



Equality, Diversity and Inclusion Report

2024/25



Chief executive's introduction

Our Better Together customer strategy put residents at the heart of everything we do, and over the past year we've continued to make improvements to the way we work that will enable us to deliver our vision to provide good quality homes that allow our residents to live their lives well.

Part of providing the service our residents deserve is treating them as individuals, and in giving them a say in their home, their tenancy, and the decisions we make that impact them. For this reason, at a time when the world seems to be moving away from prioritising ED&I, we are recommitting. Our city and our communities are stronger and more vibrant because of their diversity, and as you'll read in this report, over the past year we recognised and celebrated more diversity amongst our residents and staff than ever before. By collecting more data on our staff and our residents, we're able to take an intersectional approach to inclusion, gain a fuller picture of who they are and what they need in order to thrive. This individualised approach in turn equips us to evolve into a more equal organisation, always striving towards greater equality of representation and of outcome.

Over the past year our resident involvement and engagement team has expanded the range of ways our residents can engage with us, whether by providing feedback, taking a lead in their local community, or shaping our wider services and decision making. I would like to thank the colleagues whose commitment and creativity enabled us to provide more engagement opportunities than ever before, and the many residents whose passion and generously given time contributed

to making our organisation more representative of those we serve. The impact of these staff and residents permeates our organisation and the services we deliver to the great diversity of Londoners who are housed by us.

Our five staff networks have continued to go from strength to strength over the past year, raising their profiles and reaching more colleagues with a more diverse and intersectional programme of awareness raising and celebratory events than ever before. Behind the scenes they have fed into our policies, scrutinised our pay gaps, influenced our ways of working and most importantly kept discussion of ED&I topics live at Notting Hill Genesis, ensuring ED&I remains embedded as a part of our day to day. At a time when ED&I initiatives are being rolled back in many other organisations, I am proud to be able to look forward to our most ambitious year yet, with our staff networks, their executive and director sponsors, our engagement teams and so many others around the organisation poised to build on the success of 2024/25.

Patrick Franco
Chief executive

Wellbeing

Wellbeing touches every part of our lives, from physical and mental health to social connection and finances. Positive wellbeing underpins our ability to take advantage of opportunities and realise our full potential; it's part of the bedrock of an inclusive, equitable organisation. True inclusion means recognising and supporting diverse wellbeing needs, and in 2024/25 we continued to evolve our staff wellbeing offer, providing a broader range of benefits and engagement opportunities that were accessed by a more diverse group of staff.

Our approach to wellbeing focused on key pillars including financial stability and peace of mind; social connection; mental and physical health; and fitness. We reviewed and enhanced our wellbeing offer and empowered staff by supporting them to take the lead on managing their wellbeing, equipping them with access to benefits and the information needed to make informed decisions about what was best for them.

Our mental health first aiders provided remote and in-person support to colleagues around the business, responding to approaches on an ad-hoc basis and hosting dedicated "cuppa and chat" sessions that provided a confidential space for colleagues to share what was on their mind and be signposted to relevant benefits and external providers of further information and support.

Our campaign "Boost your wellbeing with our benefits this January" explored manageable, sustainable changes that can lead to lasting improvements in wellbeing, and provided advice on how to implement them, often by utilising our extensive range of free staff benefits. We included often overlooked areas of wellbeing such as arranging workstations to support spinal health and good posture, and having regular eye tests and dental check-ups – all small investments in time and money (especially when making use of our benefits to reclaim costs), that can have significant long term impact by nipping any issues in the bud, before lasting damage is caused.

We revamped our programme of exercise classes in 2024/25, rolling out tai chi classes on a permanent basis after a successful pilot the year before, adding a further bootcamp programme in response to demand, and



running two rounds of the couch to 5k challenge with a total 32 staff signing up to participate, an increase of five on the previous year. The NHS programme is designed to build confidence and reduce injury risk, allowing first time runners and those returning to exercise after a break to develop their stamina without overtraining. A dedicated Teams channel meant participants could provide peer support as they progressed through the challenge, sharing tips and encouragement as they overcame setbacks and achieved their goals.

For the first time we celebrated World Health Day, with our staff networks joining forces with our pay and benefits team to deliver a packed fair-style event focusing on health and wellbeing and promoting our range of benefits. A

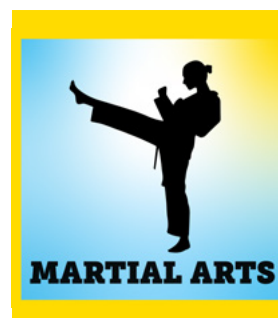
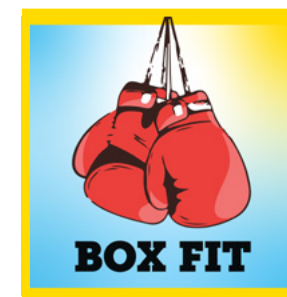
mental health first aid station saw staff taking time to unwind with colouring books and jigsaw puzzles while chatting with a mental health first aider, and attendees had the opportunity to make their own smoothie on a smoothie bike, have a spinal and posture assessment, a consultation with a skincare specialist and nutritionist, pick up freebies and learn more about how they can access our varied benefits.

With the cost of living crisis continuing to place a strain on household budgets, financial worries being one of the leading causes of stress, and a persistent taboo surrounding discussing money and debt, we've placed greater emphasis on the financial wellbeing of our staff over the past year. This has included introducing two new financial benefits. Through nous, staff can potentially save hundreds of pounds each year, hassle-free, by outsourcing the search for the lowest deals on household utilities and other services such as insurance and mobile phone bills. Meanwhile, financial literacy platform WellFi offers bite-sized videos with plain-English explanations of financial and guidance on topics ranging from understanding payslips, credit scores and APR & AER; to savings and investments, paying off debts; and navigating state benefits, the home buying process and planning for retirement. We've received exceptionally positive feedback, with staff reporting they feel more confident

now these complex financial terms have been demystified. These benefits complement our existing financial wellbeing offer, with staff continuing to benefit from free access to independent financial advisors and mortgage brokers, shopping discounts, our Christmas savings scheme, and able to reclaim money spent on a number of health-related costs.

Through Help@Hand, our employee assistance programme, staff can access free remote sessions with personal trainers, physiotherapists, nutritionists, medical professionals, and counsellors, removing financial barriers to essential services that support their mental and physical wellbeing.

Social wellbeing also remained a priority. Our staff conference brought everyone together to celebrate our collective achievements, while December's local festive events helped teams connect in a more relaxed setting—with costs covered or subsidised by us. Throughout the year, we marked a wide range of cultural and significant events, blending education, celebration, and community. These moments gave colleagues the chance to connect across departments, build relationships, and learn more about each other's traditions—strengthening our culture of inclusion and understanding.





Beehive – women's network

Beehive spent 2024/25 strengthening their network by both expanding membership to reach more colleagues across Notting Hill Genesis, and supporting members to play a more active role in shaping and delivering a varied and vibrant programme of activities across the year. New members contributed to the production of a new mission statement and refreshed logo that set the tone for a productive and collaborative year. Open-to-all meeting-workshop hybrids acted as opportunities for colleagues to find out more about past successes, discuss network priorities, contribute ideas and volunteer to lead on delivery.

Like our other networks, Beehive is taking an increasingly intersectional and collaborative approach, for example working with Parallel and business services to run a successful pilot providing free sanitary products in toilets, gathering and analysing feedback, and subsequently launching a permanent initiative across all of our sites. This simple but powerful joint initiative sent a strong and well-received

signal to colleagues that we are committed to furthering equality in a range of settings.

Beehive collaborated with our HR team to address the longstanding issue of lack of understanding of flexible working patterns. The information session was open to all staff and covered both the practicalities of putting a flexible working arrangement in place, and the personal impact this can have, particularly for women, in enabling balance between work and life outside of it, including managing care and other responsibilities.

A speed networking event attracted staff from around the organisation and provided an opportunity for attendees to meet colleagues whose paths they didn't cross with during their day to day work. Male colleagues were well-represented amongst attendees, a reflection of the network's success in marketing events to all colleagues and highlighting the importance of allyship.

The network's "build an engaging presentation" session addressed a request from network members around under-confidence when delivering presentations. Run by internal facilitators, open to all, and attended by staff from across the business, the session received overwhelmingly positive feedback, leaving attendees feeling equipped to design and deliver engaging presentations with confidence.

2025 saw Beehive's best attended International Women's Day celebration to date. A diverse mix



of staff attended a morning session, hearing inspirational stories from women around the theme "accelerate action". This was complemented by the network's evening event, which gave attendees the opportunity to network in a relaxed setting, over food and drinks, whilst letting loose with diva-themed karaoke in honour of fabulous women past and present.

The network continued to deliver their regular programme of menopause cafés, creating spaces for staff to share their own experiences, learn from others, and gain insight into how to support colleagues and loved ones who are experiencing perimenopause or menopause. Beehive collaborated with Cultural Energie and Parallel to host external and internal speakers who shared their stories of menopause, with a focus on the experiences of Black women and the value of understanding our own bodies and of peer support.

Beehive ended the year as they began it, by gathering together their diverse membership to collaboratively produce an action plan for the year ahead, with a more ambitious and intersectional agenda than ever before.



Carers Network – network for unpaid carers

In 2024/25 our Carers network wished its founding chair good luck on an external secondment and welcomed two new co-chairs.

The network continued to deliver their core activity of providing regular confidential sessions for colleagues who are carers to come together with others who share that lived experience. These sessions are an empathetic space where attendees give and receive support, share practical tips and signpost to external tools and resources. They provide meaningful connection around what can be an isolating status, for some, representing their only opportunity to connect with others in a similar situation. Particularly for those who are new to caring, this may be the first opportunity a colleague has had to speak about their experiences.

“Am I a carer?” sessions helped to raise awareness and understanding of what it means to be a carer. With many carers providing care for years before they recognise their own status as a carer and the impact it may have been having on their day to day lives and potentially their wellbeing. These

sessions have allowed colleagues to redefine the “help” they extend to others as providing care, empowering them to request and receive the support they deserve. Being guided to understand what it means to be a carer in this setting, our colleagues are immediately equipped with the support and resources that come with being a member of the network, rather than being left to navigate the status of carer alone.

April saw the launch of our carer’s policy, which sets out carers’ entitlements and other staff benefits that carers can make use of to support them to manage their care and work responsibilities alongside one another in a way that enhances rather than detracts from their wellbeing. The inclusive definition of caring that we use means that colleagues who provide care on an ad hoc basis, to non-relatives, or to those outside of their household, who are all less likely to recognise themselves as carers, have clarity on their entitlements and can more easily access support.

Partnering with Carers UK, the network delivered a workshop providing clarity and advice on the new statutory entitlement to carers leave, equipping network members and people managers to understand the impact of the new legislation, whether in relation to their own situation or that of their team.

The network’s “caring and dementia: our stories” lunch and learn saw two colleagues share their experiences of caring for loved ones with



dementia. The session was attended by carers and non-carers, giving all attendees a deeper understanding of dementia as a condition and its impact on those living with it personally, as well as insight into the experiences of carers.

To mark Carers Rights Day, our carers network partnered with Peabody, Hyde and Carers UK to deliver the G15’s first group-wide event focused exclusively on supporting working carers. The event covered practicalities around the complex and often confusing range of benefits available to carers, which are often underclaimed due to the barriers to successfully navigating them.

The combination of practical educational and personal awareness raising has allowed the Carers network to flourish throughout 2024/25, continuing to grow over time.

Cultural Energie – race and ethnicity network

Last year saw a range of events and awareness campaigns delivered by Cultural Energie.

Early in 2024/25 we had our first ever Iftar event, with staff of all religions and none coming together for the breaking of the fast, enjoying traditional foods such as dates, and hearing from a network member who shared his personal journey finding Islam as an adult.

As part of Ramadan 2025, a diverse group of Muslim staff from around Notting Hill Genesis recorded a series of videos answering common questions about Islam, Ramadan and their personal experiences. Throughout the month, a “donate your meal deal” campaign saw staff raise £470 for the our hardship fund.

Cultural Energie expanded their tradition of highly engaging photo campaigns, this year combining staff stories with eye-catching design to mark Windrush Day, South Asian Heritage Month and Black History Month across our three main offices.

Black History Month was also marked with a series of celebratory events, including paint ‘n’ punch; rep your country day; and the best attended wrap up party so far. Alongside the celebrations, the network focused on carer development with a

mentoring breakfast and network event, allowing staff to gain insight into the benefits of mentoring, gather practical tips on how to secure a mentor and how to get the most out

of mentoring, and providing an opportunity for colleagues to connect with others from around the organisation.

Our Latin Heritage Month celebration featured food from diverse countries, a salsa taster session, music, and information on the history of countries from across the Latin world. In its second year, this event cemented in our cultural calendar the celebration and recognition of a heritage often overlooked in discussions around diversity and inclusion.

Islamophobia Awareness Month was marked with a short film screening and blog posts from staff sharing their experiences and highlighting the importance of continuing to raise awareness of and challenge Islamophobia and other forms of racism and discrimination that remain stubborn features of our society. Primarily aimed at non-Muslim colleagues, the film is an example of the increasing focus on promoting allyship that all of our networks have been taking.

During Race Equality Week, Cultural Energie encouraged staff to take part in the nationwide campaign to raise awareness of the different ways racial inequality manifests and the steps we can all take to address it. The five challenges, five minutes, five days format made it easy for busy colleagues to participate, and the week was followed up with an article with senior staff sharing their

reflections and insights gained by taking part in the challenge.

Working in collaboration with Parallel, Cultural Energie delivered our first World Health Day event in 2024, bringing a focus on health and wellbeing for people of diverse backgrounds and with diverse needs, showcasing our benefits, and encouraging colleagues to sign up to our staff networks.

A series of “chatty patty” events helped to raise awareness about the network’s achievements, and provide staff with information on the variety of ways they can get involved to shape and deliver the network’s agenda, helping to attract new members and inspire renewed commitment from existing members. Cultural Energie’s successes from the previous year were recognised at the 2024 G15 Ethnicity in Housing Award, where they won the colleague race network group award.





Parallel – health and disability network

Following their restructure and relaunch in 2023/24, Parallel continued to grow in membership and impact throughout 2024/25, reaching more staff with a fuller and more varied programme of activities than ever before.

A series of staff stories highlighted the often hidden diversity within our own workforce, and allowed staff to learn more about conditions that are often less well known and less understood. Staff shared their stories of living with immune thrombocytopenic purpura, myasthenia gravis, and deafness.

Alongside this, Parallel promoted the hidden disabilities sunflower scheme, providing free sunflower lanyards to colleagues with hidden disabilities and raising awareness of the symbol and its significance.

The network released a video featuring Parallel members sharing their honest experiences of living with chronic illness and disability. This video, part of the Positively Purple campaign, bought vulnerability to the topic and aimed to

highlight daily life challenges and dispel common myths Parallel members regularly face.

With society shifting towards a greater understanding of neurodiversity and more individuals receiving a diagnosis for a condition they may have managed without support for many years, it's essential that organisations improve their ability to accommodate needs that have not always been recognised, and Parallel is instrumental in driving this positive change.

Parallel's annual celebration of the International Day of People with Disabilities included a session on building autism-inclusive workplaces, with external speaker Alex Manners sharing his personal experiences and expert view. Alex advised on practical steps workplaces can take to increase their inclusivity by making both best practice changes that benefit both neurodiverse and neurotypical colleagues alike, and adaptations that can be made at the individual level.

The network marked Neurodiversity Celebration Week 2025 with a programme of external webinars while a series of articles covered a variety of neurodiverse conditions including Tourette's, dyspraxia, dyslexia, autism and ADHD. These challenged misconceptions, provided guidance on how to be inclusive of people with the condition, linked to external resources and destigmatised by highlighting successful individuals with a diagnosis. As part of the week Parallel also marked World Down Syndrome Day, with the powerful "assume that I can so maybe I will" video campaign.

Alongside their expanded programme of lively and informative events, Parallel continued to provide a confidential, welcoming and supportive space



for colleagues living with disabilities and health conditions to share their experiences, connect with others and access peer support. These in-person and remote community coffee events not only provide a setting where colleagues can speak openly about their experiences but have acted as a forum for reflection and generation of ideas on how we can do better for colleagues with different needs. Following our all staff conference in September 2024, Parallel community coffee members debriefed on how the event could have been more accessible and inclusive for those with both physical, neurodivergent and other conditions. Their feedback was instrumental in shaping our upcoming conference, with preparations being made in advance to accommodate a range of diverse needs.

Like all of our networks, Parallel is taking an increasingly intersectional approach, for example collaborating with PROUD to host a watch along of Special, a semi-autobiographical series about a gay man with cerebral palsy. Looking externally, Parallel celebrated the Paralympic Games and the launch of Primark's adaptive collection, drawing a line between the experiences of colleagues and the wider societal shift towards greater inclusivity for those with disabilities and health conditions.

PROUD@NHG

PROUD@NHG – LGBTQ+ network

In 2024/25 PROUD welcomed two new co-chairs, who took the opportunity to refresh and relaunch the network, galvanising existing members and inspiring more colleagues, including allies of the LGBTQ+ community, to not only sign up but to become active contributors to network activities. October's highly successful drag bingo event in Hammersmith was our first, and served as an unofficial relaunch party, kicking off the network's fullest schedule of activities and awareness-raising yet.

Directors and EB members celebrated alongside staff from across our locations at the 2024 PROUD anniversary party. This year's was the most well-attended to date, raising the profile of the network and attracting more new members.

LGBTQ+ history month 2025 was PROUD's biggest and most successful so far, with hybrid and online events complementing the in-person activities and allowing staff to participate from various locations. Drawing inspiration from Cultural Energie's poster campaigns, the powerful LGBTQ+ heroes poster campaign saw our three main offices brightened by rainbow coloured testimonials celebrating diverse LGBTQ+ figures from history, written by LGBTQ+ colleagues and

allies. The first of four weekly events brought drag bingo to King's Cross and set a celebratory tone for the month, bringing together colleagues and professional drag queens, and raising £540 for Say it Loud Club, a

charity supporting LGBTQ+ refugees and asylum seekers in London.

With external developments causing concern about the erosion of the rights of many, including members of the LGBTQ+ community, PROUD balanced celebration and positivity with a focus on awareness raising and education, acknowledging that there is still more to do in order to eliminate discrimination and achieve true equality for all under the LGBTQ+ umbrella.

An LGBTQ+ history walking tour shone a spotlight on often overlooked stories, and highlighted both the triumphs of individuals throughout history, and the lasting impact that those steps towards progress have today.

A lunch & learn on homelessness and the LGBTQ+ community made the link between societal injustice, discrimination and lack of acceptance at the individual and family level, and the work carried out by organisations such as ours, and providing insight into the journeys that will have brought some of our residents to us.

All of our networks are taking an increasingly collaborative and intersectional approach, and in February PROUD teamed up with Parallel to host an external speaker who addressed LGBTQ+ history, identities, and intersections with other identities, with an emphasis on neurodivergence.



The session explored labels, including those relating to neurodivergence and the lesser known identities under the LGBTQQIIA+ alphabet, and addressed concerns that many allies have about using labels correctly and respectfully.

In addition to a range of engaging events, PROUD have educated and raised awareness through a series of articles marking significant dates in the LGBTQ+ calendar, including the historical and present-day importance of Pride; rainbow families and Lesbian Visibility Week; and the International Day Against Homophobia, Transphobia and Biphobia. As part of their relaunch, PROUD have placed greater emphasis on encouraging the involvement of allies in planning and attending network events, underlining the fact that we all need to be a part of the continuing fight for equality for all.

Key data

Good use of data allows us to identify any issues within the organisation, investigate underlying causes, and informs interventions to address them.

Colleague engagement

In February and March 2025, 1,262 colleagues completed our colleague engagement survey. The response rate of 78% was significantly higher than the 66% response rate of the previous year, and around 80% of people also provided written responses to the two free text questions, a significant improvement against last year's 31%.

For the first time, we engaged global leaders Gallup to carry out our survey and we'll be working closely with them through 2025/26 to use our results to drive engagement, productivity and performance across the business.

Analysis of quantitative survey responses by diversity strand revealed no significant discrepancies in responses by group, which is consistent with previous, internally run surveys. Similarly, analysis of qualitative responses didn't reveal any concerns in relation to equality, diversity or inclusion within the organisation.

Across all questions and diversity strands, the lowest response rates came from those who "prefer not to say", suggesting that our least engaged colleagues may also lack the trust to share personal information, possibly linked to concerns about anonymity.



Diversity of our staff

We track the diversity characteristics of our colleagues over time and benchmark this against GLA and census data, enabling us to identify any issues of concern in terms of underrepresentation of specific groups. We are generally representative of the diversity of London, and have a high level of diversity overall.

Age

In comparison with the London population, we over-employ those in the middle age groups (25-34; 35-49 and 50-63), and under-employ staff who are younger and older. This reflects the age

of the working population and so is not cause for concern.

Sex

In line with the wider charity sector, our workforce is more female than male, although the gap is gradually closing over time, with the split at the end of 2024/25 being 57% female and 43% male.

Ethnicity

Compared to the population of London, we under-employ people from white backgrounds, meaning that the ethnicity of our workforce is more diverse



than the city as a whole, with strong representation of people from black, Asian, and mixed-heritage backgrounds.

Disability and long-term health conditions

Over the past year we saw a significant improvement in the completeness of our disability and long-term health condition declaration rate amongst staff, jumping from 82.6% to 89.3% complete. This was accompanied by a 0.97% point increase in the proportion of colleagues declaring a disability or long term health condition, which now stands at 11.34%. As people with disabilities or long term health conditions make up 18%

of the London population, they are currently underrepresented amongst our staff group. This is in line with the underemployment of this group across society more broadly, and so represents an opportunity for us to increase the diversity of our workforce by tapping into a pool of potential employees, whose talents and perspectives would enrich our organisation. While we also have further work to do to encourage the remaining 10.7% of our staff to declare their health and disability status, the significant drop in this figure over time is a testament to the excellent work being done by Parallel, our staff health and disability network, who are raising awareness around the importance of disclosure and addressing the barriers that often prevent people from being open about their health or disability in the workplace.

Sexual orientation

With 5.3% of our staff identifying as gay, lesbian, bisexual, or another orientation other than heterosexual, members of minority identities in this diversity strand are over-represented amongst our staff group compared to the London population, where the figure is only 2.8%. However, both amongst our staff and the wider population, a high number of people “prefer not to say”, or no data is held (8.03% at Notting Hill Genesis, 7.47% across London). There is therefore more work to be done both internally and externally to do to encourage disclosure under this characteristic.



Pay gaps 2025

In addition to meeting our legal requirement to report on our ethnicity pay gaps, we continue to publish our ethnicity pay gap each year, allowing a deeper insight into the distribution of colleagues of different ethnic backgrounds across the hierarchy of our organisation.

We are pleased to report that our mean and median gender and ethnicity pay gaps all narrowed slightly in comparison with the 2024 snapshot date, continuing an overall trend. These improvements were small, but the constraint of turnover levels mean that progress will always be incremental, and this knowledge encourages us to remain committed to continue narrowing our pay gaps over the long term.

The distribution of staff across quartiles remained very static in terms of gender, and also in relation to ethnicity, with the exception of a 2.8% point increase in the proportion of staff in the upper pay quartile from an ethnically diverse background. This is encouraging progress, as the high level of ethnic diversity of our organisation has historically not been present further up the hierarchy, and it remains a long-term goal to address this imbalance.

Our pay gaps are one of several important indicators of diversity, equity and inclusion at Notting Hill Genesis, and should be interpreted within the broader context of our colleagues' experiences and the external environment in which we operate.

We remain proud to support flexible working arrangements that enable staff to balance work



Gender and ethnicity pay gaps 2025

	Female	Male	Ethnically diverse	White British+
All colleagues	56.5%	43.5%	61%	39%
Upper quartile	56%	44%	59%	41%
Upper-middle quartile	61%	39%	68%	32%
Lower-middle quartile	64%	36%	63%	37%
Lower quartile	54%	46%	62%	38%



with other responsibilities, alongside our generous family leave and sabbatical policies. We recognise that while these benefits are highly valued by our people, they can sometimes contribute to slower career progression for those who take them up, thereby influencing our pay gaps. Our goal therefore, in line with that of wider society, is to detach childrearing and caregiving from its association with slower career progression, as

we continue to prioritise offering our colleagues meaningful choices in how they manage their work and personal lives. This flexibility plays a vital role in staff retention, contributing not only to the diversity of our organisation but to the consistency and stability that benefit our residents over time.

Looking ahead, our focus is on deepening our understanding of the factors behind our pay gaps.

We are committed to identifying and addressing barriers to progression for different groups. With enhanced insights and the continued success of initiatives such as Accelerator, Leadership NOW!, the HDN mentoring programme and others, we are confident in our ability to make further progress in narrowing our pay gaps.

Talent and learning

Achieving the outcomes set out in our customer and asset strategies and delivering the better connections, homes and places strands of our Better Together corporate strategy begins with our people. They're the foundation of everything we do, whether they're working directly with residents or behind the scenes supporting those who do. Over the past year, we've continued to invest in our colleagues so they can thrive, grow, and feel proud of the work they do.

Our focus this year has been shaped by three key themes: improving the experience our residents have when they interact with us; building a culture that supports high performance and collaboration; and setting clear expectations so everyone knows what good looks like, no matter what their role is.

To bring this to life, we launched a series of projects that touch every part of the employee journey. We introduced a new behaviour framework that reflects our values and helps us all understand what's expected of us and how we work together. We redesigned some of our services and team structures to better meet the diverse needs of residents and support more joined-up working.

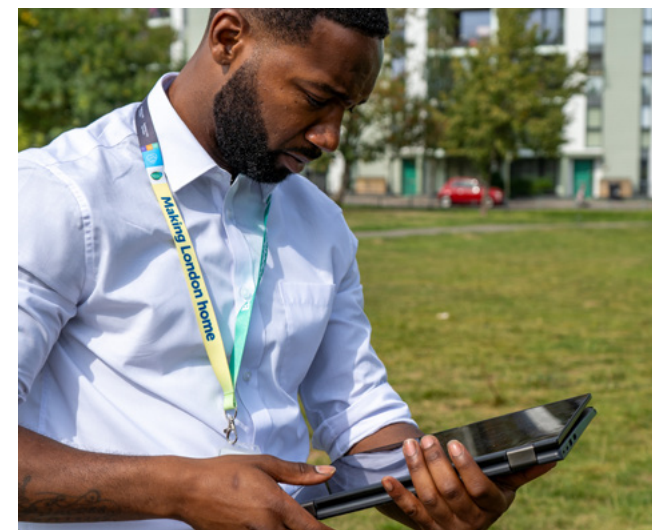
We also continued to invest in our managers, with our Better Together development programme supporting them lead with confidence and clarity. Alongside this, we refreshed our approach to recruitment, making sure we're telling a compelling story about what it means to work here and reaching a diverse pool of potential candidates so we can appoint the right people to the right roles.

Our new induction programme was designed to help new colleagues feel welcome, informed, inspired and included from day one. With modules covering everything from our history and leadership team to resilience, wellbeing, and ED&I, it sets the tone for what it means to be part of Notting Hill Genesis. There's also a chance to get out and visit one of our estates, seeing first-hand the difference we make in people's lives.

We've also made it easier for colleagues to progress in their careers. Our learning platform now supports applications for advancement, and we've introduced a fast-track housing development pathway that includes a professional qualification. Career mapping conversations are helping staff and managers explore what's next, and our housing curriculum gives operational staff a clear framework for building their skills over time.

Our graduate building surveying programme continues to support early-career professionals, and some participants have gone on to pursue master's degrees to deepen their expertise. We're also proud to lead on the design of housing and property management apprenticeships, working with other employers and the Institute for Apprenticeships to shape the future of our sector.

As new legislation around building and fire safety and the Social Housing Act came into force, we responded by developing new learning resources and updating our development and sponsorship programme. The dedicated Professionalisation of Housing budget now supports staff to pursue



qualifications that align with their roles and responsibilities, and monthly application windows allow individuals to seek funding for everything from certificates to master's degrees.

We've also continued to champion inclusion and leadership development through our involvement in programmes like the Housing Diversity Network, Leadership NOW, and Future of London, which support colleagues from ethnically diverse backgrounds to take the next step in their careers.

Over the past year we've seen the impact of these varied initiatives, with many colleagues stepping into new roles, taking on secondments, or acting up into positions that stretch and develop their skills. In more than 160 cases, it resulted in the person securing a new permanent role, helping us retain talent and build a stronger, more connected organisation. But this just about filling vacancies, it's about recognising diverse talent and potential, and giving people the space to grow.

Residents

We remain firmly committed to providing a wide range of opportunities for residents to actively contribute to service improvement. Through both formal and informal engagement, whether at our offices or within local communities, residents play a vital role in shaping the services we deliver. Our approach blends structured, ongoing involvement with flexible, project-based activities, enabling residents to participate in ways that align with their interests and availability.

This inclusive model ensures that resident feedback is central to how we develop and deliver services. By working collaboratively, we not only enhance service quality but also strengthen community connections.

Over the past year, we welcomed 13 residents to our newly formed resident forum. This group serves as a key link between residents and our board, sharing lived experiences and recommending service improvements based on performance data and resident feedback. The recruitment and selection process to the resident forum attracted 310 applicants from a diverse range of backgrounds, including different ages, genders, and boroughs.

Through sharing valuable feedback, residents also played a crucial role in improving our cleaning, gardening, and tree maintenance services. Additionally, we invited residents to help review several key policies, including those on equality, diversity and inclusion; hate crime; and defects.



In summer 2024, we launched the community culture fund (CCF) to promote ED&I and support residents in celebrating cultural diversity. This initiative was shaped by resident input and funded a variety of events such as art projects, community lunches, and health and wellbeing activities such as yoga classes.

Locally, we continued to collaborate with stakeholders to celebrate diversity and inclusion. Highlights include the third year running of our collaboration with Brent Council for the Wembley Mela, a celebration of South Asian culture. We also support the Southwark Kaleidoscope, a resident-led group to organise a free Black History Season programme.

In 2024/25, we delivered over 60 engagement activities, reaching more than 500 residents. This included the launch of regional resident meetings, held quarterly in different neighbourhoods to ensure accessibility. These meetings provide a platform for residents to speak directly with our officers and managers about their experiences and views.

Our diverse and inclusive engagement strategy continues to place residents at the heart of everything we do. As we move forward through 2025/26, we remain dedicated to working closely with our residents to improve the services we provide.



Equality, Diversity and Inclusion Report

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together**