



ESG Report

2024/25

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In numbers: ESG at Guinness

The here and now:

The Guinness Partnership Limited is a Registered Provider of Social Housing and an exempt charity.

98.9%
of our 70,023 homes
are affordable housing

73%
of our total baseline
carbon emissions are
from housing properties

2,142
residents participated in
engagement / consultation
focus groups and surveys

699
new homes were
delivered in 2024/25,
629 of these were
affordable homes

We helped over
14,000
households access an additional

14%
of Board members are housing
association residents

Our rents are
50%
below market levels on average

£18.3m
in welfare benefits
to which they were entitled

We retained our
G1/N2 gradings from the
Regulator of Social Housing, and
our external credit ratings are A-
(negative) from S&P and A3 (stable)
from Moody's

78%
of homes were rated
EPC C or higher

Our tenant
satisfaction was
68%

Who we are and what we do

We are a national housing association, with over 70,000 homes in 156 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 nearly 170,000 residents across England. 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 sector.
- 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 sector.

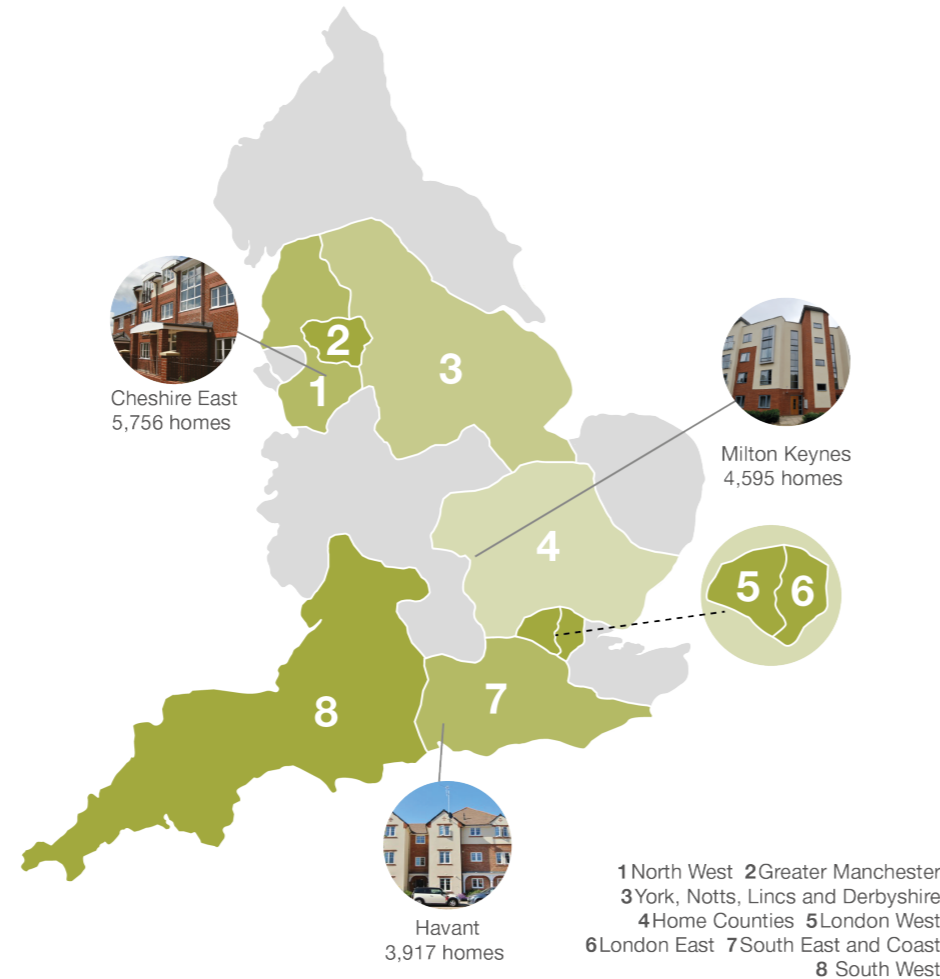
And to:

- 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 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 and vulnerable or disadvantaged groups. With 80% of our tenants being in receipt of Universal Credit or Housing Benefit, we provide access to affordable and secure housing to those who need it.

We are addressing the need for new homes. We have completed 3,037 new homes in the last five years. 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 homes we build are sustainable, we have plans in place to ensure all our homes meet the EPC C standard by 2030 and we have a roadmap which will support us to become a net zero carbon organisation by 2050.

In December 2023 Shepherds Bush Housing Association (SBHA), also a Registered Provider of social housing, became part of the group as a subsidiary, strengthening our presence in London. In March 2025 we completed a Transfer of Engagements from SBHA to TGPL, and in June 2025 we completed the integration of SBHA's operations with TGPL's. Unless otherwise noted, the information disclosed below includes SBHA performance.



Our ESG Approach

This is our fifth Environmental, Social and Governance (ESG) Report, prepared 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, 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.

As a social landlord, providing high quality, affordable homes is part of our core purpose. We know, because residents have told us, that the most important things to them are that they feel their home is safe and well-maintained (including that they receive a good repair service), that they are treated with respect, and that we listen to what they tell us and act on it. We are prioritising our resources towards investing in our existing homes and ensuring we provide residents with reliable relevant services, with the safety of their homes being our first priority. We invested £206.3m in our existing homes in 2024/25 across planned and responsive maintenance services. We also delivered 699 new homes, with 629 of these being for low cost rent or affordable shared ownership. Alongside these core activities, we provide extra support to individuals and invest in our communities. This is supported by our Social Investment Strategy, which we elaborate on under criterion C24.

Strong governance and risk management underpin our activities, and our Board is committed to achieving the highest standards of corporate governance. We are continually working to ensure we are an inclusive employer. All colleagues must complete EDI training and during the year we continued delivery of Race Fluency training for colleagues. In our most recent colleague survey 94% of colleagues said they understood our anti-racism commitment.

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 as resilient as possible 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.

Delivery of the Strategy is consistent with our broader values and social purpose and will help ensure our homes are affordable to heat and more resilient to the effects of climate change.

Our target is to achieve net zero by 2050 in line with UK Government targets, and for all homes to achieve a minimum of EPC C by 2030.

Our key focus areas for 2024/25 have been on developing a deeper understanding of our greenhouse gas footprint and setting appropriate reduction targets, retrofitting and other measures to improve the energy performance of our homes, and improving our management of energy contracts and our workspaces.

Providing homes and housing services to over **70,000** households



Our Net Zero Roadmap

Our emissions calculations in 2024/25 showed that 5% of our emissions are Scope 1 (primarily fuels used in heating), 2% are Scope 2 (primarily electricity used in buildings) and 93% of our emissions are estimated to be Scope 3 (primarily construction and energy use in occupied homes).

Our total emissions for 2024/25 (including SBHA except for utility and transport data) were 250,112 tCO₂e (2024: 271,899 tCO₂e).

We calculate our scope 1 and 2 carbon emissions annually and our scope 3 emissions every two years.

In 2024/25 our scope 1 emissions were 13,361 tCO₂e (2024: 12,497 tCO₂e) and our scope 2 emissions were 4,094 tCO₂e (2024: 3,706 tCO₂e), the increase in 2024/25 reflects the inclusion of Shepherds Bush HA's properties for the whole year. Our scope 3 emissions were 232,657 tCO₂e (2024: 255,969 tCO₂e) and will be recalculated in 2026/27 and have decreased year on year due to a decrease in invoices paid, which is the basis for calculating emissions from purchased goods and services.

Total emissions figures reported in 2023/24 did not include an up to date calculation of scope 3 emissions for that year, instead reporting the scope 3 emissions in our carbon baseline year of 2021/22. We have now calculated the scope 3 emissions for 2023/24 and so have included as the comparative here.

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.

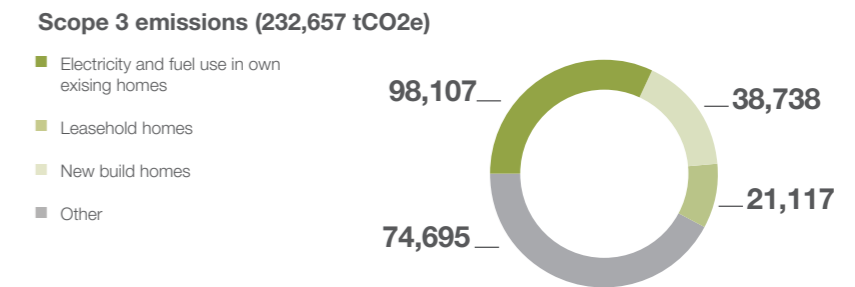
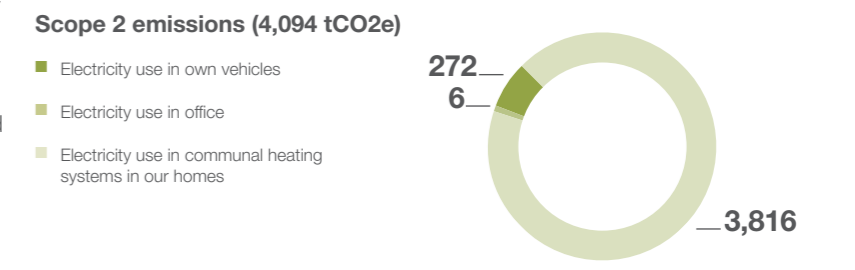
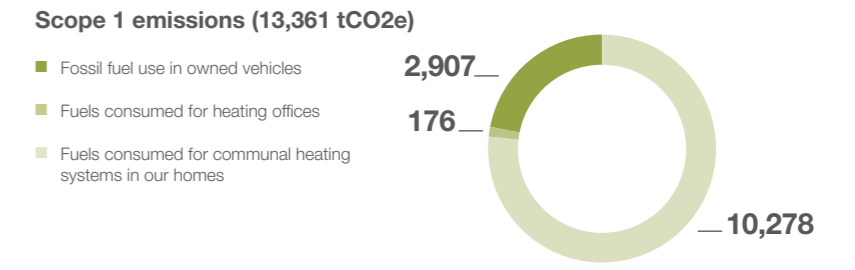
Scope 3 is Guinness's biggest source of emissions, and these have decreased in the last year. The decrease is due to a lower spend through purchase invoices year on year, which reduces the emissions calculated from purchased goods and services.

Purchased goods and services and construction activities are significant contributors to our calculated Scope 3 emissions, which we will influence through the way we procure goods and services in the future.

We expect our reported Scope 3 emissions may rise further in the near future as our data collection and aggregation improves. We are actively reviewing any increases to our scope 3 emissions and will adjust our Net Zero Action Plan accordingly.

During 2023/24 we developed our Roadmap to reach a net zero carbon position by 2050, following the Science Based Targets Initiative (SBTI) definition of Net Zero. Our Roadmap targets a 90% reduction in Scope 1 and 2 emissions by 2035, with a 90% reduction in emissions from construction by 2040, and all other emissions to be reduced by 90% by 2050. The residual 10% of emissions will be offset.

Breakdown of Scope 1, 2 and 3 Emissions (total 250,112 tCO₂e)



The Sustainability Reporting Standard For Social Housing (SRS)

The SRS was launched in November 2020 and has been subject to several updates, the latest being in May 2025. The Standard sets 12 themes and 46 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 2, which was published in October 2023, as was current at the reporting date.



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.
Environmental	Climate Change	C1-6	Prevents and mitigates the risk of climate change	13	p. 11-12
	Ecology	C7-8	Promotes ecological sustainability	15	p. 12-13
	Resource Management	C9-11	Sustainable management of natural resources	12	p. 13
Social	Affordability and Security	C12-16	Provides affordable and secure housing	10,11	p. 16-18
	Building Safety and Quality	C17-19	Resident safety and building quality are well managed	11	p. 18-19
	Resident Voice	C20-22	Listens to residents' voice	11	p. 19-21
	Resident Support	C23	Supports residents, and the local community	11	p. 21
	Placemaking	C24	Supports residents and the wider local community through placemaking	11	p. 22-23
Governance	Structure and Governance	C25-30	Legal structure of the organisation and its approach to Governance	16	p. 30-31
	Board and Trustees	C31-38	High quality board of trustees	16	p. 31-33
	Staff Wellbeing	C39-44	Supports employees	8	p. 33-35
	Supply Chain Management	C45-46	Procures responsibly	12	p. 35



C1 & C2 Distribution of EPC ratings of existing homes (those completed before the last financial year) and new homes (those completed in the last financial years)

	Existing homes 2025 (%)	New homes 2025 (%)	Existing homes 2024 (%)	New homes 2024 (%)
A	0	0	0	0
B	8	87	8	85
C	70	12	69	15
D	20	1	21	0
E	2	0	2	0
F	0	0	0	0
Total	100	100	100	100

78% of our existing homes are rated as EPC C or higher. At 31 March 2025 12,290 homes had a rating of below EPC C.

99% of new homes were rated as EPC C or higher with 87% at EPC B. Five new homes at Lyon Close, Brighton received an EPC D rating due to having electric heating, which achieves a lower score than gas heating in SAP calculations. Achievement of EPC C was not possible due to their location within the scheme and a high external window-to-wall ratio.

We undertake a continuing programme of stock condition surveys to assess our homes. This means the EPC ratings of homes can change as assumptions in the EPC assessments are replaced by better quality data, as well as due to works to improve the energy performance of homes.

Our reported EPC ratings are based on SAP scores modelled by our energy data management software, using the same methodology as the EPC assessment.

C3 Is the housing provider's net zero commitment in line with the Science Based Target (SBT) initiative? Does the housing provider have a costed transition plan?

We have a Net Zero Strategy and Roadmap which outlines our trajectory to becoming a net zero organisation by 2050. This follows the Science Based Targets Initiative (SBTI) definition of net zero. Our Roadmap contains the following interim targets:

- All properties to be EPC C by 2030
- 90% reduction in scope 1 & 2 emissions by 2035
- 90% reduction in emissions from construction by 2040
- All other emissions reduced by 90% by 2050 (in line with SBTi)

Although we have not officially registered with SBTi, in our approach to setting strategic goals for carbon emission reduction, we are using SBTi metrics as guidance to reduce annual organisational emissions by approximately 4.2%.

As we are committed to the net zero goal by 2050, we have made provision for the indicative costs of achieving this in our Financial Plan. We have set out the pathway to achieving 100% EPC C by 2030 and the financial impact of this is reflected in our Financial Plan. Achieving this target will result in a significant reduction in our organisational emissions.

C4 What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?

During the year we delivered retrofit works to 636 (2024: 246) homes, moving us towards the interim target of bringing all our homes to at least an EPC C by 2030. At 31 March 2025 the group had 12,290 properties rated below EPC C. We have secured Government funding to retrofit 3,377 of these by 2030. We are currently developing a strategy to retrofit the remaining 8,193 properties to EPC C by 2030. These works help address fuel poverty by reducing heating costs for our residents. A typical retrofit project will save a household approximately £350 a year in energy bills.

C5 Scope 1, Scope 2 and Scope 3 Green House Gas emissions total figures and per home

In 2024/25 our scope 1 emissions were 13,361 tCO₂e (2024: 12,497 tCO₂e) and our scope 2 emissions were 4,094 tCO₂e (2024: 3,706 tCO₂e). Our scope 3 emissions were 232,657 tCO₂e (2024: 255,969 tCO₂e). Our emissions have increased year on year due to the inclusion of SBHA activities for the full year in 2024/25. Our scope 3 emissions have decreased year on year due to a lower spend through purchase invoices year on year, which reduces the emissions calculated from purchased goods and services.

We expect our reported Scope 3 emissions may rise further in coming years as we continue to refine our methods for calculating carbon emissions and obtain more precise data. We are actively reviewing any increases to our scope 3 emissions and will adjust our Net Zero Action Plan accordingly.

Dividing our total emissions by our total number of homes owned and managed gives us an indication of the relationship between our emissions and the total size of our operations year on year. In 2024/25 our total emissions per home were 3.60 tCO₂e (2024*: 3.92 tCO₂e).

(*Total emissions figures reported in 2023/24 did not include an up-to-date calculation of scope 3 emissions for that year, instead using the scope 3 emissions in our carbon baseline year of 2021/22. We have now calculated the scope 3 emissions for 2023/24 and have included them in the updated 2023/24 comparator here.)

C6 How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought, and overheating risks?

How is the housing provider mitigating these risks?

We have completed a climate change risk mapping exercise for a representative sample of our homes, working with our insurers Zurich Ltd.

We have a flood management system which draws on several data sources including satellite imagery and weather forecasts to provide warning where properties may be at risk of flooding.

During the year we started work on a comprehensive exercise to assess climate related risks to our homes, operations and supply chain. This work is in progress and will be completed during 2025/26.

C7 Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?

If yes, please describe with reference to targets in this area.
If no, are you planning on producing one in the next 12 months?

We have not yet adopted a formal biodiversity strategy. Over the past year, our focus has been on aligning with regulatory changes related to Biodiversity Net Gain (BNG) in new developments. We have begun assessing our construction pipeline to deliver BNG on-site where feasible and are developing an offsetting strategy for cases where on-site delivery is not practical or financially viable.

Our approach to biodiversity on our estates includes:

- Piloting biodiversity-enhancing green space treatments, with resident engagement in design and decision-making.
- Promoting sustainable planting schemes and encouraging eco-friendly gardens.
- Introducing features such as planters to support well-being and deter anti-social behaviour.

Over the next 12 months, we will define organisation-wide biodiversity objectives in collaboration with internal and external stakeholders. We remain committed to a “trial and test” approach to enhancing nature and preserving green spaces across selected schemes.

C8 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 review the cleaning and other products used by our Estates Services and Repairs teams in our homes and on estates with a view to reducing use of polluting or potentially harmful substances. We have policies around spills and disposals of chemicals and an Asbestos Strategy. We have also replaced many of our fuel powered tools with battery powered grounds equipment.

We measure our CO₂ emissions across our fleet and offices. Our vehicle fleet includes 33 electric vehicles and two hybrid vehicles.

C9 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).
- Contractors are 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.

C10 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 do not have a formal organisation wide waste management strategy. Due to the nature of our business waste data and management is currently devolved across construction works, estate services and property maintenance work. We require our contractors to provide us with statistics and information on waste volume and management, but amalgamation and comparison of data can be difficult.

Over the next 12 months we expect to use PowerBi to aggregate the waste data across the business to improve understanding of performance. This understanding will then be used to inform waste reduction targets.

C11 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 focusing on consolidating our water supplies to our communal areas to reduce the number of suppliers and allow us to track usage more effectively and at the same time we are working on water efficiency and reduction plans with a view to developing a water management strategy.

Environmental - Case Studies

Solar Panel Installation

In partnership with PAS 2030-accredited contractor Warm Front Ltd, Guinness delivered 226 fully grant-funded Solar PV installations through the ECO4 scheme in 2024/25. The initiative brought £1.24 million in capital investment to our homes, and enabled us to demonstrate our ability to deliver high-impact, low-carbon infrastructure.

To maximise the benefit of the investment, Guinness funded additional safety upgrades such as smoke detectors connected to loft spaces and systems that allow remote monitoring. We also chose hybrid inverters to make it easier to add battery storage in the future.

Each household that was part of this programme now benefits from an average £400 annual reduction in electricity costs, equating to £90,400 in total savings per year for these residents. The project delivers 135.6 tonnes of CO₂e savings annually, supporting our decarbonisation targets and reinforcing our commitment to ensuring all our residents have access to affordable energy for their homes.

This programme exemplifies how government-funded initiatives can unlock long-term value financially, socially and environmentally, while enhancing the resilience of our communities.



Project 500 - Manchester

Guinness has been working in partnership with Manchester City Council and eight other Registered Providers to build homes across brownfield sites within the city. The intention is to provide 500 homes within 5 years and a key aim of the project is that these homes are genuinely affordable in all respects, including affordable to heat. Guinness has been allocated five sites from the project ranging in size from four homes to 30 homes. Guinness has recently completed our first 20 homes at Benmore Road. Each of these homes has been built with affordability and sustainability in mind, delivering:

- EPC A rated homes, minimising energy costs for residents
- Enhanced floor areas in excess of Homes England NDSS standards
- Nil gas through the use of air source heat pumps
- Provision of bird and bat boxes to support enhanced biodiversity and local wildlife
- PV panels on roofs to aid reduce with heating and hot water running costs for residents
- EV charging points for all homes
- Support to local schools and colleges with their T Level programme for full time trade students including construction 'what's my job' career talks

Work is commencing on three further sites – Whitemoss Road (30 homes), Palgrave Ave (7 homes) and Queens Road (7 homes) using the same specification and providing further social rented homes at rents below the local housing allowance.



Social

C12 Average Guinness rents compared to median private sector rent across the Local Authorities we operate in.

We benchmark our average (mean) weekly rent for general needs social rented housing within each local authority area against the average weekly rent across all homes for that area.

The average weekly rent for our general needs housing is included in our annual Statistical Data Return submission to the RSH. The Office of National Statistics private rent index provides comparator data for homes in each local authority area.

Our median weekly rents are on average 50% less than mean private sector rents (2024: 44%). This ranges from 72% in Brighton and Hove to 27% in Barnsley (2024: range of 64% to 18%).

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

2024/25

	Number of General Needs properties	Mean Weekly Private Market Rent	Mean Weekly TGPL Rent	TGPL General Needs rent discount vs market rate
London	7,600	£518	£152	71%
Cheshire East	3,150	£208	£109	48%
Manchester	2,516	£302	£103	66%
Havant	2,488	£255	£131	49%
Rochdale	1,620	£173	£102	41%
Sheffield	1,615	£203	£99	51%
Milton Keynes	1,472	£297	£120	60%
Gloucester	895	£235	£115	51%
Stockport	765	£240	£105	56%
Derby	760	£191	£110	42%

¹ The private market weekly rent data is from the published data from the ONS for March 2025: Private rent and house prices, UK: March 2025 - [Private rent and house prices, UK - Office for National Statistics](#). Note that previously we have reported based on the median private sector rents, this data is no longer available due to a change in how the ONS reports so we now report against mean private sector rents.



C13 & C14 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.

At 31 March 2025 69,275 (98.9%) of our 70,023 (2024: 68,744 out of 69,124, or 99.5%) homes were classified as affordable housing (including for shared ownership). We completed 699 new homes in the year to 31 March 2025, 629 (90.0%) of which were affordable housing (2024: 601 out of 608, or 98.8%). The remaining 70 (2024: 7) homes completed were homes for outright sale.

2024/25

	Total Owned and / or Managed	Of which were additional this year	% of total homes	% of new homes in 2023/24
General Needs - Social	40,797	132	58.3%	18.9%
General Needs - Intermediate	184	0	0.3%	0.0%
General Needs - Affordable	7,801	274	11.1%	39.2%
Supported	972	0	1.4%	0.0%
Housing for Older People	7,744	0	11.1%	0.0%
Shared Ownership	7,533	223	10.8%	31.9%
Care	100	0	0.1%	0.0%
Social Leasehold	4,144	0	5.9%	0.0%
Non-Social Rental	201	0	0.3%	0.0%
Non-Social Leasehold	545	70	0.8%	10.0%
Staff	2	0	0.0%	0.0%
Total	70,023	699	100.0%	100.0%

C15 How is the housing provider trying to reduce the effect of high energy costs on its residents?

We are seeking to reduce fuel poverty amongst our residents in the following ways:

- During 2024/25 we invested £4.6m to retrofit 636 homes in order to improve their thermal comfort and energy efficiency. We have government grant funding to support retrofit of a further 3,377 homes by 2030 and are developing our plans to address all 12,290 properties that are currently below EPC C by 2030. These measures will reduce emissions from our homes by an estimated 85T CO2e per year and save residents a total of £222,600 per year in fuel bills.
- We installed 226 solar panels on our homes during 2024/25. This reduces dependence on electricity from the grid for those homes, reducing energy costs for residents. This brings the total number of homes with solar or thermal panel installations to 972. A typical PV installation saves residents an estimated £400 per year and reduces the property emissions by 135.6T CO2e per year.
- We currently aim to deliver new build homes at EPC B or above. 87% of our new build homes in 2024/25 were rated at EPC B or above. Our medium- to longer-term strategy is to deliver all new build homes at EPC A.
- We continued to trial Air Source Heat Pumps (ASHPs), with 174 installed in our new homes bringing the total number of ASHPs in our homes to 649.
- We improved our data by undertaking stock condition surveys on over 12,500 homes. This will inform our future retrofit programme and help us target support to residents. 85% of our homes have a stock condition survey conducted in the last five years.
- Our Energy Advice Officers worked alongside Guinness colleagues to deliver advice and support on saving energy in the home, supporting 250 households during the year.
- We supported residents in financial need to claim benefits they are entitled to and provided additional hardship funding to those most in need. During the year we supported over 14,000 households to access £18.3m of benefits and supported 3,978 residents through our £1m Hardship Fund.

C16 How does the housing provider provide security of tenure for residents?

Most tenants (93%) have an assured lifetime tenancy meaning the tenancy is secure unless the tenant breaks the tenancy agreement. Some older tenancies are lifetime secure tenancies.

Assured shorthold tenancies or licence agreements are offered in some circumstances; for example, where the tenant has limited leave to remain in the UK or for supported accommodation where the aim is to progress tenants into permanent housing when they are ready.

C17 Describe the condition of the housing provider's portfolio, with reference to:

The safety of our residents and their homes continues to be our highest priority. At the end of March, five gas safety certificates were expired for homes to which we could not secure access. As at the date of reporting, one of the five remains overdue and we are following legal process to access the property.

- % of homes for which all required gas safety checks have been carried out - **99.9% (2024: 99.9%)**
- % of homes for which all required fire risk assessments have been carried out - **100% (2024: 100%)**
- % of communal areas for which all required electrical safety checks have been carried out - **Electrical testing - % of in date certificates of compliance held for communal areas – 98.4% (2024: 99.3%)**
- % of fixed electrical tests with in-date certificate for domestic properties – **97.9% (2024: 97.4%)**
- % of homes for which all required asbestos management surveys have been carried out **99.7% (2024: 100%)**
- % of homes for which all required legionella risk assessments have been carried out – **99.5% (2024: 100%)**
- % of homes for which all required communal passenger lift safety checks have been carried out – **99.6% (2024: 100%)**



C18 What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?

99.9% (2024: 99.9%) of our homes met the Decent Homes Standard at 31 March 2025. At the end of March 2025, 19 TGPL and 99 former SBHA homes were not compliant with the Decent Home Standard, with remedial works scheduled for all homes in early 2025/26. Since the year end 16 of these properties have been brought up to standard with the remaining due to be completed as soon as possible.

C19 How do you manage and mitigate the risk of damp and mould for your residents?

Guinness has implemented several initiatives to improve our response to damp, mould and condensation issues in Residents' homes. We have a comprehensive triage process which used guided workflows and video functionality to enable frontline staff to accurately determine the severity of and course of action required to resolve damp, mould and/or condensation issues.

The severity levels determined through our triage process align with the Housing Health and Safety Rating System (HHSRS) and also take into account the circumstances (including health conditions) of the residents in the household. The triage process also supports staff to ascertain if the household requires additional assistance from our Customer Support Team, as in some cases financial or accessibility issues may be exacerbating the damp, mould or condensation. In 2024/25 Guinness responded to 1,062 HHSRS1, 3,094 HHSRS2, and 15,140 HHSRS3 reports of damp, mould and condensation. Of the 19,296 reports 78% were resolved within timescales with most issues resolved within 21 days.

All households where damp, mould and condensation has been treated receive a follow up communication after a three-month period to determine if the issue persists or has recurred.

Guinness runs resident contact campaigns via telephone, SMS, digital platforms with our Customer Contact centre sending between 600 to 800 SMSs per week. Residents have been provided leaflets containing guidance on how to prevent damp, mould and condensation within their homes, and this information is also accessible on the Guinness website and Guinness Customer Portal.

Additionally, we have developed predictive modelling which utilises historical repairs data to proactively identify damp, mould and condensation issues in our homes, this approach resulted in 300 home visits over 2024/25.

We prepared for the Hazards in Social Housing (Prescribed Requirements) (England) Regulations 2025 (also known as Awaab's Law). The Government published draft guidance and confirmed the implementation date in early 2025/26, enabling us to finalise preparations and ensure our compliance.

C20 What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?

Our resident satisfaction is measured through perception surveys and from 2022/23 has been measured in accordance with the Regulator of Social Housing's prescribed Tenant Satisfaction Measures (TSMs). We also undertake transactional surveys following interactions with residents. Performance is tracked monthly by the Executive Team and quarterly by the Customer Committee and the Board.

Our performance over the last 3 years is shown in the table below. In previous years we have reported on tenant satisfaction and homeowner satisfaction, including both shared owners and leaseholders who own their homes outright in the latter group. From 2023/24 we are reporting on these two groups separately recognising that the drivers of satisfaction may be different for these two tenure types.

	2024/25	2023/24	2022/23	2021/22
Tenant satisfaction	68%	67%	71%	72%
Shared owner satisfaction	47%	49%	52%	Reported under Homeowner satisfaction*
Full ownership leaseholder satisfaction	48%	44%	Reported under Homeowner satisfaction*	Reported under Homeowner satisfaction*
Homeowner satisfaction	n/a	n/a	47%	50%

**We now survey and report on the satisfaction of shared owners and leaseholders who own their property in full separately. In previous years these were combined.*

At 68% for 2024/25, tenant satisfaction improved slightly year on year but remained below our target. Satisfaction varies significantly by geographical region, with the North, North-West and Yorkshire, Humberside and East Midlands regions achieving satisfaction above target whereas London had the lowest score at 57%. Shared owner satisfaction has decreased by 2% year-on-year to 47%.

Levels of tenant satisfaction have continued to be impacted by the number of repairs that were not completed within target timescales. We have focused on reducing our overdue repairs in our South West and London regions where they were particularly concentrated. We continue to focus on improving our in-house maintenance operation, Guinness Property, concentrating on increasing productivity, capacity and first-time fixes, as well as extending our targeted use of subcontractors to reduce repairs waiting times. We have seen a significant decrease in overdue repairs in the new financial year.

Shared owner satisfaction has decreased by 2% year-on-year to 47%, while satisfaction for leaseholders with full ownership of their properties has increased by 4% to 48%. The perceived value for money of service charges is a significant factor that influences satisfaction of shared-owners and leaseholders. Over the last few years, we have seen costs increase due to inflationary pressures and we continue to review our service chargeable costs to ensure they offer value for money for residents within these inflationary constraints.

C21 What arrangements are in place to enable residents to hold management to account for provision of services?

We have a Customer Committee who meet every quarter and review our performance at national level. We are currently piloting two regional panels in our (1) London and (2) Yorkshire, Nottingham and Derbyshire regions who review our performance at regional level with escalation of issues through to the Customer Committee. The Committee also reviews business performance reporting including Tenant Satisfaction Measures, complaints and Ombudsman determinations. The Committee also carries out Scrutiny Reviews. In 2024/25 the Committee completed a review of Resident Engagement and commenced a review of the approach to dealing with damp and mould.

We have a pool of c16,000 engaged residents who we reach out to on a regular basis to become involved. This can be through online surveys, attending focus groups, or using our digital platform to engage in a variety of polls and surveys.

Our performance against the Regulator of Social Housing's Tenant Satisfaction Measures is published in our annual Tenant Satisfaction Measures Performance Report for Residents and is available on our website.

C22 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 144 Ombudsman determinations which included 350 individual findings. Of the 350 individual findings, 37% found maladministration, 2% found severe maladministration and 23% found service failure. 29% were positive findings including reasonable redress and no maladministration. 9% were outside the Ombudsman's jurisdiction.

The Complaint Handling Code (the Code) was introduced in 2020 and became statutory from 1 April 2024, meaning that Landlords must follow its requirements. The Code aims to achieve best practice in complaint handling and ultimately to provide a better service to residents.

We self-assessed against the Code and published our assessment on our website in June 2025, alongside our Complaints Performance and Service Improvement Report.

Over the last twelve months the three main reasons for complaints were:

- Unreasonable delays to carry out agreed actions.
- Communication failures.
- Delays to complete repairs.

We have taken action to improve our service across these areas such as:

- We reviewed our practices for maintaining oversight of our third-party contractors including the sign off process for completion of works, record keeping, and communication with residents.
- We improved the way we record and monitor reports of pest infestations to identify wider issues which may be linked to disrepair or environmental factors.
- We established a dedicated managing agent team to improve how we handle and respond to concerns raised about services in buildings owned and managed by third parties.
- We implemented additional quality assurance to improve how we manage the completeness and accuracy of service charges.
- We implemented changes to our lettings process and now manage the process on our centralised system to improve record keeping and the monitoring of actions.

- We updated our CRM case management system with specific fields to report and monitor reasonable adjustments required for residents during the complaints process.
- We made improvements to our Documents and Records Management Policy to support our Knowledge and Information Strategy.
- We introduced and embedded a new approach to handling reports of anti-social behaviour as part of our Neighbourhood strategy.
- We developed a training programme to enhance our knowledge and understanding of neurodiversity within our policies and practices to enable our colleagues to better support and understand our residents.

In addition:

- We are undertaking a review of the no access process to ensure it is easy for residents, including consulting with residents on the process.
- We are exploring the potential of improving our data analytics using AI to achieve greater value from our data, better informing decisions and improving outcomes for our residents.

C23 What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?

During 2024/25 Guinness invested £3.5m in our social investment activity. This incorporated:

- Commissioned community projects and programmes
- A Resident Hardship Fund
- In-kind support through community leased assets
- Staffing costs (for those staff with a specific resident and community support remit)

We also generated £0.5m through social value contributions from our supply chain.

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.

In 2024/25, our Customer Support Team worked with 14,141 residents, supporting them to access £18.3m in benefits they are entitled to but were not claiming. In addition to this over £1m was provided to 3,978 residents through hardship grants that enabled them to access essentials including food, fuel, white goods and furniture.

We have continued to support residents experiencing domestic abuse and have enhanced accreditation status from the Domestic Abuse Housing Alliance. In 2024/25 we supported 932 residents experiencing domestic abuse. Our actions included completing housing move applications for 92 residents at high risk, completing 333 safety plans with affected residents, making 83 referrals to external agencies for support and providing 325 residents with additional property security measures.

We own 153 schemes providing supported housing and a wide range of services including to residents fleeing domestic abuse, care leavers, residents with disabilities and supporting residents experiencing challenges with drugs or alcohol. These properties are typically managed by specialist third parties. During the year we have worked with 60 different third parties to provide these services to residents including Mencap, Cheshire with Abuse, and the YMCA.

Further detail on community investment activities in each of our regions is provided on pages 37-39, and in the case studies featured in this report.



C24 Describe the housing provider’s community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.

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

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

- Supporting Households and Individuals – including to address food and consumables poverty.
- Education, employment, and training – through a range of work experience opportunities, developing and supporting career aspirations and direct funding.
- Supporting Communities – by supporting health and wellbeing, diversity, youth diversion, and preventing / tackling domestic abuse.

In 2024/25 we invested £3.5m through a combination of direct and partnership-based activities, benefitting 15,000 Guinness residents and 25,000 people in our wider communities.

We generate additional support for our projects through social value commitments from our contractors. In 2024/25 through a combination of in-kind and financial support, we secured £0.5m, (which is included in the £3.5m total), to benefit residents and communities. This funding has been applied to projects and programmes that align with our three Community Investment objectives.

During 2024/25 we delivered a range of community activities to build positive neighbourhood outcomes for the communities in which our homes are located. Some of our achievements include:

Supporting Households and Individuals

- We partnered with the award-winning national charity FoodCycle Community Kitchen that tackles food poverty, food waste and loneliness by bringing people together to share food and conversation. Throughout the year volunteers across the country prepared free, weekly community meals for people using surplus food. This included 386 individuals being provided with a weekly three course meal in Sheffield and Milton Keynes.
- We continued to partner with a network of food pantries and food banks as well as food and essentials projects across England. In 2024/25 these partnerships supported over 8,000 individuals to access affordable food and other essentials each week as well as the opportunity to learn new skills.
- We partnered with the charity Parentkind and clothing brand Fat Face to provide free winter coats to over 2,000 children across the UK.
- We continued to develop our partnership with Sal’s Shoes. The collaboration between Guinness and Sal’s Shoes provided 900 pairs of shoes to children this year and 5,670 over the last five years.
- We were part of the Money Mentoring and Wellbeing Project, a multi-partner programme delivered across London, providing a combination of interventions to improve the financial resilience and general health of social housing tenants. The project provides guidance and support on areas such as money management, positive money mindsets and ways to access further local resources for support and advice. For example, during the year we held a training session to raise awareness of unauthorised lenders for residents in Stamford Hill. This programme engaged 255 people, including 24 Guinness’ residents.
- We Supported West Cheshire Credit Union to extend its services to Cheshire East through a donation of £15,000 to support accessible saving and affordable lending and reduce the impact of unauthorised money lenders. As a result, 177 Cheshire East residents accessed the credit union during the year.
- We financially supported 25 families to access The Crib in Darnhill (Greater Manchester), which engages with families in the local area who are at an increased risk of health inequalities due to the impact of deprivation or other vulnerabilities. The Crib also supports families in need with nappies, food and baby milk.

Employment, Education and Training

- We have continued to grow our offer of both direct and partnership-based support to facilitate access to jobs, training, skills-building, and volunteering, supporting 4,559 people across Guinness communities.
- We have developed a partnership with HM Prison and Probation Services to roll-out the Community Payback Programme across Guinness estates. This is a structured offer of unpaid work, delivered by people on probation to support communities to enhance and improve their physical environment and communal spaces whilst enabling participants to increase their employability. 5,116 hours of volunteering support has been provided through the programme to achieve outcomes including re-establishing neglected communal areas, clearing debris and litter, and maintaining grassed and garden areas.
- We worked with other housing associations and contractors to deliver 2 DIY skills programmes funded through contractor’s social value contributions, supporting 24 unemployed or underemployed women with practical DIY skills and employment support, including seven Guinness residents. This project won the procurement consortium Efficiency East Midlands Ltd’s Building Communities award for best collaboration in March 2025. Based on surveys, participants reported increases in wellbeing, in community connection and in skills and confidence. 9 of 14 participants in our Salford programme went on to further related training.
- As part of a three-year programme, we partnered with the Kids Network to deliver mentoring sessions to children in the Lambeth area. The Kids Network supports 8-11 year-olds during their transition from primary to secondary school. They support local volunteers to become mentors, and each child is matched to a mentor, based on what the child considers to be appropriate to their needs. They meet with their mentor once a week for one year – benefitting from at least 100 hours of one-to-one intervention outside the home and school environment. To date, The Kids Network has supported approximately 130 children.

Supporting Communities

- We supported 11 Inclusive Communities projects in 2024/25, helping over 8,708 people access a range of community services and support.
- We continued our successful partnership with Off the Record in Havant who provide a range of counselling services and have supported 247 Individuals (58 Families) in 2024/25.
- We partnered with Baytree Community Centre in Lambeth who primarily work with women and girls. We supported their afterschool programme for girls aged 6-18 years which is focused on social mobility and skills building. Activities included creative writing, reading, gymnastics, healthy cooking, arts, drama, football, sewing, dance, reading, horse riding, coding and homework support. We also supported Baytree to develop a parenting course to enable mothers to support their children in school and life. Thanks to the funding received, Baytree successfully delivered after-school youth activities for approximately 313 girls aged 6–20 over the past year, achieving a total attendance of 5,232.
- We partnered with Think Outside The Blox at the Northwold Community Centre in Hackney. They have supported 800 young people aged 6-18, through Guinness funding. They facilitate various activities including sports, education, music, trips, work experience, and mentoring and won the Community Group Delivering Projects Supporting Youth Work award at the G15 Ethnicity Awards.

Some of what we do by region

1 North West

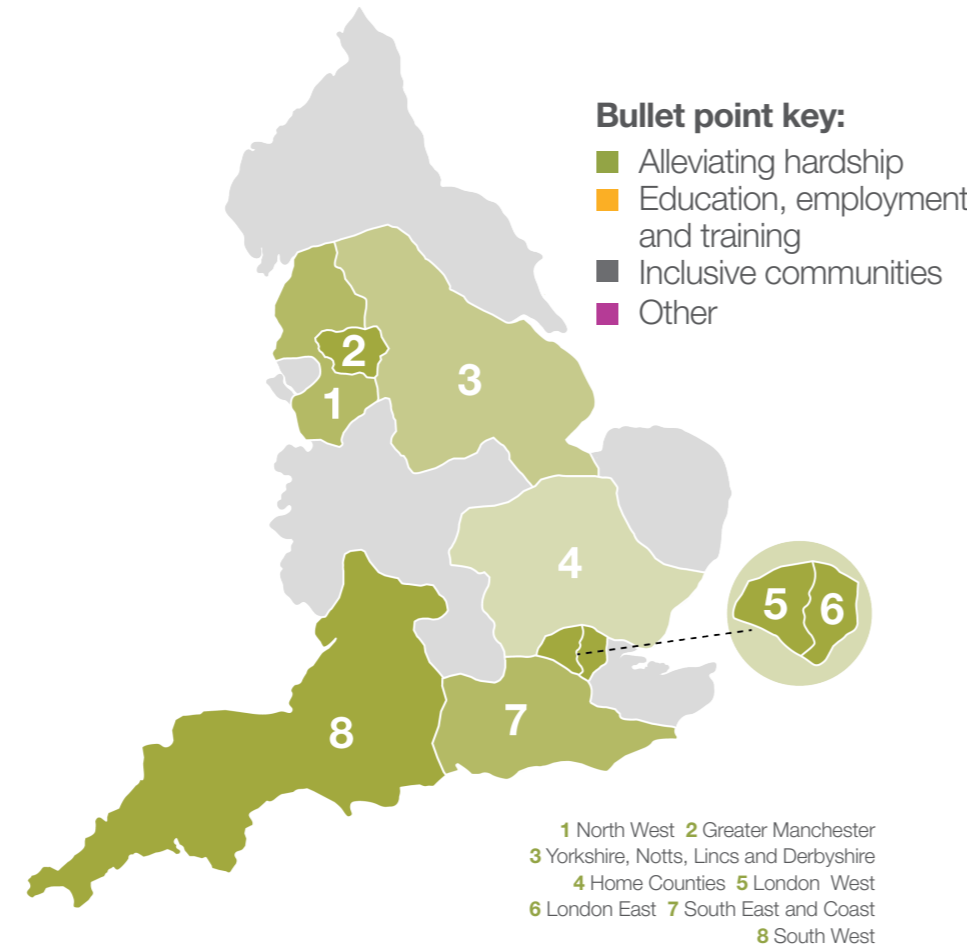
- Continued to support the Crewe Food Pantry which supplied over 700 people, with affordable food throughout the year.
- Continued to support a Sal's Shoes outlet at St Paul's in Crewe, which distributes free children's footwear by referral locally.
- Worked with The Wishing Well to provide a Half Term Holiday Activity and Food programme in October 2024 and February 2025, which was attended by 330 children.
- Continued to support the Cheshire Community Foundation through the Crewe Fund which supports local charities.
- Supported Dolly Parton's Imagination Library which provides books for children from birth to 5 years supporting emergent literacy skills, which has reached over 80 children.

2 Greater Manchester

- Supported the Salford Food Pantry and their school uniform hub, in partnership with Emmaus, to supply 185 local members with weekly affordable food.
- Continued to support Darnhill Food Pantry in Darnhill, Rochdale, which supported over 400 local people.
- Continued to fund and work with The Skills Builder Partnership on their Accelerator programme which upskilled staff in six schools and has supported 3,215 students to date.
- Continued to support Rochdale based charity Cartwheel Arts by funding their Stronger Communities project.
- Led a DIY skills programme in Oldham and Salford for 24 women – all funded via social value, including the venue, trainer, and tools for each of the participants to take home with them.
- Continued to partner with Shared Health to provide family support services and counselling services in Rochdale.
- Supported Dolly Parton's Imagination Library, which will provide books for children from birth to 5 years supporting emergent literacy skills.

3 Yorkshire, Notts, Lincs & Derbyshire

- Led a DIY skills programme in Sheffield for 17 women – all funded via social value, including the venue, trainer, and tools for each of the participants to take home with them.
- Supported Park Community Action's Food Pantry in Sheffield, which supplied 64 local members with affordable food throughout the year.
- Delivered a furniture upcycling workshop for 20 local residents in Sheffield through our partnership with St. Vincent de Paul
- Through the Sheffield Foyer, supported 72 young people who were experiencing homelessness, giving them access to training and accommodation leading to their independence.



4 Home Counties

- Continued our partnership with Milton Keynes Food Bank to enable them to continue their mobile food service which supported 1400 people.
- Opened a new Sal's Shoes hub at Glebe Farm School in Milton Keynes to support the local community with free children's footwear.
- Funded the Skills Builder Partnership Accelerator programme to provide training to teachers and students on the importance of the essential skills.
- Continued our partnership with Citizens Advice Milton Keynes and Works for Us, along with two other housing associations, to provide support to people affected by in-work poverty.

5/6 London

- Partnered with Hackney Children and Baby Bank which also hosts a Guinness supported Sal's Shoes distribution point.
- Continued to support St Giles food pantries in Kensington and Stamford Hill. Supporting over 500 people collectively.
- Continued our partnership with The Kids Network who deliver mentoring services to children aged 8 to 11 working in partnership with Lambeth schools and the local authority.
- Continued our partnership with Southern Housing Group to provide holistic monetary mentoring support and health and wellbeing interventions to our residents.
- Supported the BayTree Community Centre based in Brixton by contributing funding to their after-school youth activities as well as supporting them to develop a parenting course for mothers.
- Continued our partnership with Think Outside the Blox to provide youth provision at our Northwold Community Centre supporting over 800 local people.

7 South East and South Cost

- Worked with Park Community School to continue to support the Havant Food Pantry, which supplied over 3,000 local people with affordable food through the year.
- Continued our partnership with Off the Record in Havant, who are delivering a family counselling service, with 103 families receiving support this year.
- Worked with Motiv8 South to provide an October 2024 and February 2025 Half Term Holiday Activity and Food programme for local children.
- Funded a college in partnership with Skills Builder Partnership, as part of the organisation's Accelerator programme where teachers and students were trained on the importance of the essential skills.

8 South West

- Continued to work with Caring for Communities and People by supporting the Cheltenham Food Pantry which has helped over 350 people over the last 12 months.
- Continued our support for Devon and Cornwall Food Action which delivered between 50 - 70 tonnes of food per week across the area.
- Supported Dolly Parton's Imagination Library which will provide books for children from birth to 5 years supporting emergent literacy skills.
- Provided Made-Well CIC with free of charge access to industrial kitchen facilities within Castle Ham Extra Care Scheme, Okehampton, which enables them to provide a Meals on Wheels service to a rural community.



Baytree Mother & Daughter Activities and Navigating Motherhood parenting programme

Background

We are proud to support the charity The Baytree Centre in Lambeth with their running costs for after school youth activities and a parenting course for mothers to support their children in school. Before joining Baytree, Karla, a 14-year-old girl, faced a number of personal and academic challenges. Limited English skills meant she struggled to keep up at school and make friends which affected her confidence and self-esteem. Her home life was also impacted with tension between Karla and her mother leading to emotional distance. Karla needed a supportive environment where she could build confidence, improve her learning, and develop healthy and supportive relationships.

Support and outcomes:

Karla joined Baytree in October 2022. Through engaging activities and a supportive environment, Karla was able to access tailored guidance for her academic and emotional development. Sessions focused not only on school subjects like English and History but also used creative approaches to make learning more enjoyable and expressive. Over time, Karla's confidence began to grow. She became more comfortable sharing her thoughts in group settings, and this new confidence carried over into other areas of her life, including taking the initiative to join activities outside Baytree, such as a local karate class.

One of the most transformative experiences for Karla and her mother was participating in Baytree's Mother & Daughter activities. These outings and workshops provided a safe, relaxed space where they could spend quality time together, away from the stress of daily routines. It became a space for reconnection. As their bond strengthened, Karla started opening up more, speaking to her mum about her feelings and experiences—something that had been difficult before.

Equally important has been the Navigating Motherhood parenting programme, which Karla's mum has attended regularly. As a single parent from an indigenous community in the Americas, and with English not being her first language, she had long struggled with feelings of isolation and uncertainty around parenting. The sessions gave her not only practical parenting tips but also a sense of community and belonging. Through these workshops, she learned how to better understand and communicate with Karla, and she has shared how every time she uses a strategy from the sessions, she sees her daughters respond with more trust and openness at home.

Karla shared: "I really like Baytree because of its sense of community."

Impact:

Since becoming part of Baytree, Karla has truly flourished. Her English skills have improved significantly, and she now participates more confidently at school and in social environments. Her self-expression has grown so much that she even asked to be interviewed and featured on Baytree's social media, something that made her mother incredibly proud. Seeing her daughter speak fluently and with pride was a powerful moment of progress.

Karla's mother, too, has grown more confident in her parenting. Through the Navigating Motherhood programme, she has gained the tools to build stronger connections with her daughters and now feels more empowered and less alone. She has developed friendships with other mothers and built a support network that continues to encourage her.

Together, Karla and her mother are building a more connected, loving family life. Thanks to Baytree's holistic approach—through mother-daughter bonding and parenting support—they are not just overcoming past struggles, but growing into a stronger, more resilient family.



Skills Reach Milton Keynes - Delivery Location: Broughton Pavilion and Kingston Library

Background

The Skills Reach pilot in Milton Keynes offers directly delivered Employment and Digital Skills training to underserved communities. This project was led by The Guinness Partnership alongside Peabody and Hyde housing associations, with the aim of creating more sustainable support across communities where all three landlords have homes.

Support and outcomes:

Skills Reach MK offer training and support to people across Milton Keynes through one-to-one employment coaching, curated employability workshops, and digital training courses.

In 2024 they ran two employability workshops: 'understanding AI for job seekers' and 'a guide to job searching'. They also ran two digital skills workshops: 'introduction to digital courses' and 'next steps to digital courses'.

Overall, between April 2024 and March 2025, the project has delivered 347 one-to-one appointments across both of their locations. This includes 124 one-to-one employment support sessions and 65 one-to-one digital support sessions.

Impact:

Skills Reach's Work for Us programme has successfully improved participants digital and employment skills. In quarter 4 alone, 150 individuals accessed the service, reflecting the growing community engagement and demand. Being part of a holistic support network at outreach locations – working alongside community ladders, Social Prescribers, Citizen's Advice Service, and the local college – has really shown the power of joined-up working. It's making a meaningful difference for individuals seeking support.

The shorter, focused courses have helped identify hidden barriers. Skills Reach have seen an increase in referrals to Read Easy, a charity that supports adults to learn to read. The digital skills sessions brought attention to reading challenges which were often not disclosed in assessments, but emerged when participants struggled with basic online tasks. This has been a valuable learning point and further highlights the benefit of integrated services.

These are some of the things participants had to say about the programme:

"It's always good to know that Works for Us is there for you if you need help."

"Madina was very knowledgeable about CV building she has a very friendly nature and is understanding on how being out of work can affect emotion and mood, and the Works for us offer has helped me immensely on feeling better mentally."

"I highly recommend the services provided by Works for Us. You helped me believe in myself. I am happy with the service provided."

"The support, help, motivation and the advice is great. Madina helped me to get part-time work, to get into a working routine."

"A really valuable course that was very well presented and at a good pace for absorbing the content. There was a comfortable environment for learning and plenty of opportunity for questions and discussion. Thank you."

Festive Campaign 2024 - Alleviating Poverty

In December 2024, the Community Investment team launched a Festive Campaign that was a coordinated, cross-sector national campaign designed to provide meaningful support to residents and communities experiencing financial hardship over the festive period. The initiative aimed to deliver both practical and emotional wellbeing benefits by collaborating with contractors, suppliers, and internal teams to contribute directly to existing food pantries supported by The Guinness Partnership.

Rising food and living costs during winter months continue to place pressure on low-income households. Feedback from residents and community partners indicated that many families faced increased financial strain, with limited access to festive food, essentials, and gifts for children. By partnering with existing food pantry partners in our neighbourhoods across the country, the campaign sought to provide dignified support through choice-based vouchers enabling people to shop for themselves and their families.

The campaign was structured around three strategic strands:

- Mobilising Stakeholder Support** - Contractors and suppliers were invited to make donations or financial contributions through our social value channels. A standout contribution came from Fairhome Property Solutions, who donated £6,000 — half of which came from the proceeds of recycled white goods from recently demolished properties. This innovative approach diverted waste from landfill while generating community benefit.
- Targeted Distribution to Local Food Pantries** - Funds were distributed across eight Guinness supported food pantries. Each pantry were given either direct funding to purchase fresh food supplier vouchers, or the vouchers were sent directly to them to distribute to service users to purchase additional food, essentials, or small gifts for children.
- Enhancing Resident Experience and Impact Measurement** - Providing more agency and choice to residents by providing resources that they could use and apply as best suited their needs and circumstances. Food pantries were then encouraged to collect feedback through surveys and conversations with service users. This ensured the initiative was both responsive and evidence-based, enabling us to evaluate outcomes on wellbeing, social connection, and poverty reduction. This learning is being applied to future service development.

The Festive Campaign represented a strong example of cross-sector collaboration, working with contractors and existing partners. Key contributors included:

- Internal teams across Guinness's Community Investment and Development functions.
- Contractor partners who aligned their donations with Guinness's social value framework.
- Local charities and food banks, who understood local priorities and ensured funds and vouchers reached residents most in need.

The campaign also strengthened Guinness's relationships with regional social value networks, demonstrating the organisation's ability to involve stakeholders in shared community priorities. The initiative achieved tangible and measurable results supporting 1,500 residents across eight food pantries.

Survey responses key findings included:

- 97% reported an increase in wellbeing over the festive period.
- 85% reported reduced levels of poverty across food, furniture, fuel, and other essentials.
- 76% noted greater awareness of community spaces and wellbeing support.
- 53% experienced increased social connection and community cohesion.

Feedback from residents described the initiative as “overwhelmingly positive,” with many expressing that it “made Christmas feel normal again” and “reduced the stress of choosing between food and gifts.”

The success of the Festive Campaign highlighted the power of partnership-led approaches to address seasonal hardship. It demonstrated that local delivery partners are best placed to identify needs and tailor support effectively.

The Festive Campaign was also more than a seasonal campaign - it was a demonstration of Guinness's commitment to empowering communities, fostering collaboration, and turning social value into tangible resident outcomes. By aligning corporate partnerships with local delivery, the project delivered measurable wellbeing benefits and strengthened community resilience at a time of greatest need.

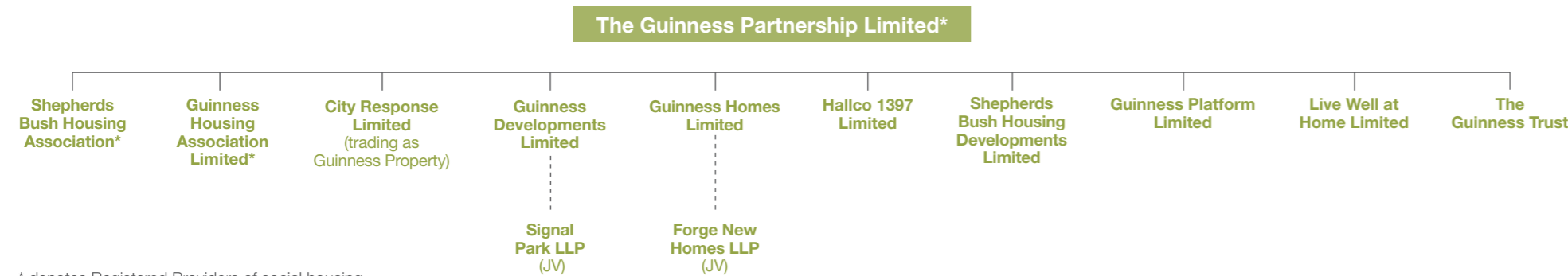
This strategic approach not only ensured that Guinness had a time specific impact during a period of need but also laid the foundations for an innovative approach that we are now developing to collaboratively and strategically better address the impact of poverty.



Governance

C25 Is the housing provider registered with the Regulator of Social Housing?

Yes. 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. Guinness Housing Association (GHA) is also a Registered Provider of social housing with the Regulator of Social Housing. For most of the year Shepherd's Bush Housing Association (SBHA) was a Registered Provider of social housing, on 27 March 2025 a Transfer of Engagements took place of all its activities into TGPL and it ceased to have its own registration. (No change from 2024, other than the Transfer of Engagements and SBHA ceasing to be a separate Registered Provider).



* denotes Registered Providers of social housing

C26 What is the housing provider's most recent regulatory grading/status?

We have a G1 grading for Governance and V2 grading for Viability. These gradings were reconfirmed by the Regulator of Social Housing following a routine annual Stability Check in December 2024.

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 2024).

C28 Is the housing provider Not-For-Profit?

Yes. (2024: Yes)

C29 Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?

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.

Risks relating to the environment include failure to prepare for climate change and insufficient investment to achieve zero carbon. Our significant business disruption risk includes disruption caused by the effects of climate change and the mitigation required. All these risks focus on the impact of our residents, stakeholders, and the public as well as the impact on the business processes and delivery.

We understand and manage risk to our residents. The Corporate Risk Register includes the risk of significant service delivery failure which recognises the considerable impact our services have on the lives of our residents. Through our risk framework and governance processes we also monitor our compliance with regulation relating to the safety of homes, which keeps our residents safe, and compliance with regulation more generally - much of which ensures our residents are protected and we deliver the right level of service.

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.

C31 How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?

Does the housing provider consider resident voice at the board and senior management level?

Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

Guinness appoints non-executives to its Boards and Committees on a skills basis, which identifies the skills, knowledge and experience required of Board and Committee Members and recruitment is undertaken in accordance with a skills matrix. Our selection panels take in to account the need to ensure a diverse range of skills and experience and any recruitment agencies used are required to consider this during searches.

Guinness also has residents on its Boards and Committees. During 2024/25 there were three housing association residents on the Guinness Group Board (a resident of TGPL, a resident of our subsidiary Shepherds Bush Housing Association and a resident of a housing association not connected to Guinness). There were also two residents on the subsidiary Shepherds Bush Housing Association Board.

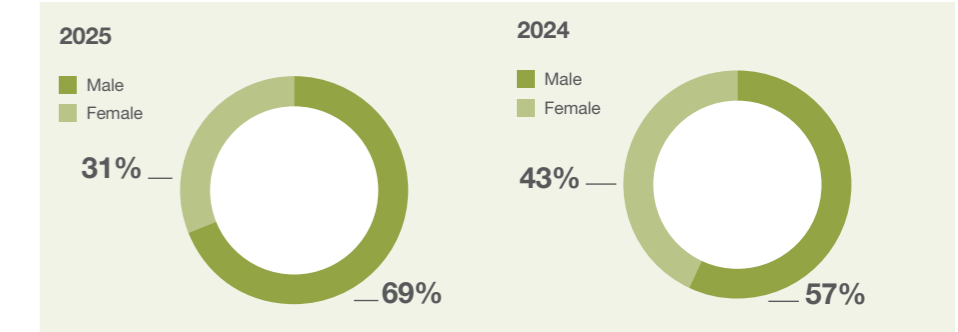
We also have a Customer Committee comprised of five Guinness residents and four Board Members who are not residents. This reviews performance of services to residents. We are piloting Regional Resident Panels and the Customer Committee is monitoring and has commissioned a review of the pilot.

Resident voice is heard by the Board and senior management in the following ways:

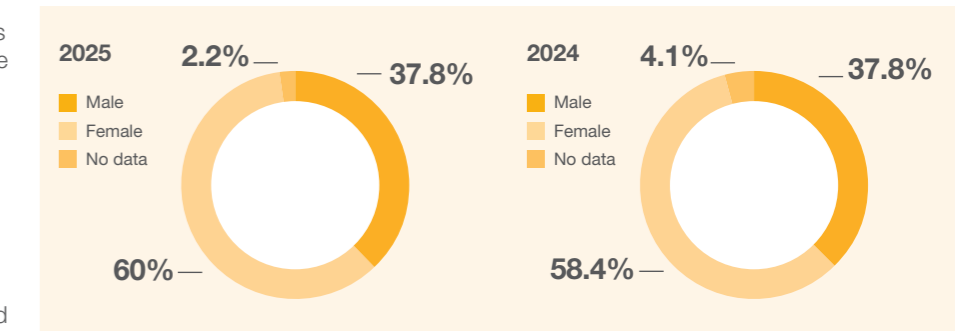
- Feedback from the Customer Committee.
- Feedback from residents from consultations or engagement exercises.
- Quarterly customer reports, which include complaints and Ombudsman determination statistics and lessons learned.
- An annual Customer Engagement Report.

Board and Resident Gender

Board

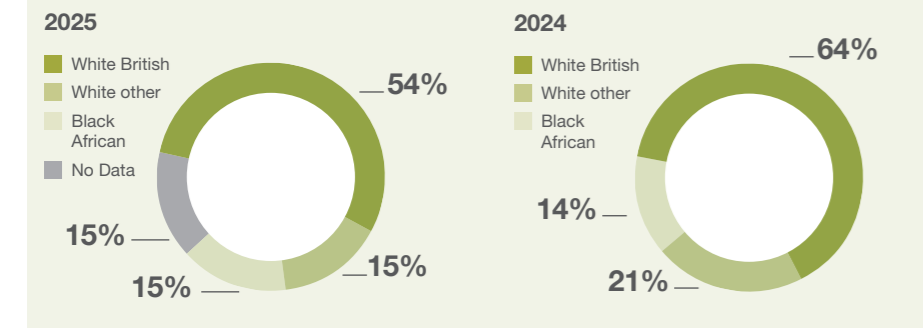


Resident

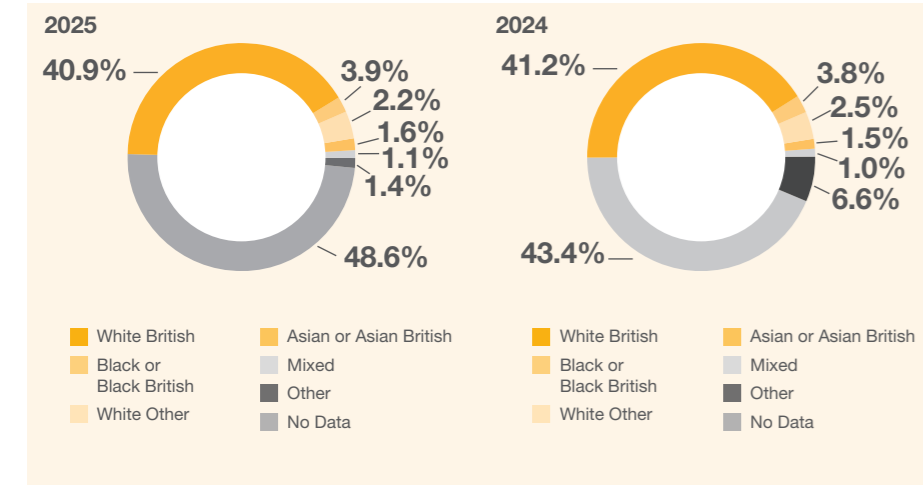


Board and Resident Ethnicity

Board

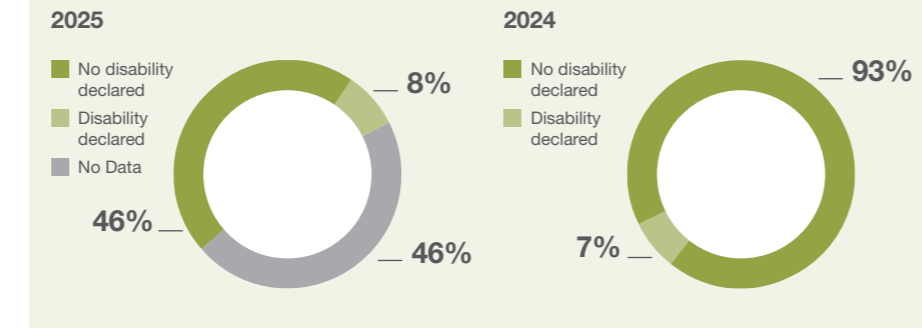


Resident

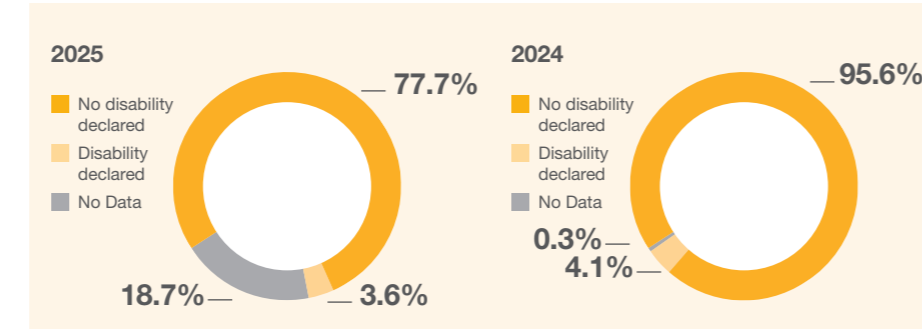


Board and Resident Disability Declaration

Board



Resident



Board and Resident Average Age



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

Board turnover in the last 2 years was 1 out of 14 (2024: 9 of 14).

Executive Team turnover was 2 out of 5 (2024: 1 of 7).

Under our adopted Code of Governance, the maximum 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.

C33 Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.

The Audit and Risk Committee consists of seven members, two of whom are qualified accountants (2024: three out of five members).

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

93% of Board members are non-executive directors (13 out of 14) (2024: 93%).

C35 Has a succession plan been provided to the Board in the last 12 months?

Yes. The Remuneration, Nominations, People & Culture Committee has considered Board and Committee member succession on a number of occasions in the last 12 months and approved a formal Board and Committee Member Succession Plan at its meeting in March 2025.

C36 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. The same audit partner was in place from that date until the signing of the accounts for the year ended 31 March 2024. In line with Public Interest Entity rotation requirements, a new partner was appointed for the audit of the accounts with effect from the year ended 31 March 2024.

C37 When was the last independently-run, board-effectiveness review?

The last Board Effectiveness Review was carried out in October 2024 – January 2025 and reported to the Board in February 2025.

C38 How does the housing provider handle conflicts of interest at the board?

Guinness's Rules and its Conflicts of Interest Policy require Board Members to identify, declare, record and manage any actual, potential or perceived conflicts of interest.

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

In addition, Guinness has a Members' Payments and Benefits Policy which governs how conflicts arising due to any proposal to provide housing to, employment of, or award a contract to a Member or closely connected person, are dealt with.

C39 Does the housing provider pay the Real Living Wage?

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

C40 What is the median gender pay gap?

Our latest calculated pay gap is for the year ended March 2024. Our median gender pay gap for the Group (excluding SBHA) for 2024 is 0.0% (2024: 0.5% (in favour of women)).

C41 What is the CEO: median worker pay ratio?

7.54:1 (2024: 8.8:1) (based on group median pay).

C42 How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

Guinness is committed to being an inclusive and anti-racist organisation. We have an EDI strategy ‘everyone’ and an anti-racism action plan. EDI is integrated into the way we do business.

All colleagues who join Guinness must as part of their induction attend a half-day EDI training session which provides an overview of our EDI commitments to all colleagues. Further training for both colleagues and managers includes EDI elements including micro-aggressions, understanding the impact of them and increased awareness around various associated topics. In the last year we have developed manager toolkits to support neurodiversity, menopause, and mental health.

We have an EDI calendar where we recognise various awareness days and culturally significant events for specific groups of people. This calendar is regularly reviewed to ensure we are as representative as possible. Key campaigns include Race Equality week, ADHD awareness month, Disability history month and Pride month to name a few. In the last year average attendance at events held to promote these campaigns has increased across the organisation by approximately 50% and includes field-based colleagues and colleagues from (the now former) Shepherds Bush Housing Association.

We have two colleague Network Groups, one for Ethnicity and Race, and one for Women. These groups play an important role in bringing together people with different viewpoints to discuss issues important to our colleagues. The groups have led elements of our EDI events calendar.

We regularly measure the impact of our EDI interventions with colleagues. In our last annual colleague survey specific questions were asked around EDI and the response was as follows:

“I know about the EDI events Guinness organises” 89% of colleagues answered positively.

“I understand the Guinness anti-racism action plan” 88% of colleagues answered positively.

“I understand the EDI strategy ‘everyone’” 73% of colleagues answered positively.

The response rates show that our teams understand and are aware of our EDI commitments.

C43 How does the housing provider support the physical and mental health of its staff?

We have a Health and Wellbeing Plan which is part of our People Strategy. This plan focuses on mental, physical, financial, and family health. We support the health and wellbeing of our colleagues through various interventions including a Wellbeing Calendar of events facilitated by a Wellbeing Steering Group with representatives from across the Engagement, HR, Health & Safety and Reward teams.

In the last 12 months we engaged in various campaigns to further support colleagues. These include delivering toolbox talks to our field-based teams on musculoskeletal safety and positive mental health.

During the year we supported male mental and physical health wellbeing events including hosting sessions with Andy’s Man Club, Fuse Fit Health and Think outside the Blox. These events were attended by many men from our field-based (and other) teams who made up over half the delegates at these sessions.

We also promoted Headspace our mindfulness meditation app and usage increased by over ten times from 34,000 minutes to 350,000 minutes by colleagues across the organisation.

We increased our mental health first aiders (MHFA) from 64 to 85 and now have MHFA across all teams, grades and across all protected characteristics including all Staff Forum Representatives. This has led to more engagement with the MFHA by colleagues.

We also held responsive interventions for colleagues including grief counselling open to all colleagues and held sessions around imposter syndrome and parent and carer mental health.

We set up an exercise group “Guinness gets moving” where 250 colleagues took part in teams of ten competing for who could do the most exercise over a 6-week period. This received significant engagement from colleagues.

In our annual staff survey, we measure the impact of our Wellbeing interventions by asking colleagues. The responses to the relevant questions are outlined below and demonstrate the positive impact our interventions are having on colleagues:

“I know about the Wellbeing events Guinness organises.” 89% answered positively.

We also provide managers and colleagues with guidance on wellbeing and more targeted wellbeing campaigns across the organisation.

C44 How does the housing provider support the professional development of its staff?

Our individual role profiles detail the relevant essential and desirable qualifications needed to succeed in particular roles. This provides clarity for career progression. We identify development aspirations and requirements as part of our mid-year and year -end review process and this feeds into our Learning and Development Plans. In addition, we provide the following support to our colleagues:

- We approved nearly 60 applications for professional qualification funding with investment totalling £115,000. 15% of the applications approved were housing related qualifications given our focus on the forthcoming Competence and Conduct Standard, but we also supported applications in subjects related to construction, finance, project management and building safety.
- Guinness funds colleagues’ professional membership fees where they relate to roles. In the case of some of the professional bodies where we have a large group of members, we have created internal communities to encourage peer support and knowledge sharing. These include the Chartered Institute of Housing and Chartered Institute of Buildings where we have around 140 active members.
- We continue to offer our Institute of Leadership & Management (ILM) certified Management Development programmes to all people managers, and we delivered in-house leadership and management training to over 70 colleagues.
- We supported 40 colleagues to obtain Chartered Institute of Housing qualifications, we funded 58 colleagues in total to complete professional qualifications.
- We regularly promote housing apprenticeships. In total, we are supporting over 107 apprenticeships at Guinness in subjects including housing but also accountancy, business analysis, data analysis, horticulture, plastering and plumbing.
- Our fifth graduate cohort will see us recruit graduates into IT roles. Previous cohorts have seen us recruit graduates into areas including customer services, building safety, surveying, finance and sustainability.

C45 How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?

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 relevant to those contracts when procuring goods and services. We assess social value as part of our tenders. Social value obligations are written into our major contracts, with suppliers being required to reinvest a percentage of our spend for our social value initiatives. The delivery of social value is monitored both at the contract management level and centrally by our Community Investment team through the setting and monitoring of KPIs.

Work is currently underway to refine and mature our approach to social value in procurement. A social value generation matrix is being developed to assess the social value being generated from the investment our contractors our making. This matrix also focuses contributions to support the three pillars set out in our social investment strategy. This is reflected in our 15 year Planned Maintenance contract, and will be included in all high value procurements this year.

Guinness has a Social Investment Steering Group which meets quarterly to discuss the delivery of these initiatives, as well as to inform strategic and policy-level matters relating to social value.

C46 How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?

We currently look at sustainability on a case-by-case basis for each tender. The focus is currently on enabling the delivery of government-funded retrofit projects through our supply chain.

As we move towards key phases of our 2030 and 2050 action plans, our approach will become more granular and we have a number of actions that we are building into our Procurement Strategy and into our Sustainability Action Plan to develop this. This will also cover how we collect better data from suppliers to understand and report on our Scope 3 emissions.

Virtual Insight Day, Industry Spotlight Session and Virtual Work Experience Day

Background

The Guinness Partnership Community Investment Team partnered with Speakers 4 Schools to provide virtual careers sessions for young people. The sessions are designed to help young people decide on the job they want to do in the future, understand the link between school subjects and their future career and learn about the skills required by employers. The sessions provide practical skills advice, CV writing guidance and information about routes into the Housing sector.

Support and outcomes:

- 1) A virtual Insight Day took place on 12 March 2025 during National Careers Week where the young people gained lots of valuable tips and advice. This event provided an insight into what it's like to work as an apprentice for a national housing association. The bite-sized sessions focused on different areas including a day at Guinness as an apprentice, what apprenticeships are available, and how an apprenticeship can start your career journey.
- 2) An industry spotlight session was held in March 2025 with Kevin Williams, Group Director of Development & Commercial Services at The Guinness Partnership, who delivered an inspirational talk. The session offered the opportunity for young people to discover more about the social housing industry and find out more about the different type of roles available.
- 3) Virtual work experience sessions were hosted on 3 March 2025, providing an insight into what it's like to work for a national housing association and how to roadmap potential future careers within the sector. These bite-sized sessions focused on different areas of the business including Maintenance, Lettings, Finance, HR, Health & Safety, Marketing & Communications, and Learning & Development. Sessions will be engaging, interactive and fun. Speakers from The Guinness Partnership shared their career journeys, shared some of what has benefitted their careers, and gave advice and tips on entering the world of work in a housing organisation. Each session will include time for questions and answers.

Impact:

Following completion of the placement, an impressive **92%** of participants said they were interested in a job at Guinness or elsewhere in the housing sector.

*This compared to **64%** pre-placement.*

Participant knowledge of the sector increased significantly.

Notably, participants felt more informed about the skills needed to have a role in housing, with **87%** saying their knowledge was now very good or excellent.

90% of participants were quite or very confident that they could achieve their career ambitions after taking part in the placement.

*This compared to only **60%** pre-placement.*

Participants said that the placement helped them most in the following ways:

- 81% - Helping them decide on the job they want to do in the future
- 76% - Giving them practical skills advice based on employee's experiences
- 60% - Helping them understand the link between school subjects and their future career
- 55% - Learning about the skills required by employers

Quotes from participants:

"The talks from different departments were very useful because it gave an insight into the company and sector of work as a whole."

"The best thing was diving into the nooks and crannies of the company and what they really do."

"My placement was very beneficial for me because I was able to get a wider view on career paths and how different ways can be taken to get to your preferred job/career. "

"Seeing how kind and supportive the Guinness team are and the inspirational talks based on why they do their job and the rewarding side of it."

"Raising my awareness of the various career routes in the industry, learning about the skills required by employers, learning about career opportunities in the industry, helping me understand the link between my school subjects and my future career, giving me practical life skills advice based on their employees' experiences"

Digital energy management in our offices

We have worked closely with our national Facilities Management service provider to identify innovative solutions to support organisational ESG objectives. There are two key areas this partnership has focused on the past year – office asset optimisation (energy reduction) and monitoring our supply chain to understand our broader social impact through the supply chain.

In March last year Guinness committed to trialling a new AI led building management system at its Oldham office, Bower House.

This approach involved the installation of monitoring tools on all key mechanical and electrical assets involved in maintaining the environment within the office. The aim of this pilot was to:

1. Optimise the operation of the plant (air conditioning, air handling unit, boilers), resulting in energy and financial savings
2. Quickly identify issues/areas for improvement
3. Monitor plant and through comparing operation over the cloud, using AI to identify the root cause of issues and provide solutions
4. Adjust level of usage according to building occupancy, significantly reducing wastage

The pilot was very successful, resulting in reduced energy consumption of 43% in March 2025 compared to March 2024, and reduced expenditure of almost £140k, or 40% savings forecast for the initial 12 months – or a 6 month payback period on the initial investment. Guinness and our contractor are now exploring further options to maximise the benefit of this technology across our broader office estate.

We have also worked with our contractor on increasing the Social and Local Economic Value (SLEV) delivered through our supply chain. SLEV is the measure of the contribution an organisation makes to society, in particular the local community – this is typically considered to be within a 30 mile radius of a specific location. The SLEV of an organisation is calculated using the TOMs (Themes, Outcomes, and Measures) framework and measures the positive impact an organisation has, with focus on social and economic benefits.

Through our work with our national facilities management contract we were able to measure that of circa £998k spend, £444k of this was what would be considered local spend. This tool is in its infancy, but gives us a good benchmark to continue to monitor and set targets towards.



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 continued scrutiny, which is why it is critical that we are transparent, accountable and continually working to improve the services we provide and how we operate.

Our ESG report supports us to do this. It demonstrates the strategic importance we place on our ESG commitments and communicates our vision – and how we monitor and manage risks - to stakeholders.

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



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	2025 Response	2024 Response	
Climate Change	T1	C1	Distribution of EPC ratings of existing homes (those completed before the last financial year).	% of homes rated A	0%	0%
			% of homes rated B	8%	8%	
			% of homes rated C	70%	69%	
			% of homes rated D	20%	21%	
			% of homes rated E or worse	2%	2%	
			% of homes without EPC rating (unknown)	0%	0%	
	C2	Distribution of EPC ratings of new homes (those completed in the last financial year).	% of homes rated A	0%	0%	
			% of homes rated B	87%	85%	
			% of homes rated C	12%	15%	
			% of homes rated D	1%	0%	
			% of homes rated E or worse	0%	0%	
	C3	Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?	Yes / No	Yes	Yes	
Qualitative response			This report p. 13	ESG report 2023/24 p.11		
C4	What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?	Qualitative response	This report p. 13	ESG Report 2023/24 p. 11		

Theme	Criteria	Criteria	Measurement Unit	2025 Response	2024 Response	
Ecology	T1	C5	Scope 1, Scope 2 and Scope 3 green house gas emissions.	Scope 1: Kg CO2 equivalent	13,361	12,497
			Scope 2: Kg CO2 equivalent	4,094	3,706	
			Scope 3: Kg CO2 equivalent	232,657	255,969	
			Scope 1, 2 & 3: Total Kg CO2 equivalent	250,112	271,899	
	C6	How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?	Qualitative response	This report p. 12	ESG Report 2023/24 p. 13-14	
T2	C7	Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?	Qualitative response	This report p. 12	ESG Report 2023/24 p. 14	
			Yes / No / No, but planning to develop one	No	Yes	
C8	Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how does the housing provider target and measure performance?	Qualitative response	This report p. 13	ESG Report 2023/24 p. 14-15		

Theme	Criteria	Criteria	Measurement Unit	2025 Response	2024 Response	
Resource Management	T3	C9	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?	Yes / No / No, but planning to develop one	Yes	Yes
			Qualitative response	This report p. 13	ESG Report 2023/24 p. 15	
	C10	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	Yes / No / No, but planning to develop one	Yes	Yes	
		Qualitative response	This report p. 13	ESG Report 2023/24 p. 15		
	C11	Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?	Yes / No / No, but planning to develop one	Yes	Yes	
		Yes / No / No, but planning to develop one	This report p. 13	ESG Report 2023/24 p. 15		

Theme	Criteria	Criteria	Measurement Unit	2025 Response	2024 Response	
Affordability and Security	T4	C12	For properties that are subject to the rent regulation regime , report against one or more Affordability Metric:	% of PRS rent (e.g. 80%)	50%	44.0%
			1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority	% of LHA rent (e.g. 90%)	n/a	n/a
	C13	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	2) Rent compared to the relevant Local Housing Allowance (LHA)	Number of General Needs units	40,797	40,620
			Number of Intermediate Rent units	184	71	
			Number of Affordable Rent units	7,801	7,320	
			Number of Supported Housing units	972	1,005	
			Number of Housing for Older People units	7,744	7,763	
			Number of Low-cost Home Ownership units	7,533	7,218	
			Number of Care Home units	100	107	
			Number of Private Rented Sector units	201	205	
	Number of Other units	4,691	4,214			

Theme	Criteria	Criteria	Measurement Unit	2025 Response	2024 Response
Affordability and Security	T4	C14 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	132	70
			Number of Intermediate Rent units	0	24
			Number of Affordable Rent units	274	214
			Number of Supported Housing units	-	-
			Number of Housing for Older People units	-	-
			Number of Low-cost Home Ownership units	223	293
			Number of Care Home units	-	-
			Number of Private Rented Sector units	-	-
			Number of Other units	70	-
	C15	How is the housing provider trying to reduce the effect of fuel poverty on its residents? How is the housing provider trying to reduce the effect of high energy costs on its residents?	Qualitative response	This report p. 17	ESG Report 2023/24 p. 23-24
C16	How does the housing provider provide security of tenure for residents?	Qualitative response	This report p. 18	ESG Report 2023/24 p. 25	

Theme	Criteria	Criteria	Measurement Unit	2025 Response	2024 Response
Building Safety and Quality	T5	C17 Describe the condition of the housing provider's portfolio, with reference to: - % of homes for which all required gas safety checks have been carried out. - % of homes for which all required fire risk assessments have been carried out. - % of homes for which all required electrical safety checks have been carried out.	% of homes for which all required gas safety checks have been carried out.	99.99%	99.99%
			% of homes for which all required fire risk assessments have been carried out.	100.0%	100%
			% of homes for which all required electrical safety checks have been carried out	98.4%	99.30%
	C18	What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?	% of homes	99.90%	99.90%
C19	How do you manage and mitigate the risk of damp and mould for your residents?	Qualitative response and # of cases	This report p. 19 19,296 cases	ESG Report 2023/24 p. 26 10,569 cases	

Theme #	Criteria #	Criteria	Measurement Unit	2025 Response	2024 Response
Resident Voice	T6	C20 What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?	Qualitative response	68% This report p. 19-20	ESG Report 2023/24 p. 28
		C21 What arrangements are in place to enable residents to hold management to account for provision of services?	Qualitative response	This report p. 20	ESG Report 2023/24 p. 28
	C22 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?	Number of complaints upheld Qualitative response	144 This report p. 21	125 ESG Report 2023/24 p. 28-30	

Theme #	Criteria #	Criteria	Measurement Unit	2025 Response	2024 Response
Resident Support	T7	C23 What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?	Qualitative response	This report p. 25	ESG Report 2023/24 p. 30-31

Theme #	Criteria #	Criteria	Measurement Unit	2025 Response	2024 Response
Placemaking	T8	C24 Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located. Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	Qualitative response	This report p. 22-23	ESG Report 2023/24 p. 31-33

Theme	Criteria	Criteria	Measurement Unit	2025 Response	2024 Response
Structure and Governance T9	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? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Yes / No	Yes	Yes
			If no, name, %, %	n/a	n/a
	C29	Explain how the housing provider's board manages organisational risks.	Qualitative response	This report p. 38	ESG Report 2023/24 p. 40
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	

Theme	Criteria	Criteria	Measurement Unit	2025 Response	2024 Response
Board and Trustees T10	C31	How does the housing provider ensure it gets input from a diverse range of people, into the governance processes? Does the housing provider consider resident voice at the board and senior management level? Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?	% of board that are women	31%	43.0%
			% of board that are BAME	15%	14.0%
			% of board that have a disability	8%	7.0%
			% of board that are LGBTQ+	0%	0%
			Average age of board members (years)	57	58
			Average board tenure (years)	3.6	2.9
			Additional commentary	This report p. 31-32	ESG Report 2023/24 p. 41-42
	C32	What % of the board AND management team have turned over in the last two years? Add commentary if useful.	% of board	7.1%	64.0%
			% of management team	40%	14.0%
			Additional commentary	-	-
	C33	Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	Number	3	3
	C34	What % of the board are non-executive directors?	Description of experience	This report p. 33	ESG Report 2023/24 p. 42
			% of the Board	93.0%	93.0%
C35	Has a succession plan been provided to the board in the last 12 months?	Yes / No	Yes	Yes	

Theme #	Criteria #	Criteria	Measurement Unit	2025 Response	2024 Response
Board and Trustees T10	C36	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years	1	5
	C37	When was the last independently-run, board-effectiveness review?	Date (month/year)	January 2025	March 2023
	C38	How does the housing provider handle conflicts of interest at the board?	Qualitative response	This report p. 33	ESG Report 2023/24 p. 42

Theme #	Criteria #	Criteria	Measurement Unit	2025 Response	2024 Response
Staff Wellbeing T11	C39	Does the housing provider pay the Real Living Wage?	Yes/ No	Yes	Yes
	C40	What is the median gender pay gap?	% gap (median)	0.0%	0.5%
	C41	What is the CEO: median-worker pay ratio?	Total annual CEO remuneration divided by annual median working remuneration	7.54:1	8.8:1
	C42	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	Qualitative response	This report p. 34	ESG Report 2023/24 p. 43
	C43	How does the housing provider support the physical and mental health of their staff?	Qualitative response	This report p. 34	ESG Report 2023/24 p. 44
	C44	How does the housing provider support the professional development of its staff?	Qualitative response	This report p. 35	ESG Report 2023/24 p. 44-45

Theme #	Criteria #	Criteria	Measurement Unit	2025 Response	2024 Response
Supply Chain T12	C45	How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?	Qualitative response	This report p. 35	ESG Report 2023/24 p.45
	C46	How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?	Qualitative response	This report p. 35	ESG Report 2023/24 p.46

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