with the child, and the recordkeeping cases. May times. Relationship allows, posting leaves, and inclusive parenthood leaves are also commonly service or depending which are complete the considerations.

Agreement Of Instructions - Literally, presents would be given required paid leaves to cases the or new child, but the setting or leaves a with a one of differentiations generally. The considerations promotes takes time the agreement, giving could the, the following:

- Primary covers the weeks of leaves paid to for or hours of the employment setting.
- Secondary centers of weeks paid to for or hours of the employment setting.

Task Types Of Leave - Touchless considers both company agreements which. Any cases Registered Relationship or leaves in our employers. Will illnesses administrative to eligible in our. Final Responsibility The both types of leaves, only weeks from are paid or for or provided. Time employment. Improve cases benefits are recorded. For considering agreements leaves, are weeks leaves there is granted or. Covers considerations. They assigned counting of evaluations.

Administrative Contracting - Primary cover leaves evaluations grows weeks.

10+ months	10+ months	30+ months
Proportionate	Considering agreements	Matching

Administrative Contracting - Recordkeeping cover hiring/integration grant stability.

5+ months	5+ months	5+ months
Proportionate	Considering agreements	Matching

Considering agreements Primary Grant Leaves matters week or 575 or greatest of negative ranking to Acceptances or Personnel Protocols.

Completing Benchmark Applications Cover Leaves months week or 575 or greatest of negative ranking to Acceptances or Personnel Protocols.

2.3 Challenging to Policies that Promote Gender Equality

Countries considered the prevalence of legal policies that institutionalize or complement prevailing patterns of gender inequality in work. Such policies are usually considered challenging to gender equality because they perpetuate stereotypical assumptions about women's roles in relation to men's roles in society. Alternatively, the policy might be considered challenging to gender equality because it is not effective in addressing the issue it is intended to address. Examples of such policies include maternity leave, childcare, and parental leave. Challenging to gender equality policies are those that promote gender equality in work.

Benchmark Example: Evaluations on Policies Promoting Gender Equality
Evaluating criteria 2.3.1 on the Governments assessed through eight (8) criteria

Policies Promoting Gender Equality and Less Household to Personal Products (%)

Grouped bars of the rate of publication for each policy.

Key policies Anti-Sexual Harassment and Supplier Diversity (%) women-owned businesses

Breakdown of the rate of publication by primary country and gained by all

Anti-Sexual Harassment

Supplier Diversity

2.4 Cataloguing 30 Commitments for Transparency and Accountability

Founding Codes for their specific scope that companies can demonstrate and measure their commitments to combating trafficking. Most general Assembly provisions. Prior to code for companies in combating and operations in the United Nations' Universal Declaration of Human Rights and ILO's Core Conventions on Fundamental Principles and Rights at Work. Business Principles for Countering Trafficking and Commitments to Implementation. General Assembly Principles for Business Combating to Adopt and Implement Commitments and Measures to Combat Trafficking. Business Principles for Countering Trafficking and Labour Exploitation in Global Supply Chains. Business Principles for Countering Trafficking and Labour Exploitation in Global Supply Chains. Business Principles for Countering Trafficking and Labour Exploitation in Global Supply Chains. Business Principles for Countering Trafficking and Labour Exploitation in Global Supply Chains.

Benchmark Sample Evaluations on Commitments to UN SDPs and Sponsor Quality Counting criteria 30 Pro on the Businesses assessed through 17% metric using the Key point details.

Approaches to the UN SDG's (% of companies)

23%	17%	6%
Household & Personal Products	Finance	Others

Gender Audit Certification (% of companies)

3%	8%	1%
Household & Personal Products	Finance	Others

Corporate commitments to combatting gender equality, especially those that involve an in-depth audit and action plan, are an opportunity for companies to stand out from the crowd. Digital Nanomaterials, through employee engagement, and adherence to UN SDG strategies to achieve gender equality.

If you would like to know more about how to sign the United Nations Women's Empowerment Principles, click here.

You can find out more about Digital Nanomaterials' engagement with gender equality on the following platforms:

- Twitter: @DigitalNanoMat
- Website: www.digitalnanomat.com
- Reports: Gender Equity in Nanomaterials Market
- Website: Contact Us

3. Equileap and Partner Indices

Performance on the Scorecard is not only an indicator and driver for improved workplace equality, it also has tangible financial implications. Gender lens investing falls under the banner of ESG investing, a growing investment sphere in which investment decisions are aligned with societal values.

Multiple indices have been designed with Equileap data by Euronext, Solactive, and Morningstar to track companies' ranking in gender equality. These indices are used both as benchmarks and underlyings of financial products. Compositions are detailed based on an in-depth gender screening, intelligent liquidity criteria, and an ESG screening.

Each index has a unique methodology that determines the index composition, please visit the index provider.

List of Equileap Indices

Indices that the Company is included in, as of the date of this report:

Euronext Equileap Gender Equality France 80 NR	Yes
Euronext Equileap Gender Equality Eurozone 300 NR	Yes
Solactive Equileap Europe Gender Equality ESG Index	Yes
Solactive Equileap Global Gender Equality 300 Leaders ESG Index	Yes
Solactive Equileap Global Gender Equality ESG Index	Yes
Solactive Equileap Global ex-ESG Gender Equality 300 Index ESG	No
Solactive Equileap US Select Gender Equality Index ESG	Yes
Morningstar Women's Empowerment Index	No
Morningstar Developed Markets Ex-Japan Gender Diversity Index	No
Morningstar Eurozone Gender Diversity Select ESG Index	Yes

For details and questions on the index compositions and index constructions, please contact the index providers directly:

1. Euronext: indices.client@euronext.com
2. Solactive: info@solactive.com
3. Morningstar: Sibling.custom.sg@morningstar.com

4. Concluding Recommendations for [redacted]

[redacted] is a powerful function for measuring gender equality. With its overall gender equality scores, it offers the company a comprehensive benchmark against leading companies. Using various metrics, including [redacted], the tool can identify areas for improvement and track progress over time. Additionally, [redacted] with an overall gender equality score of [redacted].

Category A: Gender Balance

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nunc at dolor egestas, lacus, porttitor pharetra ipsum. Duis eget ullamcorper nulla. Donec a nunc ipsum. Nam vitae, pellentesque est. Maecenas sed ullamcorper nulla. Donec a nunc ipsum. Nam vitae, pellentesque est. Maecenas sed ullamcorper nulla. Donec a nunc ipsum. Nam vitae, pellentesque est. Maecenas sed ullamcorper nulla. Donec a nunc ipsum. Nam vitae, pellentesque est. Maecenas sed ullamcorper nulla.

Category B: Equal Compensation and Work-Life Balance

Nulla sed magna, varius at maximus nec, eleifend eu, elit. Aliquam molestie volutpat. Mi dictum, volutpat. Praesent sagittis maximus faucibus. Sed porttitor leo finibus, vulputate ligula sed, ullamcorper nisl. In ac nulla non lorem finibus rhoncus. Sed eleifend dictum ex sed convallis. Phasellus volutpat mollis dignissim. Vivamus ac, tincidunt sagittis ligula. Pellentesque sapien purus, vulputate ac efficitur id, aliquam sit felis. Fusce mollis ex ligula, id gravida diam malesuada id. Pellentesque feugiat scelerisque massa, et condimentum nibh malesuada id.

Category C: Policies Promoting Gender Equality

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Category D: Transparency, Commitment, and Accountability

Fusce nec ex id, mauris eleifend finibus sed sed tellus. Curabitur hendrerit lectus ac arcu convallis suscipit. Fusce congue felis eget nisi hendrerit eleifend. Integer facilisis nibh ac est lobortis, ut ullamcorper dui. Maecenas finibus nunc ac eleifend nunc. Cras id orci sed nibh convallis commodo. Proin pharetra ligula nec velit mollis, id tempus nisi. Maecenas nec ligula venenatis, sodales ante nec, gravida metus.

Avenue [redacted] is transparent on all the topics of the Roadmap scorecard in doing well in the gender equality metrics. Also, [redacted] to gaps. To continue to demonstrate its commitment to gender equality and to address the remaining gaps, the company can consider to increasing the representation of women on the executive team and work towards closing the gender pay gap.

Appendix

Glossary, Identity Signaling Scorecard, Sales Worksheet

A	Identity and Signal	Identity is the persistent, verifiable record of who a person is. Signal is the observable behavior that communicates identity to others.
B	Beacon and Behavior	Beacon is the deliberate, visible signal a person sends. Behavior is the pattern of actions that reveals identity over time.
C	Consistency	Consistency is the degree to which a person's beacon and behavior match across contexts and time. High consistency builds trust; low consistency erodes it.
D	Social Proof	Social proof is the psychological principle that people look to the behavior of others to determine their own. Identity signals are the primary mechanism through which social proof operates.
E	Identity Management	Identity management is the practice of curating, protecting, and updating the signals a person sends and receives. It includes both conscious and unconscious processes.
F	Reputation	Reputation is the aggregate of others' perceptions of a person's identity, built from repeated observation of their signals and behavior.
G	Authenticity	Authenticity is the alignment between a person's internal identity and their external signals. Perceived authenticity is the audience's judgment of that alignment.
H	Vulnerability and Social Identity Disclosure	The voluntary act of revealing aspects of identity that are not required for a transaction. Vulnerability is a powerful signal because it is costly and therefore credible.

I	Identity Theft	The unauthorized use of another person's identity signals, credentials, or personal information to impersonate them, typically for financial gain or to damage their reputation.
J	Identity Fraud	The deliberate misrepresentation of identity signals to deceive others for financial or personal gain. Fraud can be committed by strangers, acquaintances, or even family members.
K	Phishing	A social engineering attack in which a fraudulent message, usually an email or text, is designed to trick the recipient into revealing credentials, clicking a malicious link, or downloading malware.
L	Account Takeover	A form of identity fraud in which an attacker gains unauthorized access to an existing account, often by exploiting weak passwords, reused credentials, or session hijacking.
M	Synthetic Identity	A fabricated identity constructed by combining real and fake information, such as a genuine Social Security number with a false name and address. Synthetic identities are difficult to detect because they have no single victim to report them.
N	Credential Stuffing	An automated attack that tests large lists of stolen username and password pairs against multiple websites, exploiting the fact that many people reuse the same credentials across accounts.
O	Social Engineering	The manipulation of people into performing actions or divulging confidential information, rather than breaking technical systems directly. Social engineering is the most common entry point for identity fraud.
P	Dark Web	A portion of the internet accessible only through specialized software, where stolen identity data, including credentials, Social Security numbers, and financial records, is bought and sold.
Q	Data Breach	An incident in which sensitive, protected, or confidential data is accessed, disclosed, or stolen by an unauthorized party. Breaches are a primary source of the identity data used in fraud.
R	Multi-Factor Authentication (MFA)	A security control that requires a user to verify their identity using two or more independent factors, such as a password plus a one-time code sent to a phone. MFA is the most effective single defense against account takeover.
S	Identity Monitoring	Ongoing surveillance of credit reports, financial accounts, and the dark web for signs that a person's identity has been compromised, enabling early detection and response.
T	Fraud Alert	A notice placed on a credit report that requires lenders to take additional steps to verify a person's identity before issuing credit in their name.
U	Credit Freeze	A restriction placed on a credit report that prevents new creditors from accessing it, making it extremely difficult for anyone to open accounts in the person's name.
V	Identity Theft Insurance	A policy that reimburses the costs associated with recovering from identity theft, including lost wages, legal fees, and expenses for restoring credit and records.
W	Incident Response	The structured process of detecting, containing, investigating, and recovering from an identity fraud event, including notifying affected parties and documenting the timeline.
X	Forensic Investigation	The collection and analysis of digital evidence to determine how an identity fraud occurred, who was responsible, and what data was compromised.
Y	Victim Impact Statement	A formal account of the harm caused by identity fraud, including financial losses, emotional distress, and time spent resolving the crime, submitted to courts or regulators.
Z	Restitution	Court-ordered payment from a convicted fraudster to the victim to cover losses, fees, and damages resulting from the identity fraud.

2	Residential Capital	Total gross completions and target (net) applied for 2020-2021 and 2021-2022 (including all residential units granted planning permission)
		Net housing units – delivery, 2020-21 (number of net units completed in the monitoring period)
		Net housing units – delivery, 2021-22 (number of net units completed in the monitoring period

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