



2022/23



In numbers: ESG Action at Guinness	3
Who we are and what we do	5
Our ESG approach	6
Our Carbon Baseline	7
The Sustainability Reporting Standard for social housing	8
Social	11
Environmental	23
Governance	31
In conclusion	38
Appendix – Summary of Responses	40



The here and now  
In 2022/23:

**99.2%**  
of our 65,017 homes were  
affordable housing

**814**  
new homes delivered  
in 2022/23

**517**  
of these were  
affordable homes

**50%**  
percentage of which our  
rents are below market  
levels on average

**79%**  
of existing homes are  
rated EPC C or higher

**89%**  
of new homes were  
EPC A or B

**12,800+**  
no of residents helped  
to access £14.1m in  
welfare benefits

**71%**  
tenant satisfaction

**9**  
residents on Tenant  
Scrutiny Panel and a  
social housing resident  
on our Group Board.

**46%**  
of Group Board are female

**2 out of 11**  
Board members are  
from ethnic minority  
backgrounds

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





## Who we are and what we do

We are a national housing association, with over 64,700 homes in 148 Local Authority areas across England.

Our social purpose is 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 over 7,000 care hours per week. 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.

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. We continue to deliver new homes though the challenges of persistent inflation, interest rate rises, and labour shortages mean that our current target to build 5,500 new homes by March 2025 is under pressure. 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. We are ensuring the new homes we build are sustainable at EPC B or above, with plans in place to ensure all our homes meet the EPC C standard by 2030 and have a roadmap which will support us to become a net zero carbon organisation by 2050.



Providing homes and housing services to over  
**64,000**  
households

Providing over  
**7,000**  
care hours per week



This is our third Environmental, Social and Governance (ESG) Report in line with the Sustainability Reporting Standard for Social Housing (SRS).

Everything we do is about our residents, our communities and our people, and all of our surplus is re-invested into achieving our social purpose. Ensuring our homes and services are environmentally sustainable plays a critical role in achieving our strategic objectives of providing Great Homes and being a Great Business. In the current environment, with the cost-of-living crisis disproportionately affecting the people we are here to serve, the services we provide are more vital than ever and ensuring our homes are affordable to heat and resilient to the effects of climate change is increasingly 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 residents.
- **Data** – We will collect, store, and analyse the data necessary to understand our environmental performance and shape the decisions we make about our homes.

The UK Government has pledged that the UK will be net zero carbon by 2050. Our Home Energy Standard aims to bring all our homes up to a minimum Energy Performance Certificate (EPC) rating of C (SAP 69) by 2030. Our Financial Plan allocates resources to achieve the 2030 target and we are working on plans to bring our homes and operations to net zero carbon by 2050.



We have assessed our carbon baseline which shows 8% of our emissions are Scope 1 (primarily fuels used in heating), 3% are Scope 2 (primarily electricity used in buildings) and 88% of our emissions are estimated to be Scope 3 (primarily construction and energy use in occupied homes). Our baseline year was 2021/22.

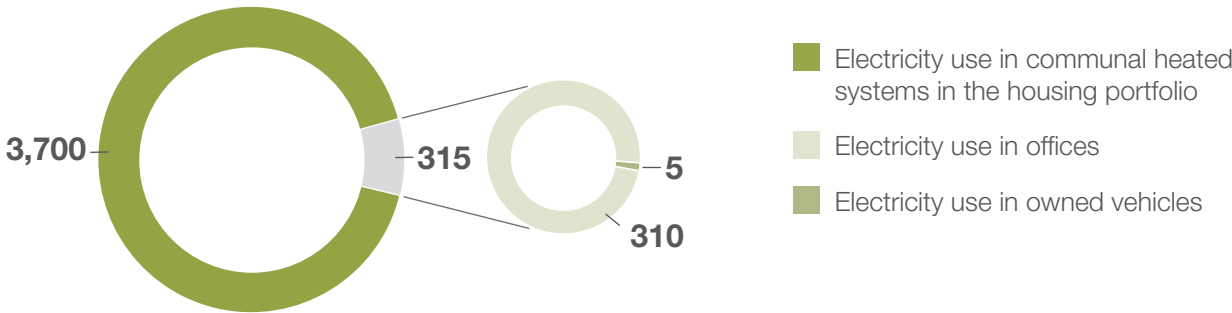
**Our total emissions in the baseline year were 157,670 tCO2e.**

We are developing our net zero roadmap, which will outline how the transition from our current level of emissions to net zero carbon will be achieved.

Scope 1 emissions (12,750 tCO2e)

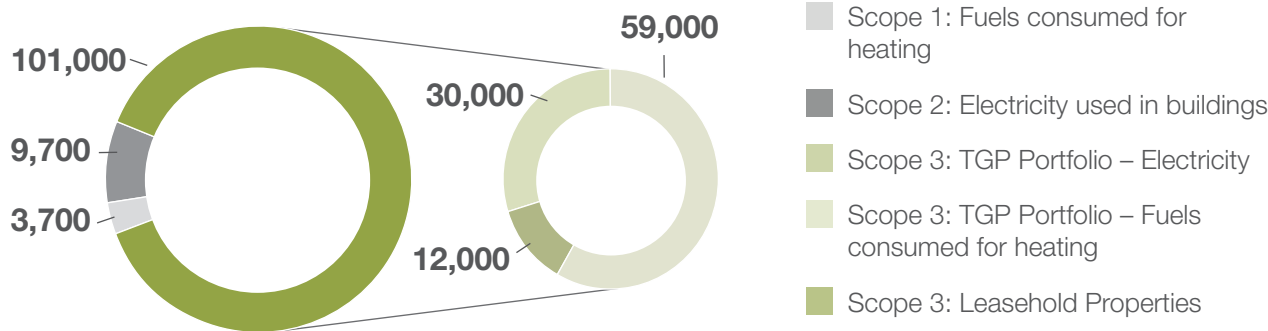


Scope 2 emissions (4,015 tCO2e)



Our baseline indicates that 73% of our total emissions are from our housing properties, meaning our commitment to improving the energy efficiency and environmental impact of our homes is a key priority. Purchased goods and services and construction activities are also significant contributors to our estimated Scope 3 emissions, which we will influence through the way we procure goods and services in the future.

Scope 3 energy use in housing (101,000 tCO2e)



# The Sustainability Reporting Standard For Social Housing (SRS)

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. This report follows SRS version 1.2. From 2023/24 we will report against version 2.0, which was published in October 2023.



How Social Housing contributes to the Sustainable Development Goals

## The structure of this report

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

ESG Area	Theme	Criteria	Description	UN SDG Goal	Page no.
Social	Affordability and Security	C1-5	Provides affordable and secure housing	10,11	11-13
	Building Safety and Quality	C6-C8	Resident safety and building quality are well managed	11	13
	Resident Voice	C9-C11	Listens to residents' voice	11	13-16
	Resident Support	C12	Supports residents, and the local community	11	17
	Placemaking	C13	Supports residents and the wider local community through placemaking	11	17
Environmental	Climate Change	C14-C19	Prevents and mitigates the risk of climate change	13	23-25
	Ecology	C20-C21	Promotes ecological sustainability	15	25
	Resource Management	C22-C24	Sustainable management of natural resources	12	25
Governance	Structure and Governance	C25-C30	Legal structure of the organisation and its approach to Governance	16	31
	Board and Trustees	C31-C41	High quality board of trustees	16	31-34
	Staff Wellbeing	C42-C46	Supports employees	8	34-35
	Supply Chain Management	C47-C48	Procures responsibly	12	35





Guinness Performance 2022/23

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<sup>1</sup> provides comparator data for all homes in each local authority area.

Our median weekly rents are on average 50% less than median private sector rents (2022: 43%). This ranges from a 69% discount in Bristol to 27% in both Peterborough and North-East Lincolnshire (2022: range of 66% to 19%).

The table below shows average rents in the 10 local authority areas where we have the most homes.

2022/23

	Avg Weekly Private Market Rent	Number of General Needs properties	Avg Weekly TGPL Rent	TGPL General Needs Rent Discount to market rent
London	£404	4,661	£130	68%
Cheshire East	£216	3,160	£94	57%
Manchester	£228	2,669	£89	61%
Havant	£218	2,487	£114	48%
Rochdale	£145	1,627	£88	39%
Sheffield	£165	1,615	£85	49%
Milton Keynes	£261	1,471	£104	60%
Gloucester	£199	900	£100	50%
Stockport	£204	766	£91	55%
Derby	£152	760	£95	38%

<sup>1</sup> The private market weekly rent data is from the published data from the ONS for the year 2022/23:

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

2021/22

	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%



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 2023, 64,519 (99.2%) of our 65,017 (2022: 64,103 out of 64,610, or 99.2%) homes were classified as affordable housing (including for shared ownership). We are investing significantly in new social housing each year. We completed 814 new homes in the year to 31 March 2023, 516 (63.4%) of which were affordable housing (2022: 406 out 410, or 99.0%). The remaining 298 homes completed were outright sale properties sold during the year. As 288 of these were not owned or managed by Guinness at the year end, they are not reported in the table below.

2022/23

Group				
Properties 31st March 2023	Total Owned and / or Managed	Of Which were additional this year	% of total homes	% of new homes in 2020/21
General Needs - Social	38,410	128	58.8%	15.7%
General Needs - Intermediate	40	0	0.1%	0.0%
General Needs - Affordable	6,969	93	10.7%	11.4%
Supported	908	0	1.4%	0.0%
Housing for Older People	7,795	0	11.9%	0.0%
Shared Ownership	6,736	295	10.3%	36.3%
Care	87	0	0.1%	0.0%
Social Leasehold	3,574	0	5.5%	0.0%
Non-Social Rental	9	0	0.0%	0.0%
Non-Social Leasehold	481	10	1.1%	36.5%
Staff	8	0	0.0%	0.0%
Total	65,017	526	100.0%	100.0%

2021/22

Group				
Properties 31st March 2022	Total Owned and / or Managed	Of Which were additional this year	% of total homes	% of new homes in 2020/21
General Needs - Social	38,324	70	59.3%	17.1%
General Needs - Intermediate	41	0	0.1%	0.0%
General Needs - Affordable	6,877	65	10.6%	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	446	4	0.7%	1.0%
Staff	52	0	0.1%	0.0%
Total	64,610	410	100.0%	100.0%

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 residents in the following ways:

- We support residents in financial need to claim the benefits they are entitled to and provide additional hardship funding to those most in need. During the year we supported 12,511 residents to access £14.1m of benefits and increased the size of our hardship fund from £500k to £750k, providing support to 2,442 residents through the fund.
- We proactively contacted over 500 residents where our data analysis identified they may need additional support.
- We created a customer cost of living hub on our website and increased training for colleagues on the tools available to support residents in hardship.
- Our three Energy Advice Officers worked alongside Guinness colleagues to deliver advice and support on saving energy in the home, supporting 455 residents during the year.
- We have installed 60 smart devices in homes that use Internet of Things technology to deliver insights that allow us to identify and offer additional support to households that may be in fuel poverty. We are continuing to install more of these devices.
- All our Stock Condition Surveyors are trained as Domestic Energy Assessors and Retrofit Assessors so they can better identify opportunities for energy saving measures to be deployed in our properties. They carried out energy surveys in 2,925 homes during the year ensuring our property energy performance data is up to date, which also helps us target our support to residents and programme our retrofit investment. These are in addition to surveys carried out by external contractors. In total we carried out c.17,000 property surveys.
- We insulated 409 homes during the year, improving their energy efficiency and thermal comfort. These measures will save residents a total of £18k per year in fuel bills and reduce emissions from our homes by an estimated 119 tonnes.
- We installed 48 air source heat pumps during the year which will save residents £19k per year in fuel bills and reduce emissions by an estimated 161 tonnes CO2e per year.
- For the new homes that we build we aim to achieve a minimum standard of EPC A (increased from the EPC B target in previous years) and we have made extensive changes to our Employers Requirements to enable this.

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

100% as at 31 March 2023 (2022: 100%). The majority of our tenancies are lifetime tenancies. All new tenants sign up to a starter tenancy for 12 months which converts to a lifetime tenancy other than in exceptional instances such as where there is serious anti-social behaviour.

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

100% as at 31 March 2023 (2022: 100%). We had one property with an expired gas safety certificate at the end of March due to Guinness not being able to gain access. The inspection was completed in April 2023.

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

100% as at 31 March 2023 (2022: 97.6%).

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

99.4% as at 31 March 2023 (2022: 99.99%). As at the end of the year there were 327 properties that did not comply with the Decent Homes Standard. These were prioritised for the necessary maintenance works and as at October 2023 all but two had been completed.

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

We have a Tenant Scrutiny Panel consisting of nine of our residents which identifies specific areas of our work for review. Recommendations from the Panel are translated into action plans that are monitored by our Group Audit & Risk Committee and the Board. During the year the Tenant Scrutiny Panel reviewed our Anti-Social Behaviour (ASB) management arrangements, and monitored the implementation of actions agreed in previous reviews of complaints handling and emergency repairs. The Panel is currently reviewing customer engagement arrangements.

During the year we reviewed and improved our complaints handling process reflecting recommendations from our Tenant Scrutiny Panel and the requirements of the Housing Ombudsman's updated Complaint Handling Code.

We have a Customer Engagement Strategy that sets out how we engage with residents, what we engage with them about, and how we measure and report our progress.

During the year we engaged with nearly 1,800 residents to improve services and shape relevant policies including our Estate and Neighbourhood Management Policy and Compensation Policy. 30,700 residents responded to transactional surveys providing feedback on their experience with us. We use this feedback to improve our services.

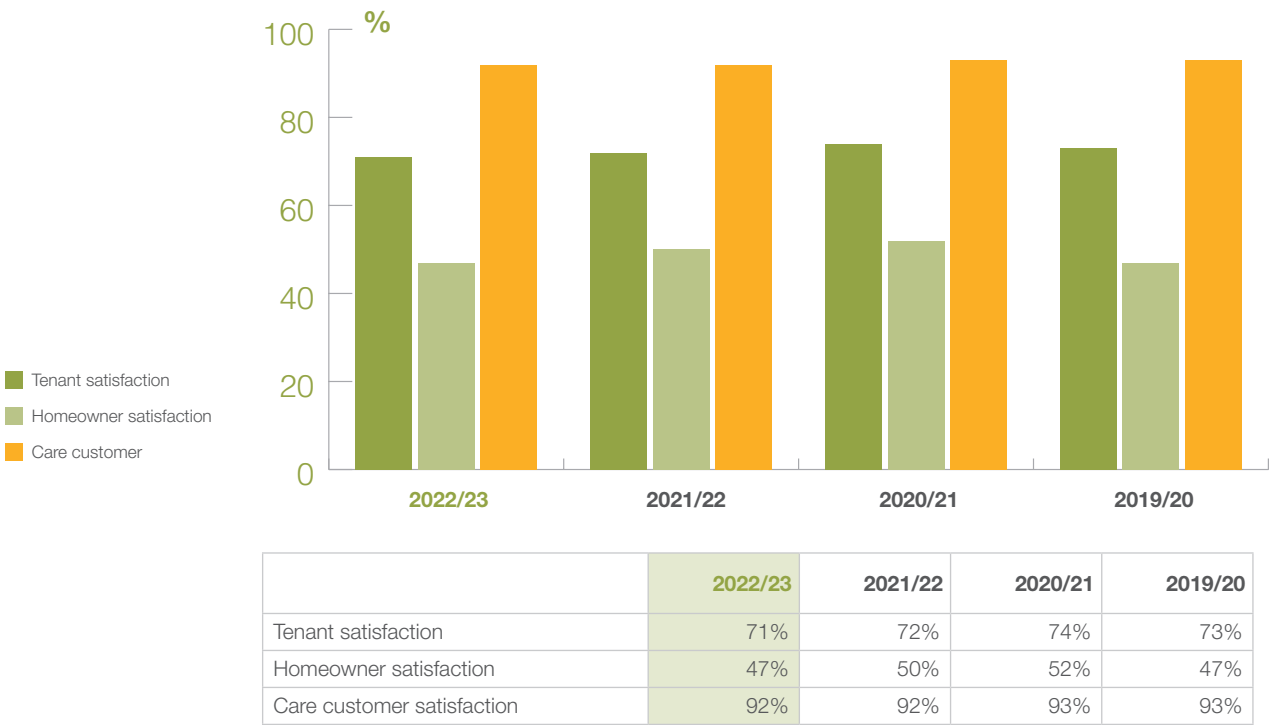
During 2023/24 we will be introducing a new Customer Committee bringing together tenants and non-executive Board members. Alongside this we will be piloting regional panels which will allow tenants to better hold us to account at a local level. These arrangements will replace the existing Tenant Scrutiny Panel.

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

Our reported resident satisfaction is measured through perception surveys. We also undertake transactional surveys following interactions with residents. Performance is tracked monthly by the Executive Team and quarterly by the Board.

During 2022/23 we aligned our reporting of tenant satisfaction to the new Tenant Satisfaction Metrics that housing providers are required to report against from April 2023. The overall tenant satisfaction score is comprised of scores against the individual areas specified by the RSH's Tenant Satisfaction Measures (TSMs) Standard. Our previous method of measuring satisfaction was well aligned to the TSMs, so we do not expect to see a significant change in reported satisfaction arising from the new methodology. Our performance over the last 3 years is shown in the table below:

**Customer satisfaction – our performance over the last 3 years**



Resident satisfaction fell year on year for tenants and homeowners and is below our targeted level, other than for care customers where satisfaction remained at 92%.

Improving tenant satisfaction continues to be a key priority, however, this has proved challenging as increased demand for responsive repairs coupled with a difficult labour market and increased reports of damp and mould, has impacted our ability to complete repairs as quickly as we, or our residents, would like. Repairs demand has increased by 30% year on year.

Satisfaction varied significantly by geographical region with the North and North-West regions achieving satisfaction of over 80% whereas London and the South-East achieved satisfaction of under 70%. The level of satisfaction with repairs continues to be a key driver of dissatisfaction and we are focusing on improving our service in this area.

Homeowner satisfaction of 47% reflects a year on year fall of 3%. Satisfaction with the value for money of service charges heavily influences homeowner satisfaction and we have seen service charge cost increases due to inflationary pressures. We continue to review service chargeable costs and service provision to ensure that they meet the needs of residents.





**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 we received 63 Ombudsman determinations. 17 found maladministration and 16 found partial maladministration.

We assess ourselves against the Housing Ombudsman's Complaint Handling Code and published the assessment on our website in September 2023. During the year we have made the following improvements:

- A full review and restructure of the complaints service was completed and a dedicated Service Improvement Manager and Learning Centre was introduced from 1 September 2023. Dedicated Service Improvement roles have been introduced across core operational areas to help drive continuous improvement.
- A new Compensation Policy was introduced alongside a compensation matrix which ensures fairer and more consistent remedies to residents.
- Internal training was updated to reflect findings from determinations and the Ombudsman's revised remedies guidance.

- Senior Management case reviews are now held between our complaints and responsive repairs teams to improve the number of complaints resolved within policy timescales.
- We improved our record keeping for anti-social behaviour case handling through moving this to our core customer relationship management system.
- We have upgraded our customer relationship management system and delivered training throughout the year to all the relevant customer facing staff to help improve service delivery.
- We completed a restructure of our Asset Management Service, bringing more work in house to help improve and standardise our approach across our repairs and maintenance services. Where we do use contractors to deliver services, we have robust reporting in place to ensure we are monitoring contractor performance.



**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 residents to claim the benefits they are entitled to, providing budgeting advice and signposting residents 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 residents who are most in need.

During the year our Customer Support Team has supported 12,511 residents to claim £14.1m in welfare benefits they were entitled to. Of this, 70% (£9.9m) supported payment of rent, with the remaining 30% (£4.2m) enabling households to meet other costs.

During 2022/23 we also significantly increased the amount of direct hardship grants available to support those most in need to over £750,000, helping 4,200 Guinness residents with food, consumables, furniture and day to day bills.

As part of the social value contribution from our domestic heating contracts, we have established a team of three energy advice officers dedicated to supporting residents experiencing fuel poverty.

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 £2.8m through a combination of direct and partnership-based activities, benefitting nearly 16,000 of our residents and 28,000 people in the wider communities we work in.

**During the year we:**

- Supported over 4,000 households to access affordable food through partnership with a network of food pantries, food banks and similar organisations, including working with Devon and Cornwall Food Action and Gleaning Cornwall to avoid 90 tonnes of food waste. This enabled the donation of over £150k of food to local families.

- Continued to work with Sal's Shoes and formed a new partnership with Baby Basics to provide essentials to families in need with babies and young children.
- Made 19 Aspire Awards to support residents further their career and life aspirations. These included grants to residents for business expansion, enrolling on new training courses, funding for equipment and a nursing degree.
- Supported 57 young people living at the Sheffield Foyer to successfully move on to live independently. Including supporting 47 young people into either paid work or an apprenticeship.
- Helped over 20 local community organisations by offering them commercial space free of charge to reduce their costs.

**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 sustainable for the future, 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 current developments at Leaside Lock (London), Signal Park (Tolworth), Matalan (Stevenage), Points Cross (Leeds) and McArthurs Yard (Bristol) demonstrate our approach to placemaking.

Case Study 1 demonstrates our approach at our Signal Park development scheme at Tolworth, South-West London.



Case study 1: Placemaking and Social Value at our new development at Signal Park, Tolworth

Our Signal Park development in the Royal Borough of Kingston-upon-Thames will provide up to 950 homes and is being developed in two phases. The first phase of 211 Shared Ownership homes is due to be completed in August 2023. The second phase of up to 739 homes will be delivered through a Joint Venture with Countryside Partnerships.

The development of Phase 2 will bring social value contributions from Countryside including funding for social value projects and a dedicated social value manager and a kickstart team that will provide local employment opportunities to those furthest away from the labour market. As well as creating social value the investment will improve the environment that residents live in through access to green space, facilitating active transport and creating community areas.

As well as a focus on high quality homes, there will be a strong emphasis on the quality of community space. The scheme will include a new bus stand, a cycle hub, and a café centred around a new public square. In addition, amenity space will be provided with podium gardens, a play area, a community centre and commercial space.

Signal Park will have high environmental credentials, with a purpose-built energy centre, and heating provided through air source heat pumps. The design also includes landscaped green roofs and sensitive landscaping with wildlife friendly planting to maximise biodiversity.

Guinness and Countryside will work to deliver outcomes across four key areas:

Connection to Green Space:

Social value contributions from Countryside will fund the improvement the current link between the site and the nearby King George Field, improving access to nature for both residents across the scheme but also the wider area.

King George Field Community Space will be redeveloped, creating an event space, and changing rooms for local residents and clubs. Social value contributions will fund the creation of a community garden, led by residents.

Healthy Living:

A Cycle Hub will be created next to Tolworth Station providing a range of services (storage, maintenance, information), contributing to an environment that encourages reduced car dependency and active travel.

Connecting Communities:

Through Phase 1 and Phase 2 we are working with local charity Community Brain to ensure our contributions to the local area are directed in the most meaningful way possible. A community fund will be available over the eight year development period to invest in local organisations. Local organisation, The Community Brain, will be engaged in identifying potential areas for investment.

We have plans to invest into grassroots football in the area and in an entertainment programme for the new public square being built in Phase 1.

This investment will encourage residents at Signal Park and the wider area to come together, creating a sense of place and community.

Employment and Training:

Funding will be provided to a selected local secondary school to fund NVQ accredited training to students over a period of six years.

We will create employment, education and training opportunities for local people, with investment to provide pre-apprenticeship training and work experience opportunities, as well as designated funding for paid internships on the development.





Case study 2: Rio Ferdinand Foundation



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

The programme offers resilience - delivering skills training and employability support to a minimum of 48 disadvantaged young people living in Guinness homes across London and Oldham 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.

Kian, 18, from London

Kian, an 18-year-old Guinness resident living on the Loughborough Park Estate (London), attended the Rio Ferdinand Foundation's first session when we launched our London programme at Loughborough Park in September 2022. Despite leaving school with good GCSE grades and an interest in sport and media, Kian was working in two fast-food jobs to support himself and his mother for whom he is a carer. Outside of work, Kian had become very isolated and reclusive, spending a lot of time in his room playing video games and on social media, comparing himself to school peers who were now at university. He described his emotional wellbeing as being really low at that point in his life.

During the first few sessions, Kian struggled with people offering him help due to his pride and low esteem but he continued to attend and the team were able to break down barriers and help develop his self-belief. In the first six months of the programme, Kian completed his OCN Level

1 in Developing Leadership skills and, as part of this, designed and edited his first podcast episode; in collaboration with the RFF's Media Intern – Jack.

In early 2023, Kian expressed an interest in youth and community work with RFF saying:

“I want to give young people hope, like you gave me hope.”

Kian joined the RFF and Guinness's social value partners at a planning session in February 2023 to provide feedback on the programme and help shape the work moving forward.

Since March 2023, Kian has been employed by the RFF and works on our Guinness Social Value Partnership programme as well as across a range of other sessions and initiatives. During this time, he has completed his Community Sports Leaders Award (CSLA) which saw him delivering a community football tournament with RFF in collaboration with Fulham FC Foundation. He has also been working with the RFF team delivering this CSLA and Creative Skills Leadership training to other young people in schools across Lambeth, Southwark, and Lewisham. He regularly works on RFF's Friday Football session in Brixton and twice a week on its regular youth provision in Lewisham.

As part of his personal development plan, Kian is completing his certification in Youth Mental Health First Aid (YMHFA) to be able to support

his own and his peers' emotional health and wellbeing. He is also being put forward for a Level 3 qualification in Youth Work and his Level 3 Award in Education and Training.

Kian has recently led on community content development for the RFF, capturing and promoting its work to share across social media as he has developed a keen interest in media production. He is also working with young people from across South London on a project to produce a youth-led film entitled 'A love letter to South London' as part of RFF's progression pathway offer and in collaboration with Warner Music, Kiss FM, Submarine Cat Records and London South Bank University (LSBU).

Kian has also been selected to be the spokesperson for the Rio Ferdinand Foundation's new partnership with Ralph Lauren to promote their 'Pin of Solidarity', raising funds to tackle inequality and promote allyship with Black, African, and Caribbean communities across the UK and Europe.

Kian recently took part in a round table event with Rio Ferdinand himself, Kiss FM and the Jockey Club, to discuss career opportunities for young people in the cultural sector. Rio and his team at New Era Global Sports Management and Cheeky Sports Media were so impressed with Kian, that they have offered him paid work experience with their media teams from September.

One year on from our initial sessions with Kian, it's been a tremendous journey for him, and he is amazed at all the opportunities that he's had.

“Back when I met them [Rio Ferdinand Foundation], I was still just 17 and I started doing their workshops. It came at a time when I was in doubt about what I wanted to do with my life and how I wanted to shape myself as a person. When they came knocking on my door they offered me opportunities and ways to find what I enjoy doing. The growth has been just crazy over the last like year! So coming in as a young boy which had no plans, no idea, no hope. Kinda just wandering around the world, looking for the next opportunity just going along with the breeze. They've actually sat down with me and spoke to me, and helped me believe in myself and now I feel like I'm flying”.

“They’ve actually sat down with me and spoke to me and helped me believe in myself, and now I feel like I’m flying.”



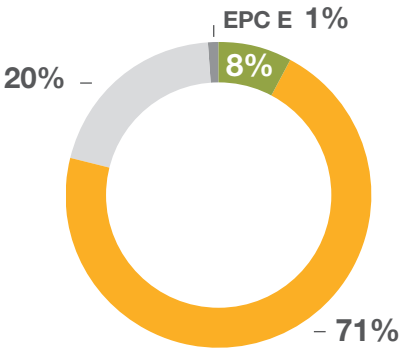




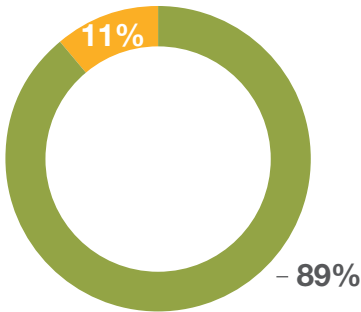
Guinness Performance 2022/23

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)

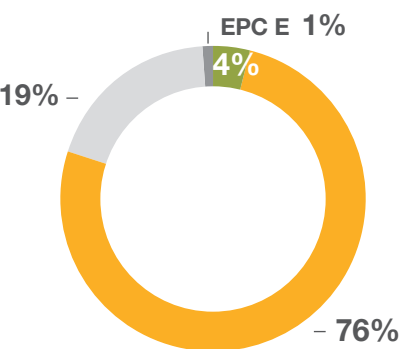
Existing Homes 2023



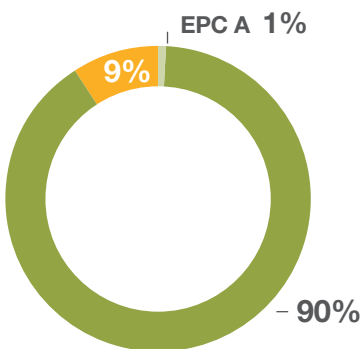
New Homes 2023



Existing Homes 2022



New Homes 2022



	Existing homes 2023	Existing homes 2022	New homes 2023	New homes 2022
	%	%	%	%
A	0	0	0	1
B	8	4	89	90
C	71	76	11	9
D	20	19	0	0
E	1	1	0	0
F	0	0	0	0
Total	100	100	100	100

79% (2022: 80%) of our homes are rated as EPC C or higher, with 11,214 (2022: 10,857) homes currently having a rating of below EPC C.

We are undertaking a continuing programme of stock condition surveys to assess our homes, going above the requirements of a normal EPC assessment by conducting intrusive surveys where appropriate. This has resulted in an increase in the number of homes below EPC C as assumptions in the EPC assessments are replaced by better quality data.

Our programme of stock condition surveys provides an up to date and detailed understanding of the condition and energy performance of our homes and will inform our future investment to ensure it is targeted where it will have the most impact.

100% (2022: 100%) of the new homes completed during the year had an EPC rating of C or above, with 89% being developed to EPC B.



C16 Scope 1, Scope 2 and Scope 3 greenhouse gas emissions

For 2022/23 our total Scope 1 emissions are 12,022 tCO2e (2022 (restated): 13,152 tCO2e) and Scope 2 emissions are 3,729 tCO2e (2022: 3,973 tCO2e). During the year we have calculated our carbon baseline which indicates our baseline Scope 3 emissions are 140,000 tCO2e, primarily from electricity and heating fuels consumed in our housing portfolio, construction and procured goods and services.

Our year-on-year emissions have reduced primarily due to reduced energy usage in our office buildings during the mild winter of 2022/23 and work to optimise heating systems.

Revision to carbon conversion factors has also reduced our year-on-year emissions. These vary due to the fuel mix of the electricity grid. We use carbon conversion factors published by the UK Government.<sup>2</sup>

We have also restated our prior year scope 1 emissions figure as some of our energy usage was based on estimates in 2021/22, and we are now able to report on the actual usage. The impact of using estimates was to overstate our Scope 1 Emissions by 352 tonnes in 2021/22.

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

We carried out 17,000 stock condition surveys and 150 retrofit assessments over the last 12 months to ensure we continue to understand the condition and energy performance of our homes.

We have installed additional insulation measures to 409 homes during the year and have installed 48 air source heat pumps resulting in an average improvement to SAP scores of two points for insulation and 17 points for heat pumps.

We used £0.5m of funding from Wave 1 of the Social Housing Decarbonisation Fund (SHDF) to install external wall insulation measures in 52 properties with low EPC ratings.

We secured £3m of funding from Wave 2 of the SHDF to improve the energy efficiency and thermal comfort of a further 750 properties.

We undertake pre and post retrofit assessments to evaluate improvements in energy performance. In 2022-23 we installed 60 smart devices that will help us to proactively manage our homes and support residents. These devices sense temperature, light, humidity and air pressure and use this information to optimise heating and hot water systems. We worked with residents to gain feedback and gather and analyse energy consumption data.

This has shown how energy efficiency measures have reduced energy consumption, saving residents money and ongoing liaison with Energy Officers have also supported increasing awareness and understanding of energy management.

We have conducted a baseline assessment of our carbon footprint and are in the process of producing our Net Zero Roadmap.

In August 2023 we were named Landlord of the Year at the Greater London Energy Efficiency awards, where the scale, scope and consistency of our retrofit works over the last two years was commended by judges.

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

Flood Risk

During the year we introduced a flood warning system across all our properties. The system draws on data from weather forecasts, satellite imagery, ground sensors and other sources to issue alerts when any of our properties may be at risk of flooding, enabling us to support and protect residents.

In addition, we assess the flood risk of all our properties annually using Environment Agency data.

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

Risk of overheating homes

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.

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

Information is made available to our residents through our website, customer newsletters, bespoke communications, tenancy handover packs and in person.

Our Energy Advice Officers provide one to one support for residents through phone calls and home visits. They provide guidance on reducing energy usage, optimising heating systems, claiming energy related benefits, dealing with energy debt, saving water, arranging water meter fittings, improving ventilation and reducing damp and mould risk.

We provide residents with training and guidance on using heating equipment including information packs and videos for residents in homes with Air Source Heat Pumps, and energy and money saving information.

As part of our retrofit programme we are undertaking research into the customer experience to guide the development of further advice and support.

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 and we are continually improving the green spaces around our homes as part of our estate management work, considering biodiversity in our choices of what species of plants we introduce, and how areas are maintained.

During the year we have amended our Employer's Requirements for new homes in preparation for biodiversity net gain requirements, continued work on our estates to enhance green spaces and biodiversity and extended the mapping of our green spaces using Geographic Information System (GIS) technology to enable us to understand, monitor and improve biodiversity opportunities around our homes.

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 that:

- 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 dust generated by construction activities is minimised.
- Site water run-off is effectively managed, 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 also measure our CO2 emissions across our fleet and offices. Our vehicle fleet includes 25 electric vehicles (3.6% of the total fleet), with plans to expand this number to reduce pollution from our vehicles.

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 include:

- 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 are in the process of baselining our waste data to inform the development of our Waste Management and Reduction Strategy. We require our contractors to provide us with statistics and information on waste volume and waste management. Many of our construction sites now have KPIs around waste management and larger sites have waste monitoring dashboards.

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

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

We are working to consolidate our water supply across our office estate with fewer suppliers to enable better data collection, monitoring and setting of performance targets.

<sup>2</sup> Government conversion factors for company reporting of greenhouse gas emissions - GOV.UK (www.gov.uk).



Case study 1: Resident Feedback on our retrofit works

We have insulated lofts at 271 homes, cavity walls at 179 homes, external walls at 52 homes, underfloor insulation at 48 homes and 48 Air Source Heat Pumps during the year. Heat pump installations have improved the SAP scores of our properties by an average of 17 points. Resident engagement is a critical part of our retrofit programme to ensure that measures are successfully implemented to deliver positive outcomes. Our approach to communication aims to support residents to understand the benefits of the changes to their homes and how they can best adopt measures to conserve energy and reduce fuel bills. Feedback from residents has been overwhelmingly positive:



“ It has been the most positive experience since moving into a Guinness property and all my visitors keep complimenting how amazing my home looks, I actually feel house proud. ”

“ It’s amazing to see Guinness investing in their customers where it’s needed, I am currently only having my heating on for 30 mins before I get up and it is still warm when we return home from work. The impact it has had on us as a family has been nothing but positive. ”

“ Contractors have been fantastic considering the size of the works being carried out at our home. I can honestly say I haven’t put my heating on once since the works have been completed. I can already see I have saved over £100 this month. ”

“ Communications have been the best part as every question I have asked has been answered quickly and explained in a way I understand even with English not being my first language. ”

Case study 2: Reducing food waste and hunger in Devon and Cornwall

We work with food partners across the UK to support people to access the food they need. In 2022/23 we provided over £42,000 in direct funding to food bank projects, supporting over 4,000 households to access affordable food. An example of this is our partnership with Gleaning Cornwall and Devon and Cornwall Food Action to help them harvest and redistribute fruit and vegetables across Devon and Cornwall. Gleaners work with farmers to harvest crops that would otherwise be uneconomic to harvest. Gleaning Cornwall is a network of volunteer gleaners and drivers who salvage produce that would otherwise go to waste in the fields and redistribute it to foodbanks and other charities in the region. Devon and Cornwall Food Action is a charity that works with food producers and supermarkets to redistribute surplus food to those in need. Both charities aim to reduce food waste as well as alleviate poverty.

Our funding supported Gleaning Cornwall in its activity for 4.5 months resulting in 30 tonnes of produce being gleaned and redistributed at a value of approximately £50,000 and mitigated around 15 tonnes of CO2 & CO2 equivalent.<sup>3</sup>

A further donation to Devon and Cornwall Food Action was matched by our contractor Novus so that Devon and Cornwall Food Action could purchase a new van with a chiller to collect and distribute food. The new van enabled the produce to be distributed to 65 different food charities across Devon and Cornwall, ultimately reaching around 5,500 people in need of food supplies each week.

Other benefits include:

- Volunteers take part in an outdoor group activity resulting in physical and mental wellbeing benefits.
- Educational benefits for volunteers and recipients of food, learning about food provenance and farming issues.
- Volunteers and recipients learn how better to prepare and cook local, seasonal produce.
- Farmers are supported to reduce waste and reduce their greenhouse gas emissions.
- The work of these charities increases knowledge around the need to reduce our food waste and how this relates to climate change, for partner organisations, beneficiaries and volunteers.
- Improved interconnectivity between food charities through the creation of regional WhatsApp groups resulting in shared transport and goods initiatives.

“ The support provided by Guinness was a game changer and allowed us to relax and do what we do best, glean! ”

Holly Whitelaw  
CEO, Gleaning Cornwall



Holly Whitelaw, Gleaning Cornwall’s CEO, told us:

“Currently, there is sadly more food going out of food banks, than going in. Thanks to The Guinness Partnership, we’ve been able to continue into our second year. It is challenging, because of drought, dramatically reduced supplies and a massive increase in need.

We throw away 6.6 million tonnes of household food waste a year in the UK. If we had to replace all the wasted food and drink in the country, we would need an area nearly the size of Wales.

The support provided by Guinness was a game changer and allowed us to relax and do what we do best, glean!”



<sup>3</sup> Calculated using WRAP methodology: [wrap.org.uk/](http://wrap.org.uk/)



Case study 3: Partnership with the Wishing Well, Crewe



We partner with community organisations across the country to deliver services to our residents and our communities. An example is our partnership with the charity Wishing Well in Crewe to deliver a year-long project, supporting the health and wellbeing of our older and younger residents. Our aim is to alleviate loneliness and support mental wellbeing as well as tackle anti-social behaviour that was prevalent in Crewe town centre and neighbouring areas through providing diversion activities for young people.

The Wishing Well was founded as a community project in 2002. In April 2007, it became a stand-alone social enterprise. Their mission is to support the health and wellbeing of their local community through delivery of a range of services.

Health and Wellbeing activities for older people in Crewe:

This programme delivered a range of health and wellbeing services to older people, provide them with healthy food options and opportunities for social contact to reduce social isolation and loneliness. Guinness's investment meant that Wishing Well were able to deliver 180 activities with 1,235 participants over a 12 month period.

The activities delivered by Wishing Well included:

- The “Crafty Brunch Club” which is delivered weekly at our Extra Care schemes Pickmere and Mill House.
- Intergenerational activities at Pickmere to build the confidence of participants and help tackle social isolation in both older and younger age groups.
- A Dementia support service at Jubilee House in Crewe.
- Lunch clubs (with quizzes and bingo) once a week at Jubilee House in Crewe.
- Quiz nights, race nights, summer and Christmas events for Guinness residents and the local community.
- Day trips for older Guinness residents.

Health and Wellbeing activities for younger people in Crewe

Our support allowed Wishing Well to deliver a range of health and wellbeing services to young people in Crewe. The funding supported 99 activities with 1,014 participants over the year including the development of a weekly drop-in session for children and families in Crewe town centre and regular sport and play sessions in the Derby Docks area. These allowed children from all backgrounds to come together and play. Our support also helped to:

- Launch a new Children and Families Hub in Crewe town centre providing a safe space for children, families and young people.
- Develop and expand our current youth provision.
- Allow us to employ, retain and train staff and volunteers with particular emphasis on safeguarding, first aid, physical activity, instruction, coaching and health and safety.
- Deliver sessions to engage 10-16 year olds.
- Reduce social isolation and loneliness in young people.
- Reduce the prevalence of bullying.
- Reduce the prevalence of crime and anti-social behaviour in the West End of Crewe.

“ We have children from all sectors of the community. It is great to see them here and playing together. Sport can really help to break down barriers and it’s great that these sessions are keeping children active. ”

Local Police Community Support Officer







**C25 Is the housing provider registered with the 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 have a G1 grading for Governance and V2 grading for Viability . These gradings were reconfirmed by the Regulator of Social Housing following an In-Depth Assessment in January 2023.

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

We have adopted the National Housing Federation's Code of Governance 2020. (No change from 2022).

**C28 Is the housing provider Not-For-Profit?**

Yes. (2022: 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 Group Audit and Risk Committee, and the Executive Team.

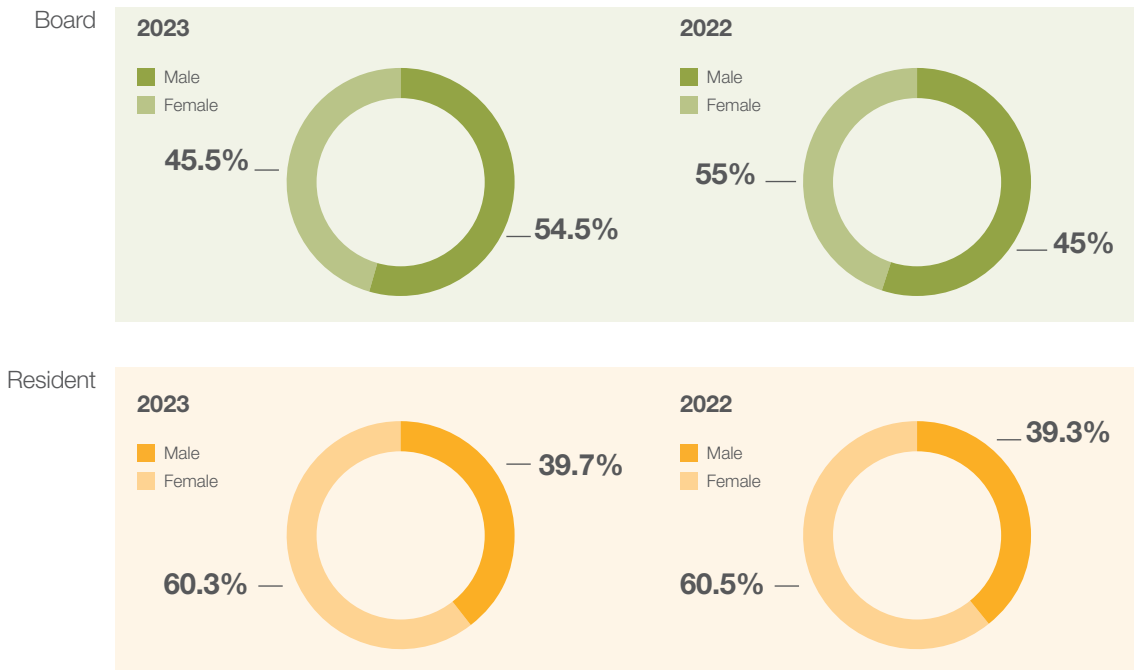
**C30 Has the housing provider been subject to any adverse regulatory findings in the last 12 months (e.g. data protection breaches, bribery, money laundering, HSE breaches or notices) – that resulted in enforcement or other equivalent action?**

No. (2022: No)

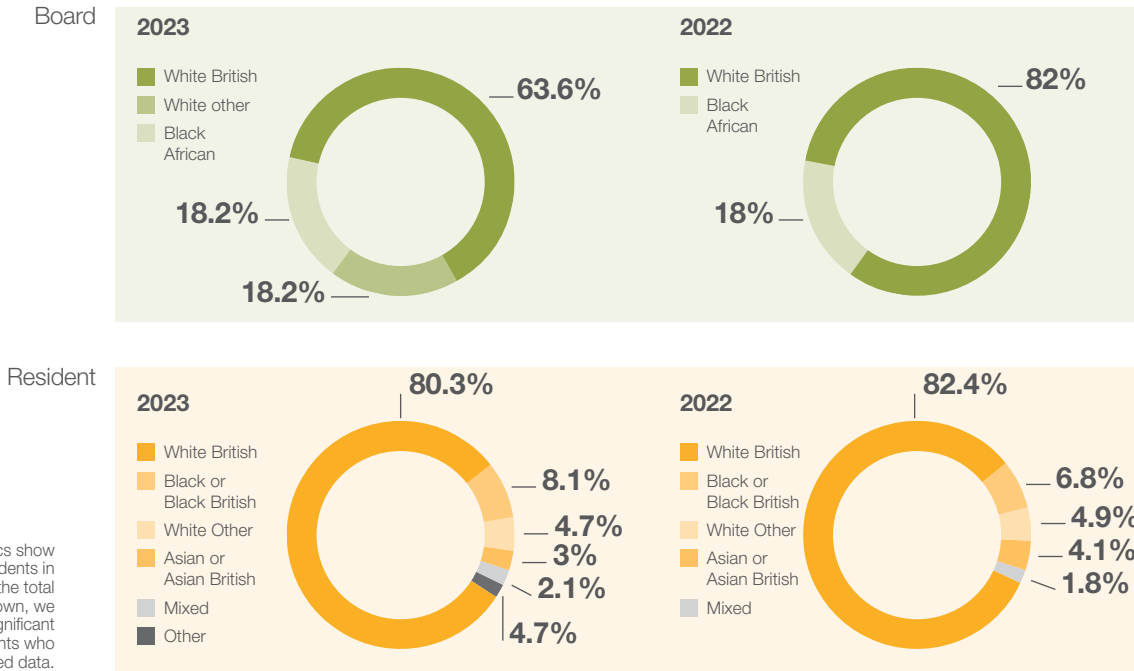


C31 What are the demographics of the board? And how does this compare to the demographics of the housing provider’s residents?

Board and Resident Gender

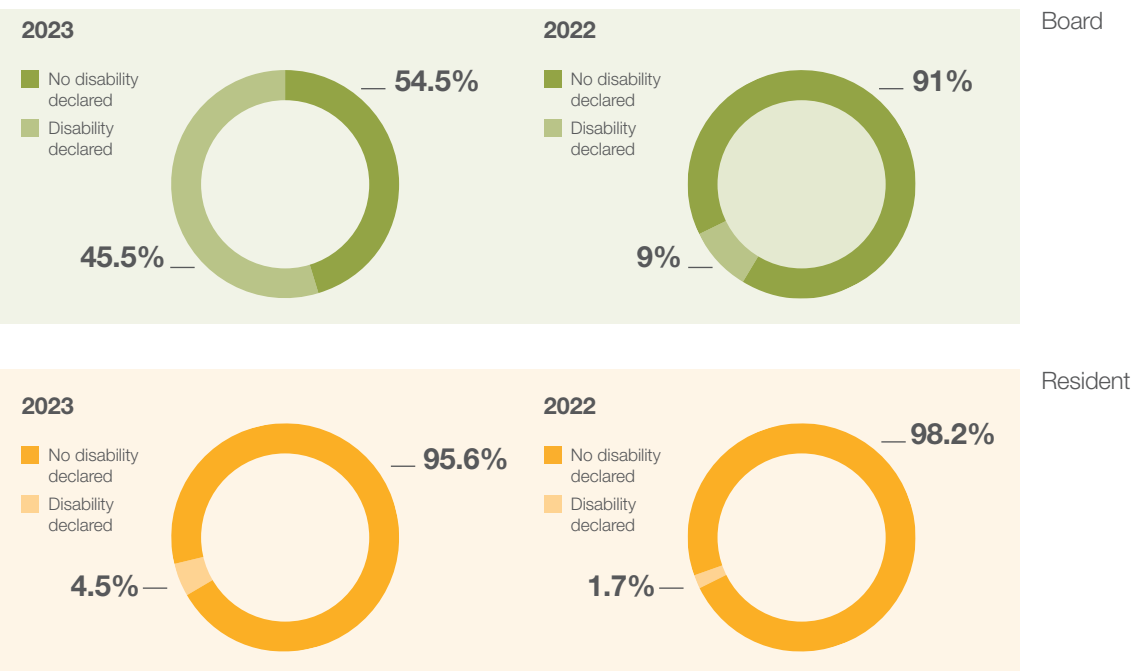


Board and Resident Ethnicity



\*Note statistics show proportion of residents in each category of the total where data is known, we have a significant proportion of residents who have not disclosed data.

Board and Resident Disability Declaration



Board and Resident Average Age



C32 What % of the Board AND Management team have turned over in the last two years?

Board turnover over the last two years was 54% (6 out of 11) (2022: 9%) and Executive Team turnover was 13% (1 out of 8) (2022: 14%).

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

Tenure for a non-executive 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. (No change from 2022).

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

90% of Board members are non-executive directors (9 out of 10).

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

The Audit and Risk Committee consists of five members, two of whom are qualified accountants. The three other members of the Committee have extensive experience in risk management and governance in housing and other sectors.



**C36 Are there any current executives on the Remuneration Committee?**

No (2022: No)

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

Yes, in relation to non-executive Board members (and senior employees). 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 with the same partner responsible for the audit until year end 31 March 2023. A new audit partner has assumed responsibility for year end 31 March 2024.

**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 March 2023 and Board member Appraisals have just been carried out in summer 2023.

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

Yes. (2022: 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 the Register of Interests annually (or more often where required) and declare any potential conflicts of interest at the start of all meetings. Where the conflict of interest is material, or the Chair of the meeting so requests, the member will withdraw from any part of a meeting at which the relevant issue is discussed, and their withdrawal is recorded in the minutes.

**C42 Does the housing provider pay the Real Living Wage?**

All employees of The Guinness Partnership Limited and its subsidiaries are paid the Real Living Wage or above.

**C43 What is the median gender pay gap?**

Our latest calculated pay gap is for the year ended March 2022. Our 2023 pay gap reporting will be published in early 2024. Our median gender pay gap for the Group for 2022 is 4.9% (2021: 7.9%) (in favour of men).

**C44 What is the CEO:median worker pay ratio?**

8.7:1 (2022: 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 21 trained Mental Health First Aiders.
- Discounted gym memberships.
- Cycle to work scheme.
- Health monitoring machines at our larger offices from time to time.
- Free membership of a health plan providing cover for routine health issues.
- Private health insurance for more senior grades.
- Regular external speakers on health and wellbeing and free access to 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 of our work on disability 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 12.6 days (2022: 11.8 days) across the Group for the year. Excluding cases of long term sickness absence (defined as absence over 16 days) the average number of sick days per employee was 3.6 days (2022: 3.3 days).

**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 with Guinness.

We look at sustainability on a case-by-case basis and are currently developing more consistency in how we assess this in our procurement activity and across our existing supply chain, including collecting data to better understand and report on our Scope 3 emissions.

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 opportunities to create social value and 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 residents, we have a resident panel which helps us score resident-focused questions in the tender process.



## Case Study 1: Supporting neurodiversity in the workplace

Guinness has a strong commitment to inclusion and encouraging colleagues to have a better understanding of one another. This helps ensure our workplace remains diverse and welcoming, and one where different ideas are valued and everyone can contribute and maximise their potential.

A key area for continued focus, where we believe continual learning and understanding can improve services and the experiences for our colleagues, is disability awareness. Over the last year we further broadened our work to focus on neurodiversity. We know that up to 20% of the UK workforce is neurodiverse however people's willingness to disclose information about neurodiversity can be significantly lower than this. One of the aims of our D&I Strategy is to create a workplace where everyone feels they belong. To support this, we delivered a range of initiatives over the year to encourage colleagues to share and learn more about neurodiversity and also to support managers in being responsive, sensitive and aware when managing neurodiverse colleagues.

At the start of the year, we held an introduction to neurodiversity session for the D&I Steering Group and HR Management team so these key colleagues, who are pivotal to delivery of our D&I Strategy and People Strategy, were aware of the focus for the year.

Throughout the year, we held events and ran information campaigns to promote colleagues' understanding of neurodiversity – this included spotlighting some neurodiverse conditions and encouraging colleague openness and engagement in discussions (including being free to ask questions in a safe setting). We invited several speakers to join us through the year for various campaigns such as National Inclusion week and ADHD Awareness Week:

- We were joined by Professor Reece Coker – the founder of the Positive Psychology Guild – for an ‘In Conversation’ session where he talked to colleagues about his lived experience of having Tourette’s and Asperger’s. This course had the added benefit of contributing to colleagues’ CPD for professional memberships.

- Leanne Maskill, an ADHD Coach, shared with colleagues her lived experiences of being diagnosed with ADHD as an adult. Colleagues who wanted to understand in more depth were given the opportunity to participate in Leanne's "Managing Your ADHD" course. A
- A SEN (Special Education Needs) expert Anne Hubbard spoke to colleagues about how to support the needs of neurodiverse children and their families both at school and at home – good for those supporting residents, but also good for colleagues who have children with neurodiverse conditions. Free follow-up sessions were made available for colleagues who wanted to discuss their own family's needs.

In addition to our series of expert speakers, we also developed and published manager guidance to Neurodiversity (as part of our Manager Toolkit). This was made available to all managers on our intranet and contains information and advice on managing colleagues who are neurodiverse.

We further supported our neurodiversity focus by ensuring we considered new colleagues who may want to join Guinness – reviewing our recruitment processes to ensure that, if necessary, they are adaptable for neurodiverse candidates.

Our work on neurodiversity continues into 2023/24, although we are already seeing more conversation about neurodiversity across the organisation and more colleagues sharing information about conditions in their annual D&I declarations.

[illegible]

## Case Study 2: Kickstart Scheme

Kickstart was a government scheme which funded six-month paid placements to help young people aged 16-24 into work who would otherwise be at risk of long-term unemployment. From the start of the scheme in 2020 until it closed in 2022, Guinness hosted 23 young people on Kickstart placements as part of the Kickstart Housing Partnership, a consortium of 84 organisations (including 58 housing sector organisations) which led to 548 young people being recruited on Kickstart placements. In addition to the Kickstart scheme, we employed 94 apprentices during the year.

By the end of September 2022 all 23 had completed their six month placements providing them with vital skills, knowledge and increased confidence to improve their employment prospects. 14 of those who completed placements with us successfully moved on to other education or employment opportunities, above the average success rate for the Kickstart Housing Partnership of 50%, including 11 out of the 23 who found longer term roles at Guinness. The Kickstart Housing Partnership was commended by the Employment Related Services Organisation (ERSA) for their programme delivery at the ERSA Employability Awards 2022, recognising best practice in the employment sector.

Jordan, 22, began a Kickstart placement with us in August 2021 as part of our Estates Team in Derby. Towards the end of his six-month period reflecting his exemplary work ethic and his contribution to the team, he went onto secure a full time, permanent role in the Estates Team. In November 2022 Jordan won the 'Significant Contribution to the Team Award' at the Kickstart Housing Partnership awards event. There were 90 nominations across seven categories and Jordan was a joint winner in his category. Jordan has impressed colleagues with his hard work and initiative, and we are constantly hearing great feedback from residents about him. Colleagues and residents are always pleased to see him around and know they can ask him for his help.

“It was quite shocking, I’m just a regular guy really, and next thing I’m shortlisted for something quite grand.”

**Jordan Hall**  
Guinness colleague

**Jordan said:**

"It was quite shocking, I'm just a regular guy really, and next thing I'm shortlisted for something quite grand. Being on this scheme has really made a difference. When I started, I was quite nervous but it's really helped me with my social skills. Before this I was quite a quiet person, I didn't really speak up much. Now I'm more confident in myself. I'm learning on a daily basis and developing new skills thanks to my colleagues. I've met some amazing people and learned a lot from them. I've really grown in my career here at Guinness."

**Jordan's manager said:**

"Jordan continues to grow in confidence and is very capable of completing work using his own initiative. He delivers grounds maintenance duties to a good standard and is regarded as a key member of the Derby Estates team. He has developed a good working relationship with our residents and also with the Customer Liaison Officers who he keeps informed of any required repairs or other issues while working at the schemes he maintains.

Recently Jordan showed caring and compassion for his work colleague who suffered a stroke while at work, Jordan demonstrated remarkable calmness and had complete control of the situation ensuring his work colleague was taken to A&E promptly, and Jordan stayed with him until he was satisfied he was receiving the care he needed. The last two years have proven to be a very positive and successful journey for both Jordan and Guinness. Jordan has recently signed up to complete a NVQ Level 2 Horticulture two-year course to progress his grounds maintenance knowledge and we look forward to seeing how his career progresses."



Jordan Hall with one of the Kickstart Housing Partnership award judges, Lynsey Sweeney, Managing Director of Communities that Work and a representative from Nottingham City Homes, collecting on behalf of Shaun Walton who was the joint winner in this category.



# In Conclusion

Delivering our social purpose requires us to be a strong, sustainable, and responsible business. We are operating in an increasingly challenging operational and financial environment and the housing sector is under more scrutiny than ever before. It is critical that we are transparent, accountable and continually working to improve the services we provide and how we operate.

Our ESG Report demonstrates some of the ways we do this. It shows the strategic importance we place on our ESG commitments and communicates our vision to stakeholders, as well as how we monitor and manage risks.

We are committed to working in partnership with our stakeholders as we shape the way we deliver 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.





# Appendix Summary of Responses

This table summarises our responses where a quantitative or yes or no response is required, for criteria requiring a qualitative response, it refers to the section of the report where the full response can be found.

Theme #	Criteria #	Criteria	Measurement Unit	2023 Response	2022 Response
Affordability and Security	C1	For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:	% of PRS rent (e.g. 80%)	50.0%	43.0%
		1) Rent compared to Median private rental sector (PRS) rent across the Local Authority 2) Rent compared to Local Housing Allowance (LHA)	% of PRS rent (e.g. 80%)	n/a	n/a
	C2	Share, and number, of existing homes (owned and 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 - Other	Number of General Needs units	38,282	38,254
			Number of Intermediate Rent units	40	41
			Number of Affordable Rent units	6,876	6,812
			Number of Supported Housing units	908	926
			Number of Housing for Older People units	7,795	7,804
			Number of Low-cost Home Ownership units	6,441	6,106
			Number of Care Home units	87	72
			Number of Private Rented Sector units	9	9
			Number of Other units	4,053	3,892
	C3	Share, and number, of new homes (owned and managed) 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 - Other	Number of General Needs units	128	70
			Number of Intermediate Rent units	-	-
			Number of Affordable Rent units	93	65
			Number of Supported Housing units	-	-
			Number of Housing for Older People units	-	-
			Number of Low-cost Home Ownership units	295	271
			Number of Care Home units	-	-
			Number of Private Rented Sector units	-	-
			Number of Other units	10	4
	C4	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	Qualitative response	This report p. 14-15	ESG Report 2021/22 p.12
	C5	What % of rental homes have at least a 3 year fixed tenancy agreement?	% of homes	100.0%	100.0%

Theme #	Criteria #	Criteria	Measurement Unit	2023 Response	2022 Response	
Building Safety and Quality	T2	C6	What % of homes with a gas appliance have an in-date, accredited gas safety check?	% of homes	100.0%	100.0%
		C7	What % of buildings have an in-date and compliant Fire Risk Assessment?	% of buildings	100.0%	97.6%
		C8	What % of homes meet the national housing quality standard?	% of homes	99.40%	99.99%
Resident Voice	T3	C9	What arrangements are in place to enable the residents to hold management to account for provision of services?	Qualitative response	This report p.14-15	ESG Report 2021/22 p.12
		C10	How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?	Qualitative response	This report p.16	ESG Report 2021/22 p.13
		C11	In the last 12 months, how many complaints have been upheld by the Ombudsman.	Number of complaints upheld	33	21
			How have these complaints (or others) resulted in change of practice within the housing provider?	Qualitative response	This report p.17	ESG Report 2021/22 p.14
Resident Support	T4	C12	What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?	Qualitative response	This report p.17	ESG Report 2021/22 p.14
Placemaking	T5	C13	Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	Qualitative response	This report p. 17-21	ESG Report 2021/22 p.15



Appendix Summary of Responses

Theme #	Criteria #	Criteria	Measurement Unit	2023 Response	2022 Response
Climate Change	C14	Distribution of EPC ratings of existing homes (those completed before the last financial year).	% of homes rated A	0.0%	0.0%
			% of homes rated B	8.0%	4.0%
			% of homes rated C	71.0%	76.0%
			% of homes rated D	20.0%	19.0%
			% of homes rated E or worse	1.0%	1.0%
			% of homes without EPC rating (unknown)	0.0%	0.0%
	C15	Distribution of EPC ratings of new homes (those completed in the last financial year).	% of homes rated A	0.0%	1.0%
			% of homes rated B	89.0%	90.0%
			% of homes rated C	11.0%	9.0%
			% of homes rated D	0.0%	0.0%
			% of homes rated E or worse	0.0%	0.0%
			% of homes without EPC rating (unknown)	0.0%	0.0%
	C16	Scope 1, Scope 2 and Scope 3 green house gas emissions.	Scope 1: Kg CO2 equivalent	12,022	13,152
			Scope 2: Kg CO2 equivalent	3,729	3,973
			Scope 3: Kg CO2 equivalent	140,000	n/a
			Scope 1, 2 & 3: Total Kg CO2 equivalent	155,751	16,881
	C17	What energy efficiency actions has the housing provider undertaken in the last 12 months?	Qualitative response	This report p. 24	ESG Report 2021/22 p.23
	C18	How is the housing provider mitigating the following climate risks: - Increased flood risk - Increased risk of homes overheating	Qualitative response	This report p. 24	ESG Report 2021/22 p.23
	C19	Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.	Qualitative response	This report p. 24-25	ESG Report 2021/22 p.24
	C20	How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?	Qualitative response	This report p. 25	ESG Report 2021/22 p.24
			Qualitative response	This report p. 25	ESG Report 2021/22 p.24
	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?	Yes / No / No, but planning to develop one	No, but planning to develop one	No, but planning to develop one
			Qualitative response	This report p. 25	ESG Report 2021/22 p.24

Theme #	Criteria #	Criteria	Measurement Unit	2023 Response	2022 Response
Resource Management	C22	Does the housing provider have a strategy for waste management incorporating building materials?	Yes / No / No, but planning to develop one	No, but planning to develop one	No, but planning to develop one
		If so, how does the housing provider target and measure performance?	Qualitative response	This report p. 25	ESG Report 2021/22 p.25
	C23	Does the housing provider have a strategy for waste management incorporating building materials?	Yes / No / No, but planning to develop one	No, but planning to develop one	No, but planning to develop one
		If so, how does the housing provider target and measure performance?	Qualitative response	This report p. 25	ESG Report 2021/22 p.25
	C24	Does the housing provider have a strategy for good water management?	Yes / No / No, but planning to develop one	No, but planning to develop one	No, but planning to develop one
		If so, how does the housing provider target and measure performance?	Qualitative response	This report p. 25	ESG Report 2021/22 p.25
Structure and Governance	C25	Is the housing provider registered with the national regulator of social housing?	Yes / No	Yes	Yes
	C26	What is the most recent regulatory grading/status?	Varies by nation	G1/V2	G1/V2
	C27	Which Code of Governance does the housing provider follow, if any?	Name of code	We have adopted the National Housing Federation's Code of Governance 2020.	We have adopted the National Housing Federation's Code of Governance 2020.
	C28	Is the housing provider Not-For-Profit?	Yes / No	Yes	Yes
		If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	If no, name, %, %	n/a	n/a
	C29	Explain how the housing provider's board manages organisational risks.	Qualitative response	This report p. 31	ESG Report 2021/22 p.29
	C30	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?	Yes / No	No	No



Appendix Summary of Responses

Theme #	Criteria #	Criteria	Measurement Unit	2023 Response	2022 Response
Board and Trustees	C31	What are the demographics of the board? And how does this compare to the demographics of the housing provider's residents? Add commentary if useful.	% of board that are women	45.5%	45.0%
			% of board that are BAME	18.2%	18.0%
			% of board that have a disability	45.5%	9.0%
			% of board that are LGBTQ+	9.1%	0.0%
			Average age of board members (years)	58	58.0
			Average board tenure (years)	3.3	4.5
			Additional commentary	This report p. 32-33	ESG Report 2021/22 p.30
	C32	What % of the board AND management team have turned over in the last two years? Add commentary if useful.	% of board	54.0%	9.0%
			% of management team	13.0%	14.0%
			Additional commentary		
	C33	Is there a maximum tenure for a board member? If so, what is it?	Yes / No	Yes	Yes
			Length of maximum tenure (years)	6	6
	C34	What % of the board are non-executive directors?	% of the Board	90.0%	92.0%
	C35	Number of board members on the Audit Committee with recent and relevant financial experience.	Number	5	6
			Description of experience	p. 33	ESG Report 2021/22 p.
	C36	Are there any current executives on the Remuneration Committee?	Yes/ No	No	No
	C37	Has a succession plan been provided to the board in the last 12 months?	Yes/ No	Yes	Yes
	C38	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years	4	3
	C39	When was the last independently-run, board-effectiveness review?	Date (month/year)	March 2023	June 2020
	C40	Are the roles of the chair of the board and CEO held by two different people?	Yes/ No	Yes	Yes
	C41	How does the housing provider handle conflicts of interest at the board?	Qualitative response	This report p. 34	ESG Report 2021/22 p.31

Theme #	Criteria #	Criteria	Measurement Unit	2023 Response	2022 Response
Staff Wellbeing	C42	Does the housing provider pay the Real Living Wage?	Yes/ No	Yes	Yes
	C43	What is the median gender pay gap?	% gap (median)	4.9%	7.9%
	C44	What is the CEO: median-worker pay ratio?	Total annual CEO remuneration divided by annual median working remuneration	87.0	92.0
	C45	How does the housing provider support the physical and mental health of their staff?	Qualitative response	This report p. 35	ESG Report 2021/22 p.32
	C46	What is the average number of sick days (both long and short term) taken per employee?	Number of days	12.6	11.8
Supply Chain	C47	How is Social Value creation considered when procuring goods and services?	Qualitative response	This report p.35	ESG Report 2021/22 p.33
	C48	How is Environmental impact considered when procuring goods and services?	Qualitative response	This report p.35	ESG Report 2021/22 p.33



**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](http://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