

Environmental, social and governance report 2020 - 2021





Introduction from the chief executive

I am pleased to introduce Notting Hill Genesis's first environmental, social and governance report. The report complements our financial statements, with a focus on issues that are often less tangible than but as important as strong finances.

Environmental, social and governance issues are one of five enabling themes in our most recent corporate strategy, reflecting the importance of this topic across all areas of our work.

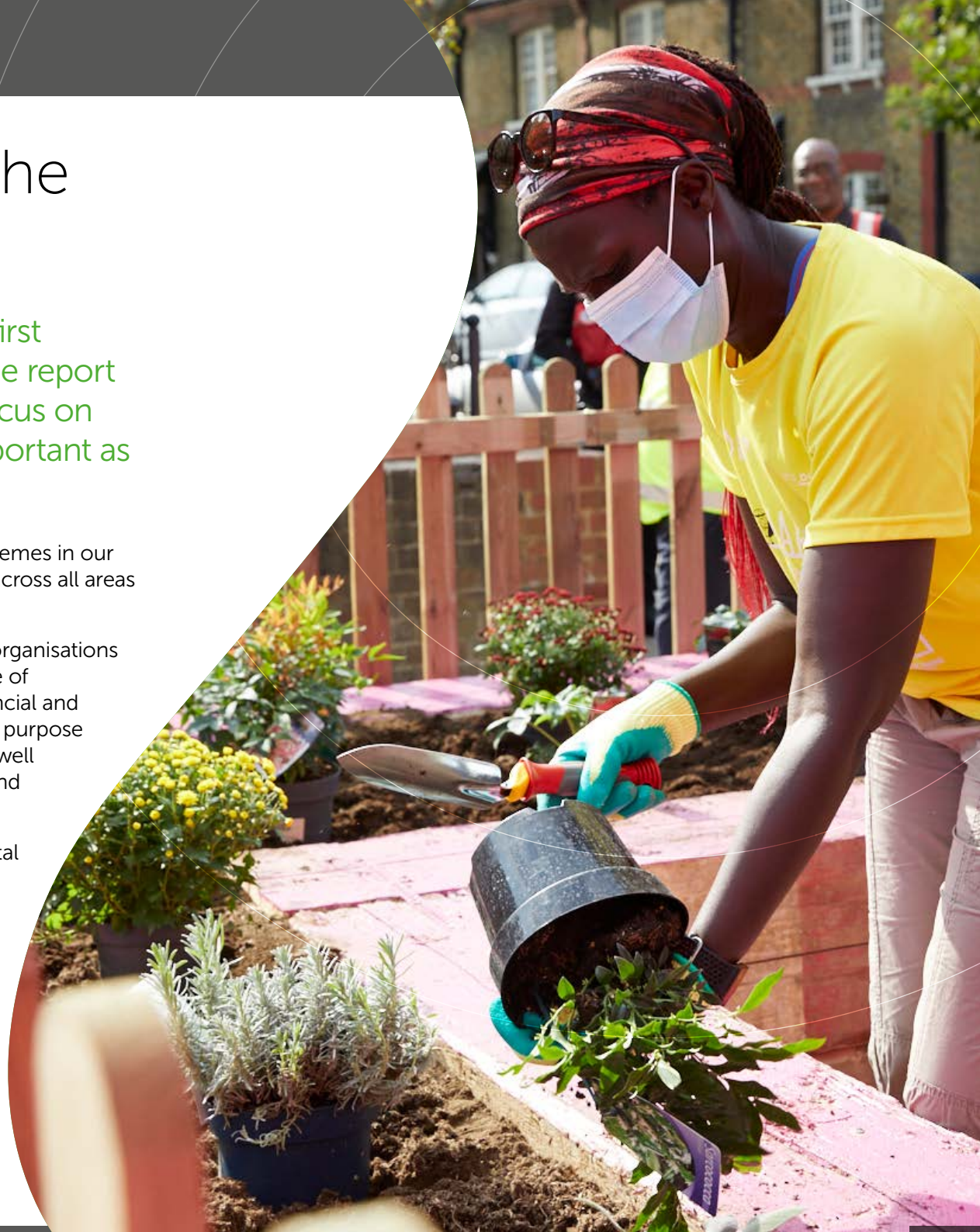
We've had a clear social purpose from the earliest days of our founder organisations in the 1960s when we were established to address the chronic shortage of decent, affordable homes for west London's working poor. Robust financial and governance frameworks have been core to our ability to fulfil our social purpose ever since, ensuring not only that we can afford to fund new homes as well as improvements to our existing properties, but that we do so in a fair and transparent manner.

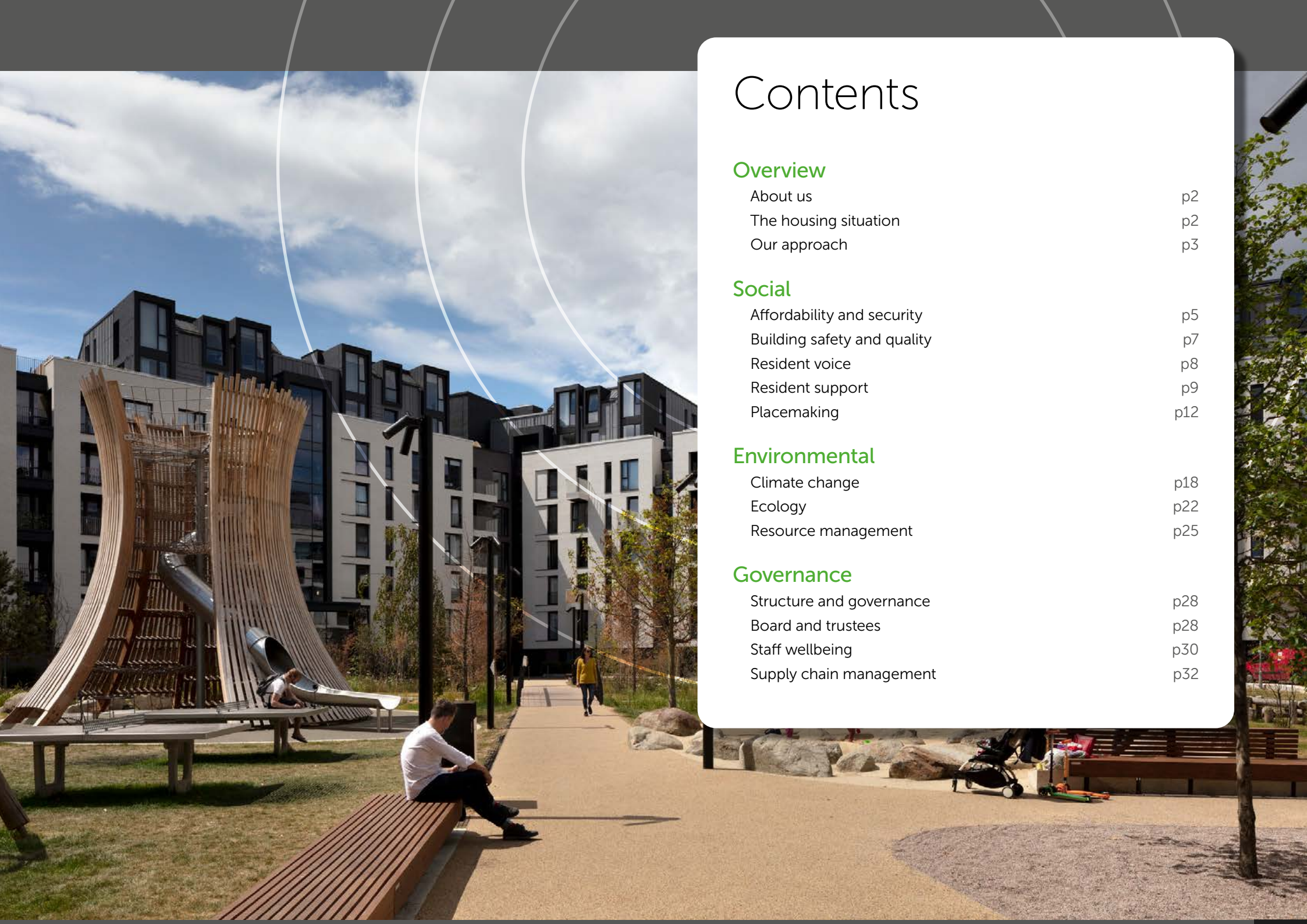
The increasing global focus on climate change means that environmental issues are now also a priority for us, and we are working hard to embed more sustainable activity into everything we do.

We have a long way to go, but I am confident that our historic strength in financial performance, social purpose and governance arrangements, alongside a commitment to greater sustainability, and our culture and values, provide a solid foundation on which to build.

Kate Davies

Kate Davies
Chief executive





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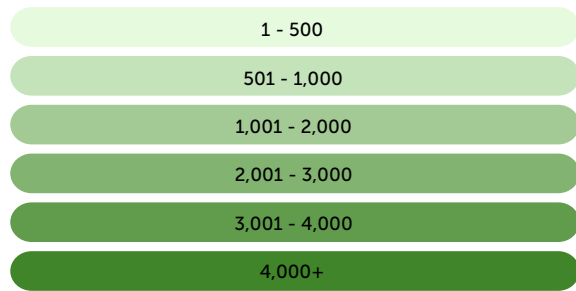
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Overview

Where we work

Number of homes currently under management in each London borough



Total owned or managed

66,537

In London

60,068

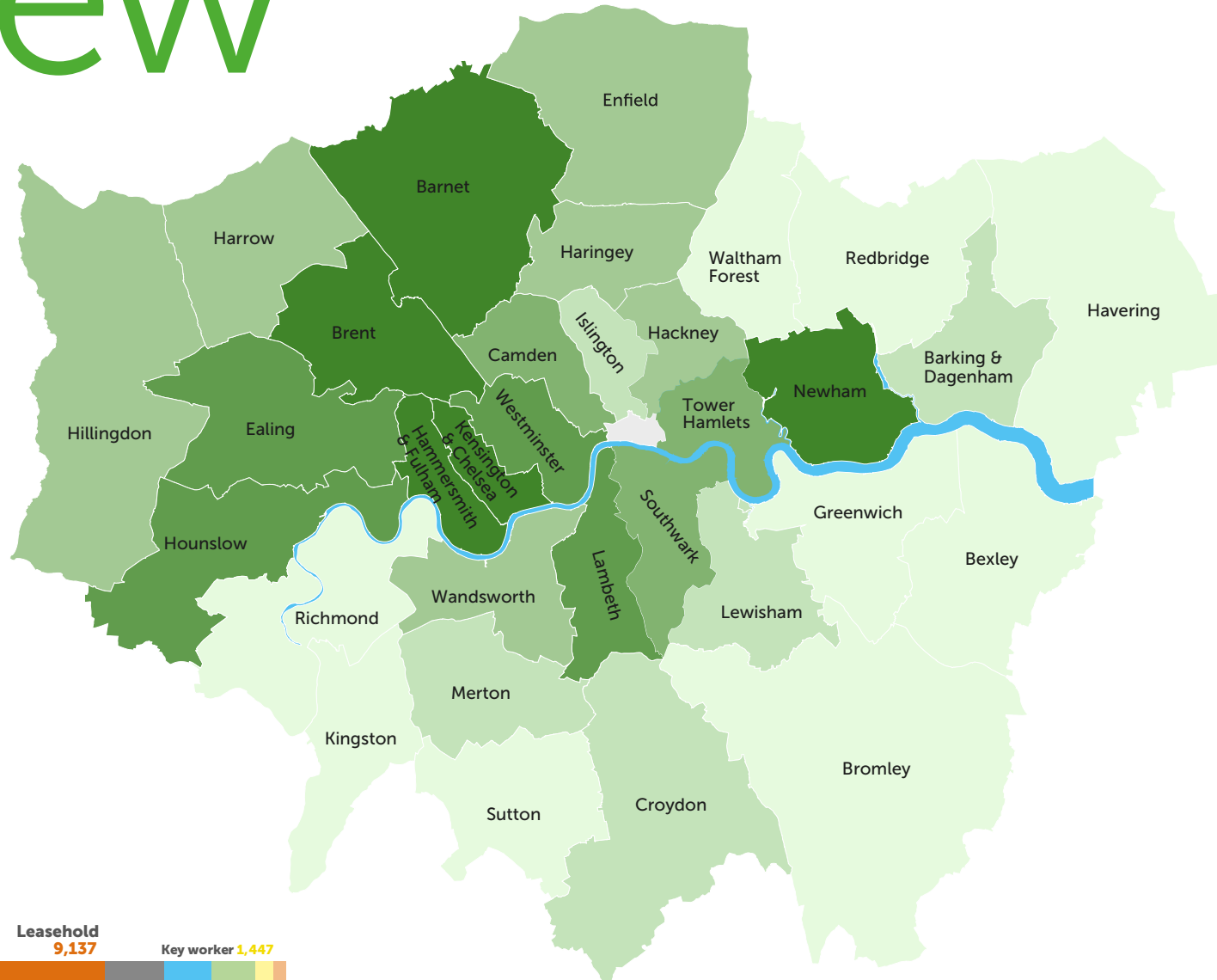
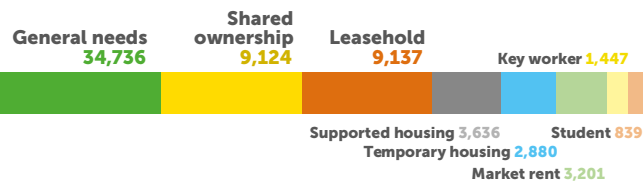
Outside London

6,469

Properties under management

65,000

Properties under management
by tenure type



About us

Created in 2018 from two well-established housing associations, Notting Hill Genesis is now one of the largest housing associations in the country. We own and manage more than 66,000 homes and employ around 2,000 staff. We provide homes across a range of tenures and are committed to continuing to deliver affordable housing. Our roots reach back to the 1960s when our legacy organisations were established by local people who shared a similar vision – to house west London’s working poor, providing them a home from which to build themselves and their families a secure future.

More than half our homes are general needs properties charged at social or affordable rent levels, but we also offer extra care and supported accommodation for older people, as well as temporary housing, shared ownership, market rent and commercial properties.

We build and maintain quality affordable homes, creating diverse and thriving communities. This is our primary purpose. Everything else we do supports that.

Our focus is our residents. We put their needs at the heart of our structures, processes and systems and they drive our decisions each and every day. We want them to have safe, comfortable and sustainable homes from where they can build lives, communities and futures.

The housing situation

There is a housing crisis in London, where there is a shortage of the required number and type of homes, as evidenced by the demand levels shown in chart 1. Several factors contribute, including insufficient public investment and a lack of available land for new homes.

For us, uncertain market conditions mean that our model of making surpluses through commercial activity to plough back into social activity is compromised. In consequence, we’ve scaled back our development programme, but we still aim to acquire, start and hand over 1,400 new homes a year.

In common with other housing providers, we face significant challenges around building safety following the Grenfell fire tragedy four years ago and the multiple regulatory changes in response. Dealing with those challenges, and the need to improve the environmental impact of our homes, must be managed alongside our desire to continue to build new homes and play our part in addressing London’s housing crisis.

Chart 1: Breakdown of national housing situation (2020)



*People may experience more than one of these problems with their home, so the totals of each problem cannot be directly combined to create the overall total.

Source: National Housing Federation (NHF), <https://www.housing.org.uk/resources/people-in-housing-need/>. People in Housing Need, September 2020.

Our approach

We have chosen to report our environmental, social and governance (ESG) performance in line with the Sustainability Reporting Standard for Social Housing (SRSSH), published in November 2020. Further details of how our report aligns to the SRSSH are shown in appendix 1. As part of the group of early adopters of this reporting framework, we hope that our participation will lead to greater standardisation and comparability of ESG performance across the social housing sector.

ESG issues are one of five enabling themes in our corporate strategy. Those themes are integral to our culture and how we work and, as such, they cut across the whole strategy. That means we need to prioritise

and embed ESG principles across our business.

Criteria associated with ESG are increasingly being considered by investors as they look to invest ethically in businesses and organisations that provide social value. The standard covers 12 core themes and has 48 criteria. These are qualitative and quantitative and are identified as the core requirements to demonstrate strong ESG performance. They also align with the United Nations (UN) sustainable development goals (SDGs).

We commissioned a materiality assessment which was conducted through three key stages – desktop research, stakeholder engagement and a validation

stage with regard to relevant topics. The assessment helped to highlight our key priorities and material ESG issues which inform our strategy and how we manage these issues. The material topics identified during the assessment have been aligned to the themes contained within the SRSSH, and the UN SDGs, as shown below.

Making our ESG performance information more accessible will demonstrate to our residents and other stakeholders the positive impact that we are making against these goals. In particular, it will show potential investors that by supporting our organisation, their money can have a positive social impact.

We believe protecting the environment is an integral part of a high-performing, successful organisation. We will continue to reduce the environmental impact of our activities through effective management of our carbon emissions, energy use, resource use, and waste. We will ensure that our homes are more sustainable during their whole life, reducing carbon emissions and helping to tackle fuel poverty among our residents.

A strong social proposition already helps us to attract and retain quality employees, enhance employee motivation and increase our overall productivity. We will ensure we continue to build on this and foster our relationships with people and the communities where we operate. Building on our diversity programme, we will ensure we have an inclusive, well-governed organisation, with a diverse leadership who can hold us to account, make good decisions and comply with the law.

ESG AREA	Material ESG issues	SRSSH Theme	Key SDGs
Social	Affordable housing	Affordability and security Resident support	11 Sustainable cities and communities
	Health and safety	Building safety and quality	10 Reduced inequality
	Communities, social impact and wellbeing	Placemaking	11 Sustainable cities and communities
	Engagement and consultation	Resident voice	
Environmental	Energy, climate change and emissions	Climate change	13 Climate action
	Innovation		
	Sustainability governance and management	Ecology	15 Life on land
	Biodiversity		
Resource use and circular economy	Resource management	12 Responsible consumption and production	
Governance	ESG and business reporting	Structure and governance	16 Peace, justice and strong institutions
	Diversity and inclusion		
	Fair and ethical conduct	Board and trustees	8 Decent work and economic growth
	Governance and risk management		
	Employee engagement, talent retention, welfare and benefits	Staff wellbeing	12 Responsible consumption and production
	Human and labour rights	Supply chain management	
Supply chain			

Social

As a social housing provider, Notting Hill Genesis exists to provide affordable and safe homes to those who could otherwise not afford one. Of the 66,000 homes we own or manage, the vast majority (more than 60,000) are located in London, although we also operate in localities beyond these boundaries.



Affordability and security

This theme seeks to assess the extent to which the housing provider provides long-term homes that are genuinely affordable to those on low incomes.

The theme is made up of five criteria including the tenure mix of new and existing properties, the security of tenure, and fuel poverty.

We offer homes across a range of tenures as shown in table 1, with the majority classed as affordable. Income from our commercial properties, including outright sales to leaseholders and homes at market rent, is ploughed back into investment in existing units and building new homes. During the year ended 31 March 2021, we let 3,822 homes to new residents.

Table 1: Units under management

TENURE CATEGORY	UNITS UNDER MANAGEMENT	PERCENTAGE
Social housing		
General rented housing	34,736	53.4%
Shared ownership	9,124	14.0%
Supported housing	3,636	5.6%
Temporary housing	2,880	4.4%
Keyworker housing	1,447	2.2%
Total social housing	51,823	79.7%
Non-social housing		
Leasehold in management	9,137	14.1%
Market rent	3,201	4.9%
Student accommodation	839	1.3%
Total non-social housing	13,177	20.3%
Total	65,000	100.0%

Of our homes currently rented, 95.42% have no fixed term. Of the remaining 4.58% of tenancies which are fixed term, all of these expire by 2025. Rents charged to residents for our general needs properties vary according to the location of our stock, but are lower in all areas than equivalent private rental sector charges. The discount provided ranges from 6.78% in Bexley, to 74.48% in Kensington and Chelsea.

The rents we charge on general needs properties are also lower than the local housing allowance (LHA) in all areas. The average rent we charge is approximately 47.75% lower than the LHA. LHA refers to the rate used by the Department for Work and Pensions to calculate housing benefit for tenants renting from private landlords. LHA rates relate to an area in which a claim is made, known as broad rental market areas.

CASE STUDY

Homes for Heroes

Our purchase and repair (P&R) programme delivers fully renovated family homes at discounted rents to working households who are priced out of the housing market, but are unable to access social or shared ownership housing. It offers a more secure and affordable alternative for families than standard private rented accommodation. These homes are fully funded by internal resources from Notting Hill Genesis. Branded as SimpliCity, the programme operates in specific outer London boroughs that offer both good value and strong demand.

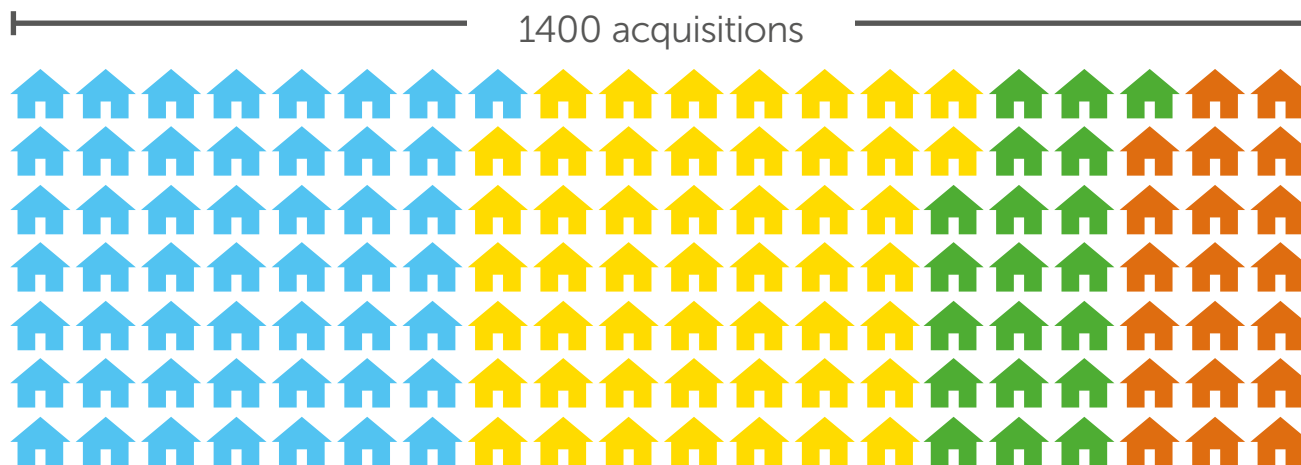
Our P&R programmes have delivered more than 900 family homes for low income Londoners since the inception in 2013. In 2021-22 we are expanding our P&R programme to include 100 units as "Homes for Heroes", to be offered to essential workers in London. The Homes for Heroes programme aims to show gratitude to essential workers who have contributed and sacrificed so much during the coronavirus crisis, by providing good quality and affordable homes as part of our established SimpliCity product.

Our project managers identify suitable homes for sale on the open market – typically, three-bedroom family houses with back gardens, in sound condition but in need of significant refurbishment. We buy the property and commission works using consultants and contractors from our experienced and reliable P&R framework. Those works generally include a new kitchen and bathroom, flooring, full decoration and A-rated white goods. The refurbishment standard is highly praised by tenants.

Affordability and security (continued)

New homes

Our business plan targets demonstrate our intent to continue delivering affordable/low-cost homes in future. For each of the next five years, our target is to deliver 1,400 acquisitions, starts on site, and handovers. This is a combination of new-build homes and properties bought for purchase and repair. The target tenure breakdown for each year is as follows:



500

Low-cost rental

500

Intermediate
(350 shared ownership and
150 intermediate market rent)

200 200

Market
rent

Outright
sale

In the year ended 31 March 2021, we completed 1,342 new homes, as shown in table 2.

Table 2: Homes completed in 2021

TENURE CATEGORY	NUMBER OF UNITS	PERCENTAGE OF UNITS
General rented housing	475	35.4%
Shared ownership	347	25.9%
Market rent accommodation	244	18.2%
Private sale	276	20.6%
	1,342	100.0%

Building safety and quality

This theme seeks to assess how effective the housing provider is at meeting its legal responsibilities to protect residents and keep buildings safe.

The theme is made up of three criteria: disclosing gas safety checks, fire risk assessments and meeting Decent Homes standards.

We established a dedicated building safety directorate at the start of the 2020/21 financial year to complete a comprehensive programme of work to ensure all our buildings are safe. The programme includes ensuring all our buildings remain compliant with legislative and regulatory requirements, resolving outstanding fire risk assessment actions and continuing with an intrusive survey programme to identify necessary fire remediation works. Residents in affected buildings are updated on progress, and given realistic timescales for any works both through direct contact and via a new building safety section on our website.

Our compliance performance at 31 March 2021, shows that we have achieved or are close to 100% compliance in all reportable areas, as shown in table 3.

Table 3: Compliance performance

DESCRIPTION	PERFORMANCE
Homes which meet the Decent Homes standard	99.48%
Homes with a valid gas safety certificate	99.93%
Buildings on which a fire risk assessment has taken place	100.00%

Progress on building safety programme



Removed aluminium composite cladding (ACM) cladding on all seven buildings higher than 18 metres for which we're responsible



Carried out 132 intrusive surveys (88 over 18m)



Reduced waking watch by installing temporary alarms



Submitted 40 bids to the government's building safety fund



Obtained external wall system certificates (EWS1 forms) for 174 buildings



Negotiated contractor financial contribution on nine schemes

Resident voice

This theme seeks to assess how effective the housing provider is at listening to and empowering residents.

The theme is made up of three themes that cover board scrutiny, complaint handling and resident satisfaction.

Resident satisfaction

Improving resident satisfaction with our services is a key performance measure and outcome for our corporate strategy.

We carry out regular transactional surveys with our residents which gives us feedback on their experience of our services. This includes responsive repairs, calls with the customer service centre and local officers. These surveys mean that we can track how we are doing each month, and make changes to our services from the feedback received. They also allow us to compare ourselves to others within the G15. In 20/21, 73.7% of our residents were satisfied with the services that they received from us.

We also use the customer service index (CSI) to understand how all our residents view us. This is a perception measure and includes the views of residents who have not had any recent contact with us. For our baseline survey in 2018 our CSI score was 65.2%. The score for 2021 was

67.5%.

Resident involvement

Our Resident Voices Group (RVG) acts as a formal link between residents and the governance community. It is chaired by a resident board member, and has representation from all parts of the involvement network, including resident members of the sub-committees of our group board. The network combines a blend of ongoing activities with resident groups who undertake short, focused, task-and-finish projects with a clear aim, desired outcome and impact measures.

The RVG is the hub where all resident involvement activities intersect, ensuring that the resident experience is understood and that feedback from a local level is heard and acted on when making organisation wide improvements.

Complaint handling

During the year there were six maladministration findings by the ombudsman, which was consistent with the previous year.

CASE STUDY

Gas safety check warning letters

In May and June 2020, the Hammersmith and Fulham resident scrutiny group identified a rise in complaints about letters to residents when access could not be gained to carry out a gas safety check. Complaints were predominantly regarding the tone and language of these legal letters. The group identified improvements to the letter from a resident perspective, which were actioned, resulting in a month-on-month decrease in complaints regarding the letters after the updated version went into use in July.

Further learning was also taken on board from this project such as:

- More of a focus on the weeks prior to the letter being sent, demystifying the legal processes so residents understand the importance of compliance and the process around this.
- More general information on gas and fire safety to be published on our website.
- Using the same feedback to update compliance warning letters.

Resident support

This theme seeks to assess the effectiveness of the initiatives that the housing provider runs to support individual residents.

The theme is made up of two criteria that cover what support is provided and how successful it is.

All residents have a named local officer to support them with more complex issues that can't be handled through our online My Account portal. We also employ specialist welfare benefits advisers and a partnership team, who work with external agencies to signpost residents to additional support mechanisms.

We engage actively and passively with residents to help them reduce energy use in their homes. For example, we use green doctors, who provide energy advice to vulnerable and low-income households around switching to better energy deals and support residents with making grant applications to utility trusts. Our in-house welfare benefits team also make applications for grants towards water and utilities arrears at the same time as providing casework support.

Partnership agreements for our regeneration schemes at the Aylesbury Estate in Southwark, Grahame Park in Barnet, and Woodberry Down in Hackney include comprehensive support packages for residents. These provide employment, training and education opportunities, money management workshops, activities and advice for young people, and welfare support, which was especially important during the pandemic.

Resident support in 2020/21



554 referrals were made to external services



158 food bank referrals were made by staff and 162 supermarket vouchers were issued from our hardship fund



108 food parcels were delivered to shielding, vulnerable and sick residents as part of the Good Gym project



157 people referred to energy support (including HACT Energy redress scheme)



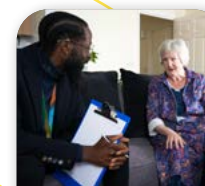
21 residents have been matched with a phone befriender to support socially isolated residents as part of Call and Chat, a volunteering programme



£1,220 was awarded to 25 households for pre-paid meters as part of the HACT energy redress scheme in December

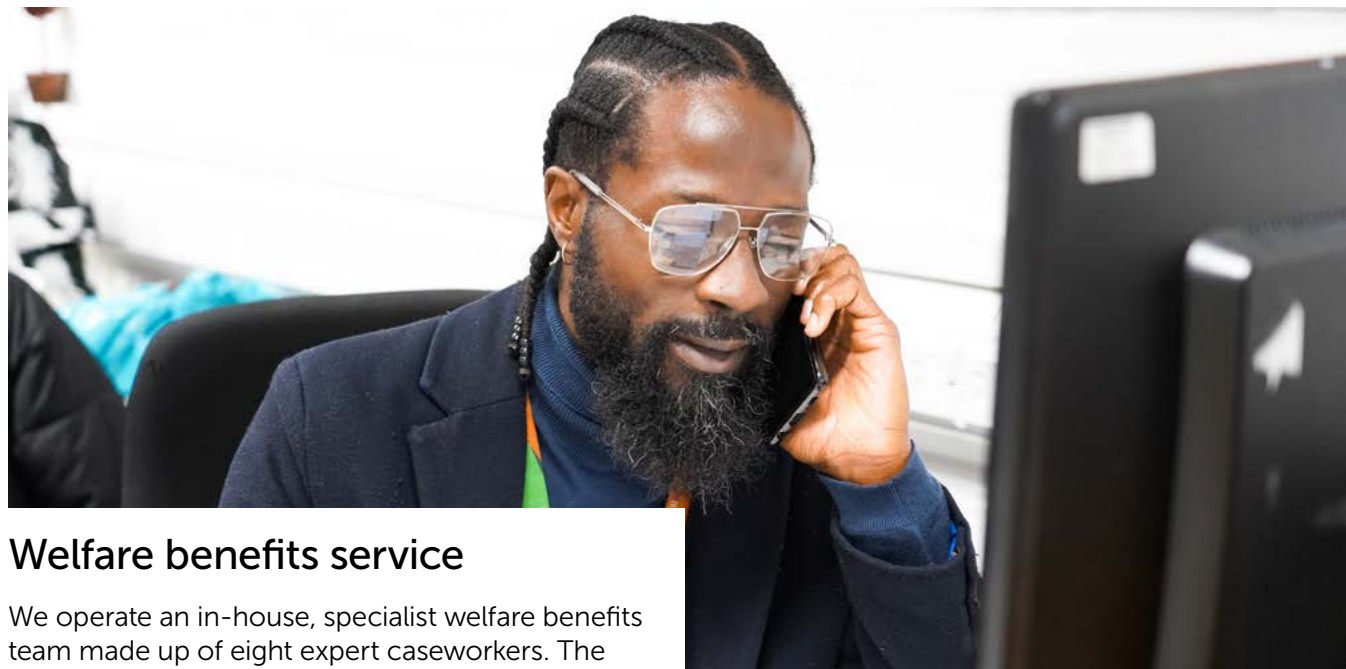


Covid-19 support packs were produced for staff to direct residents to support in every borough and area



Frontline staff carried out welfare checks to all residents over **60** and any known vulnerable tenants on their patch

Resident support (continued)



Welfare benefits service

We operate an in-house, specialist welfare benefits team made up of eight expert caseworkers. The team assist residents to challenge benefit decisions and resolve complex issues, and represent them at tribunal. We provide a holistic service and advisers will refer to employment, debt or other support where appropriate.

The team work with vulnerable tenants who have no benefits or gaps in payments. These cases often involve multi-agency working, and non-engagement due to mental health is a challenge. We are developing an approach towards these difficult cases and, where possible, working with partners at local authorities or organisations like Shelter.

Our strategy is to move towards an early-intervention approach, whereby cases are proactively reviewed at earlier stages to look for signs of welfare benefits issues. We have taken steps to do this in the last year through carrying out joint case reviews with housing teams and temporary housing.

CASE STUDY

Supporting residents during the pandemic

During the first lockdown we mobilised quickly to support tenants who may have found themselves with an unexpected drop in income. Our welfare benefits team operated a phone call-back service to advise tenants on entitlement and provided updated information on our website around benefit calculators and claiming universal credit.

Many families found themselves struggling to meet essential food and utilities costs. Through our emergency food support package we've been able to provide supermarket vouchers to households and access to food banks. Our volunteering team undertook a project in partnership with Good Gym to deliver food parcels to tenants who were shielding, isolating or sick and our Call and Chat project mobilised staff volunteers to make phone calls to those isolated and lonely during the pandemic.

Resident support (continued)

Partnerships team

We provide support to residents in several different ways, and the team operate an extensive database of referral partners. The database is available on our website and residents or staff can search through, filter and self-refer directly to the partner organisation. These referrals are then tracked by the partnerships team.

Key partners and projects include:

- **Debt Free London**, a partnership to provide an independent debt advice number for residents where they can speak to a debt advisor.
- **Settle**, funded by us until January 2021 to provide one-to-one, tailored support work to young tenancy holders (aged 25 and under) to help sustain their tenancy.
- **Money A&E**, funded by us to deliver one-to-one budgeting and financial education sessions for our tenants.
- **Click Silver**, a digital inclusion project in partnership with Business in the Community, matching digital mentors to socially isolated residents and those who lack confidence using IT.
- **London Plus Credit Union**, a project to help build financial resilience among residents who may struggle with unexpected expenses or the costs of birthdays/Christmas and so on. The project delivers financial wellbeing sessions, encourages savings and raises awareness about responsible borrowing options.
- **Justice Community**, a referral partner providing dispute resolution support.
- **Good Gym**, under which we've funded free food parcels to be delivered to residents affected by Covid-19 and struggling to buy food.
- **Green doctors**, who provide energy advice to vulnerable and low-income households around switching to better energy deals and offer support with making grants to utility trusts.

CASE STUDY

Click Silver project

Digital inclusion is a priority for the partnerships programme this year. Our aim is to help residents better access the internet through training and skills building, coaching and by addressing financial barriers.

In March 2021, we launched our Click Silver project in partnership with Business in the Community, Capital One and our own care and support directorate. The project supports residents to make greater use of the internet via trained mentors who provide one-to-one support. Support is led by the resident and could include learning how to use Zoom to keep in contact with family or to shop online, for example.

The project is available to all residents aged 18 or over from any tenure throughout the year. We will also be supporting tenants in financial hardship to access reconditioned tablets/laptops or funding to buy their own devices.

- **Settled Campaign**, to ensure all EU, EEA and Swiss nationals register for settled and pre-settled status before 30 June 2021. This has been promoted to all frontline housing staff as well as residents.
- **Ingeus and Love London**, partners providing employment and training support.
- **Little Village**, who operate a network of baby banks distributing baby equipment, hygiene packs and clothes to vulnerable families.



Placemaking

This theme seeks to highlight the wider set of activities that housing providers undertake to create well-designed homes and places that meet local needs and provide great places for people to live and enjoy.

The theme is made up of one criterion: a space for the housing provider to give examples of their placemaking or placeshaping work.

Much of our placemaking activity focuses on our major regeneration schemes at the Aylesbury Estate in Southwark and Grahame Park in Barnet and in larger development programmes such as Royal Albert Wharf in Newham. All of these focus not just on bricks and mortar, but on building and sustaining communities where people choose to stay or put down roots. They also ensure that existing residents benefit in socio-economic terms.

Grahame Park

The Grahame Park estate, in Colindale, Barnet, was built in the early 1970s on the site of the disused Hendon Aerodrome. The estate is within the top 10% of the most deprived areas nationally, with unemployment rates above the national average. Local young people, women, disabled people and BAME communities are the most disproportionately underrepresented in the labour market, especially in higher-skilled and better-paid jobs. These groups have also been among the most affected by the pandemic lockdowns and the furlough scheme, which started in March 2020.

Our partnership with the London Borough of Barnet to regenerate the estate began in 2007, with the intention of delivering 3,500 homes. The strategy aims to increase resident experiences of equality

and inclusion, build resilience and community wealth, as well as increasing the capacity of local organisations to ensure longer-term sustainability.

The first stage of the regeneration is complete, comprising 685 new homes, a new library and training college, council offices, a centre for independent living, and a supermarket. It also includes the refurbishment of Heybourne Park to create a sustainable urban wildlife wetland.

An extensive socio-economic programme, funded by us for the past 15 years, has supported more than 2,000 residents through training and skills development, and the launch of 50 new businesses. Our economic inclusion offer has supported more than 55% of under-represented groups (including women and residents from BAME backgrounds) into employment and training opportunities, which

is higher than the target set via our principal development agreement with Barnet.

Through the pandemic, many community services have been supported by us to transition online, including tutoring, counselling and exercise classes. We championed digital inclusion including providing fast fibre broadband, supply of laptops/tablets and training community researchers. We also supported people in food poverty and community growing projects, such as planting in the park and a proposed community garden.

This year, we opened an enterprise, employment and skills hub in the old library to support post-pandemic employment initiatives with collaboration from partners including the Greater London Authority, Department for Work and Pensions, Transport for London and Barnet Boost, to assist Grahame Park to grow back stronger.



More recently, we were successful in gaining hybrid planning approval for a new masterplan. This includes more than 2,000 new homes, up to 5,950 square feet of flexible non-residential floorspace (including replacement community facilities) and new sustainable transport links.

We have started demolition works, and are undertaking an extensive programme of community consultation on later phases of the redevelopment, to deliver neighbourhood objectives which will achieve our placemaking vision, and create a strong sense of new identity for the community.

Resident support –

Grahame Park and Woodberry Down regeneration projects

Citizen Advice Bureau

2020/21:

Money management

197
participants

65%
female

Economic inclusion

2020/21:

Employment and training

1,001
participants

54%
BAME

Enterprise (business start-ups)

21
participants

61%
female



Diversionary activities

2020/21:

Half-term programmes for young people

67
participants

37%
female

63%
BAME

Tutors United

2020/21:

Tutoring sessions (English/Maths)

20
young people

Six
employment outcomes

45%
English as an additional language

80%
in receipt of means-tested benefits

60%
receive free school meals

Physical wellbeing

2020/21:

Physical activity

248

82%
of participants were from BAME backgrounds

74%
of participants are those with long-term illness

39%
of participants were 50+

Environment

2020/21:

Community garden

71
participants

31%
BAME



Aylesbury Estate

Over a 20-year programme, Notting Hill Genesis and the London Borough of Southwark are working in partnership to regenerate the Aylesbury Estate in Walworth, south-east London, building on its existing strong sense of community, while improving the physical environment. The regeneration will deliver 3,500 new homes, 50% of which will be affordable, alongside open spaces and community facilities. The partnership is committed to ensuring that local people experience the social and economic benefits of regeneration, such as employment, education and training and improvements in health and wellbeing.

Walworth has a fantastic sense of community, with 89% of residents feeling a sense of belonging, 25% higher than the UK average, based on a baseline residents' survey in 2015. We are committed to

sustaining this strong sense of community and have invested significantly in strengthening community resilience, awarding 68 grants to community groups at a total value of £90,000 to support mutual aid, social connectedness and wellbeing, as well as supported capacity-building initiatives.

To date, we have supported 150 residents to secure and sustain jobs, 67 residents to complete apprenticeships, 252 training courses to be undertaken and 144 young people to receive intensive support. We and our supply chain have committed to paying at least the London Living Wage and providing a range of high-quality apprenticeships, work placements and jobs for Aylesbury residents.

A further 585 residents have been awarded bursaries to support them with training, employment, education and financial hardship.

During the pandemic, we provided a range of resident support, including a 40% increase in bursaries to support digital inclusion and food security and 2,625 attendances at our online youth programmes. We also established the Walworth neighbourhood food model with the Walworth Group collective of local partners.

We have worked with residents and community partners to deliver an interim use programme that delivers community benefit, activates disused and underused spaces and tests new approaches to inform longer-term planning. Projects have

585 residents have been awarded bursaries to support them with training, employment, education and financial hardship.

included upgrading four multi-use games areas with young people, establishing a new community garden supplying produce to local food banks, and a community and food hub.

At the heart of the regeneration is a commitment to involve residents in shaping the future of their neighbourhood. Over the past year, we have had 2,199 resident involvement outcomes on the regeneration programme, ranging from input into planning consultations on the design of the new homes, choosing interiors, shaping local services and facilities, and feeding back on contractors' performance. We have delivered several projects with residents to design and influence their neighbourhood, including young people designing bricks for the facades of the new homes and older residents providing input into an over-55s new housing development on the Aylesbury, the first of its kind in Southwark.

Resident support – Aylesbury Estate regeneration project

Construction Training Initiative (CTI)

Construction training initiative to support residents in boroughs where we are developing new homes to gain industry qualification and paid work placement. Focus on supporting women and residents from BAME communities into careers in construction.

1,030
trainees/apprentices

70%
BAME

70%
gaining qualification

15%
women

50%
securing sustained
employment

Financial resilience

Programme of money management workshops, financial bursaries (up to £250), signposting/referrals to specialist services.

Since 2014:

585
bursaries awarded

2020/21:

10
residents completed money
management training

1
resident supported with backdated
housing benefit payment of £7k

Achieve youth support

One-to-one service for young people aged 12-25, focused on supporting and coaching to achieve goals they set for themselves, ranging from employment, education, housing, enterprise, self-confidence, mental health, among others. Signposting/referrals to specialist services.

Since 2014:

144
young people supported

Each young person achieved average of **three** outcomes as a result of support

Employment support and training

Caseload of one-to-one employment support for residents to increase employability, secure and sustain employment, in-work support, career development and progression. Also includes financial bursaries and tailored training programme.

Since 2014:

150
jobs sustained

252
training places

67
apprenticeships

585
bursaries awarded

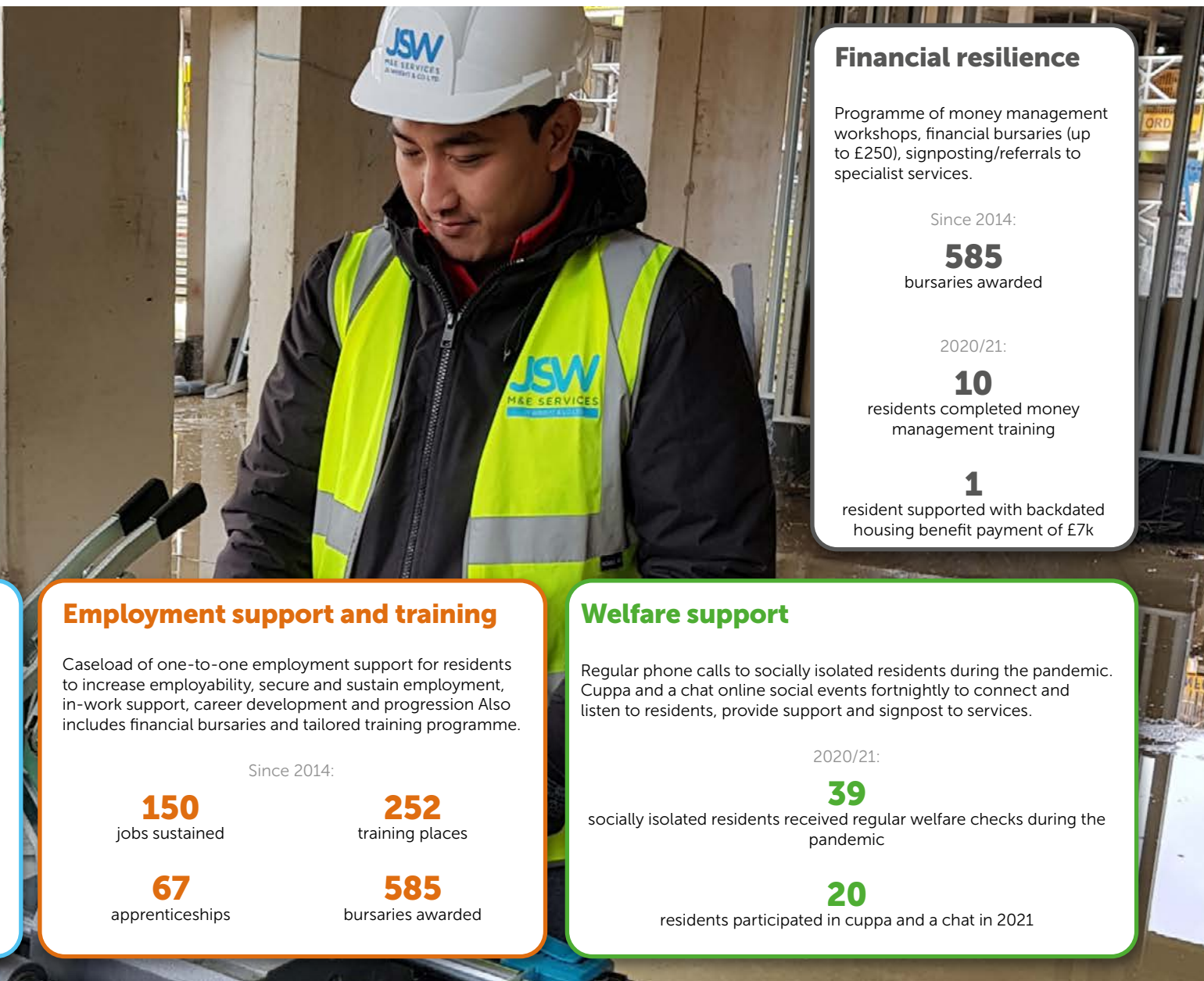
Welfare support

Regular phone calls to socially isolated residents during the pandemic. Cuppa and a chat online social events fortnightly to connect and listen to residents, provide support and signpost to services.

2020/21:

39
socially isolated residents received regular welfare checks during the pandemic

20
residents participated in cuppa and a chat in 2021





40% of 1,856 new homes will be affordable housing.

Royal Albert Wharf

We are more than halfway through delivering the multi-phase Royal Albert Wharf (RAW) development in the Royal Docks in Newham. The programme comprises three adjacent sites, which we are developing under one master plan to ensure we create an entirely new and coherent neighbourhood with a strong sense of its own identity on previously brownfield docklands.

Our ultimate aim is to create an attractive, tenure-blind and liveable community. There will be a high proportion of affordable housing, a range of retail amenities, workspaces, and cultural and community facilities as well as design features such as linked public open spaces, landmark buildings and creative landscaping to guide people through the development. Having control over all of the sites has allowed us to lever in commercial tenants and shift uses as the scheme develops, in order to deliver on the overall objectives across the entirety of the scheme.

When complete in 2026, the scheme will have delivered more than 1,856 new homes, of which at least 40% will be affordable housing, and 8,700m² of commercial space. To date we have delivered 1,110 homes, and 3,000m² of commercial space have been completed and occupied. RAW has already won several prestigious awards in recognition of both architectural excellence and success in placemaking.

To develop the commercial strategy and placemaking masterplan we undertook extensive consultation with existing residents, local businesses and other stakeholders in the local area. We have also worked closely with the Royal Docks Management Authority to preserve

and refurbish the historic working pump house, turning it into a stand-out feature of the development. The project team also worked with local communities in Beckton and Woolwich to design new public spaces and useful communal and retail facilities, with a strong emphasis on ensuring long-term regeneration and placemaking benefits.

We have invested significant capital in establishing the spine of the RAW workspace offer. Our partners Bow Arts, an educational charity, have more than 20 years' experience supporting community regeneration through delivering arts and crafts and food and beverage opportunities, community services and affordable space. Our

partnership with them includes space for the various activities, but also funding for RAW labs, which works to engage residents in community and personal development activities such as workshops and classes.

The success of RAW is now reaching out into the wider placemaking context of the Royal Docks. We have held events over the past five years in conjunction with the London Festival of Architecture, Join the Docks Festival and other independent organisations, inviting members of the public in to see the buildings, engage in talks and walks, and enjoy performance art in the public spaces of the scheme. We are engaged with the Royal Docks steering group, now under the remit of the Greater London Authority, which guides the regeneration of the docks as a whole. We are seen as an excellent example of best practice regeneration and placemaking in London.

Environmental



Protecting the environment is an integral part of a high-performing, successful organisation. We are fully committed to supporting the UK in achieving its net zero carbon emissions target by 2050, by ensuring we improve the energy efficiency of homes and reduce CO2 emissions. Our development programme and asset strategy have been formulated to ensure our environmental impact is at the forefront.

Climate change

This theme seeks to assess how the activities of the housing provider are impacting on climate change, and how they are mitigating the physical risks of climate change. This theme considers current practice, as well as the changes being made to improve performance in the future.

The theme is made up of six criteria, including the distribution of energy performance certificate (EPC) ratings, emissions data, climate risk mitigation plan and environmental strategy.

We develop new homes primarily in Greater London, which comply with the requirements of the Greater London Authority's London Plan. The plan covers environmental considerations such as ecology, green space, carbon emissions, development of low carbon heat networks, waste management, transport, water use and drainage. The environmental standards set out in the London Plan are significantly more stringent and wide ranging than the current national building regulations, and we are focused on meeting these standards for the benefit of our residents.

We aim to support the UK in achieving its net zero carbon emissions target by 2050 through improving the energy efficiency of our homes, and reducing CO2 emissions. As well as considering our assets, we are undertaking a strategic review of our business

practices to achieve this, from better understanding the environmental, social and governance credentials of our suppliers, to considering the environmental impact of the benefits we provide to our staff.

Energy performance in existing homes

We have a comprehensive asset management strategy to ensure by 2030 that all of our properties are at least EPC C or above. Current estimates show that around 28% of our existing properties will require investment to achieve our targets, with major spend being primarily required for insulation, boilers and heating systems and making use of renewable sustainable finance framework technologies. Our spend includes about £30 million to support us in reaching EPC C although we recognise there may be challenges in

reaching EPC for some homes, especially those in conservation areas and listed buildings.

Table 4: EPC ratings on existing homes

EPC RATING	PERCENTAGE OF HOMES
A	-
B	12.3%
C	60.4%
D	24.2%
< E	3.1%
Total	100%

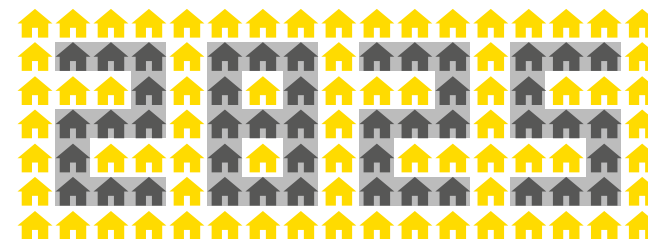
To ensure we are confident in baselining our energy performance requirements, we are also investing in our data, through stock condition and standard assessment procedure (SAP) survey programmes – the approved methodology for calculating and comparing the energy and environmental performance of a domestic dwelling.

CASE STUDY

Implementing an insulation programme

We have worked with a company called Warmfront on an insulation programme using funding from the government's affordable warmth scheme, which is part of its energy company obligation (ECO) – an energy efficiency scheme to help reduce carbon emissions and tackle fuel poverty.

Our aim is to identify rental homes within our stock that are failing in terms of energy performance and are eligible for fully funded external cavity wall insulation. External cavity wall insulation makes homes more comfortable in temperature terms and can potentially reduce utility bills by up to £255 a year per household. For us, better insulation means an improvement in EPC ratings for our homes and reduces our carbon footprint.



To date, we have improved 2,825 homes with an EPC of E, F or G using this programme, which has achieved estimated combined carbon savings of 37,861.42kg of CO2.

Climate change (continued)

Energy performance in new homes

Of our newly built properties completed during the year ended 31 March 2021, 98.8% were rated as EPC B, and 1.2% at EPC C. Our intention is that all newly developed units will be rated as EPC B or above in future years.

Our purchase and repair (P&R) programme involves the acquisition and refurbishment of older properties, which are not constructed to new build standards. These properties are financed entirely by us and do not rely on any grant funding.

As our P&R properties involve the acquisition of existing properties of varying age and condition, they often perform poorly in terms of energy use. We retrofit all P&R houses to ensure they are left with new gas combi-boilers, electronic thermostats and thermostatic radiator valves, full double glazing, 300mm loft insulation and low energy lighting. Our target is for each P&R property to achieve EPC C at the point of letting, but we also review what is technically feasible and financially viable on a case-by-case basis. Most of our retrofits deliver an improvement of one or even two EPC bands, as can be seen in table 5.

Table 5: EPC ratings for purchase and repair homes completed in 2021

EPC RATING	BEFORE REFURBISHMENT	AFTER REFURBISHMENT
C	13.6%	71.2%
D	65.2%	28.8%
E	13.6%	-
F	6.1%	-
G	1.5%	-
Total	100%	100%

CASE STUDY

Kidbrooke Station Square

Kidbrooke Square is a joint venture project with Transport for London (TfL). When complete it will deliver 619 homes, with 50% affordable housing, alongside a commercial offering, new nursery, improved public transport access and associated landscaping. We have been on site with ground works since early 2020, and the first homes will be delivered in autumn 2022, with completions running through to 2027/28. Working in partnership with TfL we continually assess the sustainability aspects of the development in accordance with TfL's Sustainable Development Framework under three key themes: economic, environmental, and social sustainability. This involved assessing the design, construction and long-term operation of the scheme against a large number of key performance indicators. The project is currently performing well, already showing a 40% reduction in carbon emissions against national standards. Improvements to the public realm include new pavements, trees, and retail spaces, and public transport is being enhanced through additional and better bus facilities and cycle hubs. There are also further opportunities to improve the scheme's sustainability as it progresses through construction and handover.



The new development is designed to achieve a 40% reduction in carbon emissions against national standards.



Climate change (continued)

Greenhouse gas emissions

Our total greenhouse gas emissions for the year ended 31 March 2021 were 14,734 tonnes of carbon dioxide equivalent (tCO₂e), as shown in table 6. These include the emissions associated with UK electricity and natural gas consumption, and business travel in company and private vehicles. Our intensity ratio is 16.2 tonnes CO₂e per £m of revenue.

Table 6 - Greenhouse gas emissions by scope (tCO₂e)

SCOPE	DESCRIPTION	EMISSIONS, TCO ₂ E
1	Natural gas and company operated transport	6,457
2	Electricity	7,598
3	Losses from electricity distribution and transmission and grey fleet	679
Total		14,734



CASE STUDY

Castle Lane

We have been selected by property company Landsec as their affordable housing partner for this scheme in central London. Landsec are refurbishing three Victorian mansion blocks and a 1990s block in a conservation area in Westminster into 88 affordable apartments for low-cost sale and rent. The project has recently been granted planning permission and is due to start on site in summer 2021.

The buildings will undergo a full fabric upgrade including internally insulating the external walls and installing replacement double glazed sash windows, using carefully designed construction details to avoid thermal bridging. This is to minimise the heat

loss from the façade which means less energy will be required to heat the buildings. A new efficient heat network will be installed to deliver heating and hot water. Photovoltaic panels on the roof will generate renewable energy providing a peak electrical output of 32kW.

The energy efficiency improvements are predicted to lead to a significant reduction in operational carbon emissions compared to the existing buildings. Maintaining and refurbishing the existing buildings avoids having to use virgin materials, which results in a significantly lower amount of embodied carbon than for a new-build scheme.

Climate change (continued)

Energy efficiency actions – greener transport options

Over the past year, we've returned our leased hybrid vehicles, which were near the end of their expected life, and bought a fleet of environmentally friendly, fully electric cars and vans.

We've bought a total of 22 cars and two vans of varying models and sizes. All are environmentally friendly, fully electric and emission free. We've also installed six charge points each at our two main offices at Bruce Kenrick House in King's Cross and Sussex Place in Hammersmith.

Apart from the obvious benefit to the environment, electric vehicles pay no congestion charge and are generally cheaper to run and maintain than petrol or diesel vehicles. We also benefitted from a government grant which covered some of the cost of installing the charging points at our offices.

Cycling to work reduces an individual's carbon footprint by around 600kg of CO2 each year. Our cycle to work scheme offers staff the chance to order a new bike, equipment or both up to the value of £2,000. We pay for the order up front and staff agree to hire the bike from Halfords, who are the legal owner of the bike from the start of the hire period. Colleagues then pay the organisation back each month through their salary to make tax savings of 32% or 42%.

Going digital

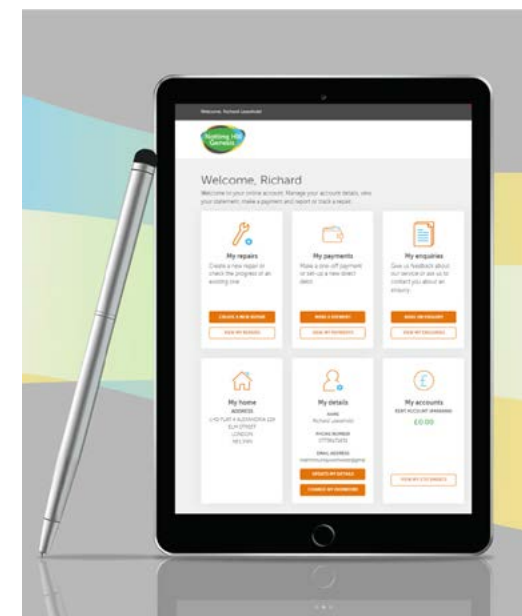
We are steadily moving more of our transactional services online which cuts down substantially on printing and transport. More than 52% of our residents now have an online account through My Account – our digital portal – and a campaign is planned for autumn 2021 to encourage more of them to sign up.

The pandemic required us to move meetings online and we anticipate that many will continue to take place virtually as we introduce a more



hybrid working model, significantly reducing travel requirements.

In spring 2021, we started a project to move our IT infrastructure and systems into the Microsoft Azure cloud. The main driver for the shift is the ability to access innovative technologies located in the cloud platform more easily and quickly. That supports our strategic aim of automating services and using data and business intelligence for better business decision-making, and improving our digital service both for residents and colleagues. Using the cloud is also a greener solution and will contribute to improving our environmental credentials.



Ecology

This theme seeks to assess how the housing provider is protecting the local environment and ecology.

The theme is made up of two criteria around managing pollutants and increasing biodiversity.

Flood risk and overheating

On new builds we carry out flood risk assessments on all projects in flood risk zones and take mitigation measures where necessary. This involves either reducing the impacts of flooding on the proposed development, or reducing the impact of our development on the local flood risk management measures.

Where necessary for local flood risk mitigation, we provide rainwater attenuation to reduce surface water run-off rates into the sewers. The rainwater that lands on the buildings and landscaped areas is stored and released slowly into the sewer network. This reduces the influx of water into the sewers and local watercourses and lowers the risk of flooding downstream. Typical rainwater attenuation measures are: green roofs, brown roofs, blue roofs, soakaways, swales, permeable paving and attenuation tanks.

Our designers carry out an overheating risk assessment in accordance with the standardised approach adopted by the Chartered Institution of Building Services Engineers. They do this prior to the planning submission and then again before construction. The process involves dynamic computer modelling of the proposed dwelling design against a set of overheating criteria, to simulate how the dwellings will perform in warm weather throughout the year. The dwelling design is then adapted to ensure the overheating criteria are met.

Our preference is to ensure the overheating risk can be mitigated via passive means such as openable windows or acoustically attenuating louvres rather than resorting to energy intensive air-conditioning. We brief the designers to ensure acoustics and air quality are considered when assessing the overheating risk and mitigation strategy. Our in-house technical manager reviews the designs and the modelling to provide an additional level of technical scrutiny.

CASE STUDY

Smarter working in offices

Throughout office refurbishment work in 2019 we aimed to reuse and recycle as much as possible. Despite our new modern look, we were able to reuse 30% of the old desks at our office in King's Cross. Some of the old office chairs even found a new home at Pound Park Nursery School in Greenwich. The remainder of the old chairs were taken by an organisation that redistributes them to community organisations. The skip contractor we used sorts and recycles the content of each load where possible. This meant that only 5% went to landfill. Even copper piping from the toilet refurbishment was recycled.

As we begin to reevaluate how we will work post pandemic we've decided not to reopen two of our offices, nor to go ahead with planned new office space in Waterloo. This substantially reduces our carbon footprint not only through savings on heating and lighting those buildings, but by cutting down the need to travel between multiple offices. Similarly, the new hybrid working model we plan to introduce will see some colleagues working from home more often which will also reduce travel.



Ecology (continued)

Informing residents

Residents are provided with leaflets at the start of new tenancies and on maintenance visits. They are also signposted to information on web pages, which include video content.

We provide a manual to residents on new-builds as part of the welcome pack to advise them on:

- Using the heating system for comfort and energy efficiency
- Correct use of the ventilation to ensure good air quality is maintained without excessive energy use
- Energy efficient use of the white goods and electronics
- Using the heating and ventilation to prevent condensation and mould growth

Ecology and biodiversity initiatives

Initiatives to improve ecology and biodiversity are largely delivered at a local level, especially as part of our regeneration schemes. For example, we're working with Groundwork London on the Grahame Park regeneration programme in Colindale to create a new green space at the heart of the estate. The team are currently canvassing opinion from local people about what the space might include, with ideas ranging from an area to relax and unwind or for something more practical such as growing fruit, vegetables or flowers. At the Aylesbury Estate in Southwark, we worked with residents and partners to create a colourful oasis of flowers on a previously unloved plot of land next to one of our construction sites.

We have community allotments at two of our extra care schemes, where residents and local people are able to try their hand at gardening.

We are also exploring local pockets of good practice to see whether such measures might be introduced more widely and, potentially, added to future contracts. These include grounds maintenance contractors using sustainable alternatives to herbicides and pesticides and greater use of Building Research Establishment (BRE) green-rated products in refurbishment and maintenance activities such as asbestos removal and mould surveys.

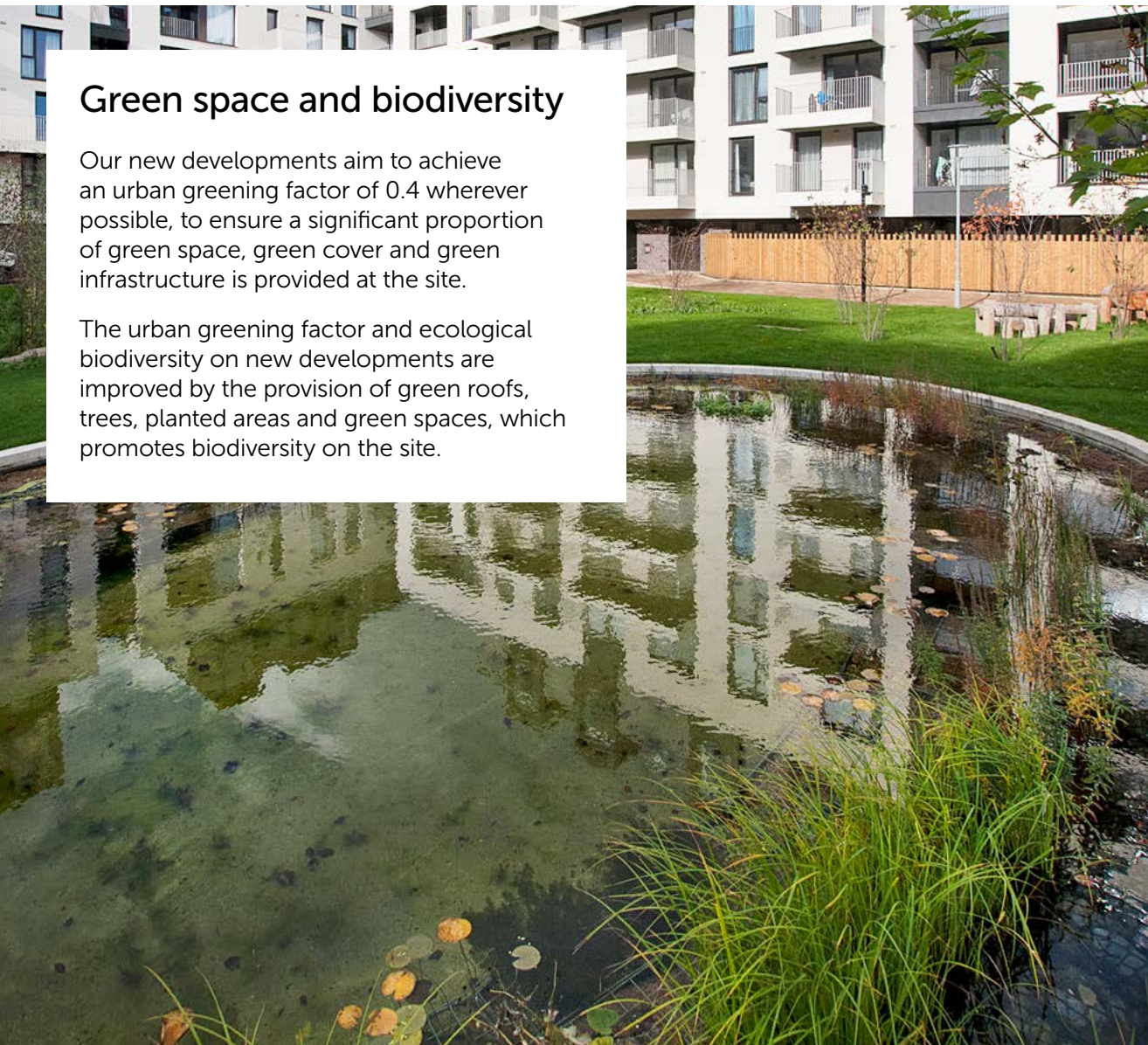


Ecology (continued)

Green space and biodiversity

Our new developments aim to achieve an urban greening factor of 0.4 wherever possible, to ensure a significant proportion of green space, green cover and green infrastructure is provided at the site.

The urban greening factor and ecological biodiversity on new developments are improved by the provision of green roofs, trees, planted areas and green spaces, which promotes biodiversity on the site.



CASE STUDY

Community gardening at Hambledon Court

At Hambledon Court, which provides keyworker accommodation for NHS staff based mainly at King's College Hospital and King's College London, one of our residents got together with two staff members to transform a dull patch of earth on the estate into a community garden.

Thomas, an NHS nurse, made plans for the garden while he took a break from the stress of the pandemic. Notting Hill Genesis provided plants and shrubs which were planted up by Thomas and other residents in May 2021 and are now being watered and cared for by our resident team. Next on the agenda is the clear-up and dig-over of another area of the garden where the group plan to grow vegetables and herbs that residents can use in their cooking. They also hope to be able to use the garden for social events as lockdown eases and the sun comes out.



Resource management

This theme seeks to identify the extent to which the housing provider has a sustainable approach to materials in both the construction and management of properties.

The theme is made up of three themes that cover sourcing materials, water management and waste management.

We plan to develop an organisation-wide resource management strategy covering how we source materials as well as our management of waste and water. As part of that, we need to understand better what targets are included in our main refurbishment and maintenance contracts, which would allow us to report on the percentage of waste diverted from landfill and set targets for key areas of our operations.

Resource management on new developments

Pollution management

We specify low nitrogen oxide (NOx) gas boilers on new developments, and are moving towards electric air-source heat pumps on future schemes. This minimises local air pollution, which benefits local air quality.

For the future, we plan to carry out an air quality positive assessment on all large projects, helping to improve air quality in and around

the development site and minimise exposure to existing sources of poor air quality, such as busy roads.

Responsibly sourced materials

We require all timber on projects to be certified by the Forestry Stewardship Council (FSC). This ensures the timber comes from socially, ecologically and environmentally sustainable sources.

Waste and water management

Our new developments are designed to allow enough space for separation of dry recyclables, food and non-recyclable waste for collection and recycling/disposal, wherever possible.

We minimise water use on new developments by using low-flow taps and appliances, with a target to reduce daily water consumption to 105l per day per person on new developments.

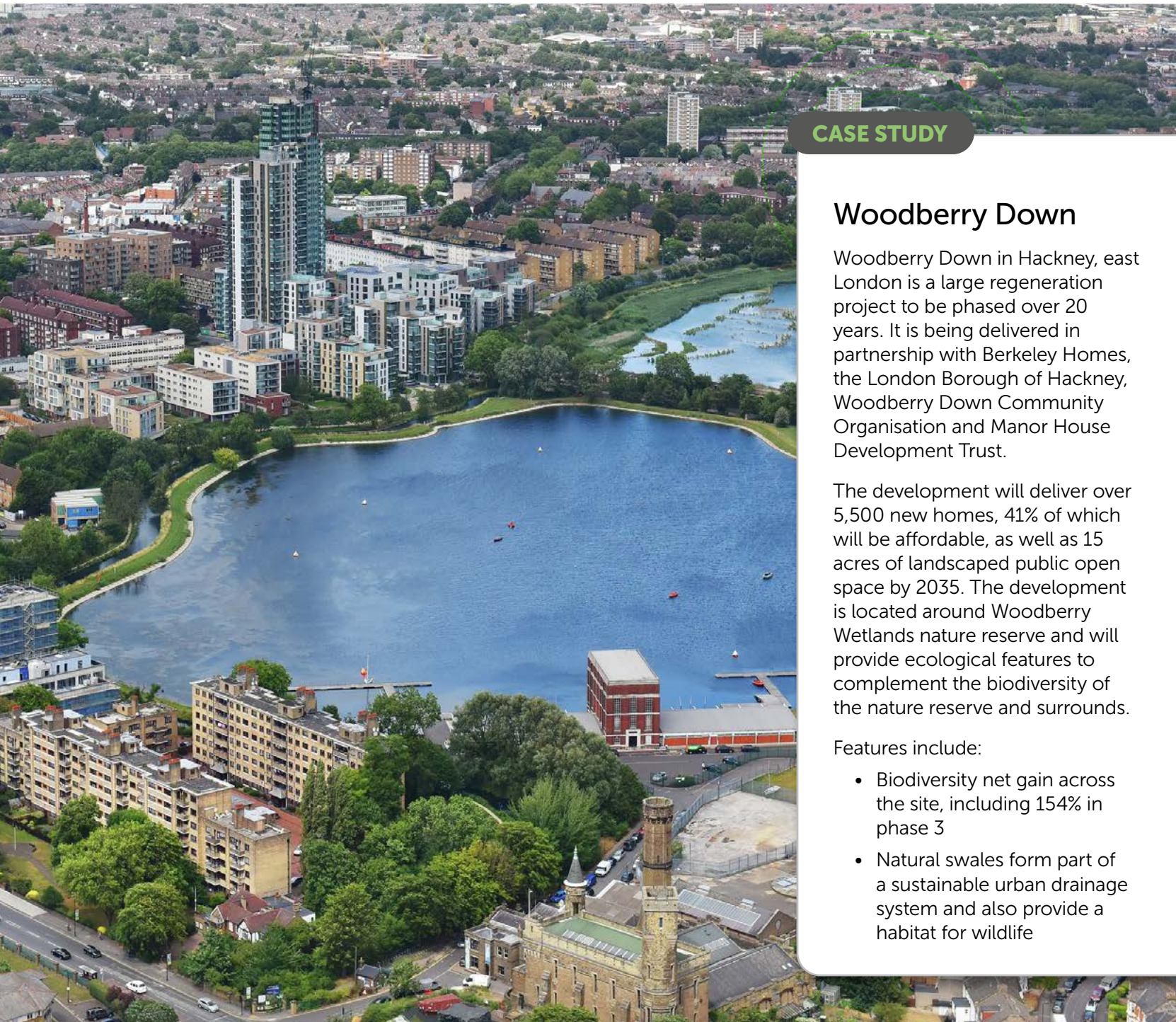
We will also carry out a whole life-cycle carbon (WLC) assessment and a circular economy statement (CES) on all large projects, to assess

embodied carbon and recycled content of building materials. This applies to projects in the pre-planning stage. WLC and CES will be assessed during both design and construction and include monitoring of on-site materials and waste. We'll also assess the amount of recycled materials and minimise the level of embodied carbon associated with the construction and operation of the buildings with a view to reducing waste.

As part of the CES assessment on future schemes we will target using 20% recycled material on larger projects, to be assessed before, during and after construction.



100%
From well-managed forests



CASE STUDY

Woodberry Down

Woodberry Down in Hackney, east London is a large regeneration project to be phased over 20 years. It is being delivered in partnership with Berkeley Homes, the London Borough of Hackney, Woodberry Down Community Organisation and Manor House Development Trust.

The development will deliver over 5,500 new homes, 41% of which will be affordable, as well as 15 acres of landscaped public open space by 2035. The development is located around Woodberry Wetlands nature reserve and will provide ecological features to complement the biodiversity of the nature reserve and surrounds.

Features include:

- Biodiversity net gain across the site, including 154% in phase 3
- Natural swales form part of a sustainable urban drainage system and also provide a habitat for wildlife

- Native landscape planting on site including shrubs, marginal vegetation and bulbs
- Deadwood habitat piles for invertebrates such as stag beetles
- More than 130 bird and bat boxes
- A commitment to plant 589 new trees as part of the landscaping
- Retention and enhancement of key bat foraging habitat
- 2,000m² of biodiverse green roofs with solar PV panels configured to maximise their value
- A new river path to open up access to previously inaccessible riverside and reservoir side areas
- 190 electric car charging points and 2,430 cycle parking spaces to promote green transport

Governance

Notting Hill Genesis has a sound track record on governance. Both legacy organisations were awarded G1, the highest possible, under the grading system used by the Regulator of Social Housing, and we maintained that rating as a new organisation following an in-depth assessment by the regulator in April 2019.

Structure and governance

This theme seeks to assess the housing provider's overall structure and approach to governance.

The theme is made up of six criteria covering the regulator, code of governance, risk management and ownership.

We are a charity incorporated as a community benefit society under the Co-operative and Community Benefit Societies Act 2014 and are registered with the Regulator of Social Housing as a social housing provider. Our registration numbers are 7746 and 4880 respectively.

Our registered office is Bruce Kenrick House, 2 Killick Street, London, N1 9FL. We also maintain a second main office, based at 1-3 Sussex Place, London, W6 9EA.

Our most recent review by the Regulator of Social Housing, published in December 2020, resulted in the affirmation of the governance grade of G1, and the compliant viability rating of V2. There have been no adverse regulatory findings during the last 12 months.

We have adopted the National Housing Federation's code of governance, which applies to all entities wholly owned by our group. The code and the related code of conduct 2012 is reviewed by our audit and risk committee. There are 52 legal entities within our wider group, which are listed in our annual financial statements.

Board and trustees

This theme seeks to assess the quality, suitability and performance of the board and trustees.

The theme is made up of 11 criteria including demographics and the experience and independence of the board.

The board

Our board is responsible for implementing a robust governance framework throughout our organisation. It comprises 10 non-executive members and two executives, including 44% women and 33% from BAME communities. 40% of London residents have BAME backgrounds, a target we are aiming to achieve within our governance community. During the last two years, there has been one board resignation, and two appointments. The maximum possible term for a board member is nine years although we adopt six years as the preferred maximum tenure.

Conflicts of interest are declared by board members, and where there are connections, board members remove themselves from that decision. These are declared annually and at the start of each meeting.

The board delegates some of its responsibilities to six committees, covering operations, audit and risk, treasury, development and sales, remuneration and nominations. Each committee has a group-wide remit as well as clear terms of reference and delegated authority.

There are no current executives on the remuneration committee, but the chief executive serves on the nominations committee, reflecting the importance of the relationship between board and executive. The board considers succession planning on a regular basis throughout the year.

The roles of the chair of the board and the CEO are held by two different people, and the most recent independent review of board effectiveness was conducted in 2019.

Board and trustees (continued)

Audit

BDO LLP have been our external audit partner responsible for auditing our financial accounts since Notting Hill Genesis was created in April 2018.

Audit and risk committee

The audit and risk committee comprises five members, two of whom have recent and significant financial and/or audit experience.

The audit and risk committee reports to the group board, and oversees internal and external assurance, systems and processes adopted by the group to manage risk. The audit and risk committee reviews the risk management framework and processes, but ultimate responsibility for risk management rests with the board. The respective responsibilities of the board, the audit and risk committee and of the executive board are set out in our risk policy. The audit and risk committee also provides specialist advice to the board on any particular risks that may threaten the delivery of objectives or undermine the financial strength of the business.

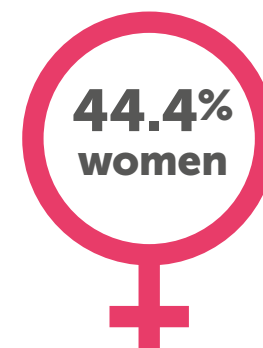
Our corporate risk map sets out our main risks and the primary means of controlling them and is considered by the audit and risk committee at least quarterly. We have identified 13 key corporate risks, of which the top six are: declining sales, changes to government policy, legislation and regulation, failure to comply with health and safety standards, liquidity risk, governance, and failure in customer service delivery.

Operational risk management

The executive board, headed by the chief executive, and supported by eight group directors, is responsible for the delivery of our corporate strategy and operational performance of the business. During the last two years, there has been one executive board member resignation, and two appointments.

All directorates produce local operational risk maps, which are reviewed and updated quarterly. Those maps include an evaluation of controls to manage identified risks and associated actions, and identify a named individual who is responsible for managing and monitoring controls. Controls are cascaded to staff through the performance management systems.

Board statistics



33.3%
BAME

11.1%
with a
disability

59 years
Average age of board member

43 months
Average tenure of a board member

3
resident board
members

83.3%
are non-executive
board directors

Staff wellbeing

This theme seeks to assess how staff are supported and how their wellbeing is considered.

The theme is made up of five criteria including salary information, additional support for staff and average sick days.

Pay and reward

We reward staff through an equitable and fair pay structure. Our pay system considers both the external operating environment, linking pay with the median point in the external pay market, alongside using our bespoke role-sizing portal to evaluate posts and align them from an internal perspective.

We aim to benchmark each role against the market median every three years and review salaries annually to ensure our staff are being paid fairly for the work they do. We consult with Unison (our recognised trade union), and take inflation, affordability and business need into account when setting pay.

In our care and support business, we actively engage with commissioners to secure the London Living Wage for our staff, where possible. Our housing assistant night cover (HANC) staff in care and support receive the National Minimum Wage for their sleep-in hours.

The ratio of pay for the chief executive compared to our lowest paid worker for 2021 is 14:1. This ratio compares favourably to the average FTSE 100 organisation, where the comparative ratio is 109:1.

Diversity and inclusion

We are committed to ensuring equality and diversity across the organisation by taking action to be more visibly diverse at all levels, collaborating with partners to invest in and support BAME talent, and celebrating BAME successes and achievements.

We publish an annual gender and ethnicity pay gap report, which looks at the difference in average pay of male and female employees, and between different ethnicities. We support a number of staff-led diversity groups, which include Beehive (women), Carers, Cultural Energie (BAME), Parallel (health and disability) and PROUD@NHG (LGBTQ+).

Recent achievements include becoming the first housing association to sign up to the Confederation of British Industry's Change the Race Ratio campaign and the appointment of two new non-executive directors from BAME backgrounds.

At the same time, we've continued to support several initiatives to encourage career progression among BAME colleagues, including the G15 Accelerate programme, Leadership 2025 and Leadership Now.

Physical and mental health

We have a range of policies to support colleagues with both their physical and mental health, which include comprehensive sickness management and ill health capability policies, with generous sick pay entitlements and occupational health and rehabilitation services.

Our employee assistance programme provides access to a trained counsellor 24 hours a day, plus up to six counselling sessions. We have approximately 70 mental health first aiders – colleagues who are trained to support others. We also run regular 'time to talk' sessions which provide opportunities to discuss mental health matters in a confidential safe space.

We offer free classes to colleagues, including yoga, Pilates, cardio dance fitness, move and stretch and guided meditation and continued to provide these online throughout the pandemic.

Colleagues are kept informed of wellbeing activities and support through channels including the intranet, a monthly themed newsletter and campaigns to raise awareness of specific issues.

In 2020/21, our colleagues took an average of 6.3 days as sick leave in 2020/21, a figure that falls to 3.4 days once those on long-term sick leave are excluded.

Gender and pay gap figures

Gender pay gap
2020 - median –
16.5%

Gender pay gap
2020 - mean –
22.6%

Ethnicity pay gap
2020 – median –
18.6%

Ethnicity pay gap
2020 – mean –
26.7%

CASE STUDY

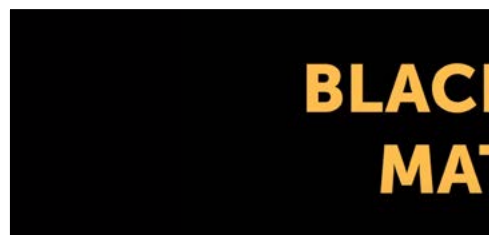
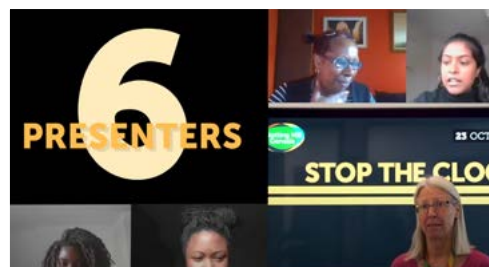
Our Race at Work action plan

George Floyd's murder in May 2020 prompted a widespread conversation across our organisation and caused us to reflect more fully on the experiences of minority ethnic colleagues, especially those from Black communities. Most importantly, we realised we needed to give people a chance to talk and, crucially, be heard.

Over the summer, we held a series of discussions – our Big Conversation – at team level and across departments, where colleagues were encouraged to share their experiences and suggest areas for improvement. That feedback informed the content of our online Stop the Clock conference in October, which was attended by almost 1,200 colleagues and included several external speakers and a chance for further conversation.

The outputs of the conference were pulled together into our Race at Work action plan, which identifies six main areas of focus. To date, we've set up an allyship programme, launched a series of listening circle events, and introduced lunch and learn sessions with board members, with more initiatives to follow.

Of equal importance, our equality, diversity and inclusion action plan sets out a clear path to build on achievements to date and maintain the momentum.



Supply chain management

This theme seeks to assess if the housing provider procures responsibly.

The theme is made up of two criteria assessing how social value and environmental impact are considered.

We have taken robust steps to ensure we consider environmental and social value implications as part of the contracts we award. As part of the required procurement process for contracts over £200,000, environmental and social impacts are considered in proportion to the contract value, and we include supplementary assessments and criteria based on that proportionality.

Working with our supply chain

We are committed to driving our economic, social and governance commitments through a suite of existing contracts, especially those that concern the built environment. The original procurement process for the contractor and consultant frameworks used by our development team assessed both environmental management and equality, as well as social value for contractors.

When we call off from our frameworks, our build contracts place obligations on contractors in respect of local training and employment opportunities, social value, modern slavery, and equality, diversity and inclusion. We also require that all contractors and consultants pay their workers no less than the London Living Wage. For our main regeneration schemes, we are driving a range of employment and apprenticeship programmes.

We are reviewing new opportunities to further enhance our sustainability credentials beyond development suppliers. These include a recent procurement for our utilities contract, which included the provision of 100% renewable energy, and replacing our car fleet with electric vehicles.

Enabling supplier diversity

We are keen to use our purchasing power to encourage more equality and greater diversity across our supply chain and the wider housing sector. To achieve that, we are working with Minority Supplier Development UK Limited (MSDUK), a leading network of minority ethnic businesses, with more than 1,500 registered minority-led suppliers. Our plan is to work with MSDUK to provide tender opportunities directly on our behalf, as well as reviewing options for them to work with our tier one suppliers across broader corporate procurement projects.

The initiative supports our commitment to creating an inclusive and diverse supply chain at the same time as providing opportunities to those suppliers that have traditionally found it difficult to find the right contract opportunities in the housing sector.

As part of the procurement process, we also adopt a standard set of questions for activities where diversity is especially important – for example, when operatives or contractors will be going into residents' homes or to support local and diverse businesses.

For a recent tender for a temporary recruitment provider, our procurement team ensured that equality, diversity and inclusion had one of the highest quality assessment weightings. Doing so demonstrated not only the importance we attach to those criteria, but also set out the standards and expertise we expect from our suppliers.

CASE STUDY

Social value from suppliers

Vistry Partnerships is our main contractor for the central hub of our Aylesbury Estate regeneration programme. Once complete, the hub will include a new library, community facility, health centre, public square and residential blocks.

Throughout, Vistry has been a committed community partner, going above and beyond their contractual obligations to provide genuine community benefit. Alongside section 106 commitments to provide 15 construction apprenticeships and use 20% local labour (against a target of 10%), Vistry has worked with us to support a variety of social value activities.

These include fundraising for a local children's sports charity, residential planting next to a new development site, and sourcing and erecting fencing for a community garden. During the pandemic, they worked with us and other partners to support our 'cuppa and a chat' virtual engagement sessions and the delivery of 105 Christmas hampers to residents, making a significant difference to those affected by food insecurity and isolation. They have also contributed half the costs towards our build-a-bike project with Community Cycleworks.



Appendix 1 – Sustainability Reporting Standard for Social Housing (SRSSH)

The contents of this report are aligned to the requirements of the SRSSH as shown below:

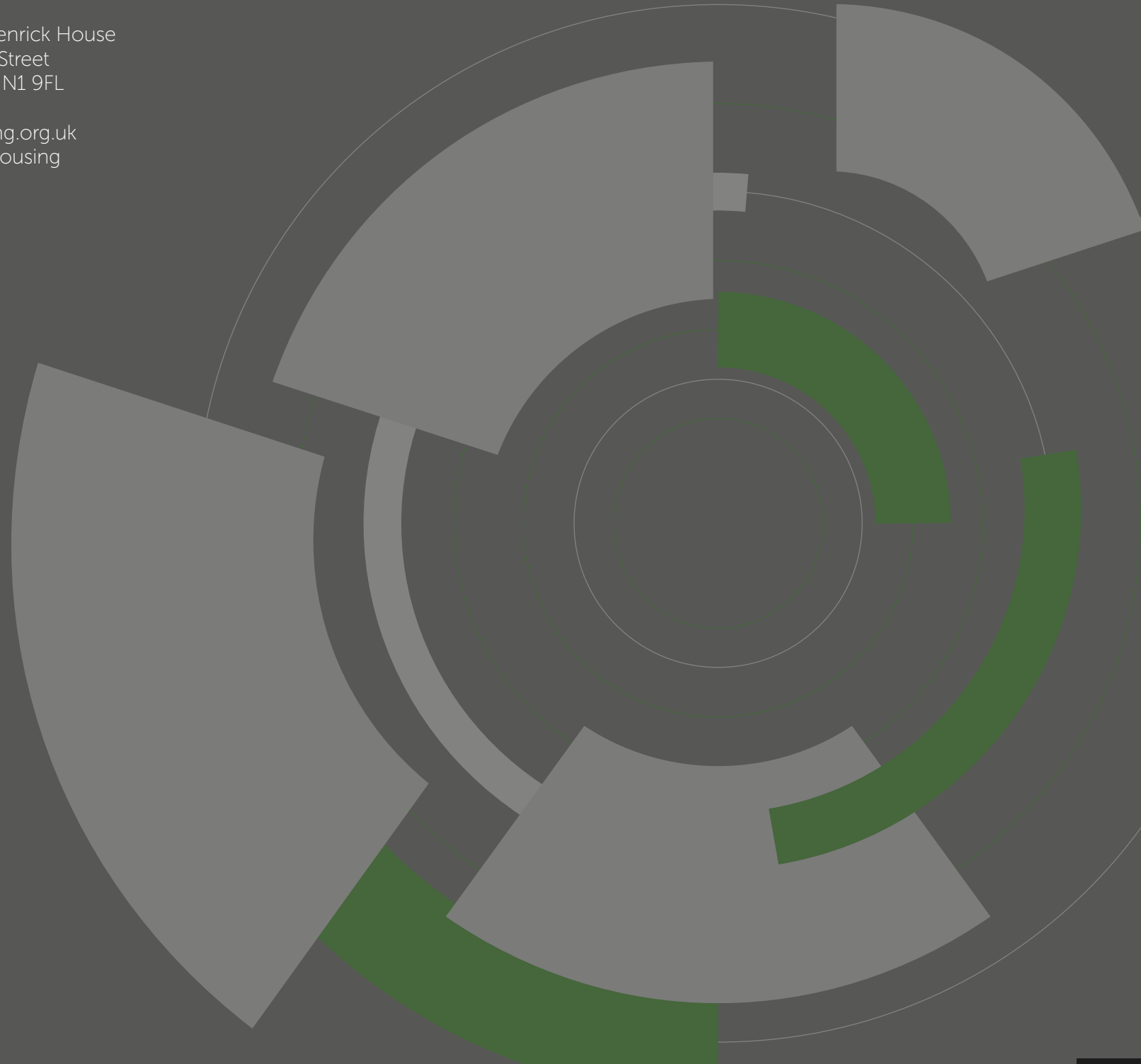
AREA	THEME	THEME #	CRITERIA #	TYPE OF CRITERIA	CRITERIA DESCRIPTION	PAGE NUMBER				
Social	Affordability and security	T1	C1	Core	1) Rent compared to median private rental sector (PRS) rent across the local authority	5				
					2) Rent compared to local housing allowance (LHA)	5				
		T1	C2	Core	Share, and number, of existing homes	5				
		T1	C3	Core	Share, and number, of new homes	6				
		T1	C4	Core	Reduction of the effect of fuel poverty on residents	8				
	Building safety and quality	T2	C5	Enhanced	Percentage of rental homes with a three-year fixed tenancy agreement (or longer)	5				
						T2	C6	Core	Percentage of homes with a gas appliance with an in-date, accredited gas safety check	7
						T2	C7	Core	Percentage of buildings with an in-date and compliant fire risk assessment	7
	Resident voice	T3	C8	Core	Percentage of homes meeting the Decent Homes standard	7				
						T3	C9	Core	Management accountability to residents	8
						T3	C10	Core	Resident satisfaction over the last three years	8
	Resident support	T4	C11	Enhanced	Complaints upheld by the ombudsman in the last 12 months	8				
						T4	C12	Core	Support services provided to residents and outcomes	9-11
Placemaking	T5	C13	Enhanced	Examples of placemaking and placeshaping	12-16					
Environmental	Climate change	T6	C14	Core	Distribution of EPC ratings of existing homes	18				
					T6	C15	Core	Distribution of EPC ratings of new homes	19	
		T6	C16	Enhanced	Scope 1, 2 and 3 greenhouse gas emissions	20				
		T6	C17	Enhanced	Energy efficiency actions undertaken in the last 12 months	21				
		T6	C18	Enhanced	Mitigation of: increased flood risk, increased risk of homes overheating	22				
		T6	C19	Enhanced	Information provided to residents about correct ventilation, heating, recycling	23				
	Ecology	T7	C20	Enhanced	Increasing green space and promoting biodiversity on or near homes	23				
						T7	C21	Enhanced	Strategy to actively manage and reduce all pollutants	25
	Resource management	T8	C22	Enhanced	Strategy to use or increase the use of responsibly sourced materials for all building works	25				
						T8	C23	Enhanced	Strategy for waste management incorporating building materials	25
						T8	C24	Enhanced	Strategy for good water management	25

AREA	THEME	THEME #	CRITERIA #	TYPE OF CRITERIA	CRITERIA DESCRIPTION	PAGE NUMBER	
Governance	Structure and governance	T9	C25	Core	Confirmation of registration with a regulator of social housing	28	
		T9	C26	Core	Most recent viability and governance regulatory grading	28	
		T9	C27	Core	Code of governance	28	
		T9	C28	Core	Not for profit status	28	
						Shareholder analysis, if for profit organisation	N/A
						Percentage of voting rights controlled by for profit shareholders	N/A
		T9	C29	Core	Organisational risk management	29	
		T9	C30	Enhanced	Adverse regulatory findings in the last 12 months	28	
	Board and trustees	T10	C31	Core	Board demographics compared to organisational demographics	28-29	
		T10	C32	Core	Percentage of board and management team turnover in the last two years	28-29	
		T10	C33	Core	Board member maximum tenure	28-29	
		T10	C34	Core	Percentage of the board who are non-executive directors	28-29	
		T10	C35	Core	Number of board members on the audit committee with recent/relevant financial experience	28-29	
		T10	C36	Core	Executives on the remuneration committee	28-29	
		T10	C37	Core	Board presentation of succession plan in the last 12 months	28-29	
		T10	C38	Core	Number of years current external audit partner has audited the accounts	28-29	
		T10	C39	Core	The last independently-run, board-effectiveness review	28-29	
		T10	C40	Core	Separation of the role of chair of the board and CEO	28-29	
		T10	C41	Core	Resolution of board conflicts of interest	28-29	
	Staff wellbeing	T11	C42	Core	Real Living Wage	30	
		T11	C43	Core	Gender pay gap	30	
		T11	C44	Enhanced	CEO-worker pay ratio	30	
		T11	C45	Enhanced	Support for the physical and mental health of staff	30-31	
		T11	C46	Enhanced	Average number of sick days taken per employee	30-31	
	Supply chain	T12	C47	Enhanced	Social value creation	32-33	
		T12	C48	Enhanced	Environmental impact	32-33	



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Environmental, social
and governance report
2020 - 2021