



ESG Report

2021/22

made in mexico

In numbers: ESG Action at Guinness	3
Our ESG approach	5
The Sustainability Reporting Standard for Social Standing	8
Social	11
Social case studies	16
- Placemaking: Points cross, Leeds	16
- The Rio Ferdinand Foundation	18
- Northwold Community / Sheffield Foyer	20
- Women In construction	21
Environmental	23
Environmental case studies	26
- Air source heat pumps	
Governance	29
Governance case studies	34
- Our Anti-Racism Action Plan	
In conclusion	36



99.5%
of our 64,300 homes
are affordable housing

12,800+
no of customers helped
to access £13.9m in
welfare benefits

410
new homes delivered
in 2021/22

72%
tenant satisfaction

99%
of these are
affordable homes

11
residents on Tenant
Scrutiny Panel

41%
percentage by which our
rents are below market
levels on average

45%
of Board members
are female

80%
of existing homes are
rated EPC C or higher

18%
of Board members are
from ethnic minority
backgrounds

91%
of new homes are
EPC A or B

G1/V2
gradings from
Regulator of Social
Housing, credit
ratings A- (stable)
and A3 (negative)



Our vision

This is our second Environmental, Social and Governance (ESG) Report assessing our progress against the Sustainability Reporting Standard for Social Housing (SRS). During the year we launched our Environmental and Sustainability Strategy and action plan for bringing all our homes to at least an Energy Performance Certificate rating of C by 2030. Our Strategy includes our roadmap to net zero carbon by 2050.

Our approach to improving existing homes today is a fabric first approach. This will allow time for new heating technologies and supply chains to evolve.

Our social purpose remains unchanged, to improve people's lives and create possibilities for them. We do this by providing homes and housing services to over 64,000 households across England, and care services to almost 10,000 customers through our subsidiary Guinness Care. We articulate this in our vision which is for Guinness to:

- **Deliver great service** – to be one of the best service providers in the housing and care sectors,
- **Provide great homes** – to provide as many high-quality homes as possible, and to play a significant part in tackling the country's housing crisis,
- **Be a great place to work** – to be one of the best employers in the country.

And to:

- **Be a great business** – to be a strong and efficient business that does things well, and that people can trust and rely on.

Supply chain and labour markets have proved challenging over the past year, when costs rose sharply and we faced labour shortages in our repairs service. The impact of rising prices is having a significant impact on our customers. We are providing increasing levels of support both directly and through our community partners but despite this, and despite the support announced by the Government, we expect that the coming years will continue to be very difficult for some of our residents which makes our work on ESG especially important.

Our Environmental and Sustainability Strategy includes the following five objectives:

- **Decarbonisation** - We will reduce the carbon footprint of our homes and business.
- **Water** - We will reduce the volume of water that is consumed through our operations and in our homes.
- **Circular Economy** – We will reduce waste from our services and processes and actively promote recycling.
- **Green Spaces and Biodiversity** – We will develop our understanding of the green spaces we own and manage, their potential impact on the local environment and community, and we will develop and implement local improvement plans.
- **Climate Resilience** - We will ensure our new and existing homes are resilient to the impacts of climate change and significant weather events.

The delivery of these objectives is enabled by two cross cutting objectives:

- **People** - We will invest to strengthen our skills and expertise and provide guidance and support to colleagues and customers.
- **Data** - We will collect, store, and analyse the data necessary to understand our environmental performance and shape the decisions we make about our homes.

As a nation we face a huge long-term challenge in decarbonising our existing homes. Sustainability and the response to the climate crisis have significantly impacted the political and social landscape.

We know that the resources required to meet our ambitions will be significant and have provided funding in our Financial Plan to meet these challenges. We will also seek external grant funding wherever possible in order to accelerate progress and we will pilot products and technologies ready to make larger scale investment decisions later in the decade.

As we deliver our social purpose we are committed to continuous improvement and so welcome feedback from our customers and wider stakeholders on this ESG report and our approach.

Providing homes and housing services to over
64,000
 households

What we do and where we operate

We are a national housing association, with over 64,000 homes in 146 Local Authority areas across England.

The map shows our seven operating regions. Most of our homes are homes for rent at prices significantly lower than those charged in the private market and on terms that offer far greater security. The remainder are either low-cost home ownership or leasehold homes. We also provide housing specifically for older people.

We are addressing the need to increase housing supply, with plans to build 5,500 new homes by March 2025. As well as homes for rent, we also build homes for affordable home ownership and homes that people can purchase on the open market, recognising that the national shortage of housing affects those seeking to buy a home too.

Everything we do is about our customers, our communities and our people, and all of our surplus is re-invested into achieving our social purpose.



Our regions



The Sustainability Reporting Standard for Social Housing

Reporting standard

The SRS was launched in November 2020 with some of the criteria being updated in May 2022. The Standard sets 12 themes and 48 criteria for ESG reporting by housing associations. Guinness co-sponsored the development of the SRS, having participated in the ESG Social Housing Working Group.

The SRS is aligned to international frameworks and standards including the United Nations (UN) Sustainable Development Goals (SDGs) Global Reporting Initiative, Sustainability Accounting Standards Board (SASB), International Capital Market Association (ICMA) and Loan Market Association (LMA) Principles.

As set out in the SRS, affordable housing has numerous positive social and environmental

impacts and is recognised as a universal social good within the SDGs, which were adopted by all UN member states in 2015.

Adopting the SRS enables us to track our progress, benchmark against our peers and drive improvement. It also allows stakeholders, including funders, to understand how we are doing and provides assurance that working with Guinness does, and will continue to, support their own sustainability goals and targets.

The structure of this report

The table on the right shows where the SRS themes, SDG criteria and our responses to them, can be found in this report.

ESG Area	Theme	Criteria	Description	SDG Goal	Page no.
Social	1. Affordability and Security	C1-5	Provides affordable and secure housing	10,11	11-12
	2. Building Safety and Quality	C6-C8	Resident safety and building quality are well managed	11	12
	3. Resident voice	C9-C11	Listens to residents' voice	11	12-14
	4. Resident support	C12	Supports residents, and the local community	11	14
	5. Placemaking	C13	Supports residents and the wider local community through placemaking	11	15
Environmental	6. Climate Change	C14-C19	Prevents and mitigates the risk of climate change	13	23-24
	7. Ecology	C20-C21	Promotes ecological sustainability	15	24
	8. Resource Management	C22-C24	Sustainable management of natural resources	12	25
Governance	9. Structure and Governance	C25-C30	Legal structure of the organisation and its approach to Governance	16	29
	10. Board and Trustees	C31-C41	High quality board of trustees	16	30-31
	11. Staff Wellbeing	C42-C46	Supports employees	8	32
	12. Supply Chain Management	C47-C48	Procures responsibly	12	33

Sustainable Development Goals (SDGs)



How Social Housing contributes to the Sustainable Development Goals

Source: The Good Economy



Guinness performance 2021/22

C1 Average Guinness rents compared to median private sector rent across the Local Authorities we operate in.

We benchmark our average (median) weekly rent for general needs social rented housing within each local authority area against the average weekly rent across all homes for that area. This is part of how we ensure we continue to comply with the Regulator of Social Housing's (RSH) Rent Standard.

The average weekly rent for our general needs housing is sourced from our own records, validated in our annual Statistical Data Return submission to the RSH. The Valuation Office Agency's Private Rental Market Summary Statistics provides comparator data for all homes in each local authority area.

Our median weekly rents are on average 43% less than median private sector rents. This ranges from 66% discount in London to 19% in Barnsley.

The table below shows average rents in the ten local authority areas where we have the most homes.

	Avg Weekly Private Market Rent	Number of General Needs properties	Avg Weekly Guinness Rent	Guinness Discount to Market Rent
London	£376	4,659	£126	66%
Cheshire East	£193	3,175	£90	53%
Manchester	£207	2,648	£86	59%
Havant	£215	2,488	£109	49%
Rochdale	£134	1,629	£85	36%
Sheffield	£154	1,617	£82	47%
Milton Keynes	£242	1,471	£100	59%
Gloucester	£192	899	£96	50%
Stockport	£184	766	£88	52%
Derby	£152	728	£92	40%

¹The private market weekly rent data is from the published data from the ONS for the year 2021/22:

Private rental market summary statistics in England - Office for National Statistics (ons.gov.uk)

Valuation Office Agency: private rental market statistics - GOV.UK (www.gov.uk)

C2 & C3 Share, and number, of existing homes (homes completed before the start of the previous financial year) and new homes (homes that were completed in the previous financial year) by tenure type.

As at 31 March 2022, 64,103 (99.7%) of our 64,326 homes were classified as affordable housing (including for shared ownership). We are investing significant sums in new social housing each year. We completed 410 new homes in the year to 31 March 2022, 406 (99.0%) of which were affordable housing.

Group	Total Owned and / or Managed	New homes completed this year	% of total homes	% of new homes in 2021/22
Properties 31st March 2022				
General Needs - Social	38,324	70	59.6%	17.1%
General Needs - Intermediate	41	0	0.1%	0.0%
General Needs - Affordable	6,877	65	10.7%	15.9%
Supported	926	0	1.4%	0.0%
Housing for Older People	7,804	0	12.1%	0.0%
Shared Ownership	6,377	271	9.9%	66.1%
Care	72	0	0.1%	0.0%
Social Leasehold	3,682	0	5.7%	0.0%
Non-Social Rental	9	0	0.0%	0.0%
Non Social Leasehold	162	4	0.3%	1.0%
Staff	52	0	0.1%	0.0%
Total	64,326	410	100%	100%

C4 How is the housing provider trying to reduce the effects of fuel poverty on residents?

Guinness is seeking to help to reduce fuel poverty amongst our customers in the following ways:

- We support residents in financial need to claim all of the benefits they are entitled to and provide additional hardship funding to those most in need. During the year we supported 12,800 customers to access over £13.9m of benefits and provided hardship awards to 1,235 customers.
- We engaged three Energy Advice Officers in the year to support Guinness customers. Employed by our heating contractors, these advice officers work alongside Guinness colleagues to deliver advice and support on saving energy in the home.
- We procured communal energy across many of our estates in a way which has protected against some of the energy price rises currently being experienced.
- We have delivered energy advice training to our Customer Liaison Teams, enabling them to better support residents to manage their energy usage.
- We have trained our asset surveyors as Domestic Energy Assessors to enable them to better identify opportunities for energy saving measures to be deployed in our properties.
- We insulated 538 homes during the year, thus improving the fuel efficiency of these homes. It is estimated that our loft insulation programme will save customers £1.5m on energy bills over 25 years and is expected to further reduce CO2 emissions by 28 tonnes over the same period.
- For the new homes that we build we aim to achieve a minimum standard of EPC B.

C5 What % of rental homes have at least a 3-year fixed tenancy agreement?

100% as at 31 March 2022. The majority of our tenancies are lifetime tenancies.

Building Safety

C6 What % of homes with a gas appliance have an in-date, accredited gas safety check?

100% as at 31 March 2022.

C7 What % of buildings have an in-date and compliant Fire Risk Assessment?

97.6% as at 31 March 2022. Of 60 buildings without an in-date Fire Risk Assessment 53 of these had the assessment completed before 31 March 2022 but reports had not been signed off at this date. The seven remaining inspections were overdue as sites were inaccessible due to major works or were not currently in use. By June 2022 100% of buildings had an in-date FRA.

C8 What % of homes meet the national housing quality standard?

99.99% of our homes met the Decent Homes Standard as at 31 March 2022.

Resident Voice

C9 What arrangements are in place to enable residents to hold management to account for provision of services?

We have a Tenant Scrutiny Panel of 11 residents which identifies specific areas of our work for review. Recommendations from the Panel are translated into action plans that are monitored by our Audit and Risk Committee and the Board. During the year the Panel focussed on Complaints Handling and Emergency Repairs and Anti-social Behaviour. Summaries of findings, and our proposed actions are published on our website.

The Panel's focus on complaints contributed to our broader work to improve the quality of complaints handling. Following the review we have improved our systems, tailored staff training, improved our contact waiting times and changed some of our repair services. We have also reviewed and updated our Complaints Policy and have completed a self-assessment of compliance with the Housing Ombudsman Complaints Handling Code.

We systematically use resident feedback and views to improve and shape what we do. We have a Customer Engagement Strategy that sets out how we engage with people who live in Guinness homes and use the services we provide, what we engage with customers about and how we measure and report our progress.

During the year we engaged with over 1,400 residents to improve services and shape relevant policies.

We engaged with residents to create a new Damp and Mould policy, and we used feedback from our residents to inform our update of policies including Resident Consultation, Arrears, Complaints and Compensation.

We also engaged in a number of formal consultations with residents including where a

change of landlord was proposed. We consulted residents on the transfer of certain homes in Liverpool to Riverside Housing Group and have consulted through Section 20 when undertaking significant procurement activities.

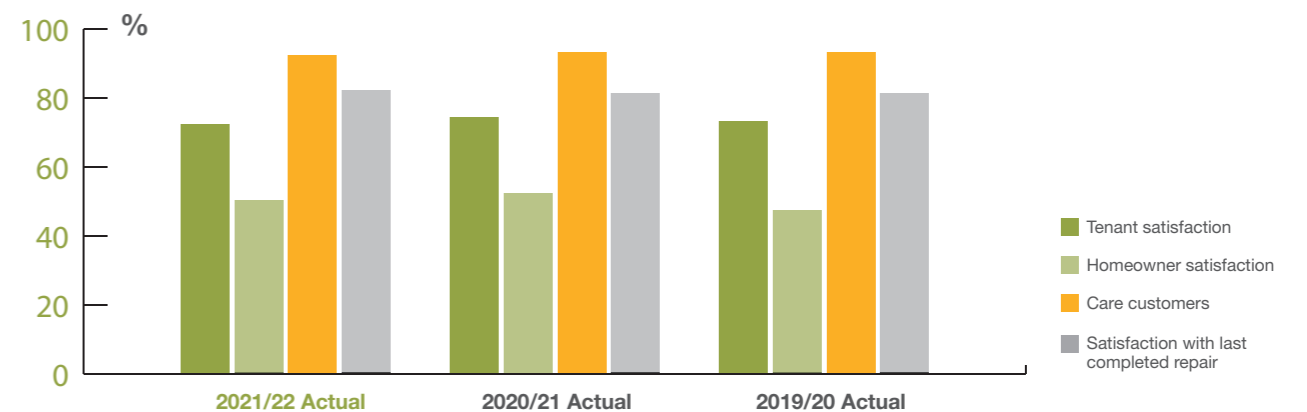
We undertake transactional surveys following completion of responsive repairs and call customers directly if they are not happy. During the year 26,500 residents responded to these surveys. This feedback helps us to identify and promptly address any resident concerns. To ensure continuous improvement, we communicate any changes made to services as a result of feedback to our customers, colleagues and third-party service providers.

C10 How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?

Our reported customer satisfaction is measured through perception surveys. We also undertake transactional surveys following completion of responsive repairs. Performance is tracked monthly by the Executive Team and quarterly by the Board. Our performance over the last three years is shown in the table below:

Customer satisfaction fell year on year amongst tenants and homeowners. Satisfaction with responsive repairs increased marginally but was affected by a backlog of routine repairs following our decision to pause non-emergency repairs during the January to April 2021 Covid-19 lockdown as we prioritised protecting customers' and colleagues' health and safety. This pause resulted in higher than usual volumes of non-emergency repairs requiring completion subsequently, and in a very challenging labour market. During the year we sought to address this by increasing our recruitment and retention incentives for our repairs workforce, which led to increased capacity and improved performance towards the end of the year.

Customer satisfaction – our performance over the last 3 years



	2021/22 Actual	2020/21 Actual	2019/20 Actual
Tenant satisfaction	72%	74%	73%
Homeowner satisfaction	50%	52%	47%
Care customer satisfaction	92%	93%	93%
Satisfaction with last completed repair	82%	81%	81%

C11 In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?

During the year 21 complaints were upheld by the Housing Ombudsman. The Tenant Scrutiny Panel reviewed our approach to Complaints Handling (see C9 for further detail) and our internal auditors also reviewed our complaints processes. We assess ourselves against the Housing Ombudsman's Complaint Handling Code and published this assessment on our website in December 2020. As a result and alongside other customer feedback we have:

- Revised and improved our complaints policy.
- Created and implemented Action Plans to drive improvements.
- Launched a new compensation policy in December 2021.
- Delivered Great Service training to 350 colleagues and complaints handling training to customer facing staff.
- Implemented further customer feedback surveys at key service touchpoints with our customers.
- Changed our approach to Anti-Social Behaviour case handling within our CRM system.
- Our Complaints Team received Ombudsman Dispute Resolution training.

Resident Support

C12 What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?

Our Customer Support team supports our customers to claim the benefits they are entitled to, providing budgeting advice and signposting

customers to external support from relevant charities and other agencies. We have a Hardship Fund which is used to provide emergency food, heating, basic furniture, and other necessities to those customers who are most in need.

During the year we supported 12,800 customers to access over £13.9m of additional benefits and supported 1,235 customers through our hardship fund.

Our social purpose goes beyond our core business of providing affordable housing and care services. We do this by delivering against the three themes of our Social Investment Strategy:

1. **Alleviating hardship** - from food and consumables poverty
2. **Education, employment and training** - through a range of work experience opportunities, developing and supporting career aspirations and direct funding
3. **Inclusive communities** – by supporting health and wellbeing, diversity, youth diversion, and preventing / tackling domestic abuse

In total, we invested over £2.3m through a combination of direct and partnership-based activities, benefitting over 21,000 people, including nearly 14,000 Guinness residents.

During the year we:

- Supported a national network of eight food pantries and two mobile food vans to support over 3,000 households to access affordable and healthy food.
- Worked with 17 national and local partners to provide education, employment and training opportunities to more than 300 Guinness residents.
- Helped over 20 local community organisations by offering them commercial space free of charge to reduce their costs.
- Supported intergenerational activities at several housing for older people schemes bringing our residents together with local school children and toddlers for both learning and companionship.

Placemaking

C13 Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

Our Design Guide for new developments seeks to deliver schemes that are long lasting, reflect their local areas and create communities based on the following five core principles:

- A choice of high quality, safe, flexible and easily maintained homes that people are proud to live in.
- Design practical, relevant buildings, and spaces with distinctive and lasting character that create healthy environments.
- Create integrated, diverse, thriving neighbourhoods that foster a sense of belonging.
- Make cost effective, imaginative use of land encompassing internal, external public and private space.
- Design the public realm for active long-term management.

On existing estates our Asset Management Customer Liaison and Social Investment teams work together to ensure our estates continue to be places that promote people's health, happiness and wellbeing. Our case study on development at Points Cross, Leeds, demonstrates how we are engaged in placemaking.



In partnership, providing education, employment and training opportunities to more than 300 Guinness residents.



Bringing our residents together with local school children and toddlers for both learning and companionship.



MacArthur's Yard, Bristol (CGI)



Leaside Lock, Bromley-by-Bow, London, development

£2.3m

invested through a combination of direct and partnership-based activities

14,000

Guinness residents benefitted from our partnership activities



Case study 1: Placemaking and Social Value at our new development at Points Cross, Leeds

In March 2021 we began work on the first phase of our Points Cross development in the South Bank Regeneration area of Leeds. Points Cross has planning approval for 928 high quality, energy efficient homes and Phase One will deliver 311 homes, 100% of them affordable. There will be five distinct buildings ranging from six to 20 storeys, with architecture inspired by the industrial heritage of the area. The first two blocks will complete in late Spring 2023. The blocks will include a high quality public realm, commercial and retail spaces for uses such as a café, residents' gym and some office space, enabling Guinness to play its part in the delivery of a vibrant new neighbourhood. Walking and cycling routes will connect the South Bank area to the city centre.

The development reinforces Guinness's commitment to the regeneration of large brownfield sites and, in the case of Points Cross, adding to the reputation of the South Bank area of Leeds as a place for people and families to live, work and visit.

Working in partnership with Leeds City Council, West Yorkshire Combined Authority and our contractor United Living, not only are we delivering much needed new affordable homes, but also a range of social and economic outcomes including work experience, training, apprenticeships and employment opportunities. Later phases of the development will include a range of tenures creating a new, sustainable community with easy access to local facilities which will enhance the South Bank as a place for people to live, work, and visit.

The site is adjacent to Leeds City College and the Leeds College of Building (LCB), providing us with opportunities to support the qualifications they offer.

In Partnership with Leeds City College, The Food Station provides a meal service to the site workforce and visitors, focusing on healthier options using quality locally-sourced ingredients. The Food Station is staffed by apprentices and trainees as part of a rolling programme enabling as many students as possible to benefit from work experience in a busy kitchen on a live construction site and providing access to healthy meals for staff on site which is a known challenge in the construction industry.

The Food Station also provides a regular hot meal delivery service to St. George's Crypt in Leeds, which supports the local homeless community.

In addition to supporting young people with work experience, placements and apprenticeships, the on-site Learning Hub supports the qualifications offered by the nearby LCB. The Hub has delivered 40 student site tours and 35 student sessions, supporting over 450 students to gain insight into the industry and careers advice and guidance. Site plans, drawings and reports have been provided to LCB for integration into the curriculum. The Hub also hosts tours and industry days for LCB staff to provide them with current industry experience on a live construction site, which will benefit the quality of teaching. To date 10 talks and site tours have been delivered to LCB lecturers.

Working in collaboration with our contractor United Living and their supply chain we have created 10 apprenticeships and 14 local jobs.





Case study: Our partnership with the Rio Ferdinand Foundation

With support from our partners Wates and Kier, and EQUANS, we have partnered with the Rio Ferdinand Foundation (RFF) to deliver a 24-month programme for young people.

The programme offers resilience building, skills, training, and employability support to a minimum of 48 disadvantaged young people living in Guinness homes across Oldham and London that will improve their employability and life skills.

The aim is to inspire, connect and equip young people with confidence and relevant experience, connecting them with our partners, further education, and career opportunities.

The programme has so far delivered a mixture of activities involving digital media (photography, product design, filmmaking, podcasting) as well as building employability skills through mentoring, working on CV's, mock interviews, and shadowing opportunities to build confidence.



Matthew aged 19 from Royton in Oldham.

Matthew is a Guinness resident who joined the programme after a house fire left him without a stable home. Matthew was not engaged in any form of employment, education or training, and the fire had left him feeling anxious and uncertain about his future.

Mindful of Matthew's anxiety, the Rio Ferdinand Foundation (RFF) worked with Matthew on a one-to-one basis ahead of the programme, to introduce him to the staff and the format of the sessions.

Matthew has a passion for cars and photography, so RFF Youth Workers combined the two and

delivered photography workshops bringing model cars to life and then editing the photos to be used in media advertisement.

This was the first time Matthew had used professional photography and media equipment, and he has produced some amazing photos. He also created a social media presence to showcase his work and gained traction for more photography opportunities outside of the sessions.

Matthew is currently exploring volunteering/shadowing opportunities with our partner's support. He is also applying to our Aspire Awards to help fund training courses that he wouldn't be able to access otherwise. Matthew said:

‘I've really enjoyed being a part of the programme, it has helped me to get out of the flat and build up my confidence and skills in something I like doing. I didn't think anything like this programme would be available to me, I've felt supported and able to move forwards with my life. ’

Matthew's family members and youth workers from the community centre have also noticed a significant difference in his confidence, motivation, and self-esteem since starting the programme.



Matthew being presented with his camera.



Our impact

Participants told us:

- 100% reported feeling more confident since the start of the programme
- 80% reported feeling more comfortable in meeting new people and more equipped to recover from setbacks
- 90% stated an increase in their own personal health and wellbeing since being involved in the programme
- 90% now have a clearer understanding of what they'd like to do for a career

Victoria Lowe, Greater Manchester Programme Lead, Rio Ferdinand Foundation said:

‘Networking and meeting different professionals aren't opportunities the young people had done before, so we are excited to work together with our partners and broaden their mindsets and understanding of what they can achieve and the different career pathways they can explore. ’



In the coming months, we will be providing opportunities for young people in Lambeth and Southwark. We'll also explore new areas in Greater Manchester where we can extend our reach to support more young people to develop their confidence, skills, and networks, and realise their potential.



Case study: Northwold Community Space



In Hackney we have developed a strong partnership with the charity The Boiler House Community Space to support around 1,000 people each month with youth and community activities. The Boiler House manages the Northwold Youth and Community Centre on our Northwold Estate, providing a base for a broad range of projects. Volunteering opportunities at the centre engage the local community, and support local people to develop new skills that can help towards employment.

The Good Place food pantry opened at Northwold in 2020 in response to the pandemic and the numbers of people in need of the service has since risen. Customers pay £6.50 a week to get £40 worth of food, as well as advice, support and signposting to other support services.

World Champion boxer Maurice Hope MBE

helped set up the boxing club, Hope of Hackney, at the centre in December 2021. The Guinness Partnership has funded the purchase of a boxing ring through our Aspire Awards which will enable the club to compete in national competitions. The club encourages sporting ambition and connects people in the community.

Northwold also hosts a branch of Sal's Shoes, an enterprise which offers good quality second hand shoes and other essentials for babies and children.

Northwold Community Centre is more than a place to receive food and shoes. It is a place where community members come together, meet their neighbours, build skills and make new connections.

Anna Iskander-Reynolds,
CEO of the The Boiler House N16



Case study: Sheffield Foyer

Our Sheffield Foyer provides accommodation, training and support to help young people who have been affected by homelessness to live independently and find a pathway into employment. In 2021/22 we moved in 88 young people affected by homelessness and supported 56 Foyer residents into education or training. Here is one of their stories:

Neil, who has cerebral palsy and was one of 12 children had been asked to leave his family home when turning 18. He had left college without any qualifications and was working in a pub kitchen until he lost his job due to the pandemic. Neil moved into the Foyer in 2020 and was assigned a support worker. He was supported to look for work and training opportunities and received support via a package including a bus pass and supermarket vouchers. He was also supported to claim Universal Credit while not in work and received advice on budgeting which improved his ability to manage his finances.

In 2020, through the Foyer, Neil took part in a four day Outward Bound programme in the Peak



District. This programme helps residents build confidence and develop transferrable skills for employment. Neil took part in every activity despite a fear of heights and he was commended by the course leader. Following the course Neil enrolled on a Railway Engineering course and completed the Foyer's Move On training programme. Having significantly improved his prospects for sustainable employment, Neil left the Foyer to move in with his father in July 2021 helping his father also gain a place on the Railway Engineering course.

Case study: Women into Construction



Women into Construction (WiC) offers a five-week programme to women who want to work in the construction industry. The programme supports contractors to recruit and train women, helping to reduce the skills gap and create a more gender-equal workforce. Together with our partner, Henry Construction, we supported 17 women onto the programme during the year, including five Guinness residents.

The programme helps participants to write a CV, with interview skills and prepares them for work placements on-site and office-based roles within construction.

One of the participants in the programme, Helen Matykiewicz Chang, has since been employed by Guinness as an assistant Clerk of Works.

Of the five Guinness residents who have participated in the programme so far:

- **Margaret** secured a temporary part-time administrative role with Henry Construction
- **Leticia** has secured a resident liaison role with Ardmore

- **Shirina** has secured a project manager apprenticeship with the Berkeley Group
- **Tanisha** is being supported to apply for roles as a trainee Quantity Surveyor
- **Adeola** is pursuing potential Document Controller or Quality Assurance roles.

In June 2022 Guinness was awarded 'Highly Commended in the Commitment to Inclusion Award' by WiC.

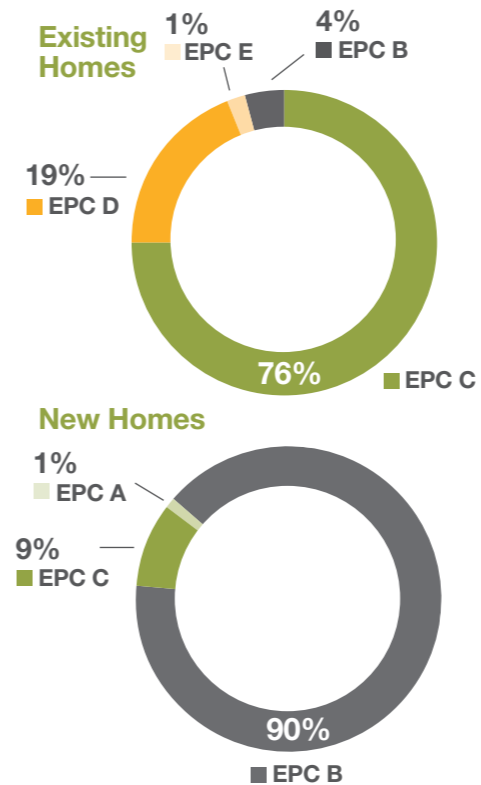
Later in 2022 we will be partnering with the Hill Group in Bristol and Henry Construction in London (for the third time), to welcome 30 more women onto WiC programmes.





Guinness Performance 21/22

C14 & C15 Distribution of EPC ratings of existing homes (those completed before the last financial year) and new homes (those completed in the last financial year).



EPC	Existing homes	New homes
	%	%
A	0	1
B	4	90
C	76	9
D	19	0
E	1	0
F	0	0
Total	100	100

80% of our homes are rated as EPC C or higher, with 10,857 homes currently having a rating of EPC D.

100% of the new homes completed during the year had an EPC rating of C or above, with the majority being developed to EPC B.

C16 Scope 1, Scope 2 and Scope 3 green house gas emissions.

We have calculated our total Scope 1 emissions as 13,518 tCO₂e and Scope 2 emissions as 3,973 tCO₂e during 2021/22. We are continuing to progress plans to be able to report on Scope 3 emissions.

C17 What energy efficiency actions has the housing provider undertaken in the last 12 months?

We have installed 543 insulation measures during the year and carried out over 1,000 insulation surveys. We have trained our asset surveyors as Domestic Energy Assessors to enable them to collect data on our properties that will inform future decisions.

During the year we secured £0.6m from the Social Housing Decarbonisation Fund to contribute towards the installation of external wall insulation in 52 hard to remediate properties in Cheshire, with work taking place in 2022/23.

We installed 25 Air Source Heat Pumps in the year and we fitted energy saving magnetic filters as part of our boiler installations saving customers an average 11% on fuel bills.

We have established a Sustainable Offices working group to identify sustainability actions in respect of our offices and working practices.



C18 How is the housing provider mitigating the following climate risks: Increased flood risk; Increased risk of homes overheating

Flood Risk

We assess the flood risk of all our properties annually using Environment Agency data and have introduced smart technology to provide an early warning to customers and Guinness staff when schemes are judged to be exposed to higher than average flood risk.

All of our new build developments undergo flood risk analysis and risk mitigations such as Sustainable Drainage Systems are integrated into the designs.

Overheating Risk

We assess property ventilation whenever any cavity wall insulation installation is planned, with improvements made as necessary. All installations align with the PAS 2035 retrofit standard which ensures that overheating risk is minimised.

We undertake overheating calculations for our new homes and the results influence our design choices.

Our Design Guide sets out requirements such as window size and cross ventilation, encourages green roofs and urban forests and includes specifications around positioning and orientation of windows for optimal ventilation, routing of heating and hot water pipes and shading of balconies. Our Design Guide already met the requirements of the new Building Regulations on overheating that came into effect in June 2022.

C19 Does the housing provider give residents information about correct ventilation, heating, recycling etc. Please describe how this is done.

This information is made available to our residents through our website, customer newsletters, bespoke communications, tenancy handover packs and in person. We provide residents with guidance on using heating equipment including information packs and videos for customers in homes with Air Source Heat Pumps, and energy and money saving information. As a result of the re-procurement of our heating contractors, we now have the services of three Energy Advice Officers to support Guinness customers through providing specialist advice and equipment both over the phone and through home visits.

Ecology

C20 How is the housing provider increasing Green Space and promoting Biodiversity on or near homes

Our Design Guide for new developments has specific requirements for green space and biodiversity. In urban spaces we incorporate roof gardens as well as ground level planting and seating areas.

We have initiated our programme of “Tiny Forests” in urban areas with the planting of the first site at Frank Bott Way in Crewe, Cheshire, during the year.

C21 Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?

When constructing new homes we ensure:

- Our contractors do not include any prohibited materials listed in the British Council for Offices (BCO) Good Practice in the Selection of Construction Materials (2011), or any materials which at the time they are specified do not comply with the applicable British Standards specification in their designs.
- There are protection measures in place to guard against excessive noise during construction and to ensure that dust generated by construction activities is minimised.
- The reduction of site water run-off, with measures such as gully bags or straw bales being put in place to clean the water by filtration prior to discharge into adopted water courses.
- We take measures to ensure nitrate and phosphate neutrality for developments in rural areas.

We measure our CO2 emissions across our fleet and offices. We have successfully piloted the roll out of electric vehicles for some field workers and plan to expand the use of electric vehicles. This will result in sustainable reductions in CO2 emissions over the coming years.

Resource Management

C22 Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?

Our Employer's Requirements for building works require that:

- All materials must comply with the Green Guide to Housing (grades A+ to D).
- Each contractor is required to manage and reduce the impact of their activities on the environment and hold appropriate accreditations such as ISO14001 and Eco Management and Audit Scheme (EMAS).

We encourage contractors to develop a Sustainability Action Plan at the beginning of any works.

C23 Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?

We require our contractors to provide us with information on waste volume and waste management that can be monitored. Many of our construction sites now have KPIs around waste management and larger sites have waste monitoring dashboards. Our aim is to reduce, reuse and recycle waste. At one of our largest sites, Points Cross, 97% of waste was recycled in the period, with less than 2% going to landfill.



We are investing in Modern Methods of Construction and Off Site Manufacturing is designed to further reduce the volume of on-site waste on our new developments. By 2025 up to 25% of our developments will incorporate Category 1 or 2 MMC.

C24 Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?

Our development Employer's Requirements and updated Design Guide require the design and specification of low water use infrastructure and of measures such as Sustainable Drainage Systems to minimise water run-off from our new developments.



Case study: Use of Air Source Heat Pumps

During the year we installed 25 Air Source Heat Pumps (ASHP) in existing homes. Most of these installations were in rural homes in Cheshire which are not on the gas grid and therefore previously relied on expensive, carbon intensive heating fuels such as Liquid Petroleum Gas (LPG). We secured over £117k of external grant funding to deliver these installations and also carried out accompanying insulation works.

For properties where we have retrofitted Air Source Heat Pumps, there was an average improvement to the SAP score for the property of 15 points.

The improved efficiency and electric powered heating provided by ASHPs reduces the carbon footprint of these homes. They will save our customers money, with 300% system efficiency (meaning 3kWh of heat energy produced for every 1kW of electricity) versus c. 89% efficiency for LPG boilers.

We have also installed ASHPs in five new build properties in Bunbury, Cheshire.

These projects have been instrumental in helping us to plan for a broader roll-out of alternatives to gas heating, enabling us to:

- **manage lead-in times**, particularly when third party engagement is required (for example with local authorities, district network operators and surveyors.)
- **develop our customer communications and support materials** so that customers are confident in making the best use of new technologies.
- **ensure our approach is joined up with other works** such as detailed insulation and ventilation checks.



We support residents with ASHPs in their homes with specific ASHP information packs including FAQs and easy to use guidance sheets. The support we offer is guided by a research exercise carried out with our contractors Sure Maintenance which surveyed 50 customers with ASHP to better understand their experience.

Over 2022/23, our new Energy Advice Officers will be carrying out follow up checks with residents with heat pumps. We will be installing smart thermostats into 20 properties with heat pumps to enable us to better understand how customers are using them and to support customers to further reduce their energy consumption and cost where appropriate.



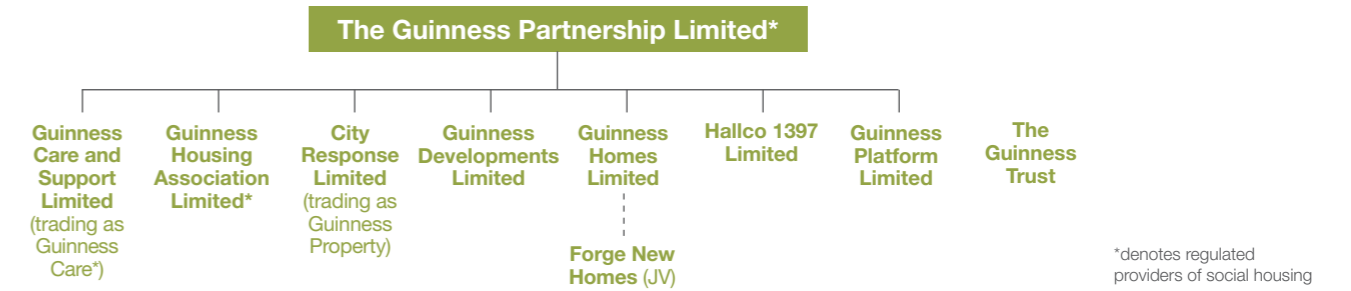
Left: Our new Energy Advice Officers who will be carrying out follow up checks with residents with ASHP's.



Structure and Governance

C25 Is the housing provider registered with a regulator of social housing?

The Guinness Partnership Limited (TGPL), the parent entity in the Group structure is a Registered Provider of social housing with the Regulator of Social Housing. TGPL is also an exempt charity.



C26 What is the most recent viability and governance regulatory grading?

We held a G1 grading for Governance and V2 grading for Viability throughout the year.

C27 Which Code of Governance does the housing provider follow, if any?

We have adopted the National Housing Federation's Code of Governance 2020.

C28 Is the housing provider Not-For-Profit?

Yes.

C29 Explain how the housing provider's board manages organisational risks

We take a Group-wide approach to Risk Management through our Corporate Risk Plan and supporting Risk Management Strategy and Framework.

Risk appetite, risk identification, mapping and planning exercises are a key aspect of business planning across all business areas, and are regularly considered by the Group Board, the Audit and Risk Committee, and the Executive Team.

C30 Has the housing provider been subject to any adverse regulatory findings in the last 12 months (e.g. data protection breaches, bribery, money laundering, HSE breaches or notices) – that resulted in enforcement or other equivalent action?

No.

Board and Trustees

C31 What are the demographics of the board? And how does this compare to the demographics of the housing providers residents, and the area that they operate in?

The demographics of our Group Board as at 31 March 2022 compared to our customers, were as stated in the graphs below.

We have set a target to increase the Black and Minority Ethnic composition of our Board to 20% by 2025 – reflecting the communities we recruit in. In 2020 we recruited three new Board members, including two high profile Black sector leaders.

C32 What % of the board and management team have turned over in the last two years?

Board turnover over the last 2 years was 9% (1 out of 11) and Executive Team turnover is 14% (1 out of 7).

C33 Is there a maximum tenure for a board member? If so, what is it?

Yes. Tenure for a Board member will normally be up to six consecutive years. By exception tenure may be extended up to a maximum of nine years if the Board agrees it is in the organisation's best interests.

C34 What % of the board are non-executive directors?

92% of Board members are non-executive directors (11 out of 12).

C35 Number of board members on the Audit Committee with recent and relevant financial experience.

The Audit and Risk Committee consists of six members, two of whom are qualified accountants. The four other members of the Committee have extensive experience in risk management and governance in the housing, care, engineering and health sectors.

C36 Are there any current executives on the Remuneration Committee?

No.

C37 Has a succession plan been provided to the board in the last 12 months?

Yes, in relation to non-executive Board members. Succession planning information was considered by the Remuneration & Nominations Committee and informed decisions on renewals and recruitment of non-executives.

C38 For how many years has the housing provider's current external audit partner been responsible for auditing the accounts.

BDO LLP were appointed as External Auditors to the Group in December 2018.

C39 When was the last independently-run, board-effectiveness review?

Individual and collective appraisals are carried out in alternate years - the last Board Effectiveness Review was completed in June 2020 and Board member Appraisals were conducted in 2021. The next Board Effectiveness review is due in 2022.

C40 Are the roles of the chair of the board and CEO held by two different people?

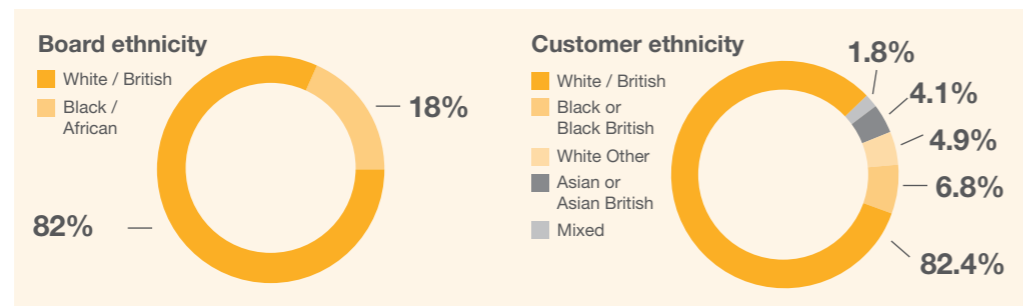
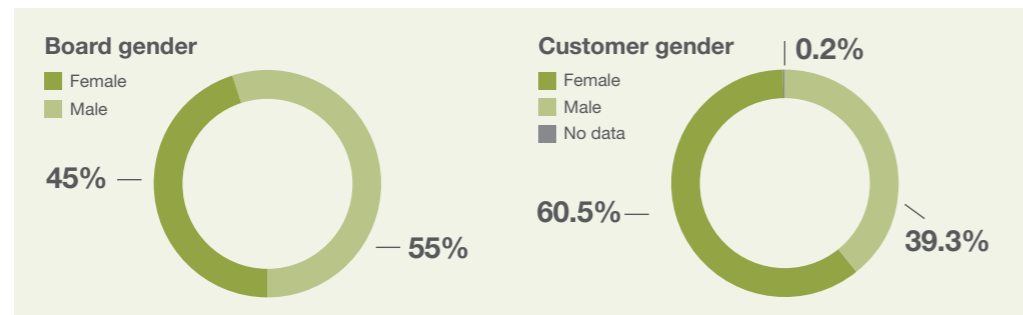
Yes.

C41 How does the housing provider handle conflicts of interest at the board?

Guinness has a Conflicts of Interest Policy requiring that Board members and Executives identify, declare, record and manage any actual, potential or perceived conflicts of interest.

Board members update their registers of interest annually (or more often where required) and to declare any potential conflicts of interest at the start of the relevant meeting. Where the conflict of interest is material, or the Chair of the meeting so requests, the member must withdraw from any part of a meeting at which the issue is discussed, and their withdrawal is recorded in the minutes.

Board demographics



Average age of Board members

58

Average age of residents

53

Board members reported as having a disability

9%

Residents reported as having a disability

1.7%



Staff Wellbeing

C42 Does the housing provider pay the Real Living Wage?

All staff of The Guinness Partnership Limited are paid the Real Living Wage or above.

C43 What is the median gender pay gap?

Our median gender pay gap for the Group is 7.9% (in favour of men).

C44 What is the CEO: median worker pay ratio?

The CEO to median worker pay ratio is 9.2:1 (based on group median pay).

C45 How does the housing provider support the physical and mental health of their staff?

Being a great place to work is one of the pillars of our corporate strategy. We continue to invest in the wellbeing of our staff. Employees have access to a range of support including:

- An Employee Assistance Programme
- A network of trained Mental Health First Aiders
- Discounted gym memberships
- Cycle to work scheme
- Health monitoring machines at our larger offices
- Free membership of a health plan providing cover for routine health issues
- Private health insurance for senior grades
- The Headspace mindfulness app

We are committed to being an open and inclusive organisation where everyone feels they belong and can succeed. Our case study on our anti-racism work demonstrates some of the action we have taken in this area during the year.



C46 What is the average number of sick days (both long and short term) taken per employee?

An average number of sick days of 11.8 days across the Group for the year.

Supply Chain

C47 & C48 How are Social Value creation and Environmental Impact considered when procuring goods and services?

Our procurement activities are conducted in a way which is consistent with the Social Value Act, which requires consideration of wider social economic and environmental benefits in procuring goods and services.

We assess social value as part of most of our tenders with the scoring allocation ranging from 5-10%. We have minimum levels of social value obligation written into our contracts, with a percentage of our spend with the supplier required to be put towards social value initiatives agreed by Guinness.

We look at sustainability on a case-by-case basis and are currently working toward developing more consistency in how we assess this in our procurement activity and across our existing supply chain.

We are working to reduce the number of suppliers we work with, consolidating contracts where possible, enabling us to focus on creating better working relationships with suppliers and giving us greater leverage to insist on a certain level of social value or environmental commitment.

We involve residents in procurement decisions that impact them, and many of these procurements require Section 20 consultation which gives residents the opportunity to shape the specification of services that they pay for.

For procurement of services which will have a major impact on our customers such as gas maintenance contracts, we have a customer panel which helps us score customer-focused questions in the tender process.



Case Study: Our Anti-Racism Action Plan

In September 2020 we published our commitment to anti-racism and developed our anti-racism action plan. Creating a culture where colleagues feel they belong, can be themselves and can share their views and ideas, is fundamental to our Strategy. We are pleased to share that during the year we have made progress on delivering against our commitments.

Recruitment

- We continue to monitor and report on our recruitment activities from application to appointment to evaluate our inclusivity.
- We've increased our appointments of ethnic minorities by 5% in the last year.
- All Guinness interviews now include at least one mandatory question on inclusion as part of the selection process.

We've seen an increase of up to 7% in applications from ethnic minorities applying to join the Guinness team.

Learning and Development

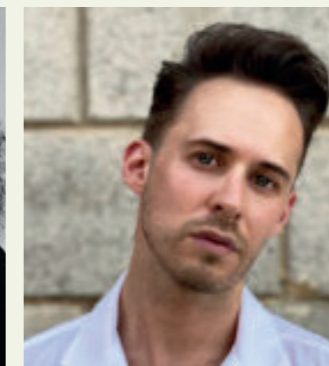
- We've had two colleagues take part in the Leadership Now development programme for ethnic minorities which Guinness helped develop through UNIFY, the sector BME network.

- We have delivered Race Fluency training to 1,100 of our colleagues so far.
- All our developmental training programmes now include examples of micro-aggressions and how to interrupt them.
- We helped develop a business programme for ethnic minorities in partnership with four other Housing Associations and have three colleagues taking part in the pilot programme.

Awards and Initiatives

- We won the Investor in People Diversity award for the second year.
- Our CEO was shortlisted for the Ally of the Year at the 2021 Ethnicity awards in recognition of her leadership in this area.
- We continue to promote the importance of intersectionality and ethnicity by hosting events that speak to different people's experiences such as being black and gay (Bisi Alimini) or middle Eastern and a lesbian (Laila El Metoui).

We have increased awareness of racism and supported colleagues to learn about racism affecting different ethnic groups by inviting speakers from the Jewish and GRT communities to speak about their experiences of racism.



In Conclusion

Delivering our social purpose requires us to be a strong, sustainable, and responsible business. An increasingly challenging operating and financial environment means that we need to be clear in our objectives and our plans to achieve them, and also adaptable and alert to changing risks.

Our ESG reporting supports the continuous improvement, transparency and accountability that is crucial to progressing against our long-term vision and engaging our stakeholders in our journey. It demonstrates the strategic relevance that we place on advancing our ESG commitment, how we monitor and manage ESG risks and makes clear our values and the standards we work to.

We are committed to working in partnership with our stakeholders as we shape the way we demonstrate our priorities, progress and performance as this will enable us to improve. We would welcome feedback and suggestions for how future editions of this report can be enhanced.

**great service
great homes
a great place to work
and a great business**

INVESTORS IN PEOPLE™
We invest in people Gold

30 Brock Street, London NW1 3FG
www.guinnesspartnership.com

The Guinness Partnership Ltd is a charitable
Community Benefit Society No. 31693R
Registered in England and is Registered
Provider of Social Housing No. 4729