



Environmental, social and governance report

2024/25



OUR VISION

Making London home

Our vision for Notting Hill Genesis, making London home, is our response to the housing crisis in London. We are committed to working better together to provide good quality homes to enable our residents to live their lives well.



OUR MISSION

Working better
together for
our residents

Our story

A home provides the basis for a stable and healthy society, but the capital's housing crisis means that for too many Londoners, a home is out of reach.

We're a not-for-profit organisation with a focus on providing quality homes at below market rents for people who would otherwise struggle to afford them. We are both a landlord and a developer, with more than 60,000 existing homes and plans to build 3,000 more over the next five years. We engage in commercial activities and any surpluses we produce support the provision of homes at below market rents across the capital.

Founded in the 1960s to address slum conditions in west London, we're now one of London's largest charitable housing associations and a leading advocate and trusted partner to local councils and government. Our aim is to give Londoners a base and community from which to achieve their potential.

Powered by £800 million of investment into our homes over the next 10 years, and guided by our Better Together strategy, we're on a mission to improve how we deliver even better quality homes, connections and places for our 130,000 existing residents. Alongside working better together for our residents, we'll also continue to build and develop new and more affordable homes, so that more people can continue to make London home.



About this report

This environmental, social and governance (ESG) report sets out how we continue to provide genuine social value and explains how we are contributing to tackling climate change through the introduction of more sustainable practices.

It demonstrates to our residents and other stakeholders the positive impact that we are making against those important themes. Specifically, the report shows potential investors that by supporting our organisation, their money can have a positive social impact. We know that criteria associated with ESG are increasingly considered by investors as they look to invest ethically in businesses and organisations that provide social value, and hope this report assists them in that.

Our ESG document provides performance data aligned with the Sustainability Reporting Standard for Social Housing (SRSSH), published in November 2020 and updated in October 2023. The updated standard covers 12 core themes and has 46 qualitative and quantitative criteria, which are identified as the core requirements to demonstrate strong ESG performance.

This report sets out how we comply with each of those criteria alongside case studies showing the benefits of our work. At the start of each section, we set out which of the 12 SRSSH themes are covered, and how those complement the core objectives of our Better Together strategy and the shorter-term goals of our sustainability plan, alongside the United Nations sustainable development goals to which they align.

The ESG report is complemented by two other annual publications. Our annual report and financial statements focus on financial performance to reassure our funders that their investments are sound. At the same time, it seeks to demonstrate the vital contribution those investments make to our residents' lives.

Our customer report, Working Better Together For Our Residents, concentrates on issues that directly impact those who live in our homes and use our services. It includes our performance against tenant satisfaction measures set by the Regulator of Social Housing and other internal metrics.



All publications are available on our website at www.nhg.org.uk/publications.

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An aerial photograph of a modern residential building with a brick facade and white balconies. The building is surrounded by a green courtyard with several wooden planters, a small tree, and colorful play structures. The word 'Contents' is overlaid in the top left corner.

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Welcome from our chief executive

Our social purpose is at the heart of everything we do. We strive to provide safe, warm, comfortable homes for those who could not otherwise afford to rent on the open market – but our commitments go beyond that. We want to provide top quality services. We want to be there to support those who need extra help whether financial or due to unemployment. We want to do our bit for a more sustainable world. And we want to do all of this while meeting the demands and expectations of our residents, our partners and our regulators.



This report will tell you more about what we've been doing in the 2024/25 financial year to address each of its core themes. It has been a year of big change, huge challenges and some disappointments, but we come out of it with a renewed determination and a clear vision of how we will deliver for the 130,000 people living in our homes.

We have made fundamental changes to our governance structures. In November, the Regulator of Social Housing downgraded us to a non-compliant G3 rating for governance. This came as a huge disappointment to us and we are working closely with them to make the improvements necessary to get back to compliance.

To support with this, we created a new role within our executive team – chief governance officer. Tabitha Kassem was formally appointed in November 2024 and joined in April 2025. Tabitha leads on the effective management of risks as well as our regulatory compliance.

We won't be able to make the changes we need, however, if we don't listen to the people living in our homes and using our services. That's why in the past year we've embedded a new approach to resident involvement which gives a wider range of people the chance to have their say and influence the work we do.

While our residents are helping us improve our governance, it is incredibly important to us to be there to help them too, especially with the cost-of-living crisis having such a profound impact on people.

To this end, our dedicated in-house welfare benefits team work with some of our most vulnerable residents to challenge decisions and support new benefit claims,

this year recovering more than £5 million for tenants who would otherwise have missed out on the benefits they were entitled to. We are incredibly proud of this work, which makes a real difference to people's lives and sets them up for a more stable future.




Our efforts to improve the sustainability of our homes and wider business continue to accelerate. This year a further 531 homes were raised to energy performance certificate (EPC) band C, including 275 loft insulations, 780 A-rated boilers installed and 680 new windows fitted. Surpassing our target for stock condition surveys means we are better placed to identify future improvements.

We know we have a long way to go on all elements of this report, but I am confident the work done over the past 12 months puts us in good stead for the future.

Patrick Franco
Chief executive

Environmental

The Better Places strand of our Better Together strategy includes priority areas for sustainability. These build on our earlier One Planet, One Home sustainability plan. For each priority, we identified a list of actions for 2024/25, and this section outlines our progress during the year, as well as our performance against 11 criteria, across three themes, in the environmental category of the Sustainable Reporting Standard for Social Housing (SRSSH).

INTERNAL ALIGNMENT		EXTERNAL ALIGNMENT	
BETTER TOGETHER STRATEGIC FIT	SUSTAINABILITY PRIORITY	SRSSH THEME	UN SUSTAINABLE DEVELOPMENT GOALS
Better places	Net carbon zero by 2050	Climate change	13  Climate action
	Enhancing green spaces	Ecology	15  Life on land
	Using resources sustainably	Resource management	12  Responsible consumption and production

Climate change

Improving energy performance

We continue to make progress towards our aim of ensuring all socially rented homes are at energy performance certificate (EPC) band C or above by 2030. During 2024/25, a total of 832 homes have had energy improvement either through retrofit works or have been assessed to have reached EPC C. Our retrofit programme delivered physical improvements to 3,406 homes during the year, including 275 loft insulations, 780 A-rated boilers and 680 new windows. All retrofit activities align with our ongoing net zero strategy and targets.

We carried out 8,817 stock condition surveys against a target of 8,500, maintaining our programme of assessing asset performance and identifying opportunities for improvement.

The following tables show the distribution of EPC ratings across our existing low-cost rental homes. The proportion of homes rated B increased to

23.2%, up from 19.1% last year. Band C remains our most common rating, though it fell slightly from 58.25% to 56.7%.

Distribution of energy performance certificate (EPC) ratings of existing low-cost rental homes (those completed before the last financial year).

	2024/25	2023/24
A	0.1%	0.10%
B	23.2%	19.14%
C	56.7%	58.25%
D	18.3%	20.57%
<E	1.72%*	1.93%

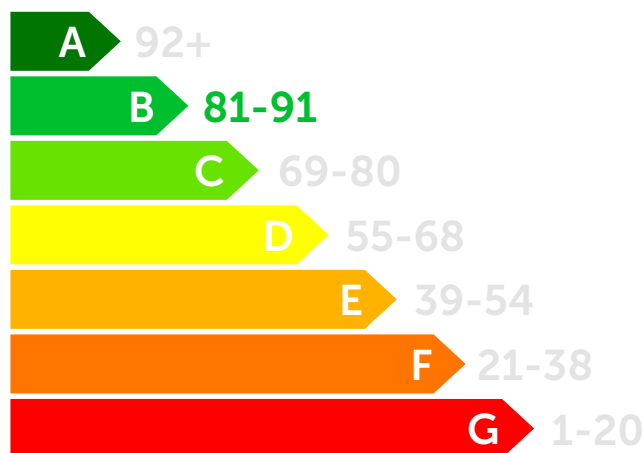
The table above shows the distribution of EPC ratings across our existing low-cost rental homes for the past two financial years. * Band E - 1.5%, Band F - 0.2%, Band G - 0.02%

Distribution of EPC ratings of all new homes (those completed in the last financial year)

	2024/25	2023/24
A	0%	0%
B	100%	99.4%
C	0%	0.6%
D	0%	0%
<E	0%	0%

Our new homes continue to be built to a high energy performance standard. In 2024/25, 100% of new homes achieved EPC B. This represents a small increase from 2023/24, when 0.6% had been completed to EPC C.

We set out in our sustainability strategy to achieve an EPC Standard Assessment Procedure (SAP) score of 84 across all new build homes and exceeded our target with a score of **84.3**. To receive an EPB B rating requires a minimum score of 81. Meanwhile, our refurbishment programme also hit its target of 100% of homes reaching EPC C level.



As part of our Wave 2.1 funding, we've been installing high performing new windows, loft upgrades and solar panels to many of older street properties that have low energy performance.

Our plan for increasing our use of renewable energy sources includes improving the thermal comfort of our least efficient homes by upgrading insulation and, in some cases, installing solar panels. Over the next five years we'll look at rolling out low-carbon heating in electrically heated homes that have low energy performance ratings. In 2025/26 we'll be embarking on new air source heat pump projects covering three schemes.

Working towards net zero

Our sustainability strategy includes a goal of achieving net zero carbon for our business operations by 2035 and for our homes and supply chain by 2050. Our 3,406 retrofits over the past year, which includes loft insulations, installing A-rated boilers, new windows and external doors along with other improvement measures, means we succeeded in improving the SAP score of those homes and all align with our net zero strategy and target.

We've been working with our resident sustainability group to create a set of warmer homes commitments that enable residents to hold Notting Hill Genesis to account on things that matter to them. We'll be training teams who work with residents on these commitments and changing our feedback surveys to measure the impact.



CASE STUDY:

New grant will help improve inefficient homes

Under wave three of the social housing fund for warm homes, we will receive direct funding of almost £5.3m, while additionally being one of 27 housing providers in a strategic partnership led by Camden Council, which will share almost £78m. The funding will support our warmer homes programme, which focuses on our least energy-efficient homes, those with an energy performance certificate of D or lower.

Since 2023 we have assessed more than 1,000 homes and drawn up 600 home energy plans. Work is already underway on the first phase of these homes, which will see us install high performing windows, loft insulation and solar panels. Residents who have benefited from improvements already have given us great feedback, saying their homes were noticeably warmer and their bills had come down. We look forward to even more enjoying the same outcomes.

Reporting emissions

Notting Hill Genesis is committed to continually improving energy efficiency and reducing environmental impact while operating as a responsible and sustainable business. Over the past year, we have undertaken several initiatives to help reduce our carbon emissions, including maintaining a fully electric vehicle fleet to support cleaner transport. Charging infrastructure remains available on-site across key locations, ensuring continued access and encouraging sustainable travel among staff.

We continue to monitor and report emissions from our main office buildings as part of our work towards achieving net zero operational carbon by 2035. In 2024/25, our recorded carbon footprint for main offices was 981,252.4 kgCO₂e – a reduction of 56% compared to the 2022/23 baseline of 2,232,453.88 kgCO₂e. The reduction was largely due to a significant drop in fluorinated gas (FGAS) emissions, which had previously accounted for 80% of total emissions and now represents around 49%. While FGAS remains our single largest source of emissions, this shift reflects our early progress in efforts to reduce refrigerants used in air conditioning systems that can contribute to global warming. Gas and electricity use saw modest increases, indicating a need for continued focus on building efficiency.

Scope 1, 2 and 3 greenhouse gas emissions – main offices

Scope 1, 2 and 3 greenhouse gas emissions

Scope	2024/25	2023/24
Scope 1	11,902	11,663
Scope 2	6,290	7,307
Scope 3	611	690
Total emissions (tCO₂e)	18,803	19,660

Scope 3 emissions continue to represent a small proportion of the office total (less than 1%), but we are expanding our reporting coverage in this area. Additional supplier data will be sought to better account for emissions across our wider value chain.

Notting Hill Genesis' carbon emissions, using a location-based approach to calculating emissions, were 18,803.53 tonnes CO₂e for 2024-25, which is 4% lower than in 2023-24. These include the emissions associated with electricity, gas, and travel in employee-owned vehicles for business use. Our intensity of 26.23 tonnes of CO₂e per £m was 6% lower than in 2023-24.

Identifying, managing and reducing harmful pollutants

We have an organisation-wide commitment to identifying, managing and reducing pollutants that could cause material harm. Through our development, asset management, and sustainability teams, we apply a range of controls to minimise pollution risk, including compliance-focused procurement of materials, careful contractor oversight, and office-based emissions monitoring. This overarching approach is embedded in policies covering construction emissions, asbestos management, and water safety. We also monitor our internal environmental footprint, collecting and reporting data on office-based pollutants and vehicle emissions.

In our offices, we monitor carbon dioxide equivalent for several measures as set out in the following tables.

2023/24

	Quantity	tCO ₂ e	Comment
Electricity (kWh)	1,049,068	206	Not green energy
General waste (kg)	43,050	0.705	
Recycling (kg)	21,420	0.361	
Confidential waste (kg)	3,077	0.046	
Pool cars		11.3	186,152 miles travelled
Archive	5,569.1	0.079	Destroyed documents

	Quantity	tCO2e	Comment
Electricity (kWh)	1,645,642.8	0 (327.98)	Green energy
General waste (kg)	40,600	0.242	
Recycling (kg)	19,005	0.114	
Confidential waste (kg)	3,079	0.017	
Pool cars		(8.489) portion of electric supply indicated above	128,292 miles travelled
Archive	12,240.7	0.077	Destroyed

We have a target of sending zero waste to landfill for all corporate office waste and are working towards that by:

- Reusing all furniture or larger items at our smaller offices or recycling where that isn't possible
- Having battery recycling bins available at our main offices which are taken to a local supermarket for disposal
- Having old toner cartridges collected by our supplier and recycled

We are segmenting food waste in one of our offices to reduce our use of landfill further. In addition, our car fleet is entirely electric and we use a stationery provider with a wide range of green products.

Mapping and assessing climate risk

We assess climate-related risks such as overheating, flooding and drought as part of the design and delivery process for all new

developments, with mitigation measures incorporated at every stage. This ensures our new homes are resilient to current and future environmental pressures.

On new developments, our designers carry out an overheating risk assessment in accordance with CIBSE TM59 guidance. These assessments take place at two key stages: first, prior to the planning submission, and then again before construction begins. The process involves dynamic computer modelling of each proposed home to simulate how it would perform throughout the year during periods of warm weather, using an agreed set of overheating criteria. If the modelling reveals that internal temperatures are likely to exceed comfort thresholds, the design is adjusted to ensure compliance.

Wherever possible, overheating risk is addressed using passive design measures. These include openable windows, high-performance glazing, and shading treatments that limit solar gain. Where passive measures are insufficient on their own, efficient cooling modules are added to the mechanical ventilation system to enhance thermal comfort. We avoid the use of energy-intensive air conditioning systems unless absolutely necessary.

To ensure a holistic approach, designers are required to take into account other performance criteria, including noise levels and indoor air quality, when developing their mitigation strategies. Our in-house technical managers conduct detailed reviews of all overheating assessments and associated design responses, providing an additional level of technical scrutiny.

This overheating assessment and design refinement process is repeated on all new developments to ensure long-term suitability in the face of rising temperatures. Our approach also helps to meet regulatory requirements and resident expectations for comfort, health and wellbeing.

Alongside overheating, we assess the risk of flooding on all projects located in flood risk zones or areas with sensitive drainage infrastructure. Where necessary, we take action either to reduce the flood risk to our development itself, or to ensure that our scheme does not contribute to increased flood risk elsewhere in the local network.

In such cases, we provide on-site rainwater attenuation systems to reduce surface water run-off rates from roofs and hard landscaping into nearby sewers or watercourses. These systems store rainwater during periods of heavy rainfall and release it gradually into the drainage network, helping to prevent surges in flow that could cause downstream flooding.

Typical attenuation features include green, brown and blue roofs, soakaways, swales, permeable paving and underground attenuation tanks. These are selected according to site conditions and integrated into the wider design. Where appropriate, attenuation measures also contribute to biodiversity and placemaking benefits through the introduction of natural planting and sustainable drainage landscapes.

Ecology

Managing our green spaces

Our sustainability strategy includes a commitment to enhance biodiversity and green infrastructure across our estates, with a goal to deliver nature enhancements in at least seven locations. While implementation has been impacted by the transition to a new landscaping delivery model, several high-impact projects were scoped in 2023/24. These will be taken forward under new gardening contracts introduced in 2025/26, with early feedback from residents already highlighting positive results in areas such as appearance, accessibility, and sense of community.

In the meantime, we continued to deliver localised biodiversity improvements and community greening projects through a range of initiatives. At Manor Place Depot, a resident-led garden transformation supported pollinator planting and rewilding, while at St Martin's Estate a new gardening group was launched to give residents greater agency over shared green space. In both cases, investment in biodiversity has gone hand-in-hand with social value, helping to bring neighbours together and creating attractive, nature-rich environments.

The award-winning Longridge Road community day, and renewed funding for environmental projects via the Love Where You Live fund, show how we are embedding ecology and placemaking into day-to-day resident engagement. These grassroots initiatives complement our strategic focus on biodiversity and demonstrate the tangible outcomes being achieved across our portfolio.

CASE STUDY:

Green space at Garrick Close and Peckham Place

Garrick Close is a small estate in south-west London where we worked closely with residents to redesign an underused green space into a vibrant, biodiverse community hub. The project included planting native wildflowers, creating low-maintenance habitat areas, and introducing community-led maintenance supported by training and resources.

The improvements were coordinated by our places team and delivered in partnership with landscape contractors and local volunteers. Residents now use the space for informal gathering, gardening, and as a safe play space for children. The success of the Garrick Close transformation is influencing estate-level greening strategies across other locations.

We have scoped projects for nature enhancements on at least seven sites, but our move to a new delivery model for landscape contracts has reset the timeline on this.

The main beneficiary was at Peckham Place in south London where a large-scale investment saw more than 1,500 plants installed using a specialist contractor renowned for their work with biodiversity. The lessons learned have been taken away and will form part of the newly formed landscape services team's planning for the coming year. The aim is to ensure future planting and improvements occur in the appropriate season, ideally spring, to foster the most favourable conditions for



growth and maximise retention numbers. Improved networks have been developed via our director of places, James Glass, who spoke at Housing 2026 alongside sector leaders about our commitment to utilising and improving green infrastructure in our homes.

We had new contracts for gardening which started in early 2025 with a focus on using specialist gardening contractors. The implementation has coincided with the establishment of a landscaping services team. The team will provide much needed knowledge to support our drive to enhance standards and value for our customers while also facilitating the improvement plans in the coming year. Performance has fallen short from some contractors with swift intervention taking place, resulting in two formal contractual improvement plans being issued within the first six months. The standards Notting Hill Genesis demands and expect must be achieved and where this does not happen appropriate action will occur.

Resource management

We carry out a whole life-cycle (WLC) carbon assessment and a circular economy statement (CES) on all new large development projects to assess embodied carbon and recycled content of building materials. This applies to projects from the pre-planning stage. WLC and CES are assessed during both design and construction and include monitoring of on-site materials and waste, with a view to reducing waste and minimising the amount of embodied carbon associated with the construction and operation of the buildings.

As part of future CES assessments, we have a target to use 20% recycled material, which will be assessed before, during and after construction. We also require all timber on projects to be certified by the Forestry Stewardship Council, which ensures it comes from socially, ecologically and environmentally sustainable sources.

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

Through our water management policy we minimise water use on new developments by using low-flow taps and appliances, with a target of 105 litres per person a day on new developments.

At our offices, this year marked the first time food waste was included in our data, with five months of reporting captured across key offices. We are also beginning to record waste electricals, batteries, and aim to introduce paper and card tracking for the next reporting period.

CASE STUDY:

Recycling within our developments and communities

At Kidbrooke we teamed up with Heavens Yard, which is a part of Lavastar signage company, which specialises in hoarding design. Heavens Yard give a second life to PVC products such as advertising banners by upcycling them into new items like backpacks, windbreakers and deckchairs, meaning they don't go to landfill.

When our marketing banners at Kidbrooke are no longer needed we will give them to Heavens Yard to turn them into products they can then sell. We're looking at using them on our other schemes as well including Heybourne Park, Aylesbury, Hackney Yard and Brentford Reach.

We have also been working with the charity Traid to collect second-hand clothes via cardboard banks in Bolney Meadow Estate, Factory Quarter, Stratford Halo and Kidbrooke. We are also in the process of introducing bigger textile banks into some of our sites. The clothes then get a second lease of life at Traid charity shops around London. It allows residents to get rid of their unwanted clothes in an ethical and sustainable way, having a positive impact on the environment while being able to clear clutter from their homes.



Social

We have a proud legacy as an innovative and influential player in London's housing story. Our core social purpose has not changed since our foundation in the 1960s, but as we move into the final year of our Better Together strategy, we continue to evolve how we deliver on that ambition. The strategy sets out our commitment to focusing on what matters most to our residents and ensuring we invest in creating better connections, better homes and better places with and for them. This section outlines our progress during the year alongside our performance against 13 criteria across the five SRSSH themes in the social category.

INTERNAL ALIGNMENT		EXTERNAL ALIGNMENT	
BETTER TOGETHER STRATEGIC FIT	SUSTAINABILITY PRIORITY	SRSSH THEME	UN SUSTAINABLE DEVELOPMENT GOALS
Better homes	Warm, comfortable low carbon homes	Affordability and security	11  Sustainable cities and communities
		Building safety and quality	10  Reduced inequality
Better connections	Enhancing green spaces	Resident voice	11  Sustainable cities and communities
Better places		Resident support	
		Placemaking	

Affordability and security

Our commitment to providing genuinely affordable homes for Londoners remains central to everything we do. Despite the ongoing economic challenges facing residents, our rent levels continue to offer a substantial discount when compared to the private rental sector and local housing allowance (LHA) levels. This year, a 7.7% annual rent increase was applied to social rents for 2024/25, in line with the formula set by government. While this has contributed to a slight increase in the percentage of rent as a proportion of private market rent and LHA, our homes continue to offer a significantly more affordable option for residents compared to renting privately.

We continue to offer a broad range of tenures to meet the diverse needs of our residents. General needs homes charged at social or affordable rent levels make up more than half of our portfolio. Alongside this, we provide a mixture of shared ownership, leasehold, private rent,

supported housing, temporary accommodation and commercial properties. Our approach to security of tenure remains unchanged, with a continued focus on providing stability for residents. Since 2019, we've followed a policy of offering assured tenancies to the majority of new residents in social housing. Fixed-term tenancies are now used only in specific circumstances, such as supported housing where support is provided for a defined period, or in temporary accommodation where residents are awaiting a permanent housing offer from their local authority. We are continuing the process of converting any remaining fixed-term tenancies to assured tenancies as they come up for renewal, further strengthening our commitment to housing security for our residents.

At the end of the year rent collection increased to 99%, which is within tolerance of the target of 100.04%. Rent arrears decreased to 5.6%, with debt at £34.1m.

Our rent affordability position is set out in the table below, which compares our average rents as a proportion of both local private sector median rents and the local housing allowance. While there has been a slight increase compared to 2023/24, reflecting the rent adjustment mentioned above, the data demonstrates that our homes remain significantly more affordable than alternatives in the private sector.

Rent compared to local median private rental sector rent and to local housing allowance

Number of bedrooms	Our rent as a proportion of market rent		Our rent as a proportion of local housing allowance	
	2024/25	2023/24	2024/25	2023/24
Bedsit	67%	71%	50%	50%
1	39%	40%	62%	53%
2	35%	36%	56%	39%
3	32%	32%	61%	43%
4+	22%	22%	51%	34%

We maintain a well-balanced housing stock across different tenures. As shown in the table below, the largest share of our homes continues to be general needs homes offered at social rent levels. A modest shift is seen in the private rented and 'other' categories, while low-cost home ownership has decreased slightly in absolute terms as part of natural fluctuation in completions and disposals.

Allocation of existing homes by tenure

Tenure type	Number		Percentage	
	2024/25	2023/24	2024/25	2023/24
General needs (social rent)	31,069	31,248	46.2%	46.7%
Intermediate rent	2,704	2,821	4.0%	4.2%
Affordable rent	5,585	5,331	8.3%	8.0%
Supported housing	2,321	2,373	3.5%	3.5%
Housing for older people	1,658	1,673	2.5%	2.5%
Low-cost home ownership	8,786	9,053	13.1%	13.5%
Care homes	75	76	0.1%	0.1%
Private rented sector	4,402	4,384	6.5%	6.6%
Other	10,668	9,914	15.9%	14.8%
TOTAL	67,268	66,873	100%	100%

New homes delivered in 2024/25 continue to reflect a commitment to meeting a variety of housing needs, with almost half delivered as general rented homes. Notably, the proportion of shared ownership has increased compared to the previous year, rising from 18.5% to 32.2%, reflecting both demand and the delivery profile of current development schemes. This shift is balanced by a reduction in private sale homes from 21.5% in 2023/24 to 6.2% in 2024/25.

Allocation of new homes by tenure

Tenure	Number		Percentage	
	2024/25	2023/24	2024/25	2023/24
General rented	380	394	48.3%	48%
Shared ownership	253	152	32.2%	18.5%
Market rent	104	99	13.2%	12%
Private sale	49	177	6.2%	21.5%
TOTAL	789	822	100%	100%

Alongside delivering affordable homes, we continue to take action to support residents facing high energy bills during this cost of living crisis. Through the year, we secured £23,500 in funding from the HACT energy hardship fund, helping to clear energy debt for 39 households. Our resident support programme continues to play a vital role in helping residents with day-to-day challenges related to energy affordability. This includes direct financial support, access to white goods, energy vouchers and fuel top-ups, alongside advice on budgeting and income. These services are a vital lifeline in the context of high utility costs and wider cost-of-living pressures, and are delivered in partnership with a range of external agencies and charities.

Building safety and quality

Maintaining the safety and quality of our homes is central to our work. This year, 99.62% of our homes met the national decent homes standard. At year-end, only 149 homes across our entire stock did not.

The reasons for these are due to a lack of thermal comfort, modern facilities, loft insulation and energy efficiency works. All of these have been passed to the relevant teams to rectify.

These properties are now subject to individual assessment to determine whether they will be included in the planned investment programme for the next financial year or whether other options such as disposal or redevelopment are more appropriate. Decisions are made in consultation with residents, with a focus on ensuring all homes continue to meet the expectations set out in our internal renew standard.

At year-end, gas servicing compliance stood at 99.93%, fire risk assessment compliance remained at 100%, and domestic electrical safety compliance was 97.3%, slightly lower than last year's 98.7%.

Homes for which all required gas safety checks, fire risk assessments and electrical safety checks have been carried out

	2024/25	2023/24
Domestic gas servicing compliance	99.93%	99.93%
Fire risk assessment compliance	100%	100%
Domestic electrical safety compliance	97.3%	98.7%

This table shows our performance against the criteria required by SSSHR reporting.

Data relates to homes where services are directly supplied by Notting Hill Genesis. It does not cover homes where a third party is responsible for those service.

In line with the requirements of the Building Safety Act, in 2024/25 we responded to nine invitations from the Building Safety Regulator to apply for a Building Assessment Certificate (BAC). These applications form part of the new regulatory approach to high-rise and higher-risk buildings, and we anticipate receiving our first outcomes during 2025/26, as well as further invitations as the regulator's assessment programme continues.

Damp and mould

This year we made preparations for the introduction of Awaab's Law in October 2025, which is driving improved standards in how damp and mould are managed across the social

housing sector. To support this, we carried out a comprehensive review of our approach to damp and mould. This included updating our workflows for raising inspection cases and undertaking a significant resident engagement exercise, writing to around 10,000 households with a current or historic damp and mould case to check on conditions within their homes.

We also delivered mandatory damp and mould training for all resident-facing staff, equipping them with the knowledge of how to spot early signs of moisture issues and to take appropriate action. Our dedicated webpage provides clear advice to residents on ventilation, heating and how to manage condensation, helping residents understand how they can reduce moisture levels and when they should report concerns.

Alongside this, we continue to monitor Category 1 and Category 2 hazards relating to damp, mould and ventilation, ensuring that homes with higher risk profiles are proactively prioritised for intervention. Our use of Switchee devices in homes provides real-time monitoring of temperature, humidity and heating system performance, allowing us to detect potential problems and intervene early, reducing the likelihood of conditions deteriorating.

We are reviewing and developing our in-house new homes standard in line with government standards including the forthcoming improved decent homes standard and the Minimum Energy Efficiency Standards (MEES).

Resident voice

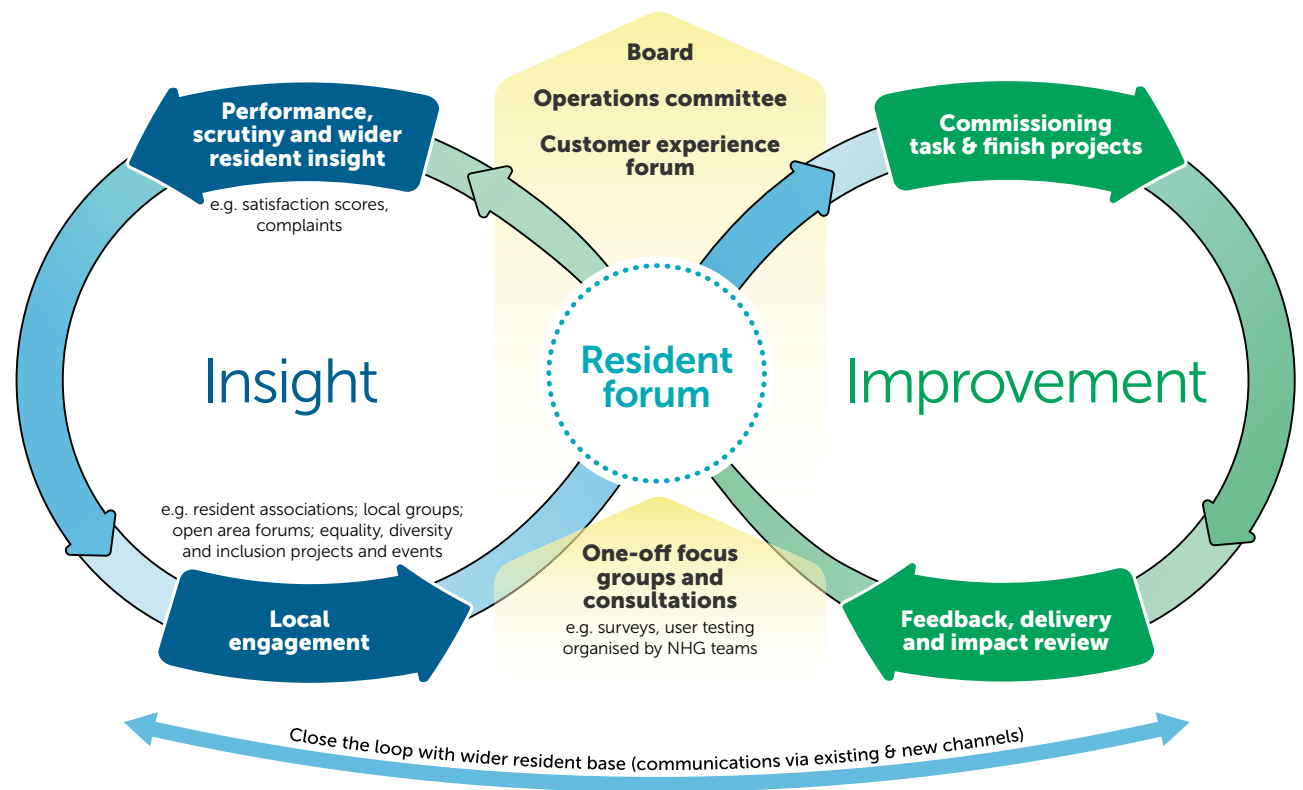
Tenant survey

Listening to residents and acting on their feedback is vital for us to improve our services. Throughout 2024/25, we continued to collect feedback through the Tenant Satisfaction Measures (TSMs), designed to ensure residents are clear about how their landlord is performing and how that compares to other housing associations.

Our tenant perception survey was carried out independently by The Leadership Factor (TLF) between May 2024 and March 2025. Surveys were completed in four waves, primarily through telephone interviews, with a postal option offered to residents living in supported accommodation and those whose homes are managed by a co-operative. In total, 3,594 residents took part, including 2,614 residents living in low-cost rented accommodation (LCRA) and 603 low-cost homeowners (LCHO).

Our overall satisfaction score for 2024/25 was 48.1%, based on responses to the question "Taking everything into account, how satisfied or dissatisfied are you with the service provided by Notting Hill Genesis?" Satisfaction among residents in low-cost rented accommodation was 55.6%, while satisfaction among low-cost homeowners was 27.5%. These figures remain consistent with the challenges we've seen in recent years, particularly in relation to repairs, communication and service delivery.

Full results from the TSM survey are published on our website, supporting greater transparency in line with the Regulator of Social Housing's consumer standards.



Accountability arrangements

Ensuring that residents can hold us to account for how we deliver services is a key part of our new resident involvement model, which launched on 1 April 2024. Developed in collaboration with residents over the course of the previous year, the new model was shaped by feedback from more than 1,000 residents who told us how they wanted to influence decision-making.

At the centre of the model is our resident forum, which acts as the main group overseeing how residents are involved in shaping services and

holding us to account. The forum is chaired by one of our resident board members, ensuring a direct link between the forum and our group board. It receives updates from all involvement activities across the organisation, monitors progress on key service improvements and can escalate issues to the operations committee if needed.

The forum is complemented by a range of task and finish or project groups, which focus on specific services or proposals. These groups give opportunities for a diverse range of residents to collaborate directly with staff on solving problems or improving how services are

delivered. Outcomes and recommendations from these groups are then fed back into the resident forum for review.

Alongside these formal groups, the model includes a greater focus on local involvement, enabling residents to be active at neighbourhood level. This includes opportunities to influence estate management, service delivery and local projects through conversations with officers and community meetings.

The overall aim of the model is to make involvement more accessible, more representative and more focused on delivering improvements that matter to residents.

More information on how the forum works, including how residents can get involved, is available on our website.

Beyond our formal involvement structures, we continue to amplify resident voices through initiatives like our podcast series, Every Kinda People, which returned for a third season during the year. The podcast provides a platform for residents to share their stories, experiences and perspectives, celebrating the diversity and strength of the communities we serve. This latest series continues to explore themes of community, identity and what it means to make London home.

Complaints and learning

The complaints process continues to be one of the most important ways for residents to tell us when things go wrong and where services need to improve. We follow the Housing Ombudsman complaint handling code which sets out good practice for social housing landlords and service providers to resolve complaints quickly, and to use complaints to improve services

In July 2024, we introduced the new independent complaints service and have, as a result, seen an increase in the number of complaints from residents. This is noted through the number of complaints now coming through a dedicated email channel and is recognised as confirmation that the service is more accessible to residents

During 2024-25 we received 6,656 stage 1 complaints, which is more than 100% increase in overall numbers compared to the previous year (3,298 in 2023-24).

Centralising the service and adding a new channel through which residents could make a complaint gave rise to a significant increase in the expressions of dissatisfaction registered. Of those expressions of dissatisfaction 24% (2,038) were resolved in service recovery, meaning the issue was resolved quickly to the residents' satisfaction prior to a formal complaint, with 76.5% of these resolved within five days. Of the 6,656 complaints that were logged at Stage 1, 1,400 were escalated to stage 2 as of 31 March 2025. The demand of more complex cases meant that unfortunately only 65.3% of stage 1 complaints were responded to within the HOS code timeframes (including where the resident has been informed of an

extension) and 64.1% of stage 2 complaints were responded to within the timeframes (including where the resident has been informed of an extension). We have added additional resources to the complaints service to address the backlog of complaints which were not responded to in time and to meeting ongoing levels of complaints as we move into the new reporting year.

Recurring themes identified in complaints include delays in completing repairs, poor communication, quality of work, and issues with handover between teams. In response, we are continuing to refine how we deliver services, supported by a new customer journey team focused on improving the processes that drive these complaints, particularly around repairs and service charges.

Resident support

Our specialist in-house welfare benefits team supports residents to maximise their incomes by challenging decisions and helping with new benefit claims. In 2024/25, the team received 1,537 referrals and recovered more than £5 million in revenue for residents, an increase of £1 million compared to the previous year. The team also provides support with submitting discretionary applications to help reduce rent arrears, which relieves pressure on tenants' household finances.

Further we made 614 awards through our hardship fund. This comprised 379 applications plus 236 emergency food awards, an increase from 518 in 2023/24. The hardship fund supports households in need with the cost of essential household items such as white goods and, in doing so, eases financial pressure and reduces the need for high-interest borrowing.

Our resident support programme also helps residents access our partnerships with a wide range of local agencies, offering advice and support on employment, training and key skills such as English lessons. Support also covers money matters such as food assistance, budgeting advice, grants and goods, energy and utility support, and debt advice. Additionally, help is available for family-related issues, including domestic abuse support and advice for young people, alongside health and wellbeing services for older residents, those facing addiction, and residents with mental or physical health issues.

During 2024/25, the team made 475 referrals to these partner agencies, compared to 989 referrals in 2023/24. Details of all partners and the services they provide are available on our website, where they can be directly accessed by residents.

CASE STUDY: **Our Love Where You Live fund**

In addition to one-to-one support, we continue to invest in initiatives that strengthen communities and improve resident wellbeing. This includes the Love Where You Live fund, which relaunched in 2024/25 with an expanded remit to support even more

community-led projects. It brings together the former Thriving Communities fund with Love Where You Live, increasing the total budget to £130,000. It is open to applications supporting residents across all general needs, leasehold and temporary housing, but not supported housing, which has its own funding.

The fund supports projects that focus on financial resilience, health and wellbeing, community safety and cohesion, as well as improvements to shared spaces. One of the projects supported this year is a continued partnership with Tutors United, an award-winning charity delivering community-based tutoring programmes for children from low-income, migrant and refugee backgrounds. Through the fund, Tutors United is running weekly maths and English tuition hubs at the Virginia Quays Community Centre in Tower Hamlets, targeting 24 households with children in years 4, 5 and 6 who are currently underachieving at school.

The programme provides 120 hours of academic support over 30 weeks, helping children boost their attainment before moving into secondary school. The tutors are university students, many from similarly diverse, low-income backgrounds, who gain valuable work experience and skills in the process. The project also includes regular parent engagement evenings, providing families with resources and advice to support their children's learning and improve their own confidence with literacy and numeracy.

Alongside the Love Where You Live fund, the Community Culture Fund was launched to support smaller resident-led initiatives that celebrate diversity, equity and inclusion within our communities. Residents can apply for grants of up to £250 per quarter, supporting activities such as gardening projects, wellbeing events, community get-togethers and estate parties designed to help neighbours connect and build stronger relationships.



Placemaking

Our commitment to placemaking is about more than building homes, it's about creating vibrant, sustainable communities where people feel connected, supported and proud of where they live. This approach runs through our major regeneration projects at Grahame Park in Barnet, Woodberry Down in Hackney and the Aylesbury estate in Southwark, as well as the work we do in neighbourhoods across our wider estate portfolio.

This year saw further growth in the support we provided to residents through our regeneration programmes. There was a notable increase in the number of residents accessing training, support into employment, and activities that promote health and wellbeing. At Grahame Park, participation in wellbeing programmes increased significantly, alongside strong growth in residents taking part in training and employment support. Similarly, at Woodberry Down, the number of residents accessing apprenticeships, employment and training all increased compared to the previous year.

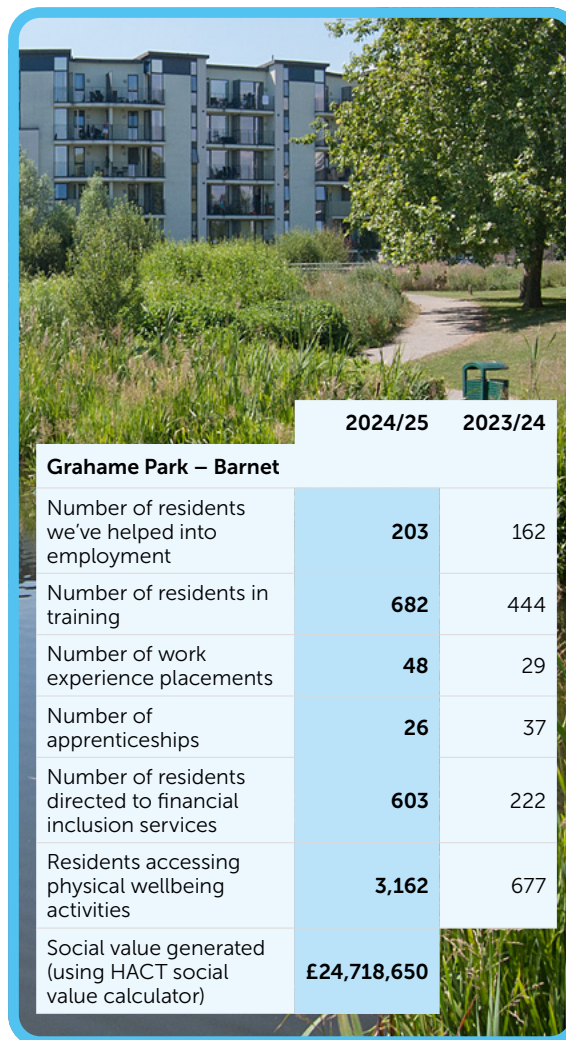
At Aylesbury, there was continued progress in helping residents access apprenticeships and employment, with further growth in school engagement programmes designed to give local young people skills and inspiration to support their future careers.

This reflects the strength of the partnerships we've developed with local authorities, community organisations and delivery partners, and demonstrates the way that social value is embedded into every stage of our regeneration and placemaking work. This ensures that as neighbourhoods change, their residents benefit socially and economically.

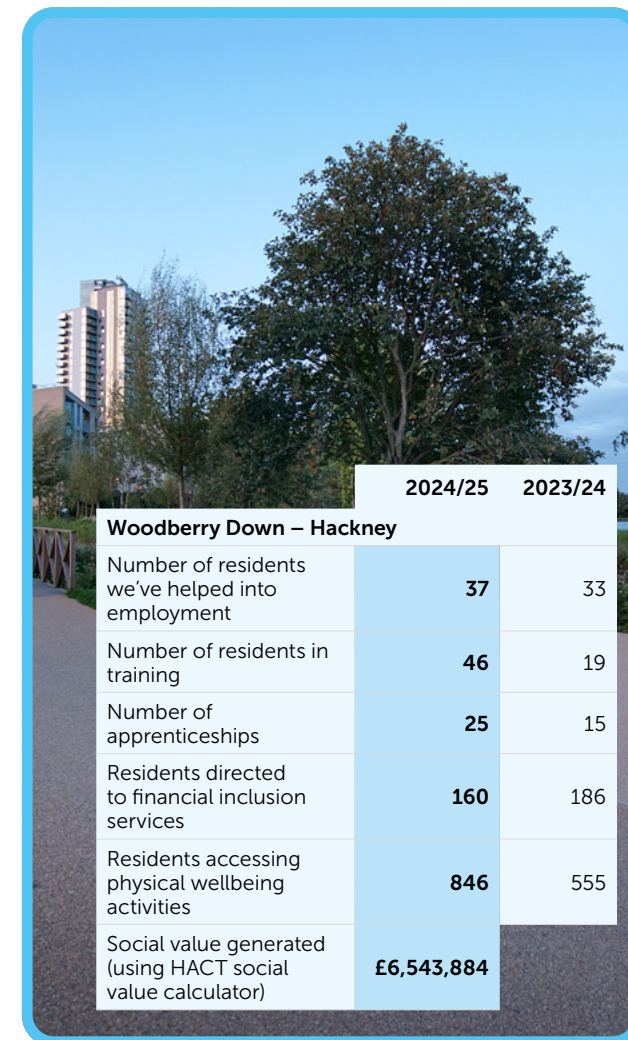
Supporting residents through regeneration

Throughout our regeneration schemes we work hard to connect with the community as a whole and ensure we're providing social value. These activities are open to people of all backgrounds to reach all sections of the community.

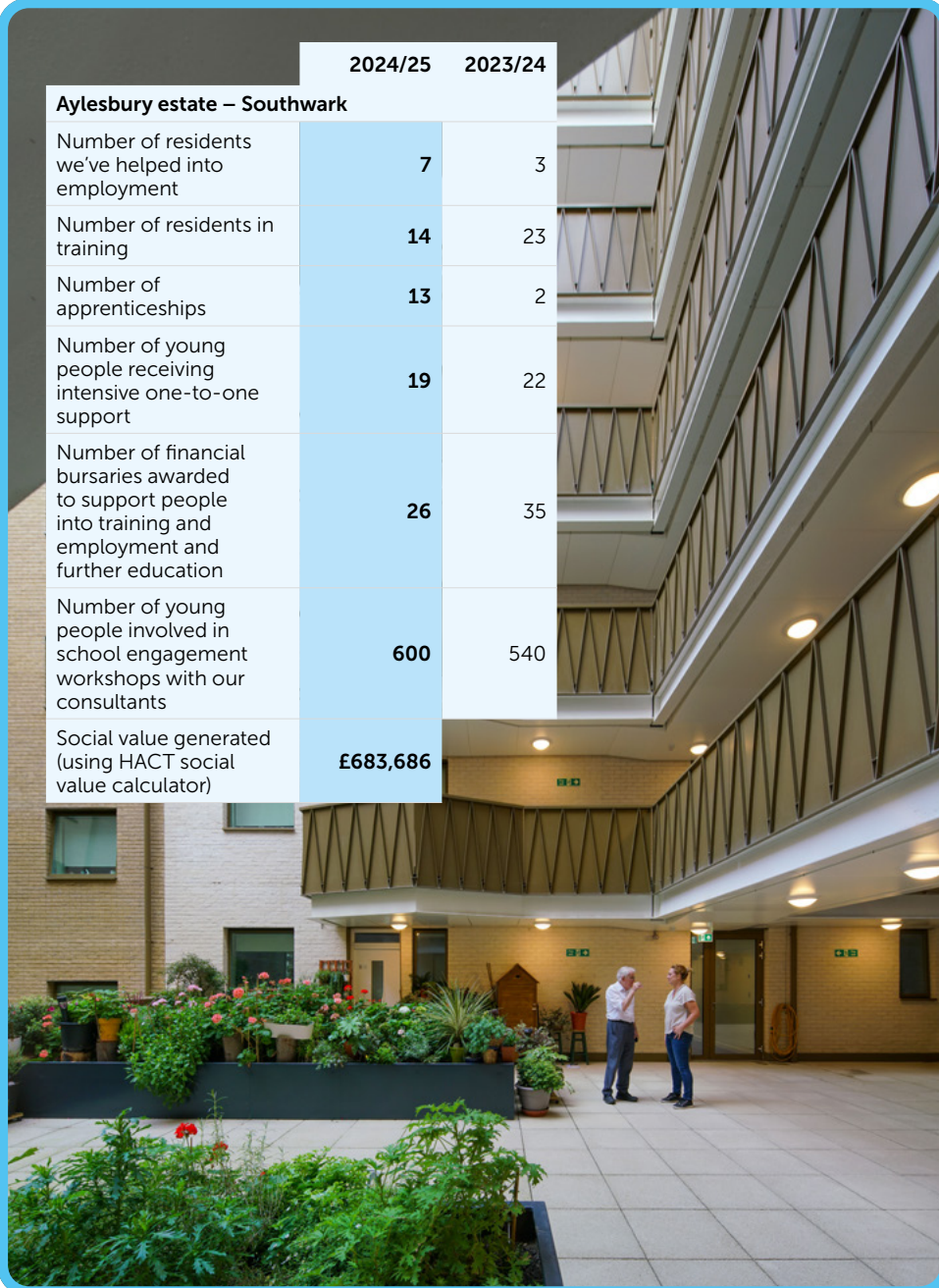
Across all three schemes we have added social value amounting to £31,946,224 according to the HACT social value calculator.



	2024/25	2023/24
Grahame Park – Barnet		
Number of residents we've helped into employment	203	162
Number of residents in training	682	444
Number of work experience placements	48	29
Number of apprenticeships	26	37
Number of residents directed to financial inclusion services	603	222
Residents accessing physical wellbeing activities	3,162	677
Social value generated (using HACT social value calculator)	£24,718,650	



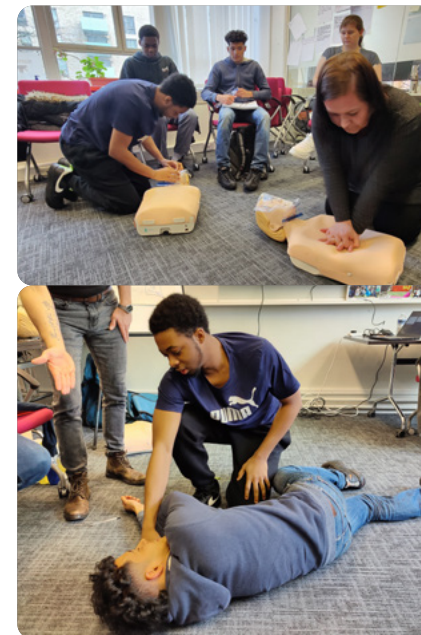
	2024/25	2023/24
Woodberry Down – Hackney		
Number of residents we've helped into employment	37	33
Number of residents in training	46	19
Number of apprenticeships	25	15
Residents directed to financial inclusion services	160	186
Residents accessing physical wellbeing activities	846	555
Social value generated (using HACT social value calculator)	£6,543,884	



	2024/25	2023/24
Aylesbury estate – Southwark		
Number of residents we've helped into employment	7	3
Number of residents in training	14	23
Number of apprenticeships	13	2
Number of young people receiving intensive one-to-one support	19	22
Number of financial bursaries awarded to support people into training and employment and further education	26	35
Number of young people involved in school engagement workshops with our consultants	600	540
Social value generated (using HACT social value calculator)	£683,686	

CASE STUDY:

Building skills and careers at the Aylesbury



As part of our commitment to delivering lasting benefits through the Aylesbury regeneration, we introduced a new construction training programme designed to help local residents develop skills and secure jobs in the industry. The programme, delivered with contractors working on the project, provided participants with hands-on practical training, classroom-based learning, and the opportunity to earn industry-recognised qualifications.

For Rafael, a local resident, the programme has been life-changing. Before enrolling, Rafael was struggling to find stable work, having previously worked in various short-term roles without long-term prospects. The construction skills course gave him practical experience in trades including carpentry, plumbing and brickwork, alongside employability support such as CV writing and interview preparation.

After completing the course, Rafael successfully secured an apprenticeship working directly on the Aylesbury redevelopment. Reflecting on his journey, he said that the programme not only gave him the technical skills to start a career in construction, but also renewed his confidence and sense of purpose. "It's given me a real chance to build a future, not just for myself, but for my family," he explained.

The success of the programme highlights the power of local, targeted investment in skills. It supports residents into sustainable employment, builds capacity within the community, and ensures that regeneration benefits are shared with those who already call the neighbourhood home.

CASE STUDY:

Community resilience at Grahame Park

At Grahame Park, our placemaking work goes hand-in-hand with a strong focus on building community resilience. This year, we delivered a wide range of programmes aimed at supporting residents into work, improving financial wellbeing and fostering a strong sense of community.

A key strand of this has been a series of DIY skills workshops, where residents were taught practical home maintenance skills such as basic repairs, decorating and plumbing. These workshops have not only helped participants feel more confident managing minor issues in their own homes, but have also helped reduce repair callouts.

We also expanded our work supporting specific communities on the estate, including targeted programmes with the Somali community, focused on improving access to employment, wellbeing services and advice. Alongside this, personalised employment coaching has helped many residents move closer to work or return to the job market after a period of unemployment. One example is Veronica, a resident who was supported back into work through tailored advice and training, having previously faced significant barriers to re-entering employment.

Taken together, these initiatives are designed to support residents not just to navigate the challenges of day-to-day life, but to thrive as part of a supportive and connected community.



Governance

We are committed to robust governance arrangements to ensure we are set up and managed in the right way to deliver high quality services for the 130,000 people who live in our 67,000 homes. At the same time, we recognise we have work to do following our recent downgrade against the Regulator of Social Housing's governance standard. This section outlines our activities during the year alongside our performance against 21 criteria across the four SRSSH themes in the governance category.

INTERNAL ALIGNMENT		EXTERNAL ALIGNMENT	
BETTER TOGETHER STRATEGIC FIT	SUSTAINABILITY PRIORITY	SRSSH THEME	UN SUSTAINABLE DEVELOPMENT GOALS
Strong finances and value for money	Net carbon zero by 2050	Supply chain management	12 ∞ Responsible consumption and production
		Structure and governance	16 🕊️ Peace, justice and strong institutions
Our people		Board and trustees	
		Staff wellbeing	8 📈 Decent work and economic growth

Structure and governance

Notting Hill Genesis (NHG) is registered with the national Regulator of Social Housing. Our most recent regulatory grading/status is G3/V2/C3 (previous rating G1/V2). We are 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. We have charitable status for tax purposes agreed with HMRC.

We follow the National Housing Federation's code of governance which applies to all entities wholly owned by the group. We are a not-for-profit organisation, and any surplus is used to further our objectives and in accordance with our rules.

We manage ESG through a combination of governance structures, risk management frameworks and reporting mechanisms. This includes establishing clear policies, monitoring performance, and ensuring we report adequately to stakeholders. We have a formal risk management policy which is reviewed by our Audit and Risk

Committee (ARC) annually, with risks within the corporate risk register reviewed quarterly by the ARC and board. Each year, our board reviews its risk appetite. ESG risks are incorporated into this review and are embedded across our risk map; for example, our health and safety risk considers the sustainability and condition of our stock, while the complexity of our group structure risk considers our corporate governance arrangements. We do not have a single standalone ESG risk, as our enterprise risk management framework considers all elements of our business and operations.

On 27 November 2024, the Regulator of Social Housing published the findings of its regulatory inspection deeming Notting Hill Genesis to be non-compliant with its Governance and Consumer standards, awarding NHG a G3, C3 and V2 outcome. We remain compliant with the viability standard. We agreed a compliance plan with the Regulator in April 2025, setting out 11 workstreams to address areas for improvement, with regular oversight by the board and committees.

Board and trustees

We recognise the importance of diverse perspectives within our governance processes. Currently, 50% of our board are women, 24% identify as Black, Asian or minority ethnic and 16% are residents. The average age of our board members is 50.

We have a resident engagement and involvement team and offer a variety of opportunities for resident voices to be heard at both strategic and operational levels. There are two residents on our board as well as a resident forum which exists to provide input into our governance arrangements and strategic decision-making. The forum identifies areas for scrutiny and undertakes projects to obtain assurance on our controls, processes and adherence to policies.

Discussions from the resident forum feed into our customer experience forum, which is the governance group that oversees our Voice of our Customer programme. This continuous loop of insight ensures our residents' perspectives are heard and our board and committees consider their needs. Tenant Satisfaction Measures, complaints monitoring and customer feedback also inform our internal audit plan, deep dives and board performance discussions. The diversity of our board informs our succession planning, ensuring that our governance remains representative.

We are committed to maintaining stability and a breadth of experience at both board and executive levels. There was an average turnover

of 18% across the years 2023-24 and 2024-25 on our executive team.

Currently, 83% of our board members are non-executive directors, reflecting our commitment to strong independent oversight and robust challenge. We have an established succession plan in place, which has been presented to the board within the last 12 months. Under planned succession or recruitments, non-executive board members stood down at the annual general meetings held in September 2023 and September 2024, with new non-executive director appointments also being confirmed at these meetings. The turnover equates to approximately 16% of the group Board in each year.

The group board and committees continued to evolve during the year, including changes to the chair and committee chairs to support stronger governance. Our chief executive is also a member of the board, and our chief financial officer joined the board in April 2024.

Our current audit and risk committee comprises five members, including three non-executives, one of whom chairs the committee, and two independent members. Two members of the committee have recent and relevant financial experience. Our current external audit partner has been working with us since 2022.

An independently run board-effectiveness review commenced earlier in 2025 and is concluding at the time of this report. A previous board-effectiveness review was carried out in 2022, in

line with the three-year independent review cycle set out within our chosen code of governance.

All board and committee members must adhere to our board code of conduct, which requires a full declaration of any interests upon joining Notting Hill Genesis. If their circumstances change, they must update this declaration immediately. Declarations are recorded in our register of interests, which is typically available for public inspection unless confidentiality is required. If a conflict of interest arises during a meeting, members must declare it at the start, offer to leave and take no part in the discussion or decision. Board and committee members must declare if they, a relative or close friend are housed by us, or if they are a member of another social landlord or local authority.

There is a presumption against having staff or board members from other providers in similar fields on our board to avoid conflicts. The company secretary and chair are notified of any conflicts so they can determine the best way forward. Adherence to the code of conduct is contractually protected within the board and committee members' agreement for service, with breaches potentially resulting in reduced remuneration or termination.

Declarations of interest are required from all staff every three years, with board and committee members required to update at least annually or as changes occur in their interests.

Staff wellbeing

Mental and physical health

We support our staff's mental and physical health through generous sick pay, access to occupational health and rehabilitation specialists when needed, and a range of services including a health cash plan, wellbeing package, free exercise classes and financial advice provided by independent experts. We have trained mental health first aiders across the organisation and run sessions to raise awareness and provide confidential safe spaces for staff to access support.

Voluntary turnover for the rolling 12-month period to 31 March 2025 was 9.1%, showing stability compared to the start of the year. Attrition for new starters who also left voluntarily in the same period was 9% across all staff and 13.8% for head office and project management roles, highlighting our continued focus on onboarding and early support.

The average number of sick days taken per employee, including those on long-term sick leave, reduced to 10.4 days per person in 2024/25, down from 12.3 at the start of the year, bringing us within average UK rates. Short-term absence remained around five days per person per year on average, while work-related stress remains a key cause of absence.

At year end, our overall staff headcount stood at 1,634, with 181.8 agency workers and 62 on fixed-term contracts, of which only eight have more than 12 months remaining — reflecting our continued focus on using FTCs for short-term



project needs and reducing agency reliance. We also introduced an external employee engagement survey this year to better understand how colleagues feel about working for us and to shape our culture and governance priorities.

We opened a total of 285 new formal employee relations cases during 2024/25, supporting our commitment to proactively manage performance, conduct and wellbeing. Ill health was the most common reason for new cases, alongside disciplinary matters.

At 31 March 2025, statutory learning module compliance stood at 99.4%, with mandatory learning compliance at 95.2% and overall staff compliance (based on any overdue modules) at 81.8%. The number of apprentices across the business remained low - four at year-end - but work is underway to increase apprenticeship opportunities in the coming year.

Equality, diversity and inclusion

We have a standalone equality diversity and inclusion policy with specific provisions for recruitment, retention and selection, complemented by a recruitment policy that equally applies EDI principles. We follow the Equality Act 2010 when designing and reviewing recruitment processes. Where specialist agencies highlight best practice in recruitment, retention and progression, we aim to implement these. We are committed to ensuring our workforce is diverse at every level and that we are an inclusive employer through all recruitment stages, making reasonable adjustments as required. We apply our EDI policy at all stages of recruitment and selection and advertise roles to reach a diverse pool of candidates.

Under the Disability Confident scheme, applicants who declare a disability who meet the minimum requirements for the role are guaranteed an interview. We also accommodate requests for reasonable adjustments throughout the recruitment process and make alternative arrangements where needed. Applicants complete an equality and diversity monitoring form during recruitment, which is anonymised and used to both assess and improve diversity within our recruitment practices.

To ensure we are as inclusive as possible, we have staff networks who support their members by raising awareness and influencing internal policy across five core areas – women, ethnic diversity, carers, LGBTQ+ and health and disability. We publish an annual ED&I report and an associated action plan, ensuring our objectives can be met



and that we continue to make further progress towards our goal of making our organisation a more equal and inclusive place to work. We support career wellbeing through several internal and external development programmes to support colleagues' career progression, alongside regular free-to-attend workshops and webinars to help further skill sets. We publish annual pay gap reporting both for gender and for ethnicity.

As of April 2024, for gender, our median pay gap is 10.7%, slightly above our last reported figure of 10.2% in 2023. Our mean pay gap 12.3%, lower than the 2023 figure of 14.1%. For ethnicity, our median pay gap is 11.1% and our mean pay gap

13.3%, compared to the previous year's figures of 10.1% and 14% respectively. In our supported housing business, we actively engage with commissioners to secure the London Living Wage for our staff where possible. Our housing assistant night cover staff receive the National Minimum Wage for their sleep-in hours. The ratio of pay for the chief executive compared to our median paid worker is 7.2 to 1.

Supply chain management

All corporate procurement projects include a suite of ESG questions to capture key environmental requirements, including sustainability, and social aspects such as supplier diversity and social value. Suppliers are required to demonstrate these credentials and that they align to our core values if they are to work with us.

We have mandated environmental questions within our tender documents to ensure suppliers are aligned to our environmental standards. We have also developed a responsible procurement charter, which pulls together our key supplier values and standards, including a supplier code of conduct, probity, ethical sourcing and environmental responsibility.

Further examples of consideration of the environmental impact through procurement projects include our recent repairs framework tender where we assessed suppliers on their waste management practices, migration to renewable energy sources, and use of EV fleet. Similar practices were included on the newly established estate services framework, focusing on environmental policies and developing more opportunities for localised and SME based suppliers, as well as driving biodiversity and greater use of green spaces through the contract.



APPENDIX

Sustainability Reporting Standard for Social Housing – themes and criteria

Section	Theme	Criteria	Report page reference
Environmental	Climate change	Distribution of energy performance certificate (EPC) ratings of existing homes (those completed before the last financial year).	2
		Distribution of EPC ratings of new homes (those completed in the last financial year).	3
		Does the housing provider have a net zero target and strategy? If so, what is it and when does the housing provider intend to be net zero by?	3
		What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's net zero strategy and target?	3
		Scope 1, 2 and 3 greenhouse gas emissions and scope 1, 2 and 3 greenhouse gas emissions per home.	4
		How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks? How is the housing provider mitigating these risks?	5
	Ecology	Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes? If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?	6
		Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how does the housing provider target and measure performance?	6
	Resource management	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does the housing provider target and measure performance?	7
		Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	7
		Does the housing provider have a strategy for water management? If so, how does the housing provider target and measure performance?	7

Section	Theme	Criteria	Report page reference
Social	Affordability and security	For properties that are subject to the rent regulation regime, report against one or more affordability metric: (1) rent compared to median private rental sector rent across the local authority (2) rent compared to local housing allowance.	8
		Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to general needs (social rent), intermediate rent, affordable rent, supported housing, housing for older people, low-cost home ownership, care homes, private rented sector and other.	9
		Share and number of new homes (those that were completed in the last financial year), allocated to general needs (social rent), intermediate rent, affordable rent, supported housing, housing for older people, low-cost home ownership, care homes, private rented sector or other.	9
		How is the housing provider trying to reduce the effect of high energy costs on its residents?	8
		How does the housing provider provide security of tenure for residents?	8
	Building safety and quality	Describe the condition of the housing provider's portfolio, with reference to the percentage of homes for which all required gas safety checks, fire risk assessments and electrical safety checks have been carried out.	10
		What percentage of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?	10
		How do you manage and mitigate the risk of damp and mould for your residents?	10
	Resident voice	What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?	11
		What arrangements are in place to enable residents to hold management to account for the provision of services?	11
		In the last 12 months, for how many complaints has the national ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?	12
	Resident support	What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?	13
	Placemaking	Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located. Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	14-15

Section	Theme	Criteria	Report page reference
Governance	Structure and governance	Is the housing provider registered with the national Regulator of Social Housing?	17
		What is the most recent regulatory grading/status?	17
		Which code of governance does the housing provider follow, if any?	17
		Is the housing provider not-for-profit?	17
		Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?	17
		Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) that resulted in enforcement or other equivalent action?	17
	Board and trustees	How does the housing provider ensure it gets input from a diverse range of people into governance processes? Does the housing provider consider resident voice at the board and senior management level? Does the housing provider have policies that incorporate equality, diversity and inclusion (ED&I) into the recruitment and selection of board members and senior management?	18
		What % of the board and senior management team have turned over in the last two years?	18
		Number of board members on the audit committee with recent and relevant financial experience.	18
		What % of the board are non-executive directors?	18
		Has a succession plan been provided to the board in the last 12 months?	18
		For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	18
		When was the last independently-run board-effectiveness review?	18
		How does the housing provider handle conflicts of interest at the board?	18
	Staff wellbeing	Does the housing provider pay the Real Living Wage?	19
		What is the housing provider's median gender pay gap?	20
		What is the housing provider's CEO:median-worker pay ratio?	20
		How is the housing provider ensuring equality, diversity and inclusion is promoted across its staff?	20
		How does the housing provider support the physical and mental health of their staff?	19
		How does the housing provider support the professional development of its staff?	19
	Supply chain management	How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this social value?	21
		How is environmental impact considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?	21



Environmental, social and governance report

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**Better
together**