

heylo

ESG Report

2023/24



Introduction

At Heylo, our mission is to bring homeownership within reach for aspiring homeowners by working in partnership with national, regional and local housebuilders, as well as local authorities, estate agents and other stakeholders to increase the provision of shared ownership housing across the country.

We are a national provider of shared ownership housing, providing more than 9,000 homes around the country, and it is our goal to continue to drive the delivery of shared ownership housing while putting the needs of our customers at the heart of our business. To support us in this work, we have established our Corporate Strategy 2024-2028 in the year and are now working to implement the Strategy. The Corporate Strategy has within it our Funding & Asset Growth, Customer, Operations & Technology, People & Culture, Value for Money, and Sustainability strategies and was approved by the Heylo Housing Group and Heylo Housing Registered Provider Boards in August 2024.

Heylo Housing Group (HHGL) is parent company within the Heylo Group to subsidiary investment companies and Heylo Housing Registered Provider (HHRP), with property management services being provided to the Group by ResiManagement. This ESG Report is therefore split into two sections, with the first section of the report covering Heylo Housing Group, its subsidiaries and the homes owned by entities within the Group and the second section covering the business operations run by ResiManagement. The report is our second ESG Report and covers the period 1 October 2023 to 30 September 2024.

As we are unique in the sector for our focus on exclusively delivering shared ownership housing, we have determined that many of the reporting criteria recommended in the Sustainability Reporting Standard for Social Housing (SRS) are not suitable for our business. We have therefore decided to draw on the recommended reporting criteria in this report where they are applicable to our business. We recognise that the landscape surrounding ESG and ESG reporting is a space that is undergoing significant change, with changing stakeholder expectations and requirements, and as such we endeavour to keep our own ESG reporting under review such that it remains useful to our stakeholders.

Heylo Housing ESG Report - Environmental

Energy efficiency

We know that the energy efficiency of our homes is critical to keeping our customers' energy bills down and reducing the emissions from our business at the same time. The high energy efficiency of our homes overall, with 93.3% of Heylo Housing Group homes being EPC C or higher, has a key role to play in us ensuring that our homes are good quality and meet the needs of our customers.

Supporting our customers to keep their energy bills low is very important to us. To support our customers in this, we actively engage our customer base via our customer newsletter, welcome pack and website to make them aware of tips and tricks that they can use in their homes to keep their energy consumption down. We also use these channels to make our customers aware of grant funding that is available to them under ECO4 and the Great British Insulation scheme to improve the energy efficiency of their homes. We will continue to use such channels to engage our customers on energy efficiency over the coming year.

As our homes are all shared ownership, we are unable to plan retrofit works to our properties as our customers have responsibility for and control over their homes. We are also ineligible for funding under the Warm Homes: Social Housing Fund for shared ownership only bids. Instead, we are exploring ways that we can further support our customers to improve the energy efficiency of their homes under our Sustainability Strategy Action Plan 2024/25.

Our mission is to drive the delivery of affordable and sustainable homes that will meet our customers' needs, which is why we have also implemented a minimum energy efficiency rating of C for all new homes that we contract to acquire and of D for the acquisition of existing homes. This enables us to continue to deliver more and more energy efficient homes, with 80.6% of the homes we delivered in 2023/24 being EPC B or higher.

Theme	Type of Criteria	Criteria	HHGL disclosure	HHRP disclosure
Climate change	Core	Distribution of EPC ratings of existing homes (those completed before the last financial year)	A – 1.0% (85) B – 81.4% (6,781) C – 11.23% (936) D – 4.1% (344) E – 0.9% (71) F – 0.1% (7) G – 0.0% (1) No rating – 1.3% (111)	A – 1.2% (85) B – 88.4% (6,466) C – 8.0% (582) D – 1.6% (118) E – 0.1% (7) F – 0.0% (0) G – 0.0% (0) No rating – 0.8% (55)
Climate change	Core	Distribution of EPC ratings of new homes (those completed in the last financial year).	A – 5.1% (49) B – 75.6% (734) C – 10.3% (100) D – 8.6% (83) E – 0.4% (4) F – 0.1% (1)	A – 3.9% (24) B – 90.5% (553) C – 5.1% (31) D – 0.5% (3) E – 0.0% (0) F – 0.0% (0) G – 0.0% (0)

Carbon emissions and reaching net-zero carbon

We are committed to reducing our emissions and our impact on the climate and we have set out how we intend to approach reducing the emissions from our homes and our business in the coming year in our Sustainability Strategy Action Plan.

Due to the nature of our business, our carbon emissions are split between those associated with our homes, which are attributable to Heylo Housing and its subsidiaries as owners of the homes, and those associated with our operations, which are attributable to ResiManagement as

the sister company that provides property management services to Heylo. This report will cover Heylo’s emissions arising from the homes owned, while the subsequent ResiManagement ESG Report reports on the emissions relating to the business’s operations.

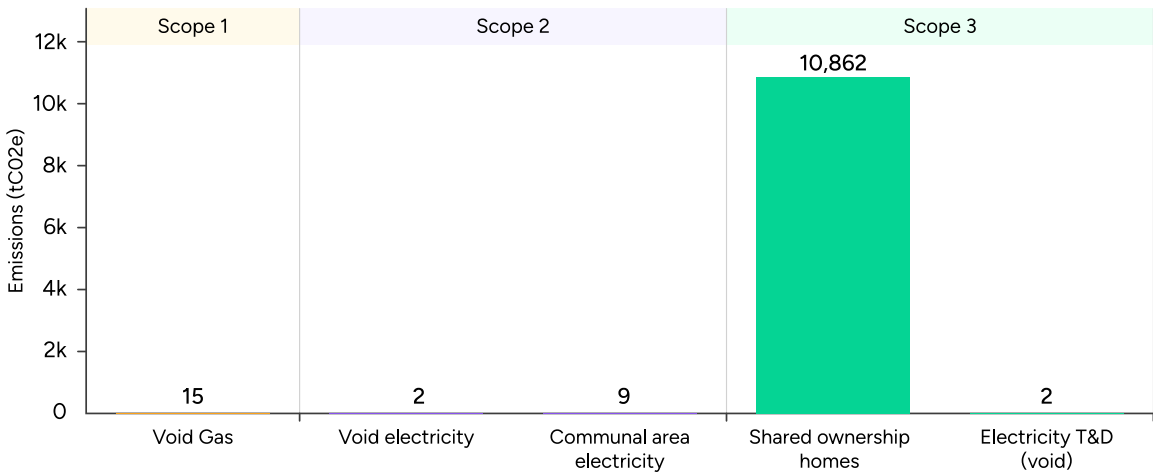
The Heylo Group emissions comprise the emissions from the energy consumption of the business’s void and shared ownership homes and those arising from the landlord’s energy supply to the blocks that the business owns the common parts of.

Carbon emissions from Heylo Housing Group homes

The vast majority of the business’s emissions arise from the shared ownership homes. As these homes are owned and occupied on a shared ownership basis, Heylo does not have direct control over the energy consumption that drives these emissions. This means that our approach to energy efficiency is critical for these homes as it only through the energy efficiency of the homes that we are able to influence their emissions. Under the Sustainability Strategy Action Plan, we have set out to investigate ways to support our shared ownership customers to improve the energy efficiency of their homes.

Heylo has more direct influence over the emissions arising from the energy consumption from the vacant homes and the communal areas of the blocks that it owns and controls. In the year, an increased number of void homes have been switched to renewable energy tariffs, in line with our updated void management process, and we have started the process of switching our owned blocks over to renewable tariffs as well. This has resulted in a decrease in the business’s scope 2 market-based emissions.

Heylo carbon emissions (2023-24)



Theme	Type of Criteria	Criteria	HHGL disclosure
Climate change	Enhanced	Scope 1, Scope 2 and Scope 3 greenhouse gas emissions	Scope 1 - 14.78 tCO2e Scope 2 - 10.58 tCO2e (market-based), 26.18 tCO2e (location-based) Scope 3 - 10,864.24 tCO2e

Climate risk

We know that climate change impacts our customers and our business and we are developing our approach to monitoring and managing the risk of climate change, including developing our oversight of the climate risk to our homes. Through our work with SHIFT, we assess the overheating risk of our homes and know that 81.5% of our homes are at low risk of overheating. We are looking to go further than this and are now working to enhance our flood risk data and improve our communications with customers in relation to this over the coming year.

In addition to developing our monitoring of the climate risk to our homes, we have assessed the exposure of the ResiManagement office spaces to the physical impacts of climate change, starting as part of our first SHIFT assessment. Through this monitoring, we have assessed our offices in Leeds and London to be at low risk of overheating and flooding.

Sustainability on our estates

We strive to drive sustainability in our business and homes and deliver positive outcomes for our customers and the environment. We have established our Local Sustainability Strategy, which forms part of our wider Sustainability Strategy Action Plan, under which we aim to work with local partners to deliver sustainable outcomes in our owned blocks.

This year, this work has started with our collecting and enhancing the data that we have on the sustainability of the blocks that we own and using this data to work with customers, managing agents and local authorities to improve waste management processes on the sites where we can. So far, we have launched consultations with customers in three of our freehold blocks, letting customers know what waste managements there are in place but also how we and the local authority can support them to put in place more sustainable options. We've had really positive engagement on this, with some of our customers really keen to explore the options available and others confirming that the possible initiatives are not for them. We are listening to what our customers are telling us and are now looking to take forward activities locally to meet their preferences.

In the coming year, we will expand on this work and start using the sustainability data that we are collecting to identify sites with green spaces that we can work with local partners to enhance, to encourage the efficient use of energy in our owned blocks and to identify opportunities to improve the energy efficiency of our blocks.

In addition to our work on our owned blocks, we have also expanded our customer engagement on sustainability, including implementing our sustainability inbox and using our website, newsletter and welcome pack to engage customers on sustainability topics throughout the year. To ensure that the views of our customers are being considered in all of our sustainability work, we have also engaged our HHRP Customer Committee as well as our customer sustainability subject matter expert to provide input on the sustainability activities that we will carry forward in the coming year under our Sustainability Strategy Action Plan.

Social

Affordable housing delivery

At Heylo Housing, our aim is to make homeownership accessible for millions of previously excluded potential homeowners through driving the delivery of shared ownership housing across the country. We have continued to make homeownership more affordable and accessible to hundreds more households in year through our continued investment in the provision of shared ownership housing.

In the 2023/24 year, we continued to work with a broad range of housebuilders around the country to help 971 households onto the housing ladder. In doing so, we invested £153m to increase the number of homes we have delivered by 11.6% across the year to 9,307 homes in total. We remain dedicated to building on this work to deploy investment into shared ownership and are

currently on track to help more than 600 households into homeownership in the 2024-25 financial year.

As our mission is to make homeownership affordable for aspiring homeowners, the affordability to our customers of the rent set on the unsold share is critical. Affordability checks are carried out for all new customers at the outset to ensure that they are entering into a lease that is affordable to them and that they meet our affordability requirements. The rent charged on our share in the property is set in our Shared Ownership leases, in line with industry standards for most of our homes. As we do not deliver social or affordable rental units, we do not monitor our rents as a percentage of open market rents or Local Housing Allowance rates.

Theme	Type of Criteria	Criteria	HHGL disclosure	HHRP disclosure
Affordability and security	Core	Share, and number, of existing homes (homes 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	General needs (social rent): 1 Shared ownership: 8,081 Private Rented Sector: 26 Other (tenant owned): 228	Shared ownership: 7,313
Affordability and security	Core	Share, and number, of new homes (homes 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	Shared ownership: 971	Shared ownership: 611

Building safety

Our aim as a business is to the delivery of high-quality new homes that are safe and affordable for our customers. One of the ways that we ensure the safety of our customers in their homes is through the monitoring of the third-party managing agents that manage their developments.

As we do not provide direct estate management services, we collect safety certificates for our homes from the third-party managing agents that are appointed to manage the blocks that our homes are in. We collect the relevant safety certificates covering legionella, electrical, gas, asbestos and lift safety as well as collecting the fire risk assessments for all blocks. We then stay in touch with the managing agents to ensure that any actions arising from the reports are completed in a timely manner. For the blocks that we have management control over, we visit these blocks annually to inspect them in addition to gathering the relevant health and safety certifications, as detailed above.

Where we have management control of the blocks, it is easier for us to ensure that the relevant health and safety certifications are kept up to date as we are more able to directly influence the managing agents appointed to manage those blocks. Where we do not have management control, we use all reasonable endeavours to ensure that the required documents are in place nonetheless, including escalating matters to complaints with the managing agents responsible where we have been unable to obtain the documents.

Of the blocks that we have management control over, one block has required remedial works to the cladding and balconies to date. This block is located at Commercial Road in Bournemouth and the works to replace the cladding and timber decked balconies were completed in 2023, with the subsequent EWS1 confirming that the building is safe and giving the building a B1 rating. However, as we have learned that the fire risk assessor that conducted the final EWS1 has since been suspended by the Institution of Fire Engineers, we are now in the process of organising a further EWS1 to confirm the status of the building. This is the only block that we have management responsibility for that has required remediation works to the external walls.

As our shared ownership customers have responsibility for the repair and maintenance of their homes, we do not carry out gas safety certificates once the homes are occupied but rather encourage our customers to keep this up to date. We do ensure that we carry out gas safety certificates for all our vacant homes prior to onward sale and occupation by our shared ownership customers and ensure that 100% of our vacant homes have an in-date Gas Safety certificate at the point of sale.

In addition to holding the relevant maintenance and health and safety certification for our homes in blocks, we have also developed our approach to monitoring and managing the risk of damp and mould in our homes. Whilst our customers have responsibility for the repair and maintenance of their homes, it is important to us to support them as best we can to reduce the risk of damp and mould in their homes. We do this through encouraging our customers to get in touch with us to get advice and support where they are experiencing damp and/or mould in their homes and through communicating with our customers via our newsletter and website to raise awareness about how to correctly ventilate their homes to reduce the risk.

When it comes to ensuring that we are delivering high quality homes, we monitor our complaints and reports from customers about snagging items with each of the housebuilders that we partner with to ensure that we deliver homes with partners that we can trust to deliver high quality homes that meet the needs of our customers. Where we become aware of repeated issues with the quality of the homes delivered, this feeds into decision-making about which housebuilders to partner with in the future and we will not continue to deliver homes with partners that we know are not delivering homes that are up to standard. Due to our homes all being shared ownership, we are not able to report on the number of homes that meet the Decent Homes Standard, as our customers are the ones that will have responsibility and control over when their homes are updated and upgraded. Instead, we monitor the quality of our homes through tracking trends in quality issues that are reported to us, in line with the above.

Theme	Type of Criteria	Criteria	HHGL disclosure	HHRP disclosure
Building safety and quality	Core	<p>% of homes for which all required gas safety checks have been carried out.</p> <p>% of homes for which all required fire risk assessments have been carried out.</p> <p>% of homes for which all required electrical safety checks have been carried out.</p>	<p>Gas Safety: 100% (freehold blocks), 97.3% (leasehold blocks) and 100% of vacant homes</p> <p>Fire: 100% (freehold blocks) and 96.9% of leasehold blocks</p> <p>Electrical: 96.7% (freehold blocks) and 88.3% of leasehold blocks</p>	<p>Gas Safety: 100% (freehold blocks) and 100% of vacant homes</p> <p>Fire: 100% (freehold blocks)</p> <p>Electrical: 97.8% (freehold blocks)</p>
Building safety and quality	Enhanced	<p>% of homes for which all required asbestos management surveys or re-inspections have been carried out.</p> <p>% of homes for which all required legionella risk assessments have been carried out.</p> <p>% of homes for which all required communal passenger lift safety checks have been carried out.</p>	<p>Asbestos: 100% (freehold blocks) and 98.4% (leasehold blocks)</p> <p>Legionella: 100% (freehold blocks) and 87.0% (leasehold blocks)</p> <p>Lift c 100% (freehold blocks) and 84.5% (leasehold blocks)</p>	<p>Asbestos: 100% (freehold blocks)</p> <p>Legionella: 100% (freehold blocks)</p> <p>Lift: 100% (freehold blocks)</p>

Resident voice

During the year a new 2024-2028 Corporate Strategy was established including a dedicated Customer Strategy. Through this Strategy, we will put customers at the heart of our business, driving higher levels of satisfaction, providing a range of choice and opportunities to engage with us, and being transparent in our performance.

In the year, we have done a lot to expand the means through which we engage with our customers and through which our customers can let us know what they think. Giving our customers the opportunity and platform to make their voices heard within our organisation when they want to engage is central to our approach to putting their needs first. To enable them to have a say in how we do business, we offer a range of channels through which our customers can engage with us.

In the year, we have set up our Customer Committee, made up wholly of heylo resident members, to give our customers the chance to input directly into decision-making processes and make their voices heard in relation to strategic and operational matters. In response to customer feedback, we have also launched Heylo Connect, a live broadcast event that we hold online in which our senior managers and directors present on topics of interest to our customers and give them the chance to ask their questions and make their views heard directly to our team members. These new additions to our offering to customers are in addition to the existing channels through which our customers can get in touch with us to provide feedback, via phone, email, in writing and through our customer survey.

Our annual customer survey and Tenant Satisfaction Measure Surveys are another key means through which our customers can let us know what they think and hold us to account. In the 2023/24 year, 53.4% of our customers reported that they were satisfied with the service that we provide overall, compared to 58% last year. We know that this level of satisfaction is typical of leaseholders that tend to receive fewer landlord services than rented customers, as around 50% of shared owners across the sector report being satisfied with their landlord's service in the year. We also monitor the satisfaction of our customers with us via our TrustPilot score, which was at 4.5 at year end having achieved an average of 4.39 across the year. We feel that this TrustPilot score is reflective of the fact that we have many customers that are highly satisfied with their experience with us.

Nonetheless, it is extremely important to us to improve our levels of customer satisfaction and to take action to respond to the feedback that we get from our customers

via all channels, including via our survey. We have taken several actions in the year in response to our customer survey results. As mentioned above, the launch of Heylo Connect, our live broadcast event was in response to customer feedback via our survey and our Customer Committee that our customers wanted more ways of engaging with us directly. Similarly, we have also overhauled and uplifted our complaints handling process, including implementing a new complaints tracking system as well as a lessons learned feedback process upon the completion of each complaint. These improvements allow us to monitor our complaints handling more closely and be better able to identify actions that we can take to improve our services in response to complaints.

We are proud that our complaints handling has resulted in no findings of maladministration by the Housing Ombudsman since the launch of the business. We take all of our complaints seriously and use each as an opportunity to improve our services. This has resulted in us taking the following steps in the year in response to feedback from complaints:

- Introducing a response time for our Resales and Staircasing Team to make sure that our customers are kept in the loop about the progress of their resales and staircasing transactions
- Improving our process to report defects and snagging items to our housebuilder partners faster, to support the timely resolution of these matters
- Improving communications with our customers to make sure that they are aware of any additional payments and who is responsible for them that are included in their monthly payments to Heylo, so that the customer is better informed and understands where third party managing agents may be involved and which they are
- Implementing further checks when handling the annual rent review process to ensure this runs seamlessly for our customers
- Providing clearer communication to our customers in relation to who is responsible for the communal areas in their development

Through listening to the feedback that we get from customers, we are able to continually work to improve the way we do business and make sure that we are delivering services that meet their needs, in line with their feedback.

Resident support

It is our commitment to our customers that we will be there for them when they need us and that we will provide services that meet their needs. We recognise that as a shared ownership business, many of our customers will be quite happy to have little interaction with us and enjoy their homes in peace. We are committed to providing support to those customers that do need us. To aid us in doing so, we have established our Customer Support Fund and enhanced our approach to safeguarding in the year.

Our Customer Support Fund provides a safety net for our most vulnerable residents to support them through emergency or exceptional situations. We recognise that the cost-of-living crisis has increased the financial pressure on our most vulnerable customers and we have created this fund to allow those customers to apply for amounts owing to Heylo to be 'written off' in an emergency situation or where they are under exceptional pressure and they require emergency support. The fund is not intended to replace statutory services or insurance arrangements and rather is designed to provide one-off

support to customers in hardship situations where other support is not available to them. Through our Customer Support Fund, we aim to provide support to our customers that need us such that, with our help, they are better able to cope with exceptional financial pressures in the context of the cost-of-living crisis.

We are committed to providing a safe and supportive environment to all our residents. Under our Domestic Abuse Policy, we aim to support victims, hold perpetrators to account and work collaboratively with relevant agencies to tackle domestic abuse. In the year, we have built on this work to enhance our approach to safeguarding to provide support to those customers that need it most. This has included establishing our safeguarding officer, providing safeguarding training to all staff and implemented safeguarding case reviews. Through this work, we have been able to raise awareness of domestic abuse and how to respond to cases, enabling us to ensure a swift and effective response to all reported instances of domestic abuse.

Placemaking

Supporting thriving communities in our customers' local neighbourhoods is very important to us as we know the power that having strong local connections and communities can have to improve our customers' lives. That is why we have worked to develop our Heylo

Together community fund which we are delighted to have launched since the end of the financial year.

The Heylo Together fund has been established to support community initiatives that meet one of the following aims:

Theme	Type of Criteria
Community wellbeing and engagement	Projects that are designed to support the health and wellbeing of the local community, be that through specialised support, initiatives to encourage exercise and participation in sport or delivering community events to engage and bring together local people and reduce isolation and loneliness
Diversity, inclusion and community cohesion	Initiatives and events that celebrate diversity in our communities, promote inclusion and equal opportunities and support community cohesion
Sustainability, nature and place	Projects that aim to support nature and biodiversity, reduce emissions, enhance local green spaces or encourage community members to make the most of outside spaces. For example, community gardening or tree planting initiatives
Food access and security	Projects that provide access to food for those in financial hardship or support the work of food initiatives
Opportunity, skills and support	Initiatives that support access to education, training or work experience to build skills and increase opportunity in the community

We look forward to receiving applications from our customers over the coming year and to getting going with supporting our communities through our community fund initiative.

Governance

Structure and governance

The heylo Group is comprised of a number of legal special purpose vehicles which work cohesively to support the provision of shared ownership homes across England and Wales. The last year has focused on embedding changes across the Heylo Group that will ensure our customers and communities are at the forefront of the services we deliver, focusing on achieving compliance with the Regulator of Social Housing regulations and the protection of social housing assets, ensuring their long-term viability.

Heylo Housing Group Limited (HHGL) is parent to the subsidiary companies HH No. 1 Limited, HH No. 2 Limited, HH No. 3 Limited, Heylo Housing Secured Bond Plc, HH No. 5 Limited, HH No. 6 Limited (property investment companies) and Heylo Housing Registered Provider Limited (HHRP), a registered provider of social housing regulated by the Regulator of Social Housing.

The property investment companies acquire legal interests in residential properties (freehold or leasehold) that they lease to HHRP which in turn on leases those properties on a shared ownership basis to the Group's customers.

All property management services are provided to the heylo Group by ResiManagement Limited which is a commonly controlled legal entity by the ultimate parent, Manifesto Technologies Limited. All staff are employed by ResiManagement. This ESG report encompasses all the activities delivered by ResiManagement Limited and the heylo Group to support and deliver the arrangements in support of the heylo Group homes.

In 2022 HHRP was deemed non-compliant with the

Regulator of Social Housing's Governance and Financial Viability Standard. In the last year we have transformed the heylo Group's governance arrangements, aligning them to our customers and their needs. As referenced above, we have invested in a new Customer Committee made up wholly of HHRP customers with a direct line of reporting and engagement to the HHRP Board. We have reviewed and recruited to the HHRP Board, carrying out further individual and collective board and committee skills assessments, delivering agreed board and personal training plans, and achieving appointments to satisfy identified skills gaps and succession planning needs. The Boards and ResiManagement Executive have continued to work closely with sector specialist external advisers to implement these changes but also the Regulator of Social Housing to agree and enact a path to compliance.

The strategic priorities of the business were reviewed, and the new three-year corporate strategy is now being delivered and adopted across the Heylo Group. There are two core strategic pillars: our Customers and Funding and Asset Growth, placing our customers and their homes at the heart of our business. Ensuring we achieve this strategic ambition, four enabling strategies have also been established and are being delivered: Operations & Technology, People & Culture, Value for Money & Sustainability. This ensures that our Operations & Technology and the People & Culture of our representatives and agents all work towards these aims, while achieving Value for Money, and maintaining Sustainable Homes. The Sustainability Strategy Action Plan is critical in achieving the wider corporate objectives, building upon the successfully established ESG strategy 2022-2024 strategic pillars, outcomes and achievements.

Theme	Type of Criteria	Criteria	HHGL disclosure	HHRP disclosure
Structure and Governance	Core	Is the housing provider registered with the national regulator of social housing?	N/A	Yes (registration number 4668)
Structure and Governance	Core	Which Code of Governance does the housing provider follow, if any?	Financial Reporting Council Corporate Governance Code (2018)	Financial Reporting Council Corporate Governance Code (2018)
Structure and Governance	Core	Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	N/A	Heylo Housing Registered Provider is a for-profit registered provider of social housing with Heylo Housing Group Limited being the majority shareholder.

Board and trustees

It is our aim to ensure that we get input from a diverse range of people into our governance processes and we have established our Customer Committee in the year to help us to do so. Through the Customer Committee as well as reporting on customer feedback including feedback from our customer survey and complaints, we ensure that the voice of our customers is considered in Board discussions and decision-making by our senior management.

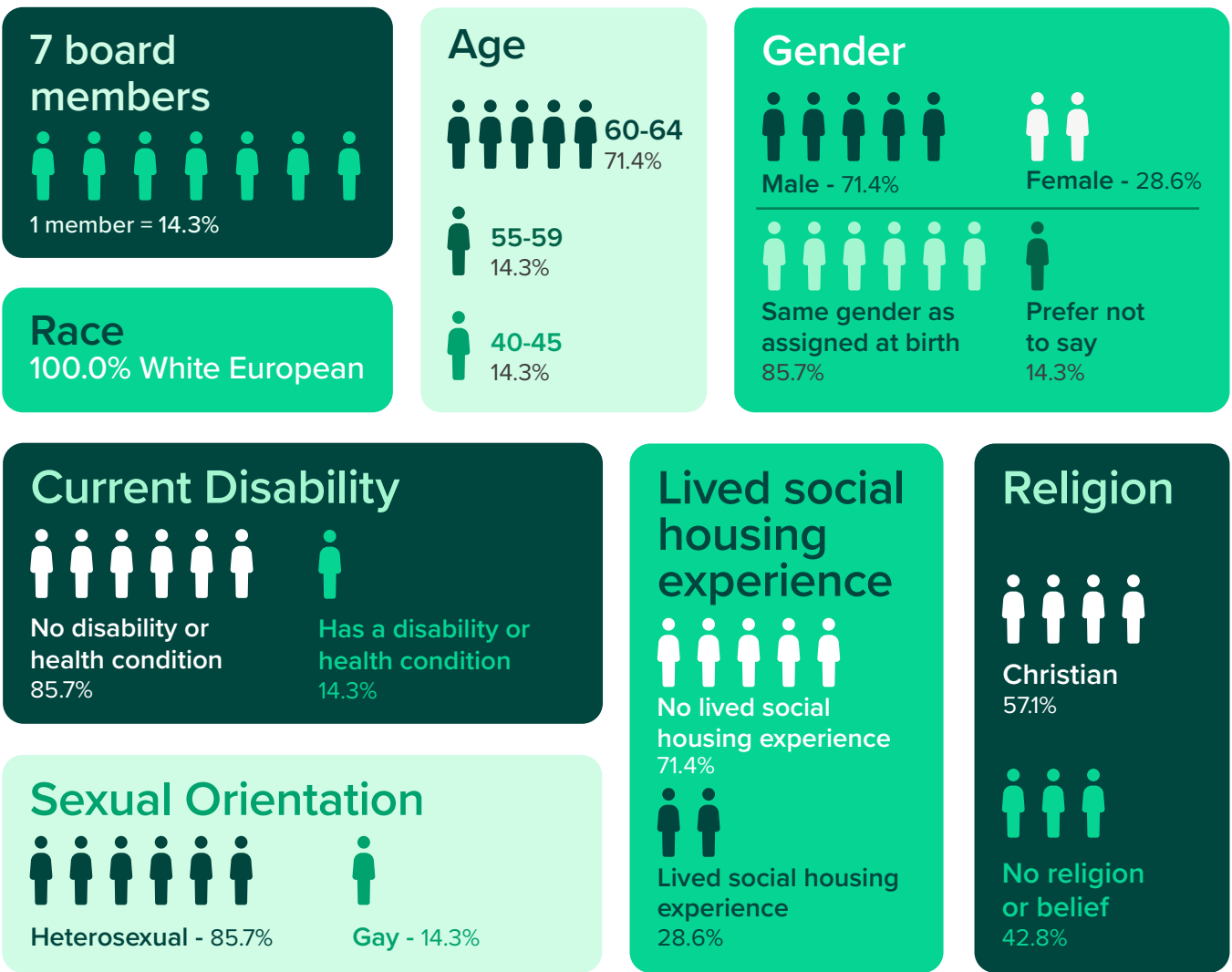
Providing a business and leadership that is reflective of our customers is also critical to ensuring that we have input from a diverse range of people into our governance. In all recruitment efforts, the Boards of Heylo Housing Group and Heylo Housing Registered Provider are focused on diversity and inclusion to build a strong and effective culture.

Further, aligned to the work directed across the People & Culture strategy and Customer Strategy, it was confirmed

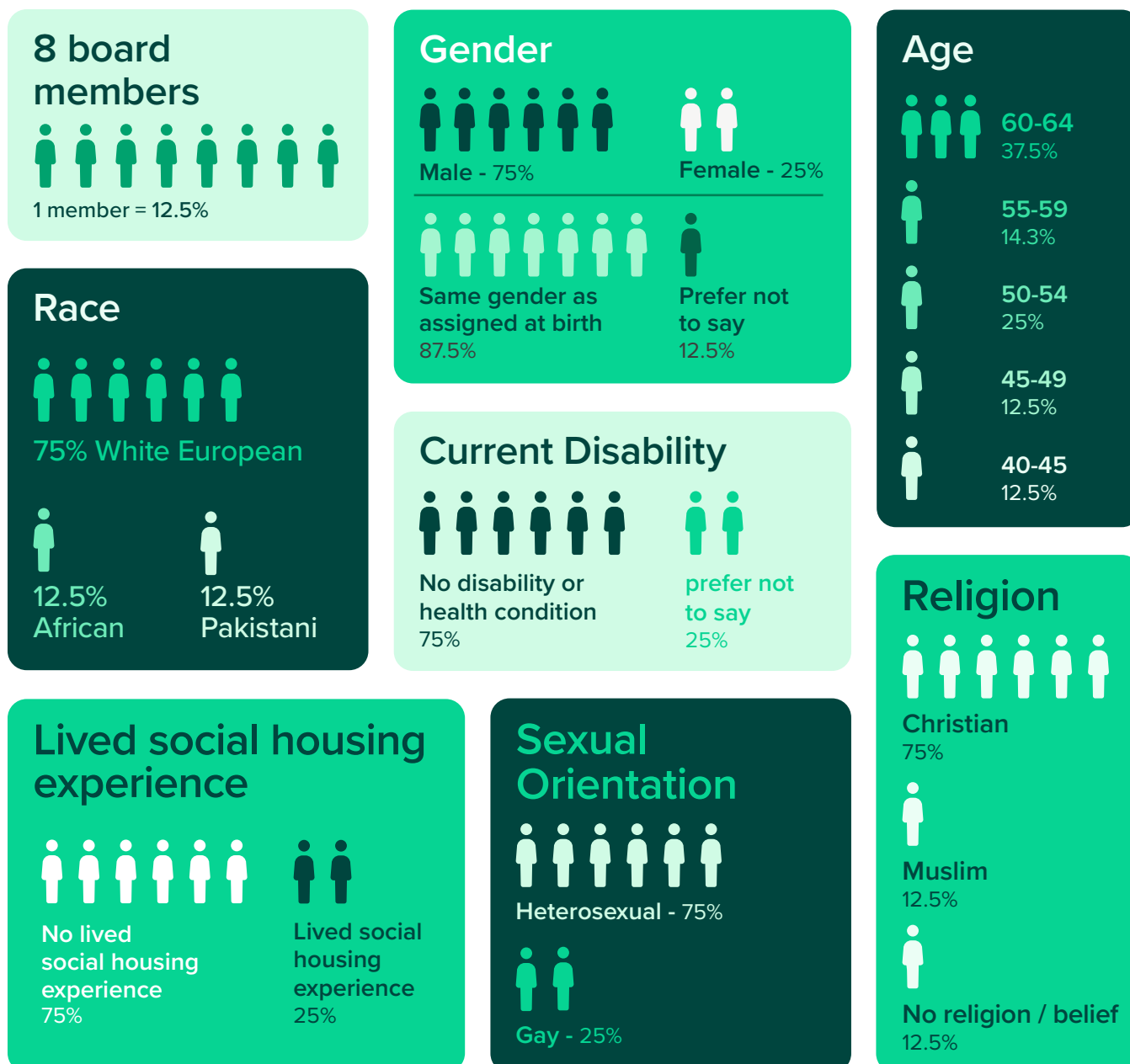
that an agreed ideal diversity matrix for the Board and Committee succession plan would be based around the HHRPs customer base. During the year a census of HHRPs customer diversity was undertaken with approximately one third of residents responding to the survey. This data was used to inform recruitment activities while still acknowledging that the requisite skills and experience required for any appointment must be met in the first instance.

Having reviewed the diversity, following all recruitment activities being completed, it can be confirmed that where there was a majority of our customers identifying as having a protected characteristic, the HHRP and HHGL Boards collectively have representation. The succession plan recognises that more women are required on the board to achieve representation of the HHRP customer base.

HHGL Board Members



HHRP Board Members



Delivering a diverse business and fostering a culture of inclusivity does not stop at our Board recruitment. In our People and Culture Strategy 2024-28, we have set objectives to raise awareness and encourage diversity, equity and inclusion among our workforce, foster a diverse and inclusive workplace and provide services that meet the diverse needs of our people. In support of this work, ResiManagement has developed and established its Diversity and Inclusion Policy and maintained 100% completion of annual staff training on equality and diversity, for managers and non-management staff.

Theme	Type of Criteria	Criteria	HHGL disclosure	HHRP disclosure
Board & Trustees	Core	Is there a maximum tenure for a board member? If so, what is it?	The maximum tenure for a board member is 9 years.	The maximum tenure for a board member is 9 years.
Board & Trustees	Core	What % of the board are non-executive directors?	100% of the board are non-executive directors	75% of the board are non-executive directors
Board & Trustees	Core	Number of board members on the Audit Committee with recent and relevant financial experience	The Chair of the Audit and Risk Committee is a qualified accountant with considerable relevant financial experience in the housing sector.	The Chair of the Audit and Risk Committee is a qualified accountant with considerable relevant financial experience in the housing sector.
Board & Trustees	Core	Are there any current executives on the Remuneration Committee?	No	No
Board & Trustees	Core	Has a succession plan been provided to the board in the last 12 months?	Yes	Yes
Board & Trustees	Core	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	3 years	3 years
Board & Trustees	Core	When was the last independently-run, board-effectiveness review?	2022	2022
Board & Trustees	Core	Are the roles of the chair of the board and CEO held by two different people?	Yes	Yes
Board & Trustees	Core	How does the housing provider handle conflicts of interest at the board?	<p>The Group has a Declarations of Interest policy and procedure. All Board and Committee members are required to declare any actual, perceived or potential interests upon joining the Board and any time should any interest change, or a new interest be established. An annual review of the interests declared also takes place to ensure all declarations are up to date, as well as every Board and Committee meeting having a standing item at the start of each meeting for all members to review and confirm any interests they may have in relation to the business on that agenda.</p> <p>Should an interest be raised or discovered, that member will not contribute or vote on the decision and may be asked to leave the meeting dependent upon the nature of the interest. The respective policy sets out the arrangements which is also part of the mandatory reading for all members. Each year, the Chair of the respective Board and Committee will review the interests declared from the membership of that Board/Committee to ensure that there are no interests declared which may impact or interfere with the matters delegated to or before that Board and Committee.</p> <p>The Governance Team and Director of Governance is formative in this process and advises the Board and Committees individually and collectively as to any interests arising. Independent legal advice is and will be obtained as required to assist in managing any issues arising.</p>	

ResiManagement ESG Report

Carbon emissions and reaching net-zero carbon

We are committed to reducing our emissions and our impact on the climate and we have set out how we intend to approach reducing the emissions from our homes and our business in the coming year in our Sustainability Strategy Action Plan.

Due to the nature of our business, our carbon emissions are split between those associated with our homes, which

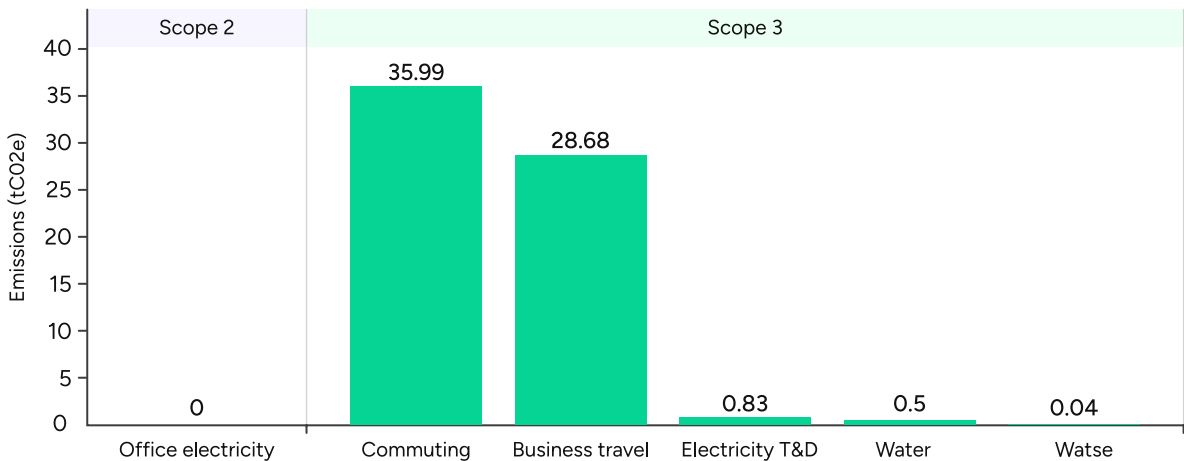
are attributable to Heylo Housing and its subsidiaries as owners of the homes, and those associated with our operations, which are attributable to ResiManagement as the sister company that provides property management services to Heylo. This report will cover ResiManagement's emissions relating to the business's operations, while the preceding Heylo Housing ESG Report reports on the emissions arising from the homes owned.

Carbon emissions from ResiManagement operations

ResiManagement's emissions comprise the emissions arising from staff travel and commuting, office electricity consumption, waste production and water usage. To reduce our emissions, we have worked with our building managers such that our offices have been switched to renewable energy tariffs, reducing the emissions associated with the energy consumption from our operations. We have also worked

to engage staff on sustainability and reducing our impact, through encouraging staff to commute more sustainably, reduce waste and recycle as much as possible and use energy efficiently. To engage staff in this, we have made use of our staff intranet, Zazu, as well as running Lunch 'n' Learns, competitions and other engagement activities in conjunction with our staff Sustainability Champions Group.

ResiManagement carbon emissions (2023-24)



Theme	Type of Criteria	Criteria	HHGL disclosure
Climate change	Enhanced	Scope 1, Scope 2 and Scope 3 greenhouse gas emissions	Scope 1 - 0.00 Scope 2 - 0.00 (market-based), 9.43 tCO2e (location-based) Scope 3 - 66.03 tCO2e

Staff wellbeing

At ResiManagement, supporting the wellbeing of our staff and promoting diversity and inclusion across our workforce is very important to us and we have a number of initiatives that we have implemented to support us in doing so.

Our wellbeing offering to staff covers the areas of mind, body, soul, money, family and recognition and the package we offer includes:

Mind matters

- Our Employee Assistance Programme (EAP) which offers staff support when they need it, providing staff access to counselling, webinars, meditations, podcasts and so much more in the Wisdom app
- Our mental health champions, who are employees who have been trained as mental health first aiders to be able to provide support to colleagues and signpost them to further support as needed

Body matters

- Flexible subsidised gym membership to encourage staff to stay active to support their mental and physical wellbeing
- Our Cycle to Work scheme which encourages staff to travel to work actively, supporting their fitness and reducing their emissions at the same time
- Life assurance and critical illness cover, to put staff's minds at rest that in the event of illness or death in service

Soul matters

- All staff may take up to 2 paid volunteer leave days per year, enabling staff to give back to the community and support a charitable cause of their choice that is close to their heart. In the year, we have seen staff members volunteering planting trees, serving breakfast at homeless shelters, taking part in a 12,000 ft sky dive and other fundraising activities for a range of charities and more.

Money matters

- Season ticket loans which allow staff to reduce their monthly commuting costs by purchasing season tickets at the start of the season
- Financial advice which is accessible to staff through our EAP if needed

Family matters

- Maternity, paternity, adoption and shared parental leave, allowing staff to make time for the people that matter the most

Recognition matters

- Role based training and our study leave offer enable us to support our staff to learn and develop their career
- Our annual staff awards, which will be rolled out in the coming year and will give staff the chance to get recognition around the business for their achievements

In the year, we have also taken action to help us in fostering a diverse and inclusive workplace. In the 2023/24 year, we have established our Diversity and Inclusion Policy to ensure that equality, diversity and inclusion are promoted across our staff. Under the policy, we have implemented blind screening of applications in our recruitment process, started delivering training to staff and managers on unconscious bias and reinforced our commitment to providing an accessible workplace and providing reasonable adjustments to our staff. To facilitate blind screening of applications, our HR team remove the name, gender and any protected characteristics from applications and CVs before sharing the applications with hiring managers to reduce the effect of unconscious bias on our recruitment processes. To enable us to deliver a business and leadership that is representative of our people, we have also worked in the year to enhance our data on the diversity of our customers, staff and board members as set out above.

To celebrate the diversity of our staff, promote a culture of inclusivity and support staff wellbeing, we have run staff engagement activities including to mark International Women's Day and Mental Health Awareness Week. In the coming year, we plan on launching our staff Wellbeing and DEI Forum to give staff the chance to shape and drive engagement activities to meet their needs.

This work to embed diversity, equity and inclusion (DEI) in our organisation and support employee wellbeing will continue throughout the coming period as employee wellbeing and engagement and DEI are established priorities in our People and Culture Strategy 2024-28.

Theme	Type of Criteria	Criteria	HHGL disclosure
Staff Wellbeing	Core	Does the housing provider pay the Real Living Wage?	Yes, Resimanagement pays all its staff the Real Living Wage, though it is not accredited as a Real Living Wage employer.



heylo and heylo housing are trading names of heylo housing group limited (registered in England and Wales with company number 1104403) and its subsidiary companies.

The Registered Office of each of the group companies is 6 Wellington Place, 4th Floor (Ref: CSU), Leeds, LS1 4AP