

ESG Report 2022-2023





Introduction

At Heylo, our aim is to make home ownership accessible to aspiring homeowners by driving the delivery of Shared Ownership housing and helping households to get onto the property ladder that otherwise could not have afforded to do so.

Since our inception in 2014, we have grown to be an organisation that provides more than 8,000 homes for Shared Ownership and as we continue to grow, we want to make sure that we continue to deliver high quality homes and a high-quality service to our customers whilst also protecting the environment.

To that end, we have developed our ESG Strategy 2022-24, which was approved by the boards of Heylo Housing Group Limited (HHGL) and Heylo Housing Registered Provider Limited (HHRP) in November 2022. Our ESG Strategy focuses on the four pillars of Homes, Residents, People and Operations and represents our next step to embedding ESG in our organisation and driving sustainability and a positive social impact.

This is our first ESG Report and includes data relating to our 1 October 2022 to 30 September 2023 financial year, the first year of implementation of our ESG Strategy.

At present, within the Heylo Group, HHGL is the parent company to HHRP and to a number of subsidiary investment companies. Property management services are provided to the Heylo Group by ResiManagement Limited, a commonly controlled sister company to the Heylo Group, and no companies within the Heylo Group have any employees, with all staff referenced in this report being employed by ResiManagement.

This report covers the properties owned by companies within the Heylo Group and the staff and operations employed and run by ResiManagement. To make this distinction clear, we have separated the report into two sections, the Heylo Housing ESG Report and the ResiManagement ESG Report to reflect the separate reporting of Heylo and ResiManagement. More detail on our structure can be found in the Structure and Governance section of the Heylo Housing ESG Report.

The Heylo business is unique in the sector for its delivery of entirely Shared Ownership housing. Due to this unique, mono-tenure nature of our business, we have determined that whilst we can report on many of the reporting criteria recommended in the Sustainability Reporting Standard for Social Housing (SRS), it does not fit our business model sufficiently for us to adopt the SRS at this stage. Instead, this report draws on many of the elements of the Standard and reports in line with some of the criteria under seven of its themes, reporting where we can on Affordability and Security, Building Safety and Quality, Resident Voice, Climate Change, Structure and Governance, Board and Trustees and Staff Wellbeing for Heylo and/or ResiManagement as applicable.

Social

Affordable Housing Delivery

Our mission at Heylo is to drive the delivery of Shared Ownership housing at scale and we are committed to increasing the supply of Shared Ownership housing across the country. This is reflected in our high delivery rates of new Shared Ownership homes as we continue to invest in the provision of Shared Ownership housing across England and Wales.

In the financial year 2022-23, we invested £139.4m in the delivery of 1,115 Shared Ownership homes, representing a 15% increase in the number of homes in our portfolio and bringing our total number of homes across the Heylo Group to 8,499 with a total value of assets under management of £1,067m. We are committed to continuing to work with a diverse range of housebuilders around the country to deploy investment into and drive the delivery of Shared Ownership housing.

We remain dedicated to supporting as many households as we can into homeownership. Through the provision of our new build Shared Ownership product, Home Reach, and our second hand Shared Ownership product, Your Home, we have helped 1,115 households onto the housing ladder in the last financial year and are currently on track to help more than 700 households into homeownership in the 2023-24 financial year, reflecting our sustained investment into the Shared Ownership tenure.

As our focus is on the delivery of Shared Ownership housing, the rent we charge our customers on the unsold share is set in their Shared Ownership leases, in line with industry standards for most of our homes. Affordability checks are carried out for all new customers prior to them purchasing their share to ensure that they are entering into a lease that is affordable to them. We do not monitor our rents as a percentage of open market rents or Local Housing Allowance rates as we do not deliver social or affordable rental units and rather have Shared Ownership homes with rents charged on the unsold percentage share of the property.

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 – 7,143 Private Rented Sector – 25 Other (tenant owned) – 215	Shared ownership – 6,536
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 – 1,115	Shared ownership – 849

Customer Story

From army bases to a base of his own

After joining the army at 16 from his family home in Bakewell, Phil Dragon, 36, spent many years being posted around the UK and Europe, serving for an impressive 16 years before being medically discharged in 2019.

Moving to Telford to live with his partner at the time, Phil ended up liking the town so much he decided to stay after the relationship broke down.

Phil says; "I hadn't heard of the area before, but I settled in quickly, got a good job and enjoyed living here. I temporarily moved into a house share with three other people to save as much cash as possible – I basically chose the most affordable place I could as I knew I wouldn't be there long and it was just a case of save, save, save!

I started looking for my own place just before Christmas last year. I had looked at renting by myself, but then when I read about Shared Ownership I thought it seemed like the better option by far.

Having always wanted to live in a new build house due to the typically higher energy efficiency of new homes, Phil started scouring the property portals – and it didn't take long to find something he liked.

The Quarters in Redhill was the first development I came across. I saw the pictures, it was a 10 minute commute to work a completely new area. It felt like a fresh start.

I completed all the affordability criteria and was actually able to buy a higher percentage than I'd thought - I'd saved a good deposit while house sharing!"

Phil bought a 60% share of a two- bedroom terraced house at The Quarters in Redhill. Built by Linden, the homes were available to buy through Shared Ownership with Home Reach. Set on the edge of Telford, The Quarters offers a semi-rural setting for residents, with quick connections into the nearby town and surrounding countryside.

Talking about the buying process, Phil found the Home Reach team easy to communicate with and incredibly helpful throughout what can sometimes be a stressful time.

"I had a fantastic Sales Associate at Home Reach called Tim who was super informative and helpful, it made such a difference. He called me every week and talked me through the process from start to finish."

Phil moved into his new home in June, with his new partner visiting often.

"After being in the house share, it feels great to have so many rooms! We actually got a kitten who completely rules the house. It feels like a home – I'm even working on the garden which is brand new project for me. The neighbours are sound too. It's a place to live."

Speaking about buying through Shared Ownership with Home Reach, Phil concludes he couldn't have bought a home outright.

"If I had to get a mortgage on the full value of the house I just wouldn't have been able to afford it. Shared Ownership has got me a home I wouldn't have been able to have otherwise."



"I would absolutely recommend both Shared Ownership and Home Reach to anybody. Everything they did was perfect. I spent years on bases - now I have my very own!"

- Phil Dragon

Building Safety

The safety of our customers in their homes is of paramount importance to Heylo; whilst we do not provide any direct estate management services, as a responsible landlord it is incumbent upon us to use our best endeavours to ensure the safety of our tenants, whatever the nature of our ownership and responsibility. For this reason, we have expanded our building compliance and health and safety capabilities, with the creation of an Estate Management team with a dedicated Property Compliance Manager.

To ensure the safety of our residents living in blocks of flats, we monitor the performance of the managing agents responsible for the maintenance of the communal areas to ensure that they are adequately managing the risk from fire, legionella, electrical, gas, asbestos and lifts (FLEGAL) in each block. Through our monitoring, we ensure that each block has up to date risk assessments and maintenance certification in place, with any actions highlighted in the reports completed in a timely manner.

For blocks where we own the freehold and/or have a direct management responsibility, 94% had up-to-date FRAs in place as at 30 September 2023. The 6% of units which we cannot report as having an up-to-date FRA in place comprise 12 units split across two blocks, located on a single site where the management is controlled by the residents. The managing agent responsible has previously confirmed verbally that the building is compliant, but has declined to provide us with any supporting documentation; we have exhausted all reasonable endeavours to obtain a copy of the FRA. We continue to engage with the management company and request a copy of the FRA.

We have one block in our portfolio that we have management responsibility for that has been identified as requiring remediation works to the cladding and balconies, which is at Commercial Road in Bournemouth. During the 2022-23 financial year, the timber decked balconies and the ACM cladding have been replaced; we now have an updated EWS1 certificate for the block which shows a B1 rating and confirms that the building is safe. This is the only block that we have management responsibility for that has required remediation works to the external walls.

As our homes are Shared Ownership and our residents have responsibility for the maintenance and upkeep of their homes, we are not responsible for carrying out gas safety certificates for our homes once they are occupied on a Shared Ownership basis. We encourage all homeowners, no matter what the age of the property, to undertake any necessary gas safety certifications themselves. Where applicable, we arrange gas safety checks for the properties that we own vacant and ensure that 100% have an in-date gas safety certificate at the point of onward sale to our Shared Ownership customers and their occupation of the property.

We are not currently able to report on the percentage of homes that meet the Decent Homes standard as this does not apply to Shared Ownership homes. This is due to our shared owners having full repairing obligations under the terms of their Shared Ownership leases; these terms mean Heylo do not inspect or carry out maintenance on our homes. We therefore cannot report on the percentage of homes that meet this standard but are looking at how we could assess the standard and suitability of our homes in future.

Theme	Type of Criteria	Criteria	HHGL Disclosure	HHRP Disclosure
Building Safety and Quality	Core	What % of homes with a gas appliance have an in-date, accredited gas safety check?	100% of our vacant homes have in-date, accredited gas safety checks at the point of sale and occupation by our Shared Ownership customers	100% of our vacant homes have in-date, accredited gas safety checks at the point of sale and occupation by our Shared Ownership customers
Building Safety and Quality	Core	What % of buildings have an in-date and compliant Fire Risk Assessment?	94% have an in-date and compliant FRA, with the managing agent reporting that the remaining units have a compliant FRA	96% have an in-date and compliant FRA, with the managing agent reporting that the remaining units have a compliant FRA



Customer Voice

At Heylo, we are committed to listening to our customers and putting them at the heart of everything we do. To further drive forward our customer-centric approach, we have established our Customer Experience team and recruited our Head of Customer Experience to spearhead our ongoing work to incorporate the views of our customers in our processes and the way we do business.

We value the feedback that we receive from our customers and are committed to continually developing and enhancing our policies and procedures to embed their views and input. Our customers can give us feedback and make their voices heard within the organisation via a range of channels to suit their needs. Our customers can get in touch with us via phone, email, in writing or via our website as convenient for them.

Our annual customer survey is another key channel for our customers to give us feedback and in the 2022-23 year 58% of our customers said that they were satisfied with the service that we provide overall. Given that all of our customers are leaseholders, we view this level of customer satisfaction to be typical of a customer base that receives fewer landlord services than social and affordable rented tenants due to the nature of the tenure. Our TrustPilot reviews are also an important means of getting input from our customers and we are very proud of our 4.6-star rating.

We work hard to promote high levels of customer satisfaction and the establishment and ongoing expansion of our Customer Experience Team is a central part of this work. The Customer Experience team systematically tracks the feedback that we receive from customers and works with teams around the business to respond to that feedback and enhance our processes and the service that we provide to our customers. Any negative feedback and reviews are investigated to understand and remedy the source of the issue reported to ensure we are fully embedding the views of our customers in the way that we operate.

All complaints and expressions of dissatisfaction are logged and we have a robust complaints handling process which has led to no complaints being upheld by the Ombudsman since the launch our business. In the year 2022/23, we have made the following changes to our business in response to customer complaints or feedback:

- **Staff training and coaching:** We have delivered additional training and now provide continuous coaching to customer facing staff on responding to customer enquiries in order to improve our response time to customers. Through this training, we foster a culture of collaboration and ownership of customer enquiries between our teams to reduce the time it takes to resolve any issues our customers may have and provide a better service to them.
- **Customer newsletter:** We have implemented our newsletter to all customers since the end of 2022 to improve communication and be proactive about information sharing, particularly in relation to our Frequently Asked Questions from customers. Topics have included information on the Cost of Living Crisis, boiler maintenance and general property maintenance. In October 2023, we increased the frequency of the newsletter and it will now go out to customers monthly, enabling us to stay in touch with our residents and keep them engaged.
- **Damp and mould:** We have introduced a specific inbox for our customers to contact us directly about any issues they have with damp and mould. This enables us to act swiftly where required and to log and monitor all reported instances.

We have also reviewed and updated our Complaints Policy, Complaints Compensation Policy and Neighbour Disputes and Anti-Social Behaviour Policy. We have updated the complaints section on our website and made the updated policies available to download in order to make it easier for our customers to access them and to further aid transparency within our business. As part of our work to revitalise the complaints section of our website, we have also made it possible for our customers to submit a complaint directly through our website. This is in addition to the pre-existing customer feedback form on our website.

In addition to the existing channels that our customers can use to give us feedback, we will provide a range of opportunities for residents to get involved and hold us to account. Since the end of the 2022-23 period, we have set up our HHRP Customer Committee to operate at a strategic level, reviewing and informing decisions or activities that impact all our residents. We will also establish a pool of 'engaged residents' who we will invite to take part in varying activities such as mystery shopping, reviewing our policies and procedures, considering our published material and resident communications. We are currently developing our tenant portal, Engage, to give our customers easy access to information about their account, lease and property as well as an additional platform to get in touch with us via. Through these platforms we will continue to enable our customers' voice to be heard and placed at the heart of what we do and say.

The Heylo Housing Group and Heylo Housing Registered Provider boards have oversight of the service that we provide to our customers and of the feedback that we receive from customers via regular board reporting from our Customer Experience team. Both boards receive regular reporting including receiving quarterly reporting on our call pick up rates and trends in customer feedback and complaints as well as receiving the results of our customer survey annually. The boards are kept up to date on the implementation of actions and action plans to address the key issues raised by our customers in the survey and in feedback received throughout the year.



Environmental



Energy Efficiency

With current estimates that circa 17% of the UK’s emissions come from housing, we know that the energy usage and energy efficiency of our homes is critical to reducing emissions. We also know that having energy efficient homes can drastically reduce the fuel bills of our customers, with the HBF estimating that households living in energy efficient new-build homes save an average of £2,510 per year on energy bills compared to the average household. What’s more, energy efficient homes are also less susceptible to issues such as damp and mould, making residents safer and more comfortable in their homes.

This is why we are very proud of the high energy efficiency of our homes, with 92% of homes owned across the Group having an EPC rating of A-C compared to 47% of homes across England . With a minimum EPC rating of C for new-build homes that we contract to acquire, we ensure that our new homes are energy efficient and will not need to be retrofitted in future to improve their energy efficiency.

As our homes are Shared Ownership and our Shared Ownership residents have responsibility and control over their homes, we do not have the power to plan retrofit works to improve the energy efficiency of the homes ourselves. To promote energy efficiency and energy saving to our customers, we have developed a new section of our website to provide tips on how to save energy, direct customers to where they can access free energy saving advice and signpost them to grant funding available to them under ECO4 and the Great British Insulation Scheme for energy efficiency upgrades to their homes. In addition to awareness raising with our customers, we are investigating ways that we could further support them to improve the energy efficiency of their homes.

Beyond engaging our customers on energy efficiency, we have also launched a sustainable living blog series with the first post focussing on ways our shared owners can enhance and support biodiversity in their gardens. We are now developing our Welcome Pack for new customers to include information on heating and ventilating their homes.

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% (74) B – 81.3% (6,001) C – 10.7% (793) D – 3.8% (277) E – 1.0% (77) F – 0.1% (10) G – 0.0% (2) No rating – 2.0% (150)	A – 1.1% (74) B – 88.0% (5,766) C – 8.0% (522) D – 1.4% (94) E – 0.2% (11) F – 0.0% (0) G – 0.0% (0) No rating – 1.3% (82)
Climate Change	Core	Distribution of EPC ratings of new homes (those completed in the last financial year).	A – 1.2% (13) B – 82.5% (920) C – 7.9% (88) D – 6.0% (67) E – 1.4% (16) F – 0.2% (2) No rating – 0.8% (9)	A – 1.6% (13) B – 93.5% (782) C – 3.0% (25) D – 1.0% (8) E – 0.0% (0) F – 0.0% (0) G – 0.0% (0) No rating – 1.0% (8)

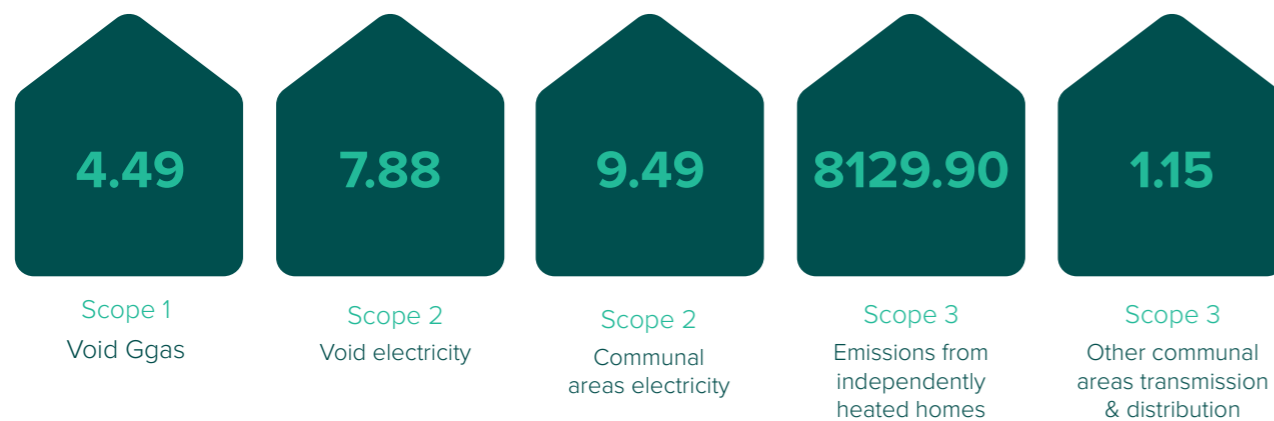
English Housing Survey 2021 to 2022: energy - GOV.UK (www.gov.uk)

Carbon emissions and reaching net-zero carbon

We want to do our bit to help mitigate the impacts of climate change and reduce the carbon emissions associated with our business and homes. In our ESG Strategy 2022-24, we have committed to measuring our scope 1, 2 and 3 emissions and taking action to reduce our emissions and we have started this work this year.

Due to the nature of our business, our emissions are split between those associated with the homes owned by the investment pods in Heylo Housing Group and the emissions from our operations which are delivered via ResiManagement and are reported on in the ResiManagement ESG Report at the end of this report. The emissions for Heylo Housing Group comprise the energy consumption of the void and Shared Ownership homes and the landlord's supply to communal areas of the blocks owned by the investment pods within the Group.

Carbon emissions from Heylo Housing Group homes



The emissions from our Shared Ownership homes account for the vast majority of the business's emissions which is what makes the high energy efficiency of our stock and our approach to energy efficiency so important, as set out in the previous section. In the 2022-23 financial year, we have changed our void management process to switch our void homes to renewable energy tariffs to reduce the emissions from those homes. We plan to work with the managing agents that manage our owned blocks over the course of the next year on the sustainability of our blocks, with a view to reducing their emissions.

Theme	Type of Criteria	Criteria	HHGL Disclosure	HHRP Disclosure
Climate Change	Enhanced	Scope 1, Scope 2 and Scope 3 greenhouse gas emissions	Scope 1 - 4.49 Scope 2 - 17.35 Scope 3 - 8,131.05	

Climate Risk

We know that climate change is something that will impact our business, our homes and our customers and we are developing our approach to monitoring and managing the risk of climate change. This work has started with assessing the exposure of the ResiManagement office spaces to the physical impacts of climate change as part of our first SHIFT assessment and we have assessed our offices in Leeds and London to be at low risk of overheating and flooding.

We are developing our oversight of the climate risk exposure of our homes. In our SHIFT assessment in 2022, we assessed the overheating risk of our homes and found that 81.6% of our homes to be at low risk of overheating as at 31 March 2022. We are now looking to go further than this and we have committed to conducting a climate risk assessment of our homes in our ESG Strategy which will include assessing the risk of overheating and flooding. We plan on carrying out the climate risk screening of our homes in 2024.

Beyond assessing the risk to our offices and our existing homes, we have also embedded climate risk in our consideration of new homes and contracts and ensure that any new homes that are in flood risk zones are designed to be suitably adapted, with appropriate flood resilience and mitigation measures in place.

Governance

Structure and Governance

Heylo Housing Group Limited (HHGL) is the parent company of the Heylo Group and is wholly owned by Manifesto Technologies 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 and Heylo Housing Registered Provider Limited (HHRP). HHGL acts as a holding company which oversees the activities of each subsidiary and HHRP, its subsidiary, is a registered provider of social housing regulated by the Regulator of Social Housing.

HH No. 1 Limited, HH No. 2 Limited, HH No. 3 Limited, Heylo Housing Secured Bond Plc, HH No. 5 Limited and HH No. 6 Limited are all property investment companies that acquire residential properties that they lease to HHRP which in turn on leases those properties on a Shared Ownership basis to the Group's customers.

The companies that make up the Heylo Group have no employees. Property management services are provided to HHGL and its subsidiaries, including HHRP, by ResiManagement Limited which is commonly controlled by the ultimate parent, Manifesto Technologies Limited. All staff are employed by and all operations are run by ResiManagement, with both being reported on in the ResiManagement ESG Report included alongside this report

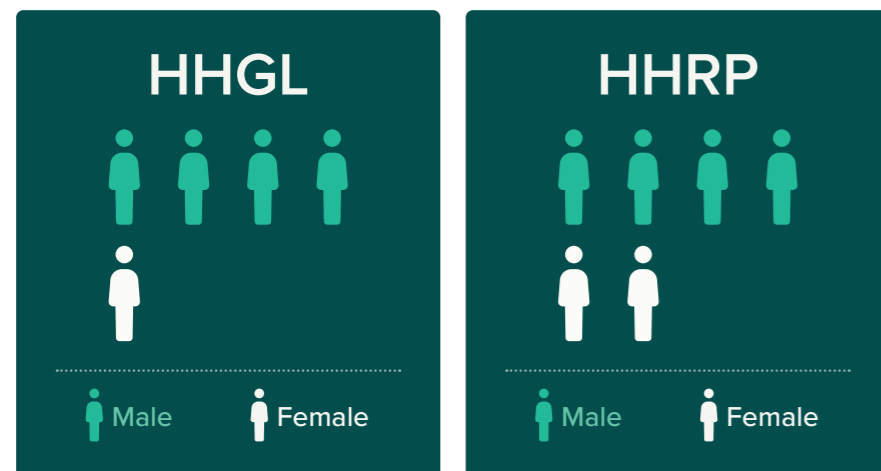
A suite of contractual documents, policies and procedures exist which set out the areas under which, and methods through which, the Heylo Group set the service requirements of ResiManagement and the means through which the Heylo Group exercise control, receive assurance and monitor performance of the ResiManagement operations in relation to the Heylo Group interests. Through the related assurance framework, ResiManagement provides assurance to the Heylo group that ResiManagement is achieving its objectives and required activities as intended, with controls that are working and with effective management of risks.

During 2022, HHRP went through its' first In Depth Assessment process with the Regulator of Social Housing. As the first 'for profit' registered provider to do so, it has been a learning experience for us. In July 2022, HHRP was first placed on the Gradings Under Review list, and on 21 December 2022 we received our Regulatory Judgement that rated HHRP as G3/V3. Whilst we were disappointed with this outcome, we are committed to working alongside the Regulator to address their concerns, and bring HHRP back to compliance as soon as we can. Over the year, we have made a number of changes to our governance, including intra group legal agreements, recruited and inducted new Board members and revised governance processes. The Board and Executive have worked closely with sector specialist external advisers to implement these changes.

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
Structure and Governance	Core	Which Code of Governance does the housing provider follow, if any?	Financial Reporting Council Corporate Governance Code	Financial Reporting Council Corporate Governance Code
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 housing provider with Heylo Housing Group Limited being the majority shareholder.

Board and Trustees

Gender of HHGL and HHRP board members



Ethnicity of HHGL and HHRP board members



As of 30 September 2023, the Heylo Housing Group and Heylo Housing Registered Provider boards consisted of eleven directors in total, of which 27% are women and 18% are BAME. During and since the end of the year, we have recruited new board members to the Heylo Housing Group board with improving the diversity of our board as a priority and have been successful in this recruitment. Diversity is now an ongoing consideration in our succession planning and we will continue to take action to ensure improved diversity within our board membership.

We are committed to fostering a culture of inclusivity and to promoting equality, diversity and inclusion within our business. Alongside the work to improve the diversity of the HHGL and HHRP boards, ResiManagement has also developed and established its Diversity and Inclusion Policy for staff members since the end of the year, as set out in the following ResiManagement ESG Report.

Theme	Type of Criteria	Criteria	HHGL Disclosure	HHRP Disclosure
Board and Trustees	Core	What are the demographics of the board? And how does this compare to the demographics of the housing providers residents, and the area that they operate in? Add commentary if useful	The HHGL Board has 5 members: 4 male and 1 female 5 White-British	The HHRP Board has 6 members: 4 male and 2 female 4 White-British 2 Asian or Asian-British
Board and 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 and Trustees	Core	What % of the board are non-executive directors?	80% of the board are non-executive directors	67% of the board are non-executive directors
Board and 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 and Trustees	Core	Are there any current executives on the Remuneration Committee?	No	No
Board and Trustees	Core	Has a succession plan been provided to the board in the last 12 months?	Yes	Yes
Board and Trustees	Core	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	2 Years	2 Years
Board and Trustees	Core	When was the last independently-run, board-effectiveness review?	2022	2022
Board and 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 new interest be established. An annual review of the interests declared 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>	

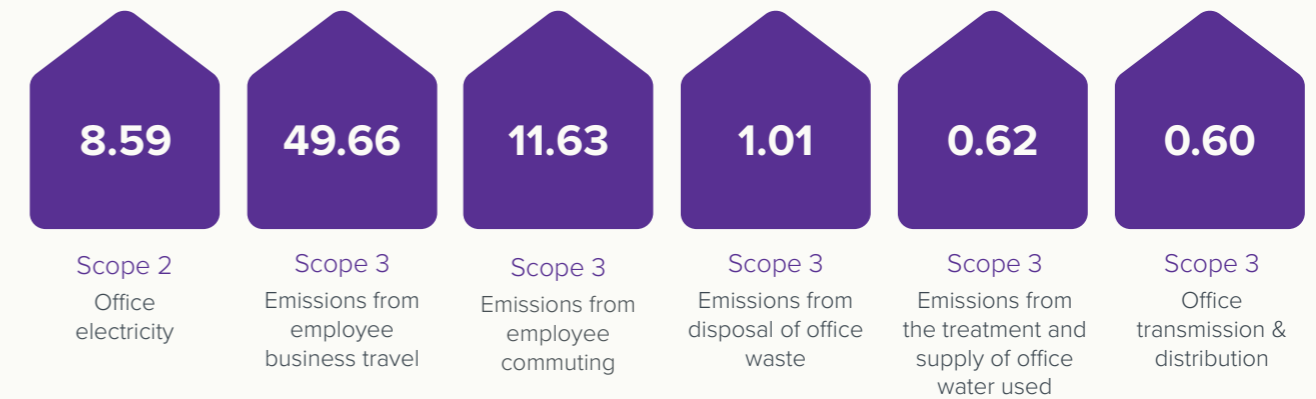
ResiManagement ESG Report

Carbon emissions and reaching net-zero carbon

We want to do our bit to help mitigate the impacts of climate change and reduce the carbon emissions associated with our business and homes. In our ESG Strategy 2022-24, we have committed to measuring our scope 1, 2 and 3 emissions and taking action to reduce our emissions and we have started this work this year.

Due to the nature of our business, our emissions are split between those associated with the homes owned by the investment pods in Heylo Housing Group, as reported on in the preceding Heylo Housing ESG Report, and the emissions from our operations which are delivered via ResiManagement. The emissions for ResiManagement derive from the electricity, water and waste for our office spaces and our staff commuting and business travel. ResiManagement has no scope 1 emissions as our offices do not have any gas installations and we do not have a vehicle fleet.

Carbon emissions from ResiManagement Operations (tCO2e)



The emissions from our ResiManagement operations account for a comparably small proportion of the emissions of our business overall, as compared to the emissions from the homes of HHGL. We can however take action more easily to reduce these emissions as we have a greater degree of control over our operations than our customer-controlled Shared Ownership homes. We have started this year by working with the building managers for our office spaces to improve the management of our waste, including implementing food waste separation in our London office and sending zero waste to landfill.

As business travel and employee commuting in employee-owned vehicles and via public transport accounts for the majority of the emissions from our operations, we will be exploring ways that we can encourage and support our staff to travel sustainably in the coming year. To reduce the emissions from our office energy consumption, we have contacted the building managers for our office spaces to express our desire for those spaces to also be switched to renewable tariffs.

Theme	Type of Criteria	Criteria	ResiManagement Disclosure
Climate Change	Enhanced	Scope 1, Scope 2 and Scope 3 greenhouse gas emissions	Scope 1 - 0.00 Scope 2 - 8.59 Scope 3 - 63.51

Staff Wellbeing

We take the wellbeing of our staff members seriously and have launched our Living Well benefits package to support staff physical and mental wellbeing in a number of ways. Our Living Well package covers the six areas of Mind, Body, Soul, Money, Family and Recognition and includes the following:

Mind

- Health Assured, our Employee Assistance Programme (EAP), which provides staff members with access to counselling sessions, a 24-hour support helpline and access to an app providing breathing techniques, health plans, meditations and wellbeing podcasts
- Our mental health champions, members of staff that have been trained as mental health first aiders and are there to support the mental wellbeing of our staff
- Our Wellbeing Forum, which allows staff the opportunity to input their ideas to create a better working environment and to shape our approach to supporting their wellbeing

Body

- Subsidised gym membership, supporting staff to stay active and take care of their physical wellbeing
- Cycle to work scheme, encouraging staff to use active travel to commute to work and reduce their carbon footprint by cycling

Soul

- Volunteer leave days, giving staff the opportunity to take 2 days each year to give back to their community while also building confidence and gaining skills
- 60 days' work from home allowance, allowing our staff more flexibility to choose how they want to work

Money

- Season ticket loans, offering interest-free financing to purchase a season ticket and reduce staff members' monthly commuting costs
- Debt and financial support offered via our EAP, Health Assured
- Online shopping discounts provided via our staff training portal and EAP, allowing our staff to save money when they shop online

Family Matters

- Maternity, paternity, adoption and shared parental leave, allowing staff to have time to bond when their family grows

Recognition

- Access to our training portal, offering access to an extensive list of over 600 courses for staff to choose from covering a wide range of professional and personal development topics
- Role based training, giving staff the opportunity to develop their skills and grow professionally
- Study leave, supporting staff to learn and develop their career

To monitor staff satisfaction and give our staff the opportunity to provide feedback, we issue an annual staff survey and have issued our first Culture Pulse Survey in May 2023 to build up our people's perception of the culture within the organisation.

We are committed to fostering a culture of inclusivity and to promoting equality, diversity and inclusion within our business. Since the end of the 2022-23 period, we have started collecting the diversity data relating to our staff and have developed and established our Diversity and Inclusion Policy, setting out our approach to embedding EDI in our business.

Theme	Type of Criteria	Criteria	ResiManagement 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.
Staff Wellbeing	Enhanced	Average number of sickdays taken per employee	1.7 days



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Heylo and Heylo housing are trading names of Heylo housing group limited (registered in England and Wales with company number 11104403) and its subsidiary companies.

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