

ENVIRONMENTAL, SOCIAL, & GOVERNANCE REPORT 2025





Introduction from
Poplar HARCA Chief
Executive Steve Stride



I am very pleased to present our second Environmental, Social and Governance (ESG) report in the Sustainability Reporting Standard (SRS) for Social Housing.

Ensuring excellent governance has always been a priority at Poplar HARCA recognised by the renewing of our G1 rating this year. Social responsibility remains at our heart, it’s what drives everything we do. Our organisation exists for the benefit of our residents. We have demonstrated this over the years by improving and regenerating our area of Tower Hamlets for our residents. This has now been rewarded by a C1 rating. Environmental responsibility has historically come as a positive byproduct of improving the lives of our residents. In recent years we are thinking slightly differently so strategic environmental targets can be assessed that deliver improvements to residents in their own rights.

Completing this report gives us the opportunity to share the great work we do in a format that will become more and more familiar to everyone every year.

Steve Stride
Chief Executive, Poplar HARCA

CONTENTS

Environmental	4
Climate Change	5
Ecology	8
Resource Management	11
Social	12
Affordability and Security	13
Building Safety and Quality	18
Resident Voice	21
Resident Support	24
Placemaking	26
Governance	28
Structure & Governance	29
Board & Trustees	32
Staff Wellbeing	37
Supply Chain	41

ENVIRONMENTAL

We regard success as feeling proud of where you live. It's a safe affordable home, enjoying good health, and being able to take-up opportunities.

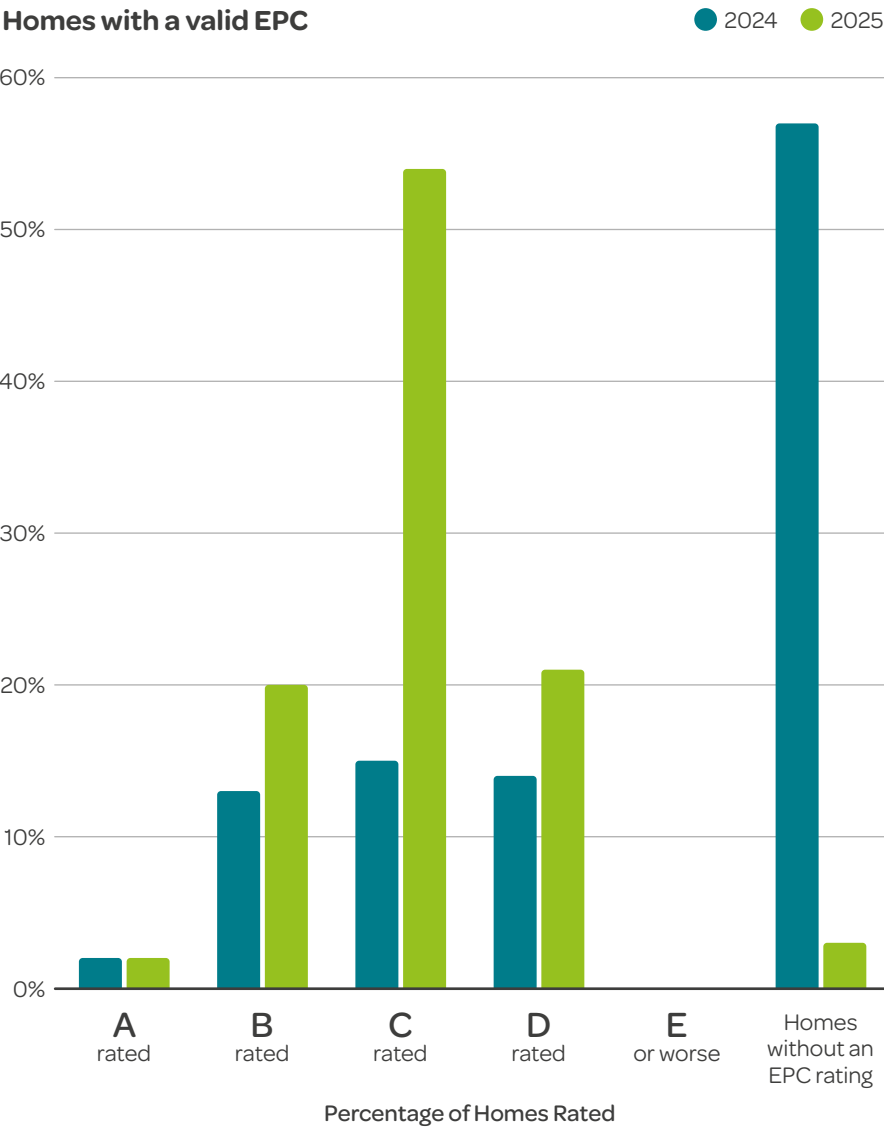
C1
Distribution of EPC ratings of existing homes.
Those completed before the last financial year.

C2
Distribution of EPC ratings of new homes.
Those completed in the last financial year.

Climate Change

C1-C6

76% of our homes were rated C or above. Last year this figure was 30%. Now only have 3% of our homes do not have an EPC rating. We are undertaking a £12m programme that will fund works to achieve an EPC of C and above for all homes owned by 2030.



In 2024/25 we completed 214 new homes, 100% of these homes have an EPC rating of B.

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?

The Net Zero target and strategy is currently under review to strengthen our future approach and ensure it delivers meaningful impact.

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?

There have been no retrofit activities for this period. While no physical works or interventions were implemented within the last 12 months, this period has been used to consolidate baseline data, review existing asset performance, and plan for future retrofit programmes.

C5

Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home.

Scope 1 covers direct emissions from owned or controlled sources. This includes emissions from gas used in offices, landlord's gas supply to communal areas (heat networks), and business mileage.

Scope 2 emissions include electricity bought for offices, and landlord's electricity supply to communal areas. Also includes transmission and distribution losses.

Scope 3 includes all other indirect emissions that occur in our supply chain, from leased assets, and outsourced activities. This includes fuel for our contracted maintenance fleet, estimated figures for the embodied carbon in building 100 new homes per year, and emissions from resident energy use from our housing. Emissions from homes have been estimated using EPC data (SAP/RdSAP) and heating system data.

Scope 1, 2 and 3 Green House Emissions	2024 CO2e	2025 CO2e
Natural Gas	2,572.31	3,225.97
Electricity	1,737.45	976.51
Transport	21.52	21.86
Total	4,331.28	4,224.34
Per Home (10,238)	0.42	0.41



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 engaged with Openstead who have completed a high level analysis of climate risks (flooding and overheating) to our estates and property and made recommendations to reduce the impact of climate risk and increase urban resilience through nature based solutions.

We will now review this analysis and consider the best approach to implementation, including building the business case and identifying appropriate funding.

For our newly constructed homes, planning policies are followed to mitigate risks from flooding and overheating by carrying out risk assessments and including the recommendations in the design of the buildings.



c8
Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?

We do not have a strategy but we are planning to create one. Currently, the Technical team have a suit of policies and processes in place to identify, manage and reduce pollutants including damp and mould, asbestos, disposals of paints and pesticides. This includes COSHH risk assessments and landscape operatives who use pesticides being fully qualified as per PA1 Safe Use of Pesticides & PA6 Safe Handling of Pesticides Using Hand Held Applicator. By 2026 we will have reviewed the existing measures in place and bring together into one strategy.

Ecology

C7-C8

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?

Our strategy centres around our Great Green Estate (GGE) project which was a GLA funded initiative to identify opportunities to make our greenspaces not in scope for regeneration or re-development greener, healthier and stronger.

The project recommends climate-friendly improvements for nine pilot sites, showing what’s possible on estate land across Poplar. It’s not just about planting trees and flowers, it’s about long-term care, shared responsibility, and making sure everyone can enjoy and benefit from greener spaces.

We then successfully applied for Rewild London funding to carry out biodiversity boosting interventions on four sites on Lincoln Estate - Watts Grove, Gale Street, Navenby Walk and Fairfoot Wood. Works have included creating wildlife habitats, planting wildflower meadows and orchards.

We have employed landscape architects Fareer Huxley who created the GGE masterplan to work with us as clerks of works to ensure the plans are delivered for maximum impact. We also partnered with Friends of Tower Hamlets Cemetery Walk and Poplar-based contractor RenewEL to carry out the works.

We are about to begin our Green Infrastructure plan which use the GGE masterplan and masterplans from regeneration schemes as a starting point to map our green assets across all of our estates and consider the enhancement measures that would have the most impact.

[Read more about the Great Green Estates project here](#)



Revitalising Local Gardens and Food Access

Our green hubs restored 15 community gardens, reviving 73 vegetable beds and re-engaging 86 gardeners.

Community sessions promoted gardening’s health benefits, while workshops and corporate volunteering events strengthened local involvement. Ongoing partnerships support sustainable food access, with plans to expand food co-ops and gather data to improve our Good Food Access Strategy.

Resource Management

c9

Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?

We do not currently have a strategy but we have plans to integrate monitoring of this into our contractor 'health checks' and it forms part of our procurement for new Measured Term Contracts, of which a number are currently out for tender.

c10

Does the housing provider have a strategy for waste management incorporating building materials?

We are planning to develop one as part of the Sustainability Strategy in 2026. This will outline approaches to waste management, building materials, reuse and recycling.

c11

Does the housing provider have a strategy for water management?

We do not have a strategy yet but we plan to review existing policies including prevention of legionella and create a strategy in 2026/27.

SOCIAL

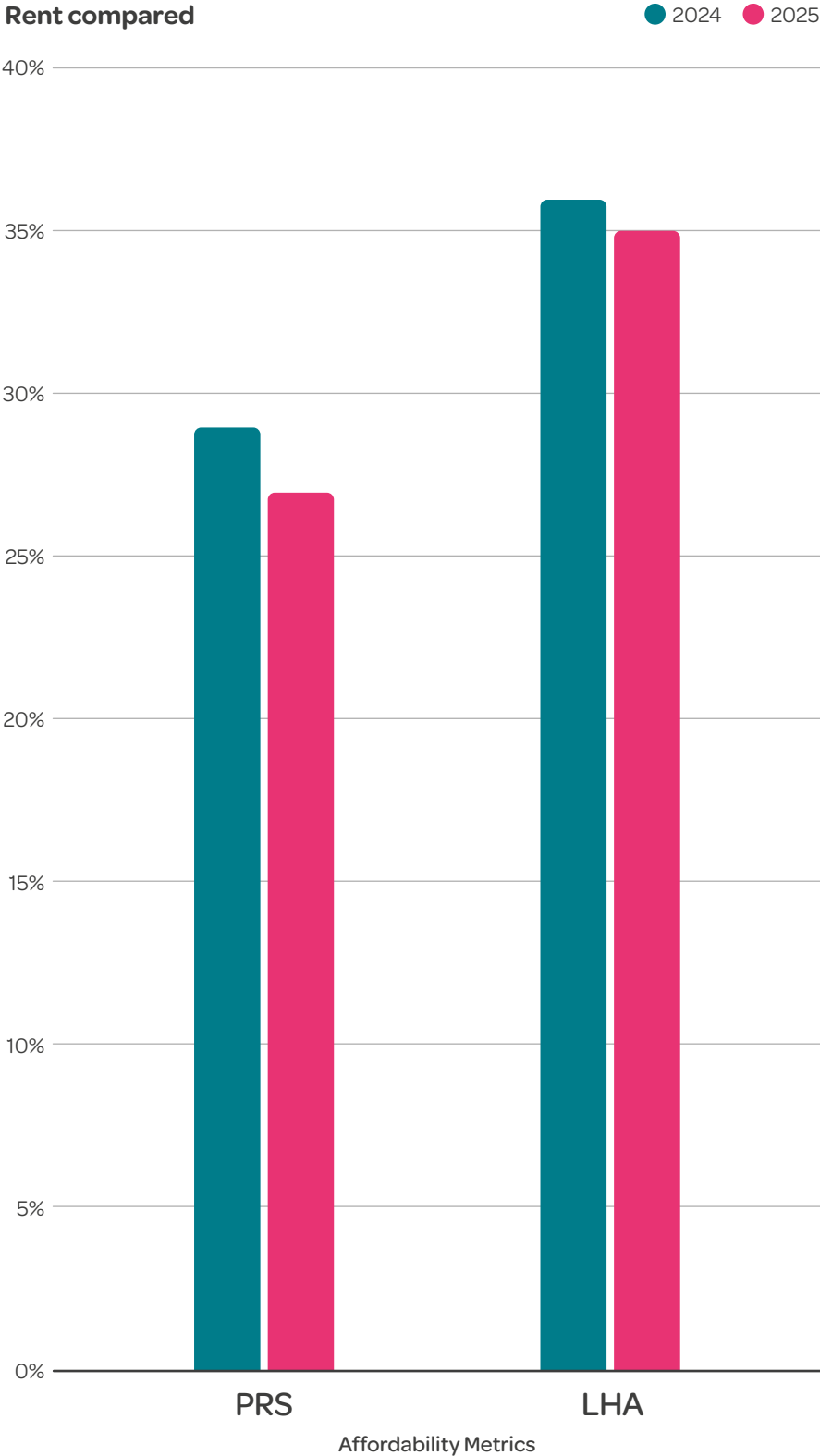
Poplar HARCA exists for our residents. We believe service satisfaction relies on listening and responding, being open to challenge and doing what we say we will.

C12
For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:

1. Rent compared to median private rental sector (PRS) rent across the relevant Local Authority.
2. Rent compared to the relevant Local Housing Allowance (LHA).

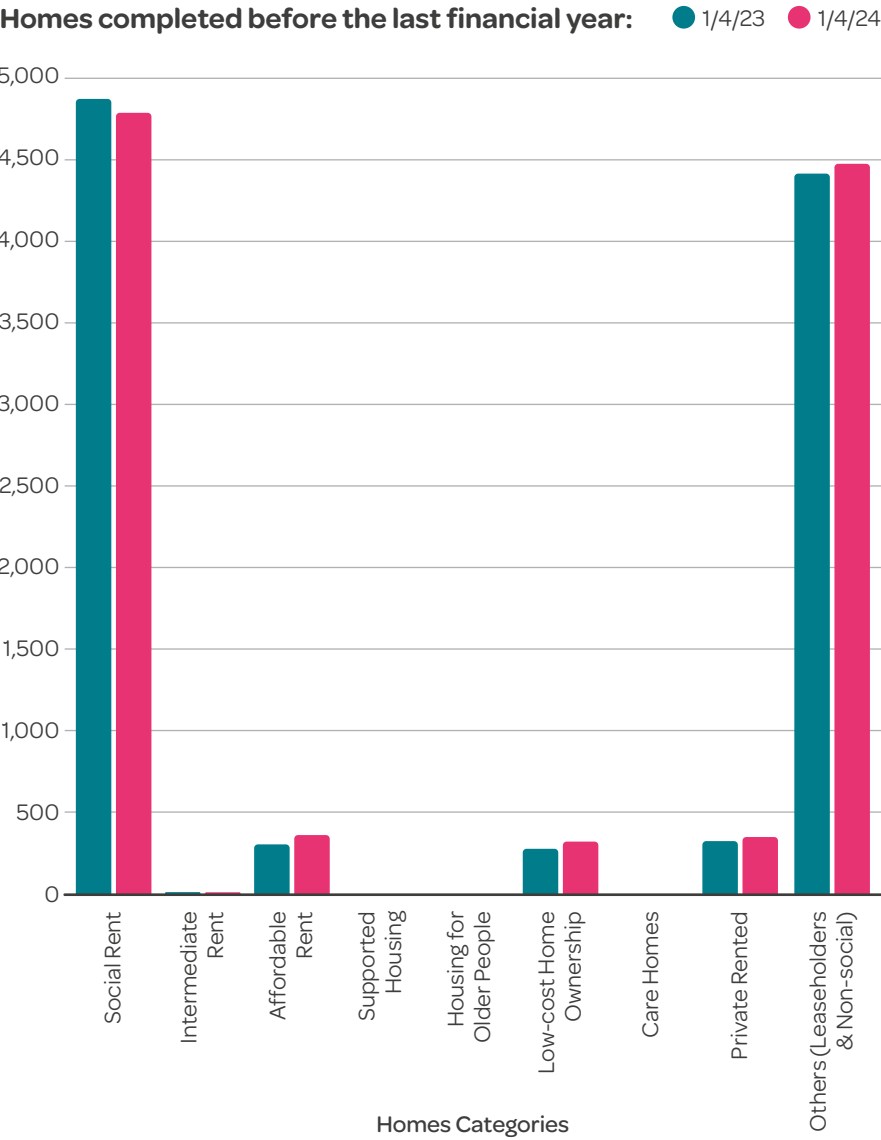
Affordability and Security

C12-C16



C13
 Share, and number, of existing homes (owned and/or managed) completed before the last financial year.

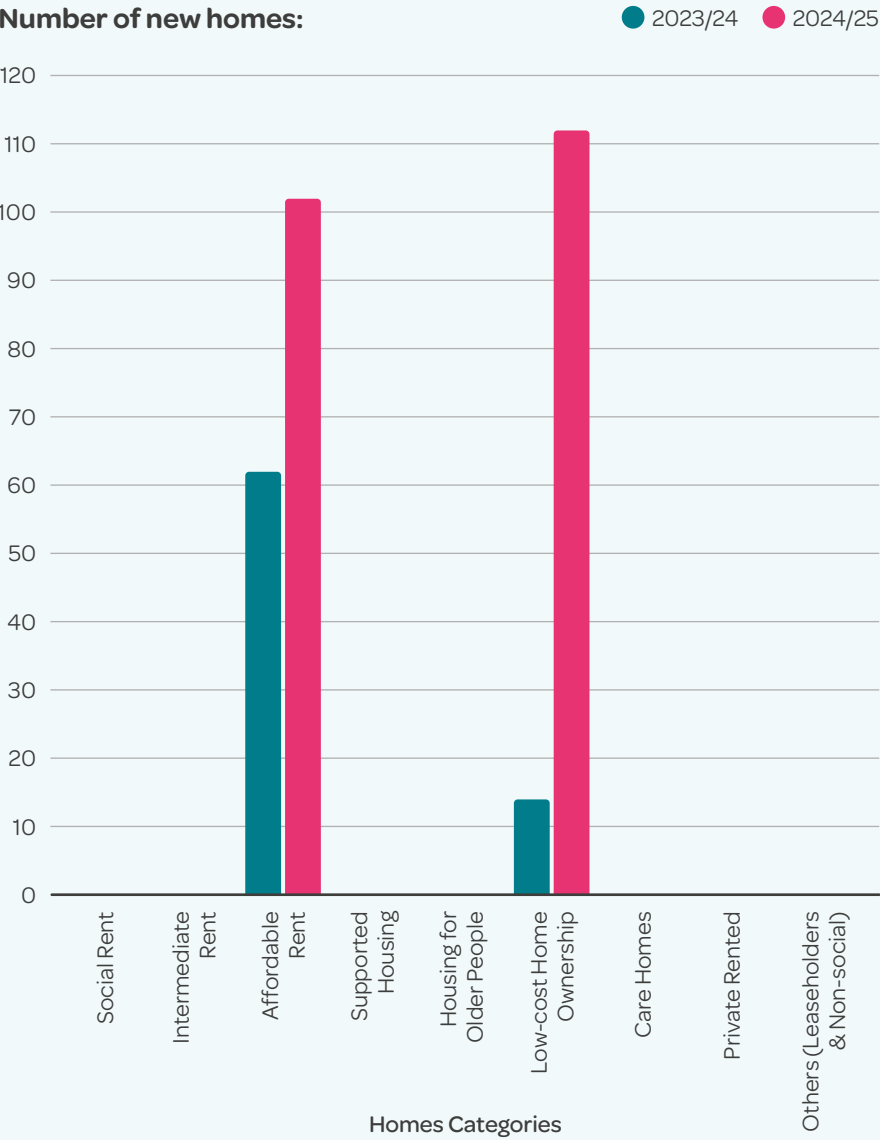
Homes allocated to: General needs (social rent), Intermediate rent, Affordable rent, Supported Housing, Housing for older people, Low-cost home ownership, Care homes, Private Rented Sector, Other



Homes completed before:	1/4/23		1/4/24	
	No.	%	No.	%
Social Rent	4,873	48	4,788	46
Intermediate Rent	20	0	19	0
Affordable Rent	312	3	369	4
Supported Housing	0	0	0	0
Housing for Older People	0	0	0	0
Low-cost Home Ownership	285	3	329	3
Care Homes	0	0	0	0
Private Rented	332	3	357	3
Other (Leaseholders & Non-social)	4,416	43	4,476	44
Total	10,228	100	10,338	100

C14
 Share, and number, of new homes (owned and/or managed) completed before the last financial year.

Homes 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 new homes:	2023/24		2024/25	
	No.	%	No.	%
Social Rent	0	0	0	0
Intermediate Rent	0	0	0	0
Affordable Rent	62	82	102	48
Supported Housing	0	0	0	0
Housing for Older People	0	0	0	0
Low-cost Home Ownership	14	18	112	52
Care Homes	0	0	0	0
Private Rented	0	0	0	0
Other (Leaseholders & Non-social)	0	0	0	0
Total	76	100	214	100



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

We continue to support residents to help with the high cost of home energy. We also provide advice and information to help residents make smart decisions. Additionally, we visit residents needing extra help and provide information booklets. Our energy consultant searches the market for the best tariffs and these are fixed for 3 years, amidst changes in the prices due to global events.

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

We provide all general needs tenants with an Assured Tenancy, commonly known as a 'lifetime' tenancy. The agreements are written in plain English with fair terms, offering long-term security and protection against arbitrary eviction. We adhere to all relevant laws and regulations, including the Housing Act 1988 and amendments. Our tenancy agreements are legally binding and drafted to protect tenants' rights. Additionally, we offer a robust appeal process for tenants served with legal notices.

Rent is set strictly according to regulations, and tenants are notified of changes at least one month in advance. Tenants are also informed about the process for challenging rent increases they disagree with.

We adopt an early intervention ethos to identify and address early signs that a tenant may be struggling to maintain their tenancy. Our support includes employment and training support, welfare benefits guidance, payment options, and referrals to specialist debt advice services. We also offer dedicated safeguarding support for vulnerable and at-risk tenants.

Tenants are encouraged to take part in decision-making through a variety of formal and informal channels. This engagement helps shape our approach to tenancy sustainment.

Eviction is always a last resort and conducted strictly following legal requirements. We explore all other options to resolve issues, such as mediation and support interventions, to avoid eviction whenever possible. We have a target for zero legal referrals for tenants who engage with support and zero formal legal interventions against under sixteens involved in antisocial behaviour.

Building Safety and Quality

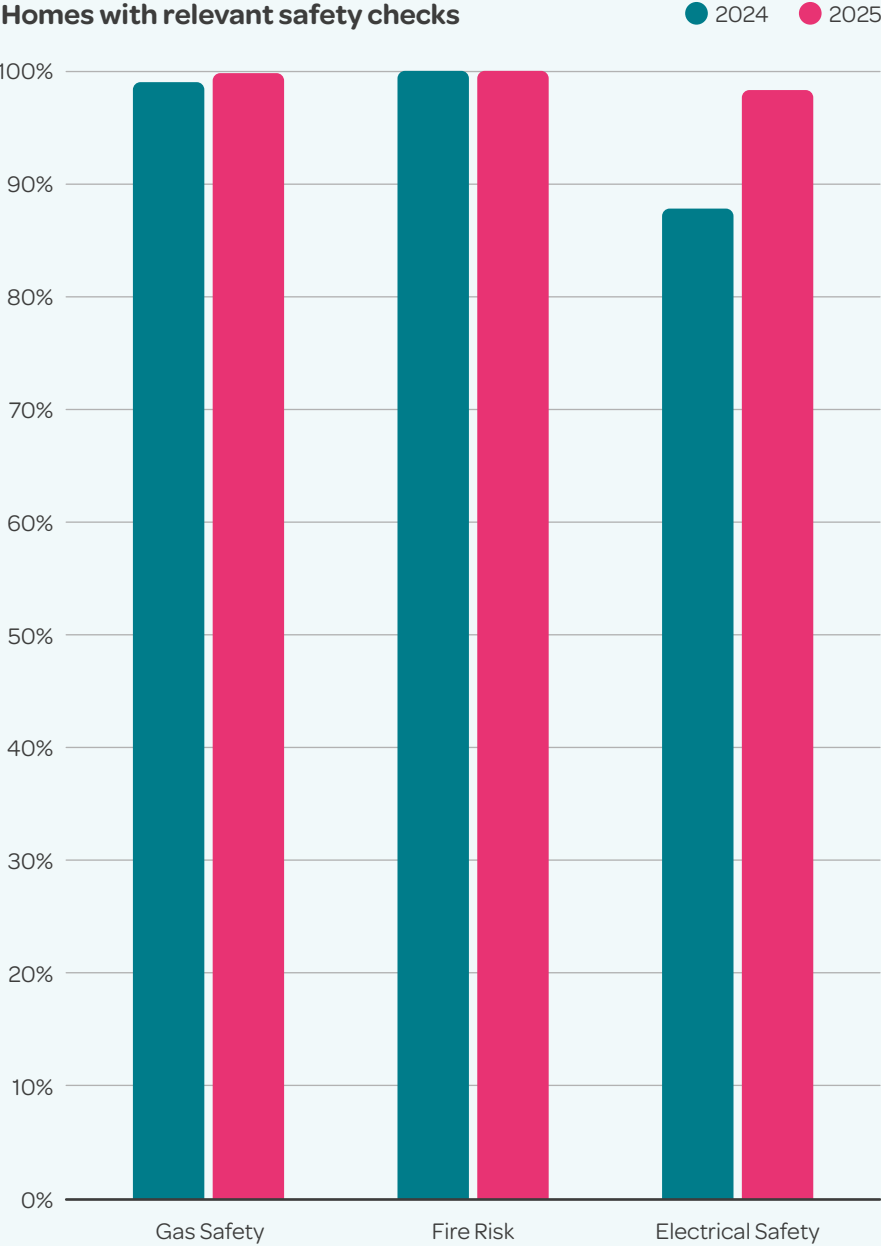
C17-C19

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.



	2024	2025
Homes have had all required gas safety checks carried out	99%	99.8%
Homes have had all required fire risk assessments carried out	100%	100%
Homes have had all required electrical safety checks carried out	87.8%	98.3%

C18 What % of homes meet the national housing quality standard?

Of those which fail, what is the housing provider doing to address these failings?

100% of homes meet the Decent Homes Standard. Ongoing monitoring and regular stock condition surveys are carried out to ensure continued compliance, with any emerging issues addressed promptly through the planned maintenance and asset management programmes.

Property MOTS: Keeping homes in top condition

This year, we launched Property MOT inspections for HARCA tenants - a proactive service designed to keep homes safe, well-maintained, and comfortable.

These 30-minute checks help assess the general condition of kitchens, bathrooms, and other key areas, while giving residents the chance to raise any repair needs directly with our team.

During the visit, we capture information, take photos, and log any issues. If repairs are needed, we'll arrange them as soon as possible. Appointments are flexible, available weekdays (including evenings) and Saturdays, and our team also offers on-the-spot visits while out in estates.

The MOTs are part of our commitment to maintaining high standards and improving how we respond to repairs, and we've already visited 85% of homes.

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

We have a zero tolerance approach to mould in our homes. All mould reports are referred to our partner, Zap Carbon, who carry out a healthy home assessment within 14 days and remove any sign of mould during that visit. This immediately removes the risk and allows us to concentrate our effort on identifying and remedying the root cause of the issue. All repairs are carried out in accordance with our repairs policy which has clear timescales. Smart devices that capture heat, humidity and CO2 data are installed in 77% of homes, algorithms use this data to predict mould risk enabling us to respond proactively. Residents can see this data via an app.

Resident Voice

C20
What are the results of the housing provider's most recent tenant satisfaction survey?



The 2024 TSM Survey was open for 6 weeks from 24 September to 5 November. We used a census approach and had 555 tenant responses in total.

[Read the full TSM results here](#)

TSM Survey Feedback	2023	2024
Number of responses	899	555
Residents overall are satisfied with our services	83%	84%

How has the housing provider acted on these results?

Following the 2024 TSM survey, we carried out deep dive sessions with residents to understand and explore recurring common themes. The feedback was then triangulated with our complaints casework and our performance to identify service improvements required. As a result, we have taken the following actions:

- 1. Included improvement projects as part of our Annual Service Plan
- 2. Launched our repairs redesign phase 2 with the Repairs forum
- 3. Taken the TSM feedback to our Joint Estate Panel along with the improvement actions

The feedback from the survey has also been included in the development of our new 5 year corporate strategic plan.



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

Residents have always played an active role in Poplar HARCA’s management and decision-making processes. Local people are embedded within our governance structures and are represented on our Board, Committees, and Youth Empowerment Board (YEB). Additionally, each of our estates has its own Estate Board, where residents come together to hold us accountable, contribute ideas, and help shape the delivery of our services. These meetings provide a platform to review current service performance, explore opportunities for improvement, allocate the estate’s minor works budget, and discuss future projects and community concerns. We also meet quarterly with the Joint Estate Panel (JEP) to share service updates and upcoming initiatives, offering residents a regular opportunity to monitor our progress and provide valuable feedback. Performance reports are submitted to JEP and to Services Committee for discussion. It is also submitted to Board for information. Our performance is also found on our website, along with our residents’ annual report, survey results and board/committee summaries.

-  **183**
People involved with our Board, Committees, Estate Boards and Gatherings Groups
-  **886**
Residents involved with consultations, listening campaigns, door knocks and resident steering groups
-  **6,888**
Residents involved with surveys, resident testing groups, service reviews and feedback

C22
In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place?
How have these complaints (or others) resulted in change of practice within the housing provider?

In 2024-25 there have been 18 Ombudsman determinations containing a total of 46 findings. 28 findings resulted in maladministration, 18 resulted in no maladministration or reasonable redress. There are a number of lessons learnt identified in our Annual Complaints and Service Improvement Report, here are just a sample.

Lessons learnt:

- | | |
|---|--|
| Technical: | Housing: |
| <ul style="list-style-type: none">▶ revised leaks process and launch a pilot scheme, which resulted in 76 jobs issued, 100% completed within target and 98.3% satisfaction.▶ Single point of contact for serious and complex casework.▶ Self-service ChatBot 'Poppy' enables residents to raise repairs and book appointments | <ul style="list-style-type: none">▶ Single point of contact for vulnerable and at-risk residents▶ 26 Estate walkabouts with residents▶ Launched an ASB forum |
| | Complaint handling: |
| | <ul style="list-style-type: none">▶ Customer Care briefings▶ Briefings for investigators▶ Monitoring response quality and consistency |

[Read the full Annual Complaints and Service Improvement Report 2024-25 here](#)



The year in numbers: Community and Support Services



Resident Support

C23

C23
What are the key support services that the housing provider offers to its residents?

How successful are these services in improving outcomes?

Welfare Benefits and Safeguarding Service: Our Welfare Benefits Advisory service offers confidential, friendly advice on benefits, financial support, with help for applications, appeals, and navigating systems like Universal Credit and housing benefits. Additionally, unlike many organisations who use external safeguarding resources, we have our very own Safeguarding team who are dedicated to supporting individuals at risk of harm, abuse, or neglect.

The Hive Employment & Training Services Hub: Our award-winning provider of accredited skills training offers comprehensive employment advice and guidance. In 24-25, it supported 250 people into jobs, enabled 711 individuals to achieve at least 1 accredited qualification and provided a total of 894 students with Basic Skills - non accredited training.

Community Development & Wellbeing Team: Manages our network of 9 community centres, each located in our different estates. These community centres are community anchors where residents access inclusive, friendly, and life-changing health & wellbeing centred services delivered in partnership with local and external service providers. In 24-25, CDW worked with external partners to enable 20,118 local people to access health-related activities held in our community centres and outdoor venues. The team attracted 8,564 people to its events and has offered volunteering opportunities to a total of 597 individuals.

Spotlight Youth Service: Delivered from our state of the art youth facility dedicated to inspiring young people from all walks of life to realise their potential and achieve their dreams. The service worked with 5,323 young people across its different service themes, including detached, outreach and work with partners. 800 young people involved in dynamic sports, 370 engaged in creative programmes, while 214 regularly attended detached intervention sessions. The in-house GP service Healthspot has offered 142 appointments. Spotlight's Health Ambassador programme has selected and trained 70 young people for a new batch of health ambassadors among candidates from 10 participating schools. Its newly-formed girls' club has attracted regular attendances from 65 girls. Spotlight celebrated its 10 year anniversary in the summer of 2024 where over 200 attendees enjoyed an afternoon of fun, music, games and food courtesy of the young people with support from Spotlight staff and volunteers. The audience was treated to a display of skills, passion and dedication of Spotlight's members who took to the stage to showcase their talents and achievements.

Resident Empowerment Support Team: Facilitates engagement among residents affected by new developments and regeneration schemes ensuring that they have a voice in designing the masterplans for their estates.

[Find out more in our Social Value Impact Report](#)

Social value in 2024/25





Placemaking

C24

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.

Poplar HARCA has a dedicated Communities and Neighbourhoods (CaN) team which ensures we provide holistic support to everyone living in our homes. The services that CaN provides complement the essential housing-related services that our Housing, Development and Technical Teams provide on a daily basis. We also have a dedicated Resident Empowerment Support Team (REST) who facilitate engagement among residents affected by new developments and regeneration schemes ensuring that they have a voice in designing the masterplans for their estates.

[Find out more in our Social Value Impact Report](#)

REST Residents Surveys

From September to December 2024, REST conducted surveys at the Aberfeldy estate. The engagement focused on providing clear information about the regeneration, addressing any resident questions or concerns, gathering feedback on the use and perception of Aberfeldy Square and identifying any community risks related to the changes. A total of 455 residents were informed and engaged. This resulted in the completion of over 60 Property MOTs, more than 40 repairs reported and promptly resolved, and over 30 decant housing related enquiries addressed.

Over at Teviot, in July through to September REST engaged 441 eligible regeneration tenants to understand the elements of regeneration that they support and look forward to. In the process, REST received 40 repair requests and more than 50 enquiries regarding decanting and future housing options, all of which were promptly addressed. REST also facilitated a joint panel meeting of the Resident Steering Group and Youth Empowerment Board that resulted in 78 recommendations incorporated in the final submission of the planning application to the London Borough of Tower Hamlets in May 25.

Teviot Community Chest: Investing in Local Impact

As part of the Teviot regeneration, we're committed to ensuring the benefits go beyond new buildings. Through the Teviot Community Chest Fund, we've already invested £427,500 into local projects that improve health, wellbeing, employment, the environment, and youth opportunities.

One standout project is the Leaders in Community Beekeeping programme, which has trained over 75 residents in sustainable beekeeping, supporting local biodiversity and building valuable new skills.

Another success is the weekly affordable food co-op, offering organic fruit and vegetables at no extra cost to residents. By working with Better Food Shed, the co-op addresses the local lack of affordable organic produce around Teviot and Limehouse.

These initiatives highlight how the Community Chest is helping build a stronger, healthier, and more connected Teviot community.

GOVERNANCE

Leading credit rating agency, Fitch, gave us an A- rating which is a stable outlook rating which shows we're managing our business efficiently and effectively.

Structure & Governance

C25–C30

C25

Is the housing provider registered with the national regulator of social housing?

Yes. We are registered with the Regulator of Social Housing and operate in full compliance with its standards and requirements. This registration ensures accountability, transparency, and adherence to good governance and financial viability principles.

C26

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

G1/V2/C1. This grading reflects our strong governance arrangements and a compliant approach to consumer standards, alongside a sound financial position that continues to be managed prudently to maintain long-term sustainability.

C27

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

We follow the National Housing Federation's Code of Governance to ensure high standards of transparency, integrity, and accountability across our operations, with regular reviews to confirm ongoing compliance and continuous improvement in governance practices.

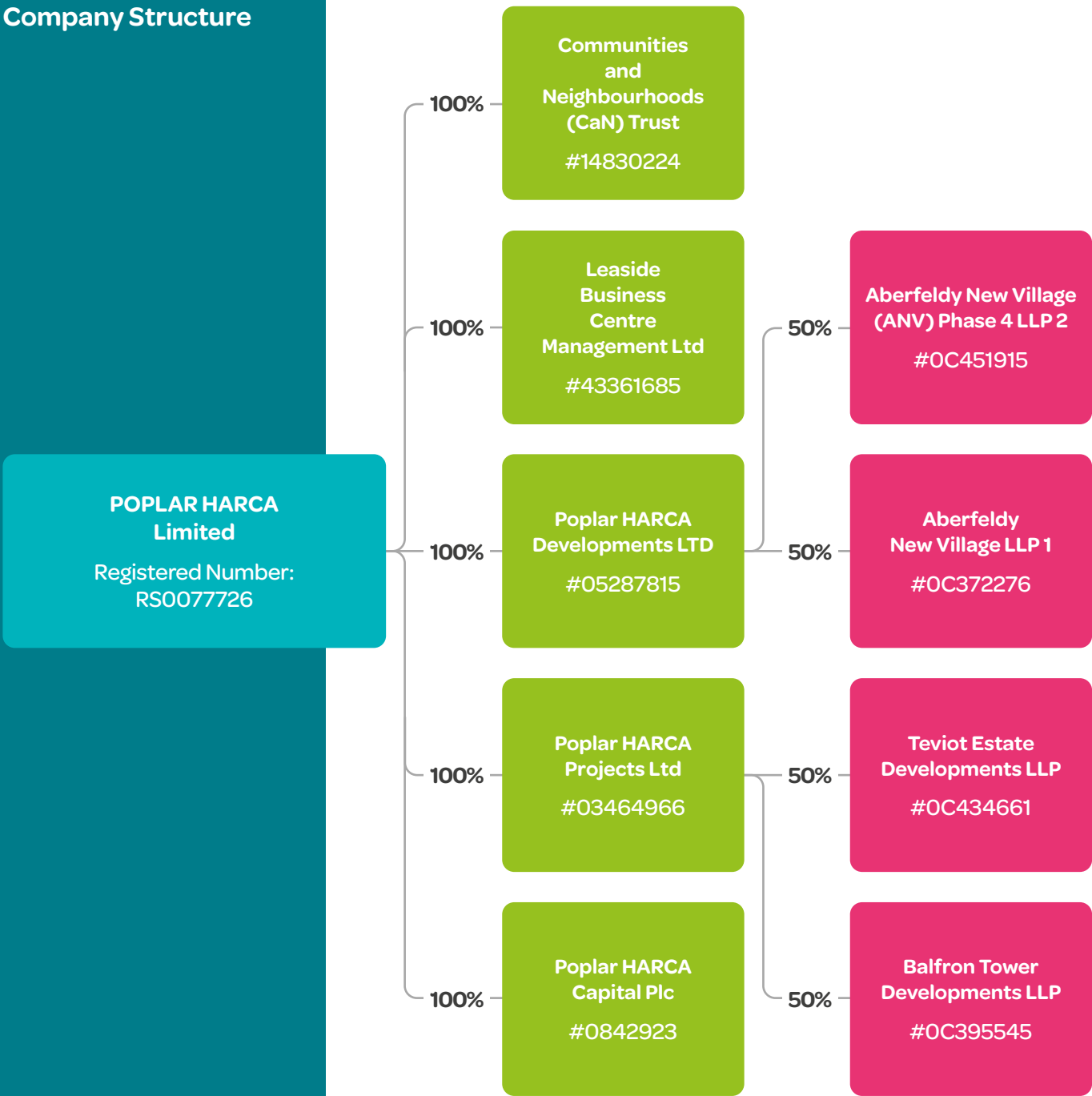
C28

Is the housing provider a Not-For-Profit?

If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?

No, instead Poplar HARCA is a charitable Registered Society under the Co-operative and Community Benefit Societies Act 2014. As a community benefit society, each board member holds just one share each; there are no other shareholders.

Company Structure



C29

Explain how the housing provider’s board manages ESG risks.

Are ESG risks incorporated into the housing provider’s risk register?

We have a formal risk management strategy reviewed by the Audit and Risk Committee annually. The strategy follows the standards of risks to mitigate set out by the Regulators but currently, ESG is not specifically targeted in the strategy.

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?

No. We maintain robust governance, compliance, and risk management frameworks to ensure adherence to all relevant legislation and regulatory standards. Regular internal audits, staff training, and policy reviews are undertaken to proactively manage risks and uphold high standards of integrity and accountability across all areas of operation.

Board & Trustees

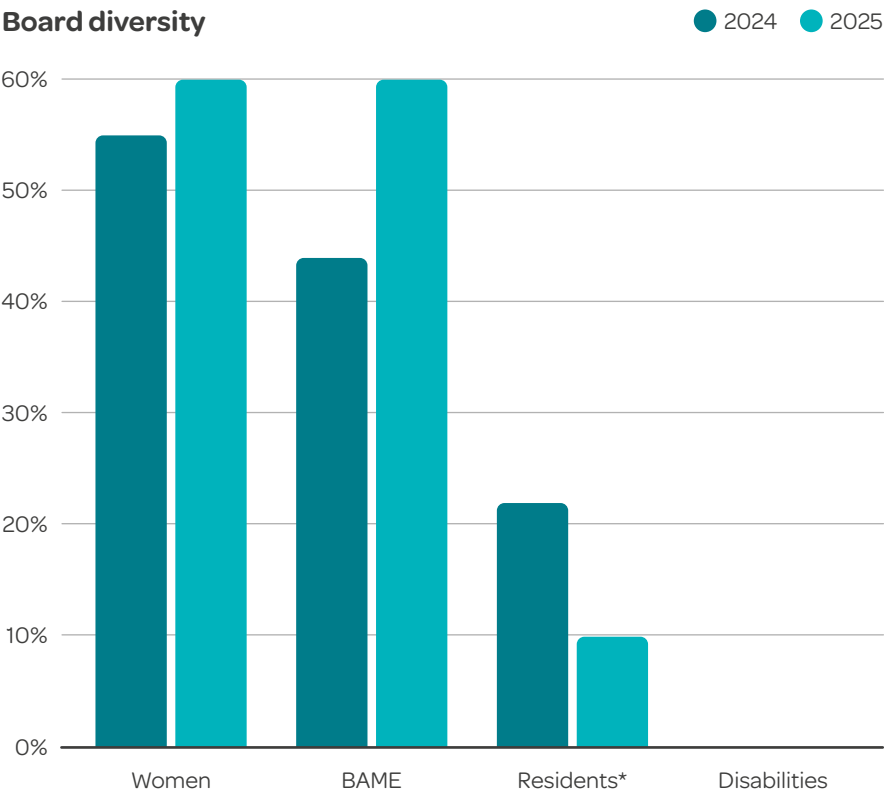
C31-C38

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

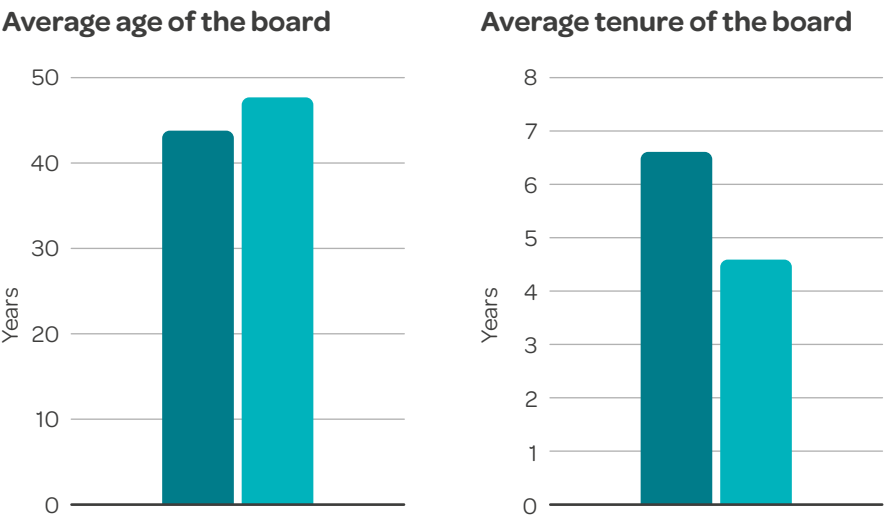
Does the housing provider consider resident voice at the board and senior management level?

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

Residents are represented on Poplar HARCA's board to ensure their voices are heard.



*1 member; absent leaseholder. 1 member; parent is a leaseholder.
1 member; is a resident



C32
What % of the housing provider's Board have turned over in the last two years?

What % of the housing provider's Senior Management Team have turned over in the last two years?

- 30% of board members have turned over in the last two years:
- ▶ 1 Board member left November 2023
 - ▶ 1 Board member appointed in September 2024
 - ▶ 1 Board member appointed in November 2024
 - ▶ 2 Board members left in November 2024
 - ▶ New Board Chair appointed in March 2025
- There has been no change of the Senior Management Team in the last two years.

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

Two board members on our Audit Committee have recent and relevant financial experience.

C34
What % of the housing provider's board are non-executive directors?

10% of our board are non-executive directors.

C35
Has a succession plan been provided to the housing provider's board in the last 12 months?

Yes. A comprehensive succession plan has been presented to the Board to ensure effective leadership continuity and organisational resilience. The plan identifies key roles across both executive and non-executive functions, outlines potential successors, and sets out development pathways to build future leadership capacity. It is reviewed regularly to reflect organisational priorities and evolving governance requirements.

C36
For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

Our current external audit partner has provided audit services for the past two financial years, ensuring consistency and a strong understanding of our financial operations. We remain committed to best practice by periodically reviewing auditor appointments in line with regulatory expectations and governance standards to maintain independence and objectivity.



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

The last independently-run board effectiveness review was carried out in January 2021. It assessed governance structures, board performance, and decision-making processes, resulting in several recommendations that have since been implemented to strengthen governance and strategic oversight.

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

Board and committee members complete an annual declaration of interest form and comply with the conflict of interest policy.



Staff Wellbeing

C39–C44

C39
Does the housing provider pay the Real Living Wage?

Yes, we provide London Living Wage which is the same as the Real Living Wage.

C40
What is the housing provider's median gender pay gap?

Our median gender pay gap

2024	46%
2025	0%

C41
What is the housing provider's CEO:median-worker pay ratio?

CEO: median-worker pay ratio

2024	5:1
2025	6:1



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

We have a zero tolerance approach to any kind of harassment or discrimination in the workplace and have a set of processes and procedures that we follow should we identify or be informed of any alleged inappropriate behaviour in the workplace.

Procedures that we have in place include our Grievance, Bullying & Harassment, and Disciplinary procedures. We also continue to work in partnership with Green Park (EDI Consultancy) to roll out a programme of cultural inclusion training to all staff. Late last year we partnered with them to deliver a staff survey with EDI at its heart – the design of which was contributed to by members of HARCA’s Staff Executive and Senior Leadership Team. The survey results were positive and included an average EDI disparity score of -2. This is a very positive outcome indicating that there were no significant variations in how typically underrepresented groups (women, LGBTQ+ and Global Majority employees) responded. We are now starting to review our processes in line with the survey feedback. All of these proactive and collaborative actions publicly and clearly demonstrate our EDI commitment to staff.

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

Wellbeing scored highly in the recent staff survey - with 80% of staff telling us that they believe HARCA cares for their wellbeing. Engagement also scored highly with:

-  **87%** of staff telling us that they feel proud to work for Poplar HARCA.
-  **84%** reported that they are treated with respect at work.
-  **77%** reported that their views are heard at work.

We continue to work with our Mental Health Champions and run lunchtime mental health awareness events. Moreover as an organisation we support flexible working and we offer staff the opportunity to sign up for (physical) health check-ups several times a year. We also organise several staff events across the year, all designed to help staff relax and get together socially. These include rooftop lunches, summer and Christmas parties. Finally, HARCA provides a breakfast to all its staff every working day.

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

HARCA is committed to supporting staff to continue with their professional development where that development is relevant to their substantive employment, contributing to the cost of training and professional subscriptions. We are in the process of designing a behavioural framework for the whole organisation which will help us to improve how we monitor and support staff performance and development. This will be followed by an organisation-wide training needs analysis – which will help us to both identify and plan the delivery of future professional staff development. We are continuing to review HARCA’s GROW ethos to ensure that all staff participate in regular personal development discussions with their managers. 5% of staff underwent professional development which resulted in the awarding of qualifications in the period April 2024 to March 2025.

Supply Chain

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?

Measured term contractors commit to social value during the tendering of contracts. Social value is embedded in employer’s requirements for construction and is a contractual requirement.

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 are not reporting on this area yet. However, we recognises the importance of embedding sustainability principles within our procurement processes and supply chain management. Future reporting will capture progress in this area as part of the wider Sustainability Strategy currently in development.

