Environmental, social and governance report

2025/26



A fairer London

We are driven by our purpose – to contribute to a fairer London where everyone has a place to call home. We exist to provide safe and quality homes for people who would otherwise struggle to afford them. Our residents are our number one priority.

Our people are compassionate and committed, and we take pride in what we do every day. We listen to our residents and provide homes and services that enable them to thrive.



Our story

A home provides the basis for a stable and healthy society, but the capital's housing crisis means that for too many Londoners a home is out of reach.

We are a not-for-profit registered provider of social housing, regulated by government. Founded in the 1960s to address slum conditions in west London, we're now one of London's largest charitable housing associations and a leading advocate and trusted partner to local councils and government, giving Londoners a base and community from which to achieve their potential.

We are both a landlord and a developer, with more than 66,000 existing homes and 2,440 more in our pipeline over the next five years, and a well-established commercial business from which we reinvest surpluses to support the provision of below market-rent homes across the capital.



Powered by over £1bn of investment into our homes over the next ten years, we're on a mission to improve how we deliver even better-quality homes, services and communities for our 130,000 residents.

We are committed to returning to regulatory compliance and being able to build even more new affordable homes in the future. To build trust and reputation with our residents and wider society, we will continue to simplify and transform how we are organised and how we work.

About this report

This environmental, social and governance (ESG) report sets out how we continue to provide genuine social value and explains how we are contributing to tackling climate change through the introduction of more sustainable practices.

It demonstrates to our residents and other stakeholders the positive impact that we are making against those important themes. Specifically, the report shows potential investors that by supporting our organisation, their money can have a positive social impact. We know that criteria associated with ESG are increasingly considered by investors as they look to invest ethically in businesses and organisations that provide social value, and hope this report assists them in that.

Our ESG document provides performance data aligned with the Sustainability Reporting Standard for Social Housing (SRS), published in November 2020, updated in 2023 and again in 2026. The updated standard covers 8 core themes and has 44 qualitative and quantitative criteria, which are identified as the core requirements to demonstrate strong ESG performance.

This report sets out how we comply with each of those criteria alongside case studies showing the benefits of our work. At the start of each section, we set out which of the 8 SRS themes are covered alongside the United Nations sustainable development goals to which they align.

The ESG report is complemented by two other annual publications. Our annual report and financial statements focus on financial performance to reassure our funders that their investments are sound. At the same time, it seeks to demonstrate the vital contribution those investments make to our residents' lives.

Our customer report, Working Better Together For Our Residents, concentrates on issues that directly impact those who live in our homes and use our services. It includes our performance against tenant satisfaction measures set by the Regulator of Social Housing and other internal metrics.

All publications are available on our website at www.nhg.org.uk/publications.

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Welcome



Our purpose is simple but profound: to contribute to a fairer London where everyone has a place to call home.

Providing safe, affordable, quality homes for people who would otherwise struggle to afford them remains at the heart of everything we do. But our commitment extends beyond bricks and mortar. We want our residents to live well, feel supported, and have confidence that we are investing in both their homes and their futures.

This report sets out the progress we've made during 2025/26 across the environmental, social and governance themes that are increasingly important to our residents, partners, investors and regulators. It has been another year of challenge and change, but also one in which we have laid important foundations for the future.

We have continued to focus on improving the quality and sustainability of our homes. During the year, more than **1,700 homes achieved an energy performance certificate rating of C or above,** significantly exceeding our target. Through retrofit programmes, government-backed decarbonisation funding and a data-led approach to investment, we are making tangible progress towards our ambition of ensuring all socially rented homes reach EPC C by 2030 while supporting our longer-term net zero commitments.

At the same time, we have continued to invest heavily in residents' homes and neighbourhoods. Through our Renew standard, every London general needs home prepared for relet is now delivered to a significantly enhanced specification, helping residents move into homes that are safe, comfortable and ready to live in from day one. We have also invested in green spaces, biodiversity projects and community initiatives that contribute to healthier and more resilient neighbourhoods.

Supporting residents through rising living costs remains a priority. Our welfare benefits team **recovered more than £4 million on behalf of residents** during the year, while our hardship fund and resident support services provided practical assistance to those facing financial challenges. We also **helped thousands of residents through employment, training, wellbeing and community programmes** delivered across our regeneration schemes and wider neighbourhoods.

Listening to residents and acting on what they tell us continues to be essential. Our resident forum, regional meetings and scrutiny activities have strengthened resident influence over our services and decision-making. We know there remains much more to do, particularly in improving satisfaction and service delivery, and we are committed to learning from complaints, feedback and lived experience to drive meaningful change.

We have also continued our work to strengthen governance following our regulatory downgrade. More than **80% of the milestones in our regulatory compliance plan have now been reached,** and we remain focused on embedding these across the organisation to continuously improve service delivery for our residents.

None of this would be possible without the dedication of our colleagues, residents, partners and board members. Their commitment, expertise and willingness to challenge us to improve continue to shape the future of Notting Hill Genesis.

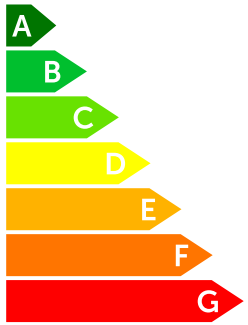
We know there is still much to do. Yet I remain confident that by focusing on our purpose, listening to our residents and investing wisely in our homes and communities, we can continue to make a positive difference to the lives of the people we serve.

Matthew Cornwall-Jones
Chief homes officer

Environmental *highlights*

IMPROVING ENERGY PERFORMANCE

84.8%
of existing low-cost rental homes are rated EPC C or above
up from 80.0% last year



RETROFIT AND HOME IMPROVEMENTS

2,587 homes received physical energy-efficient improvements

223
loft insulations

2,133
A-rated boilers

231
new windows

NEW HOMES



99.5%
of new homes achieved EPC B

ASSESSING OUR HOMES

9,050
Stock condition surveys completed
exceeding our target of 8,500



GOVERNMENT FUNDING FOR DECARBONISATION

£3.7m
award from the Social Housing Decarbonisation Fund (SHDF) Wave 2.1

185
homes improved in 2025/26

KEY IMPROVEMENTS INCLUDED:

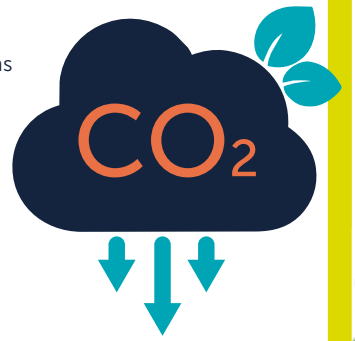
17
homes fitted with air source heat pumps

73
homes fitted with solar panels

165
homes had their ventilation upgraded

REDUCING OUR EMISSIONS

16,912
tonnes CO_2e
reported carbon emissions (location-based)



10%
lower than 2024/25

NATURE AND BIODIVERSITY

4,000+
new shrubs and herbaceous plants planted

2,000+
spring bulbs planted

New wildflower meadow created at St Giles Estate in Essex



RESOURCE MANAGEMENT

Zero
waste to landfill for corporate office waste

100%
electric corporate car fleet

Environmental

This section outlines our progress during the year alongside our performance against 14 criteria, across three themes, in the environmental category of the Sustainable Reporting Standard for Social Housing (SRS).



Climate change

Improving energy performance

We continue to make progress towards our aim of ensuring all socially rented homes are at energy performance certificate (EPC) band C or above by 2030.

Our empty homes standard is designed to provide residents with safe, high-quality, energy-efficient homes from day one. We aim for all homes to achieve a minimum EPC rating of C, with any remaining improvements delivered through our planned investment and retrofit programmes to meet our 2030 target, unless an exemption applies. During refurbishment, we consider previous repair records, including any history of damp and mould, and undertake appropriate preventative measures. We also bring forward key planned works where appropriate, including kitchen and bathroom replacements, and ensure all components are in good, serviceable condition for at least the next five years. Every home is fully decorated and fitted with floor coverings and we know from resident feedback that this makes a measurable difference to residents' lives when they first move in. Every one of our London general needs homes being prepared for relet since February 2026 has been delivered to this standard.

During 2025/26, a total of **1,711 homes** have had energy improvement either through retrofit works or have been assessed to have reached EPC C. This has well exceeded our target of 1,100 homes being uplifted to EPC C or above. Our retrofit programme delivered physical improvements to **2,587 homes** during the year, including **223** loft insulations, **2,133** A-rated boilers and **231** new windows. All retrofit activities align with our ongoing net zero strategy and targets.

We carried out **9,050** stock condition surveys against a target of 8,500, maintaining our programme of assessing asset performance and identifying opportunities for improvement. The data collected is used to plan and prioritise the **£1bn** we are investing in our homes in the coming years, ensuring value for money by combining funding sources and taking place-based approaches to deliver the most impact for residents..

The following tables show the distribution of EPC ratings across our existing low-cost rental homes.

We saw steady increases to **84.8%** of homes scoring C and above this year. B and C remains our most common rating, having risen from 56.7% to **63.9%**. In part this was due to a sustained reduction at the lowest ends of the scale, with G rates homes decreasing from 9 to **5**, F rated homes from 92 to **42**, and E rated homes from 650 to **476**.

Changes in the EPC assessment methodology also led to regrading of some properties from EPC B to either A or C.

Previously assessors could rely more heavily on assumptions and defaults, while the new methodology (RdSAP 10) requires more detailed measurements and observations. While some properties benefited from the changes, others saw a reduced scoring.

Distribution of energy performance certificate (EPC) ratings of existing low-cost rental homes (those completed before the last financial year).

	2025/26	2024/25
A	**0.6%**	0.1%
B	**20.3%**	23.2%
C	**63.9%**	56.7%
D	**14.0%**	18.3%
<E	**1.28%***	1.72%

The table above shows the distribution of EPC ratings across our existing low-cost rental homes for the past two financial years. * Band E - 1.2%, Band F - 0.1%, Band G - 0.01%

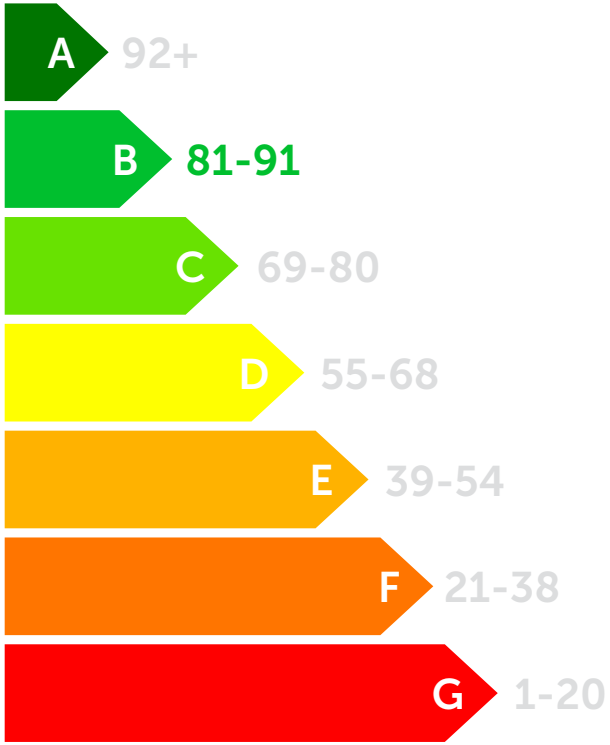
Distribution of EPC ratings of all new homes (those completed in the last financial year)

	2025/26	2024/25
A	**0%**	0%
B	**99.5%**	100%
C	**0.5%**	0%
D	**0%**	0%
<E	**0%**	0%

Our new homes continue to be built to a high energy performance standard. In 2025/26, **99.5%** of new homes achieved EPC B. This small decrease from 100% last year results from just two new homes which missed the target by a single point.

We set out in our sustainability strategy to achieve an average EPC Standard Assessment Procedure (SAP) score of **84** across all new build homes and exceeded our target with a score of 84.2. To receive an EPC B rating requires a minimum score of 81. Meanwhile, our development refurbishment programme also hit its target of **100%** of homes reaching EPC C level.

As part of our Social Housing Decarbonisation Fund (SHDF) Wave 2.1 funding, we've been delivering energy efficiency improvements to hundreds of homes across our portfolio, supported by the award of a **£3.7m** government grant. In 2025/26 this resulted in **185** homes being retrofitted to improve or add loft insulation (**124** homes), windows & doors (**131** homes), air source heat pumps (**17** homes), solar panels (**73** homes) and ventilation upgrades (**165** homes).





CASE STUDY:
We took a handover at Grahame Park of 209 new homes

Grahame Park Plot A is NHG's first air source heat pump-led heat network. Integrated into the newly completed development from the outset, the 135kW roof-mounted installation will meet most of the annual heat demand and contribute to an operational carbon emissions reduction of approximately 36% compared with gas boilers alone. Gas boilers provide peak capacity, resilience during maintenance and flexibility to respond to changing gas and electricity prices, providing scope to manage resident heating costs. Recognising that heat network performance is critical to efficient heat-pump operation, a specialist heat network consultant was employed to review the design, monitor installation quality and complete comprehensive acceptance and load testing before handover. This provided expert assurance of the system's functionality, efficiency and operational reliability.



CASE STUDY:
Baths court heat network retrofit: Delivering comfort, efficiency and carbon savings

Baths Court, a supported housing scheme in West London, has undergone a transformative £1.2 million heat network retrofit, delivering significant improvements in resident comfort, energy efficiency and carbon reduction. Delivered in partnership with Fairheat and Watkins Heat Contractors, the project replaced an ageing and unreliable communal heating system dating back to 1984 with a modern, future-ready network designed to support low-carbon heating technologies.

As our first heat network retrofit in a supported housing setting, the project upgraded all 32 homes and communal areas with support from the Heat Network Efficiency Scheme (HNES). The existing four-pipe distribution system was converted to a highly efficient two-pipe network, while new heat interface units, individual heat meters and thermostatic controls were installed to give residents greater control over their heating. The project also included replacement boilers, a new Building Management System, thermal storage, improved pipework insulation and a chemical-free water treatment solution. Guru smart hubs were introduced to support the transition to fair, consumption-based billing.

Given the age and vulnerabilities of many residents, customer support was central to delivery. A dedicated resident liaison officer remained on site throughout the works, temporary electric heating was provided during service interruptions and flexible scheduling helped minimise disruption. Residents also received regular face-to-face updates and guidance on using the new heating controls.

Project highlights

- **£1.2 million** investment supported by HNES funding.
- **32** homes and communal areas upgraded.
- **74%** reduction in heat network losses.
- **62%** reduction in carbon intensity.
- Lower gas and electricity consumption.
- Greater reliability with fewer heating and hot water outages.
- Individual heat metering enabling fairer billing based on actual consumption.
- Future-ready heat network aligned with upcoming Heat Network Technical Assurance Scheme requirements.

The Baths Court retrofit represents a major milestone in our programme to modernise older heat networks and improve the quality of homes for residents. In recognition of its success and impact, the project won the Energy Project of the Year – Residential award at The Energy Awards 2026, demonstrating how targeted investment can deliver lasting environmental, operational and customer benefits.

Working towards net zero

Our sustainability strategy includes a goal of achieving **net zero** carbon for our business operations by **2035** and for our homes and supply chain by **2050**. Our **2,587** retrofits over the past year, which includes loft insulations, installing A-rated boilers, new windows and external doors along with other improvement measures, means we succeeded in improving the SAP score of those homes and all align with our net zero strategy and target.

Reporting emissions

We are committed to continually improving energy efficiency and reducing environmental impact while operating as a responsible and sustainable business.

We continue to monitor and report emissions from our main office buildings as part of our work towards achieving net zero operational carbon by 2035. Our carbon emissions, using a location-based approach to calculating emissions, were **16,912** tonnes CO2e for 2025-26, which is **10%** lower than in 2024-25.

These include the emissions associated with electricity, gas and travel in personal vehicles. Our intensity ratio of **22.303** tonnes CO2e per £m is **15%** lower than last year.

Scope 1, 2 and 3 greenhouse gas emissions – main offices

Scope 1, 2 and 3 greenhouse gas emissions

Scope	2025/26	2024/25
Scope 1: Direct emissions from the operation of owned and controlled facilities and equipment	**10,974**	11,902
Scope 2: Indirect emissions from the production of purchased energy	**5,329**	6,290
Scope 3: Indirect emissions from the value chain	**610**	611
Total emissions (tCO2e)	**16,912**	18,804

Scope 3 emissions continue to represent a small proportion of the office total (less than 1%), but we are expanding our reporting coverage in this area. Additional supplier data will be sought to better account for emissions across our wider value chain.

Notting Hill Genesis' carbon emissions, using a location-based approach to calculating emissions, were **18,803.53** tonnes CO2e for 2024-25, which is **4%** lower than in 2023-24. These include the emissions associated with electricity, gas, and travel in employee-owned vehicles for business use. Our intensity of **26.23** tonnes of CO2e per £m was **6%** lower than in 2023-24.

Mapping and assessing climate risk

We assess climate-related risks such as overheating, flooding and drought as part of the design and delivery process for all new developments, with mitigation measures incorporated at every stage. This ensures our new homes are resilient to current and future environmental pressures.

On new developments, our designers carry out an overheating risk assessment in accordance with CIBSE TM59 guidance. These assessments take place at two key stages: first, prior to the planning submission, and then again before construction begins. The process involves dynamic computer modelling of each proposed home to simulate how it would perform throughout the year during periods of warm weather, using an agreed set of overheating criteria. If the modelling reveals that internal temperatures are likely to exceed comfort thresholds, the design is adjusted to ensure compliance.

Wherever possible, overheating risk is addressed using passive design measures. These include openable windows, high-performance glazing, and shading treatments that limit solar gain. Where passive measures are insufficient on their own, efficient cooling modules are added to the mechanical ventilation system to enhance thermal comfort. We avoid the use of energy intensive air conditioning systems unless absolutely necessary.

To ensure a holistic approach, designers are required to take into account other performance criteria, including noise levels and indoor air quality, when developing their mitigation

strategies. Our in-house technical managers conduct detailed reviews of all overheating assessments and associated design responses, providing an additional level of technical scrutiny. This overheating assessment and design refinement process is repeated on all new developments to ensure long-term suitability in the face of rising temperatures. Our approach also helps to meet regulatory requirements and resident expectations for comfort, health and wellbeing.

Alongside overheating, we assess the risk of flooding on all projects located in flood risk zones or areas with sensitive drainage infrastructure. Where necessary, we take action either to reduce the flood risk to our development itself, or to ensure that our scheme does not contribute to increased flood risk elsewhere in the local network.

In such cases, we provide on-site rainwater attenuation systems to reduce surface water runoff rates from roofs and hard landscaping into nearby sewers or watercourses. These systems store rainwater during periods of heavy rainfall and release it gradually into the drainage network, helping to prevent surges in flow that could cause downstream flooding. Typical attenuation features include green, brown and blue roofs, soakaways, swales, permeable paving and underground attenuation tanks. These are selected according to site conditions and integrated into the wider design. Where appropriate, attenuation measures also contribute to biodiversity and placemaking benefits through the introduction of natural planting and sustainable drainage landscapes.

Nature

Managing our green spaces

Our sustainability strategy includes a commitment to enhance biodiversity and green infrastructure across our estates. The creation of a dedicated, specialist and qualified landscape team has supported the roll out of the investment alongside our partners.

In 2025/26 we planted just over **4,000** new shrubs and herbaceous plants, more than **2,000** spring bulbs, and new trees across multiple sites including at our Factory Quarter, Edmund Street and Manor Place Depot estates as well as other properties. We also created a **wildflower meadow** at St Giles Estate in Essex, providing benefits for pollinators and local biodiversity.

Significant investment was carried out at Bolney Meadow where in addition to new planting we installed insect to contribute to biodiversity. While at Garrick Close we successfully integrated social value and resident involvement to enhance the biodiversity at the scheme with bat boxes, trees planted and areas of wildlife protected in hedgerows.

Identifying, managing and reducing harmful pollutants

We have an organisation-wide commitment to identifying, managing and reducing pollutants that could cause material harm. Through our development, asset management, and sustainability teams, we apply a range of controls to minimise pollution risk, including compliance-



CASE STUDY:
Wild meadows at St Giles

At St Giles estate in Essex we looked to enhance green space through the creation of wildflower meadows. The estate features large, grassed areas, and while we have continued to cut the main formal areas around the building, the wider estate has been left to grow naturally.

This approach frees up the gardeners' time so they can focus on other tasks that maximise their efforts on site. In turn this has created wild meadow areas supporting pollinators and enhancing biodiversity.

Grass around the edges and along existing pathways remains short, and we created mown pathways through the meadow so residents could continue to use the area. These cut edges and pathways also act as natural fire breaks should they be needed.

focused procurement of materials, careful contractor oversight, and office based emissions monitoring. This overarching approach is embedded in policies covering construction emissions, asbestos management, and water safety. We also monitor our internal environmental footprint, collecting and reporting data on office-based pollutants and vehicle emissions.

In our offices, we monitor carbon dioxide equivalent for several measures as set out in the following tables.

2024/25

	Quantity	tCO2e	Comment
Electricity (kWh)	1,049,068	5,569.1	Not green energy
General waste (kg)	43,050	0.705	Not green energy
Recycling (kg)	21,420	0.361	
Confidential waste (kg)	3,077	0.046	
Pool cars (Mileage)	186,152	11.3	
Archive Waste (kg)	5,569.1	0.079	Destroyed documents

2025/26

	Quantity	tCO2e	Comment
Electricity (kWh)	1,201,496.3	0 *see comment	Market based figure is Zero because NHG has a Green Energy Tariff. The Location-based figure (196.9429) reflects the actual physical carbon intensity of the grid that power is drawn from.
General waste (kg)	57,010	0.2678	
Recycling Waste (kg)	58,815	0.2754	
Confidential Waste (kg)	8,398	0.0393	
Archive Waste (kg)	2,263.4	0.0106	
Battery Waste (kg)	110.9	0.0005	
WEE Waste (kg)	89.0	0.0004	
Food Waste (kg)	1,545.9	0.0139	
Pool Cars (Mileage)	128,898 (26 vehicles)	7.0523 * see comment	TCO2e relates to the portion of electricity supply used to power the vehicles. It is not counted towards NHG's carbon footprint as this is already accounted for in the location based figure for electricity, otherwise you would be double counting.

We have a target of sending zero waste to landfill for all corporate office waste and are working towards that by:

- Reusing all furniture or larger items at our smaller offices, donating to charity or recycling where that isn't possible
- Having battery and e-waste recycling bins available at our main offices which are collected and recycled regularly
- Having old toner cartridges collected by our supplier and recycled

We are segmenting food waste in our offices to reduce our use of landfill further. In addition, our car fleet is entirely electric and we use a stationery provider with a wide range of FSC certified products.



Resource management

We carry out a whole life-cycle (WLC) carbon assessment and a circular economy statement (CES) on all new large development projects to assess embodied carbon and recycled content of building materials. This applies to projects from the pre-planning stage. WLC and CES are assessed during both design and construction and include monitoring of on-site materials and waste, with a view to reducing waste and minimising the amount of embodied carbon associated with the construction and operation of the buildings.

As part of future CES assessments, we have a target to use 20% recycled material, which will be assessed before, during and after construction. We also require all timber on projects to be certified by the Forestry Stewardship Council, which ensures it comes from socially, ecologically and environmentally sustainable sources.

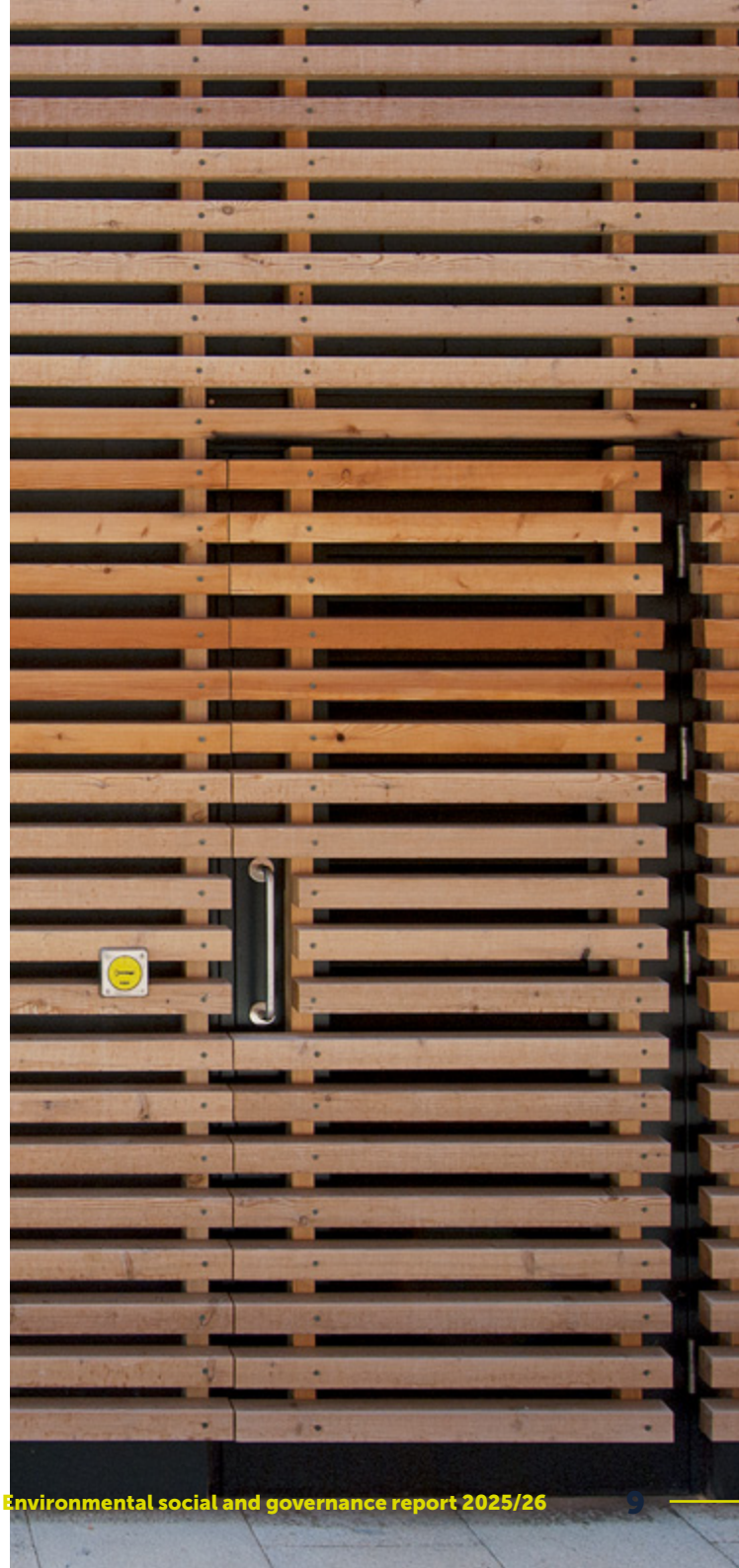
Our new developments are designed to allow enough space for separation of dry recyclables, food and non-recyclable waste for collection and recycling/disposal. Through our water management policy we minimise water use on new developments by using low-flow taps and appliances, with a target of 105 litres per person a day on new developments.

Sustainability in our supply chain and procurement

All corporate procurement projects include a suite of ESG questions to capture key environmental requirements, including sustainability, and social aspects such as supplier diversity and social value. Suppliers are required to demonstrate these credentials and that they align to our core values if they are to work with us.

We have mandated environmental questions within our tender documents to ensure suppliers are aligned to our environmental standards. We have also developed a responsible procurement charter, which pulls together our key supplier values and standards, including a supplier code of conduct, probity, ethical sourcing and environmental responsibility.

Further examples of consideration of the environmental impact through procurement projects include our recent repairs framework tender where we assessed suppliers on their waste management practices, migration to renewable energy sources, and use of EV fleet. Similar practices were included on the newly established estate services framework, focusing on environmental policies and developing more opportunities for localised and SME based suppliers, as well as driving biodiversity and greater use of green spaces through the contract. We also included sustainability questions as part of the new Voids Framework, which focused on minimising carbon emissions, reducing carbon footprint and reducing site waste.



CASE STUDY:
Creating community and biodiversity through meanwhile use

As part of our ongoing regeneration of Grahame Park and Heybourne Park, NHG transformed a vacant 4,000m^2 development site into Cultivate Colindale, a thriving community garden and learning space. With the site not scheduled for development for at least five years, we partnered with Wayward and Energy Garden to create a meanwhile use project that delivers environmental and social benefits for local residents.

Designed as a hub for community, culture and sustainability, Cultivate Colindale provides allotments, food-growing spaces, composting facilities, creative workshops and volunteering opportunities. The project also incorporates renewable energy and circular economy principles, including Wayward's Plants Reuse Centre, which rescues and redistributes plants and landscape materials to community projects across London.

During the year, NHG colleagues volunteered their time to help develop and maintain the garden, supporting local residents to create a space they can enjoy and take pride in. The site has quickly become a focal point for community activity, helping to strengthen connections between residents while improving access to green space.

The project also supports our biodiversity ambitions. In partnership with broadcaster and naturalist Mike Dilger, local primary school pupils visited Cultivate Colindale to learn about urban wildlife and the importance of biodiversity. Through activities such as pond dipping and insect surveys, children discovered how nature can thrive within urban environments.

By turning underutilised land into a vibrant community asset, Cultivate Colindale demonstrates how regeneration can deliver lasting environmental and social value long before construction begins.



Volunteers dig deep at Grahame Park
See video.

The importance of wildlife in urban spaces. See video.

Social *highlights*

AFFORDABLE HOMES FOR LONDONERS

26%-38%

Our rents are 25% to 38% of equivalent private market rents across all out homes

Rents also remain well below the Local Housing Allowance in every category

2.7%

annual rent increase for 2025/26

Lower than 7.7% in 2024/25

NEW HOMES DELIVERED



739

new homes in 2025/26

209	451	64	11
general rented homes	shared ownership homes	intermediate market rent homes	affordable rent homes

RENT COLLECTION AND ARREARS

98.4%

rent collection rate

6.2%	£37.1m
rent arrears	debt

BUILDING SAFETY AND QUALITY

99.63%

of our homes met the national decent homes standard, only 149 homes did not



KEY SAFETY CHECKS COMPLETED

- **99.97%** gas safety checks
- **100%** fire risk assessments
- **96.7%** electrical safety checks
- **100%** asbestos management surveys
- **100%** legionella risk assessments
- **100%** communal lift safety checks

REDUCING ENERGY COSTS FOR RESIDENTS

20%-25%

average savings per household on heat network bills for 7,568 homes across 41 metered heat networks

£123-£296

average annual saving per household (depending on consumption)

RESIDENTS' VOICES

3,581

residents took part in our tenant survey

46.6%

overall satisfaction



COMPLAINTS AND LEARNING

10,258

stage 1 complaints
14.1 per 1,000

2,298

(18%) resolved in service recovery
96% resolved within five days

3,426

stage 2 complaints

257

complaints determined by the Housing Ombudsman

RESIDENT SUPPORT

£4m+

recovered in revenue for residents through our welfare benefits team

£236,000

awarded through our hardship fund including 269 emergency food awards



COMMUNITIES AND SOCIAL VALUE

£26.0m

social value generated across our regeneration programmes

Social

This section outlines our progress during the year alongside our performance against 13 criteria across the three SRS themes in the social category.



Affordability and security

Our commitment to providing genuinely affordable homes for Londoners remains central to everything we do. Despite the ongoing economic challenges facing residents, our rent levels continue to offer a substantial discount when compared to the private rental sector and local housing allowance (LHA) levels. This year, a **2.7%** annual rent increase was applied to social rents for 2025/26, in line with the formula set by government. While this has contributed to a slight increase in the percentage of rent as a proportion of private market rent and LHA, our homes continue to offer a significantly more affordable option for residents compared to renting privately.

We continue to offer a broad range of tenures to meet the diverse needs of our residents. General needs homes charged at social or affordable rent levels make up more than half of our portfolio. Alongside this, we provide a mixture of shared ownership, leasehold, private rent, supported housing, temporary accommodation and commercial properties. Our approach to security of tenure remains unchanged, with a continued focus on providing stability for residents. Since 2019, we've followed a policy of offering assured tenancies to the majority of new residents in social housing. With the introduction of the Renter's Rights Act in 2026 fixed-term tenancies are no longer issued. As part of this new legislation remaining fixed-term tenancies converted to assured tenancies, further strengthening our commitment to housing security for our residents.

At the end of the year rent collection was at **98.4%**, which is within tolerance of the target of 100.1%. Rent arrears increased to **6.2%**, with debt at **£37.1m**.

Our data continues to show that residents are significantly better off renting with us compared to the private market. Average rents range from 26% to 38% of equivalent market rents across all bedroom sizes and remain well below the Local Housing Allowance in every category, consistent with prior years.

Year on year movements in the table are primarily driven by improvements to the methodology this year. These improvements produce a more accurate picture than prior year and include:

- Updating our private sector benchmark from the old government VOA dataset to the new ONS Price Index of Private Rents, which provides current rent data and removes the need for manual inflation adjustment previously required under the old dataset.
- Reviewing our Local Housing Allowance area mappings and updating our overall LHA benchmark to better reflect the actual distribution of our stock across local authorities. ONS April 2025 LHA rates have been used, which are unchanged from April 2024.

Rent compared to local median private rental sector rent and to local housing allowance

Number of bedrooms	Our rent as a proportion of market rent		Our rent as a proportion of local housing allowance	
	2025/26	2024/25	**2025/26**	2024/25
Bedsit	**32%**	67%	**49%**	50%
1	**38%**	39%	**54%**	62%
2	**35%**	35%	**51%**	56%
3	**35%**	32%	**47%**	61%
4+	**26%**	22%	**38%**	51%

- The 0-bed PRS proportion reducing from 67% to 32% reflects the data source change rather than any shift in affordability. The new ONS dataset does not publish a bedsit category so the 1-bed market rate has been used as the closest available proxy, producing a more conservative figure.
- LHA proportions have reduced across most bedroom sizes, driven by the methodology improvements described above rather than rent movements. These changes make the 2025/26 figures more accurate and present a more complete picture of the affordability gap between NHG rents and local market rates.
- A 2.7% rent increase was applied to the majority of social rented properties in 2025/26, significantly lower than 7.7% in 2024/25.
- Residents continue to be significantly better off renting with us, with rents well below both market rates and the Local Housing Allowance across every bedroom size.

We maintain a well-balanced housing stock across different tenures. As shown in the table below, the largest share of our homes continues to be general needs homes offered at social rent levels.

Allocation of existing homes by tenure

Tenure type	Number		Percentage	
	2025/26	2024/25	**2025/26**	2024/25
General needs (social rent)	**29,389**	31,069	**43.9%**	46.2%
Intermediate rent	**3,555**	2,704	**5.3%**	4.0%
Affordable rent	**5,699**	5,585	**8.5%**	8.3%
Supported housing	**2,329**	2,321	**3.5%**	3.5%
Housing for older people	**1,636**	1,658	**2.4%**	2.5%
Low-cost home ownership	**8,240**	8,786	**12.3%**	13.1%
Care homes	**75**	75	**0.1%**	0.1%
Private rented sector	**3,998**	4,402	**6.0%**	6.5%
Other	**11,951**	10,668	**17.9%**	15.9%
TOTAL	**66,872**	**67,268**	**100%**	**100%**

New homes delivered in 2025/26 continue to reflect a commitment to meeting a variety of housing needs, with significant component delivered as general rented homes. Notably, the proportion of shared ownership has increased compared to the previous year, rising from 32.2% to **61.0%**. We also saw a reduction in private sale and market rent homes to **0.01%** and **0%** in 2025/26 from 6.2% and 13.2% respectively in 2024/25.

Allocation of new homes by tenure

Tenure	Number		Percentage	
	2025/26	2024/25	**2025/26**	2024/25
General rented	**209**	380	**28.3%**	**48.3%**
Shared ownership	**451**	253	**61.0%**	**32.2%**
Market rent	**-**	104	**-**	**13.2%**
Private sale	**4**	49	**0.01%**	**6.2%**
Intermediate market rent	**64**	-	**8.7%**	**-**
Affordable rent	**11**	-	**1.5%**	**-**
TOTAL	**739**	**789**	**100%**	**100%**

Reducing energy costs for residents

NHG adopts a forward purchasing and hedging strategy for energy procurement across its portfolio. This involves buying a proportion of anticipated energy demand in advance, rather than relying solely on short-term or "spot" market prices.

By securing energy at fixed or blended prices over time, NHG reduces exposure to volatility in wholesale energy markets. Energy prices can fluctuate significantly due to factors such as geopolitical events, supply constraints, and seasonal demand. Hedging smooths these fluctuations by spreading purchases over multiple periods, avoiding the risk of procuring large volumes when prices are at their peak.

In 2025/26 this strategic approach led to material savings for the 7,568 households serviced by NHG's 41 metered heat networks. Customers benefited from average savings of between **20% and 25%** per household (depending on consumption) which equates to a full year saving of between **£123 and £296**.

CASE STUDY:
Strategic asset management delivering wider social value

In 2025/26, we launched a new 'asset strategy', created in response to pressures faced by our residents within our existing homes. Across our portfolio we have listened to residents whose changing household needs, combined in some cases with property types no longer fit for purpose, have left people in acute need without any way to help themselves or their families. The types of acute need include domestic violence, significant changes to health or mobility, overcrowding and other extremely difficult circumstances.

As a result, we took the decision to temporarily pause non-contractual nominations to local authorities to offer more of our homes becoming empty directly to residents in need.

Since commencing in early 2026 we have already seen a series of positive outcomes that have improved the lives of multiple households. By creating "lettings chains" – a sequence of moves in which one household's relocation enables one or more other households to move as well – a single vacant property retained for NHG residents can improve outcomes for several families rather than just one.

Our first lettings chain began with a resident living in a two-bedroom flat in Hammersmith & Fulham whose circumstances had changed, meaning they no longer required a home of that size. For two years, the resident had been seeking to downsize to a one-bedroom property







but had been unable to do so. During this period, they experienced financial hardship because of the bedroom tax applied to under-occupied homes and were regularly in contact with NHG for updates on rehousing opportunities.

In March, just one month into our new approach, the tenant successfully secured a one-bedroom home in the same borough through Locata and moved into accommodation better suited to their needs. Their move released a two-bedroom home, creating an opportunity for another household.

That property was subsequently allocated to a mother and her two children who had been living in another borough and experiencing ongoing intimidation, threats of violence and significant concerns for their safety. Having endured these circumstances since 2024, the family were able to move into a secure home where they could begin to rebuild their lives and feel safe once again.

The chain did not end there. The three-bedroom property vacated by this family is now being prepared for reletting and will shortly provide another household with a much-needed home, continuing the cycle of positive outcomes.

For each move, the household actively chose their new home. Through Locata, residents were able to view available properties, make informed decisions about what was right for them and bid for homes that best met their needs. The properties involved had also been refurbished to NHG's Renew standard, including decoration and flooring throughout, allowing residents to move in immediately and focus on settling into their new homes.

This first lettings chain highlights the wider value that can be created through strategic asset management. By making homes available to existing residents and enabling people to move into accommodation that better suits their circumstances, we are helping to improve financial wellbeing, increase safety and security, and make more effective use of our homes. Most importantly, it demonstrates how a single housing opportunity can create a ripple effect of positive change for multiple households and communities.

Building safety and quality

Maintaining the safety and quality of our homes is central to our work. This year, **99.63%** of our homes met the national decent homes standard. At year-end, only 149 homes across our entire stock did not.

The reasons for these are due to a lack of thermal comfort, modern facilities, loft insulation and energy efficiency works. All of these have been passed to the relevant teams to rectify.

These properties are now subject to individual assessment to determine whether they will be included in the planned investment programme for the next financial year or whether other options are more appropriate. Decisions are made in consultation with residents, with a focus on ensuring all homes continue to meet the expectations set out in our internal renew standard.

Homes for which all required gas safety checks, fire risk assessments and electrical safety checks have been carried out

	2025/26	2024/25
% of homes for which all required gas safety checks have been carried out	**99.97%**	99.94%
% of homes for which required fire risk assessments have been carried out	**100%**	100%
% of homes for which all required electrical safety checks have been carried out	**96.7%**	97.3%
% of homes for which all required asbestos management surveys or re-inspections have been carried out	**100%**	99.94%
% of homes for which all required legionella risk assessments have been carried out	**100%**	99.94%
% of homes for which all required communal passenger lift safety checks have been carried out	**100%**	100%

This table shows our performance against the criteria required by SRS reporting.

Data relates to homes where services are directly supplied by Notting Hill Genesis. It does not cover homes where a third party is responsible for those service.

In line with the requirements of the Building Safety Act, by the end of 2025/26 we had responded to eleven invitations from the Building Safety Regulator to apply for a Building Assessment Certificate (BAC). Seven of these resulted in a Building Assessment Certificate being issued. One resulted in a non-compliance notice being issued as freeholder-commissioned works affecting non-NHG residents remained a work in progress. The remaining three applications remain pending an outcome. The Building Safety Regulator is currently reviewing the approach to BAC applications as part of a wider review of the building safety regime, in the meantime NHG continues to create building safety cases for all buildings in scope.

Damp and mould

Ahead of the introduction of Awaab's Law on 27 October 2025, we refined our approach to continue to improve how we manage damp and mould cases and emergency hazards. We recruited a new, specialist damp and mould team and have undertaken regular briefings and comprehensive training across all of our customer facing colleagues to ensure they understand the legislation and the importance of reporting emergency hazards, and damp and mould when they are visiting residents in their homes or inspecting communal areas. To support our service, we introduced a new IT workflow and automated repairs and customer communications. This included automated safeguarding and welfare related reviews. We also held regular workshops after the changes came in, to reinforce the messages and support our teams' understanding the new process.

During spring 2026, we contacted **1250** residents who had reported damp and mould to us between October 2025 and March 2026. Residents were encouraged to complete a survey or attend a face to face lived experience event in their area. The overall feedback about our service was very positive, however, some residents offered examples of how we could further improve our processes. This feedback has been captured and included within our damp and mould service improvement plan, and we will be updating residents with the improvements over

the coming months. We will be repeating this resident engagement again in October 2026.

Mandatory damp and mould e-learning was rolled out in November 2025, and to date over **1500** colleagues have completed the training. This training is mandatory for all customer facing roles and must be completed in the first 12 weeks of joining NHG. The e-learning supports colleagues to understand how to spot early signs of moisture issues and to take appropriate action. Our dedicated webpage provides clear advice to residents on ventilation, heating and how to manage condensation, helping residents understand how they can reduce moisture levels and damp and mould in their homes. It also encourages them to report concerns.

Alongside this, we continue to monitor Category 1 and Category 2 hazards relating to damp, mould and ventilation, ensuring that homes with higher risk profiles are proactively prioritised for intervention. We have increased the use of IOT devices in our homes which provide residents with real-time monitoring of temperature, humidity and heating system performance. The data is shared with us which enables us to proactively detect potential problems and intervene early, reducing the likelihood of conditions deteriorating.

Residents and community

Tenant survey

Listening to residents and acting on their feedback is vital for us to improve our services. Throughout 2025/26, we continued to collect feedback through the Tenant Satisfaction Measures (TSMs), designed to ensure residents are clear about how their landlord is performing and how that compares to other housing associations.

Our tenant perception survey was carried out independently by The Leadership Factor (TLF) between May 2025 and March 2026. Surveys were completed in four waves, primarily through telephone interviews, with a postal option offered to residents living in supported accommodation and those whose homes are managed by a co-operative. In total, 3,581 residents took part, including 2,576 residents living in low-cost rented accommodation (LCRA) and 601 low-cost homeowners (LCHO).

Our overall satisfaction score for 2025/26 was **46.6%**, based on responses to the question "Taking everything into account, how satisfied or dissatisfied are you with the service provided by Notting Hill Genesis?" Satisfaction among residents in low-cost rented accommodation was **52.5%**, while satisfaction among low-cost homeowners was **24.0%**. Full results from the TSM survey are published on our website, supporting greater transparency in line with the Regulator of Social Housing's consumer standards.

Accountability arrangements

Ensuring that residents can hold us to account for how we deliver services is a key part of our new resident involvement model. At the centre of the model is our resident forum, which acts as the main group overseeing how residents are involved in shaping services and holding us to account.

In 2025/26 the resident forum has continued to meet bi-monthly, maintaining a strong focus on influencing and improving services for residents. Throughout the year, the forum has worked closely with key strategic groups, including the homes committee, ensuring that residents' perspectives help shape organisational priorities and decision-making.

Members have regularly reviewed involvement and engagement performance reports from across the organisation, alongside updates on key service improvement programmes. This has enabled the forum to monitor progress, provide constructive challenge, and ensure resident feedback remains at the heart of service delivery.

The Forum has also continued to play an important scrutiny role, contributing to a range of task-and-finish groups. Notably, members helped review and improve complaints feedback surveys, ensuring resident experiences and insights are better captured and acted upon. In addition, forum members played an active role in shaping the delivery plan for the Asset Strategy, helping to influence how investment priorities align with

resident needs and expectations.

A central focus of the forum's work has been to amplify the voices of residents and reflect the diverse experiences of NHG communities. Members have achieved this through a variety of channels, including active participation in quarterly regional resident meetings, providing valuable opportunities to share insights, identify emerging issues, and strengthen resident influence across the organisation.

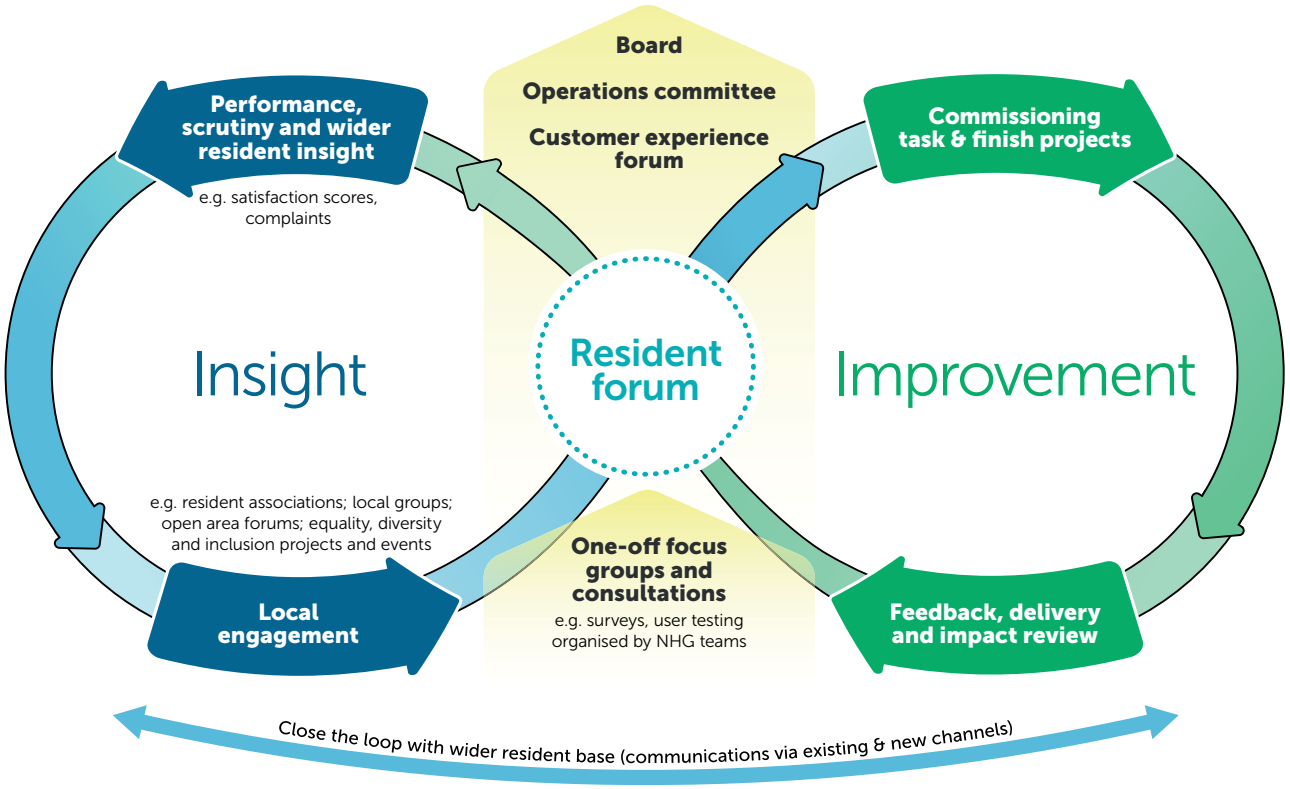
Complaints and learning

The complaints process continues to be one of the most important ways for residents to tell us when things go wrong and where services need to improve. We follow the Housing Ombudsman complaint handling code which sets out good practice for social housing landlords and service providers to resolve complaints quickly, and to use complaints to improve services

During 2025-26 we received **10,258** stage 1 complaints, which is **14.1** complaints per 1,000 homes.

Centralising the service in 2024 and ensuring we are hearing from a greater number of residents who want to share their experience has led to a significant increase in the expressions of dissatisfaction registered. Of those expressions of dissatisfaction **18% (2,298)** were resolved in service recovery, meaning the issue was resolved quickly to the residents' satisfaction prior to a formal complaint, with **96%** of these resolved within five days. We reviewed **3,426** complaints at stage 2 of our complaints process.

The Housing Ombudsman Service determined



257 complaints which NHG residents had raised with them. We are pleased to see that there is a reduction in maladministration findings, and an increase in findings of reasonable redress over previous years.

We have added additional investigators to the complaints service to ensure we are able to provide prompt responses to complaints from residents. We also introduced a complaints satisfaction survey, which was co-created with residents, to get feedback from residents who have experienced the complaints process, so we can use their feedback to further improve the service we offer to residents making complaints.

Recurring themes identified in complaints include delays in completing repairs, poor communication, quality of work, and issues with handover between teams. Residents also reported issues around the management of their blocks and estates and the associated service charges. Learning from complaints is shared with service areas, so the root causes of poor experience can be understood and used to improve services to residents.

Further information available in the Complaints Performance and Service Improvement report on our website. [Add link when ready]

Resident support

Our specialist in-house welfare benefits team supports residents to maximise their incomes by challenging decisions and helping with new benefit claims. In 2025/26, the team received **1,289** referrals and recovered more than **£4 million** in revenue for residents. The team also provides support with submitting discretionary applications to help reduce rent arrears, which relieves pressure on tenants' household finances.

Further we made over **£236,000** of awards through our hardship fund including **269** emergency food awards, an increase from 236 in 2025/26. The hardship fund supports households in need with the cost of essential household items such as white goods and, in doing so, eases financial pressure and reduces the need for high-interest borrowing.

Our resident support programme also helps residents access our partnerships with a wide range of local agencies, offering advice and support on employment, training and key skills such as English lessons. Support also covers money matters such as food assistance, budgeting advice, grants and goods, energy and utility support, and debt advice. Additionally, help is available for family-related issues, including domestic abuse support and advice for young people, alongside health and wellbeing services for older residents, those facing addiction, and residents with mental or physical health issues.

During 2025/26, the team made **440** referrals to these partner agencies. Details of all partners and the services they provide are available on our website, where they can be directly accessed by residents.

Community and places

Our commitment to residents is about more than building homes, it's about empowering vibrant, sustainable communities where people feel connected, supported and proud to live. This commitment runs through our major regeneration projects at Grahame Park in Barnet, Woodberry Down in Hackney and the Aylesbury estate in Southwark, as well as the work we do in neighbourhoods across our wider estate portfolio.

This year saw sustained growth in the support we provided to residents through our regeneration programmes.

At Grahame Park, engagement grew significantly with sustained interest in wellbeing activities and a doubling of the number of residents supported into training activities.

Woodberry Down saw dramatic growth in engagement with the number of residents accessing training increased by almost ten-fold, while the number residents taking up wellbeing activities grew over **500%**.

At Aylesbury, there was continued progress in helping residents access training and employment, with sustained participation in school engagement programmes designed to give local young people skills and inspiration to support their future careers.

The strength of the partnerships we've developed with local authorities, community organisations and delivery partners demonstrates the way that social value is embedded into every stage of our regeneration and placemaking work. This ensures that residents benefit socially and economically as their neighbourhoods change and grow.

Across all three schemes we have added social value amounting to **£26,025,975** according to the HACT social value calculator.



CASE STUDY:
Change with care: Putting residents first during landlord transfers

Change can be unsettling at the best of times – especially when it involves something as important as your home. That's why, as part of NHG's strategy to focus on London housing, we've worked hard to put residents at the heart of the process as more than 1,000 homes have transferred to other housing providers over the past year.

For many residents, NHG has been their landlord for a long time, so the prospect of moving to a new housing provider naturally raised questions and concerns. From the very beginning, we wanted to make sure residents had a genuine opportunity to shape what happened next.

A key part of the process has been listening. We asked residents what mattered most to them in a future landlord and used that feedback to help assess potential providers. Residents didn't just share their views – they were actively involved in evaluating and scoring organisations, helping us identify the best fit for their communities. Representative residents also played an important role by raising questions and highlighting concerns that needed to be addressed throughout the process.

The transfers have involved a diverse range of households, including shared owners, social housing residents and people using specialist services for older people. Each community has had its own unique needs and priorities. In some areas, a high proportion of residents were retired, while others included specialist mental health services where concerns about the impact of change were understandably more significant.

To help address those concerns, we've adopted a tailored and resident-focused approach to consultation. For mental health services currently involved in consultations, we've held local face-to-face meetings and invited family members and advocates to take part in discussions. Creating opportunities for trusted support networks to be involved has helped residents feel more informed and reassured throughout the process.

We've also worked closely with Communities First, an independent resident advice service. Their team has proactively contacted residents through phone calls and door-knocking, making it easier for people to share their views. This feedback remains confidential, encouraging residents to speak openly and honestly.

Accessibility has been another key priority. We have worked closely with residents with a diverse set of needs to make sure they can take an active role in consultation. We've arranged transport, offered one-to-one conversations, engaged with family members and advocates, and proactively called those who we haven't heard from to ensure everyone has a chance to have their say.

The results have been encouraging. By



proactively reaching out and providing multiple ways for residents to participate, engagement levels have risen significantly. In our most recent transfers, between 50% and 60% of households took part in the consultation process – a strong indication that residents want to be involved when given accessible and meaningful opportunities to contribute.

A dedicated resident newsletter continues to provide updates on future transfers and opportunities to share feedback. The most recent edition, published in May, generated an impressive response, with 205 Essex residents completing a survey and sharing their thoughts on future proposals.

While change isn't always easy, one thing remains constant: our commitment to listening, engaging, and supporting residents throughout the journey. By putting residents first, we're helping ensure that every transition is guided by the people who matter most – residents.



Woodberry Down **HACKNEY**

Information needed	Numbers for 2024/25	Numbers for 2025/26	HACT Social Value Calculation
Number of residents into employment	37	**15**	**£184,635.00**
Number of residents in training	46	**577**	**£750,677.00**
Residents directed to financial inclusion services	160	**200**	**£460,800.00**
Volunteering to Improve employability		**39**	**£138,645.00**
Residents accessing physical wellbeing activities, social and mental wellbeing	846	**5470**	**£10,42200.00**
Number of people engaged	1845	**6330**	**No Value**
Total			**£11,956,757.00**



Grahame Park

BARNET

Information needed	Numbers for 2024/25	Numbers for 2025/26	HACT Social Value Calculation
Number of residents into employment	203	**194**	**£2,387946.00**
Number of residents in training	682	**1370**	**£1,782370.00**
Number of work experience placements	48	**63**	**£24,192.00**
Number of apprenticeships	26	**49**	**£553,406.00**
Number of residents directed to financial inclusion services	603	**17 (no new projects)**	**£39,168.00**
Residents accessing physical wellbeing activities, social and mental wellbeing	3162	**2620**	**£5,828090.00**
Volunteering to Improve Employability	Not reported	**346 (new projects)**	**£1,230030.00**
No of people engaged	5379	**7284**	**No Value**
Total			**£11,845,202.00**

Aylesbury
SOUTHWARK



Information needed	Numbers for 2024/25	Numbers for 2025/26	HACT Social Value Calculation
Number of residents into employment	7	**27**	**£332,343.00**
Number of residents in training	14	**84**	**£109,284.00**
Number of apprenticeships	13	**7**	**£79,058.00**
Number of financial bursaries awarded to support people into training and employment and further education	26	**24**	**No value**
Reduced Financial Stress	0	**384**	**£884,736.00**
Number of young people supported through mentoring	600	**495**	**£190,080.00**
Number of residents accessing physical, social and wellbeing activities		**283**	**£628,515.00**
Total Number of people engaged	2292	**5323**	**No value**
Total			**£2,224,016.00**

Social value in our supply chain and procurement

The procurement team is collaborating closely with NHG's newly appointed Communities and Social Value Manager to ensure all commitments are fully aligned with our social purpose and deliver tangible benefits for residents.

The Social value team have delivered **30** social value projects in 25/26 from corporate contracts procured by Procurement. Across the reporting period, 15 suppliers delivered a combined **3,814** Social Value Matrix points, translating into a total HACT assessed social impact of **£313.6k** from an investment of **£145.3k** in contractor costs. The strongest contributors by overall impact were Just Ask (£79.4k), Gingko (£64.1k), R Bensons (£32.7K) and Chequers Contract services Ltd (£32K). Social value activity was geographically concentrated in priority community hubs such as Bolney Meadows Community Centre, Goldhawk House, Denmark Hill, as well as supported housing schemes, indicating effective targeting of local need.

The activity included **17+** environmental and estate improvement projects, **8** community and shared spaces refurbished or upgraded, older residents supported through targeted cost of living interventions and employment and skills outcomes including a resident placement with horticulture training.

The Social Value team are looking to utilise an external company the Social Value Portal to help strengthen, standardise and govern how Social Value is agreed, delivered and managed across NHG and our supply chain. Their work will focus on 3 main areas:

- Understand NHG's current approach for establishing Social Value commitments through reviewing the Social Value Matrix and Procurement Statement. Gain insights from benchmarking and best-practice in your sector to update and legitimise the Social Value Matrix.
- Engage with teams across NHG to help shine a light on the key, and potentially unexpected, issues that are blocking your Social Value progress so far.
- Refine and assemble the Governance Strategy. The Strategy will focus on creating a Social Value Steering Group and Social Value Panel to support Social Value priorities and enable your vision.



Governance *highlights*

REGULATORY AND GOVERNANCE

G3/C3/V2

Regulatory rating

80%

of milestones completed from the compliance plan

EMPLOYEE DEVELOPMENT

84.1%

Overall staff learning compliance

99.1%

Statutory learning module compliance

85.0%

Mandatory learning compliance



INCLUSION AND PAY

9.5% **Gender pay gap** (median)

11.8% **Gender pay gap** (mean)

10.7% **Ethnicity pay gap** (median)

12.4% **Ethnicity pay gap** (mean)

Governance

We are committed to robust governance arrangements to ensure we are set up and managed in the right way to deliver high quality services for the 130,000 people who live in our 65,000 homes. At the same time, we recognise we have work to do following our recent downgrade against the Regulator of Social Housing's governance standard. This section outlines our activities during the year alongside our performance against 17 criteria across the two SRS themes in the governance category.

Structure and board

Notting Hill Genesis (NHG) is registered with the national Regulator of Social Housing. Our most recent regulatory grading/status is **G3/V2/C3** (previous rating G1/V2). NHG is incorporated as a community benefit society under the Co-operative and Community Benefit Societies Act 2014 (registration number 7746) and registered with the Regulator of Social Housing as a social housing provider (registration number 4880). We have charitable status for tax purposes agreed with HMRC.

NHG adopts the National Housing Federation's 2020 code of governance and 2022 Code of Conduct . We are a not-for-profit organisation, and any surplus is used to further our objectives and in accordance with our rules.

We manage ESG through a combination of governance structures, risk management frameworks and reporting mechanisms. This includes establishing clear policies, monitoring performance, and ensuring we report adequately to stakeholders.

We have a Board approved formal enterprise risk management framework which is reviewed by our Audit and Risk Committee (ARC) annually, with risks within the Principal risk register reviewed quarterly by the ARC and board. Each year, our board reviews its risk appetite. ESG risks are incorporated into this review and are embedded across our risk framework; for example, our health and safety risk considers the sustainability and condition of our stock, while the complexity of our group structure risk considers our corporate governance arrangements. We do not have a single standalone ESG risk, as our enterprise risk management framework considers all elements of our business and operations.

The Homes Committee, which provides oversight of the Group's development and asset management programmes and delivery of its development and asset management strategies, has delegated authority for ensuring ESG factors are considered in all investment decisions relating to new and existing homes, while maintaining visibility and delivering value for money. This Committee also has a lead role in overseeing the organisation's approach to ESG matters as they relate to homes and performance against the ESG metrics. The Homes Committee receives the updated position on the principal risks which are relevant to its delegations at each meeting both through considering risks as they are identified within each report / recommendation but also as an extract from the Principal Risk Register where

the principal risk is relevant to or is impacted by a Homes Committee delegation or matter for consideration.

On 27 November 2024, the Regulator of Social Housing published the findings of its regulatory inspection deeming Notting Hill Genesis to be non-compliant with its Governance and Consumer standards, awarding NHG a G3, C3 and V2 outcome. We remain compliant with the viability standard. We agreed a compliance plan with the Regulator in April 2025, setting out **11** workstreams to address areas for improvement, with regular oversight by the board and committees. We have completed over 80% of the milestones in that plan.

In May 2025, the Housing Ombudsman issued a Paragraph 49 Order to NHG.

Board and trustees

We recognise the importance of diverse perspectives within our governance processes.

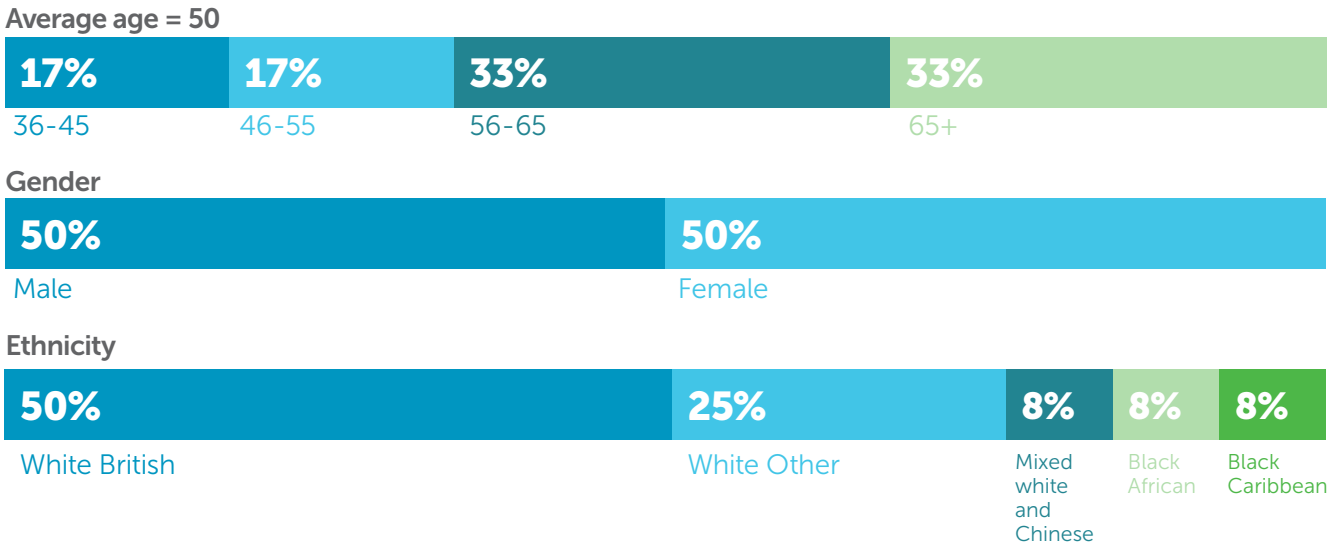
We have a resident engagement and involvement team and offer a variety of opportunities for resident voices to be heard at both strategic and operational levels. There are two residents on our board. There is a resident forum which exists to provide input into our customer committee and is consulted on key matter of relevance to our residents thus further informing our strategic decision-making. The forum also identifies areas for scrutiny and undertakes projects to obtain assurance on our controls, processes and adherence to policies.

Discussions from the resident forum feed into our customer experience forum, which is the governance group that oversees our Voice of our Customer programme. This continuous loop of insight ensures our residents' perspectives are heard and our board and committees consider their needs. Tenant Satisfaction Measures, complaints monitoring and customer feedback also inform our internal audit plan, deep dives and board performance discussions.

The diversity of our board informs our succession planning, ensuring that our governance remains representative.

In all our recruitment efforts, the Board is focused on diversity and inclusion to build a strong and effective culture that it needs to deliver the aspirations of the business. Our board has recently made a commitment to seek to achieve representation of our resident's diversity amongst the board members as part of its succession planning activities. This seeks to ensure our highest governance body is further equipped to speak from lived experience more closely aligned to that of our residents. The table below sets out the diversity monitoring results of the Board as at the 31 March 2026.

The Board has a Board Skills Recruitment and Succession policy which confirms equality diversity and inclusion should be considered in the appointment of recruitment panels for prospective Non-Executive Director interviews also. There is also a Board and Committee member disputes policy which gives due regard to ensuring there is an inclusive environment and fair treatment for all and specifically notes the need for everyone to feel comfortable and be treated with respect and dignity regardless of aspects such as gender, gender identity or expression, sexual orientation, etc. Should anyone be unhappy about treatment witnessed or received, this policy sets out the process through which concerns can be escalated and



investigated. Such activity is also noted to be relevant to the Board and committee members annual appraisal process.

The Board has adopted the NHF 2020 Code of Governance and 2022 Code of Conduct which support the Board setting the organisational culture and protecting and ensuring there are appropriate protections and regard to ED&I.

This is mirrored in the staff / senior management applicable policies, i.e. the Code of Conduct for staff mirrors this and there is reference to within and as stand alone policies which protect our people from discrimination on the basis of any protected characteristic in their recruitment or selection.

As a result of an independent governance review, updated board and committee skills assessments and a succession plan refresh, **42%** (5 out of 12) of our Board members have changed in the financial years ending 31 March 2025 and 31 March 2026. We have continued to have two resident board members in accordance with our corporate rules. In the coming 3 months, in accordance with our succession plan and as members come to their tenure end, we will replace a further 3 members, giving rise to two thirds of our board having changed over the past three-year period.

At the executive, in 2024-2025 there was one new executive role created and appointed to plus an additional **14%** turnover (1 executive change). In 2025-6 there was a further new executive role created and appointed to, and a **38%** turnover (3 further executive changes).

Currently, **83%** of our board members are non-executive directors, reflecting our commitment to strong independent oversight and robust challenge. We have an established succession plan in place, which has been presented to the board within the last 12 months. Under planned succession or recruitments, non-executive board members stood down at the annual general meetings held in September 2024 and 2025, with new non-executive director appointments also being confirmed at these meetings.

The group board and committees continued to evolve during the year, including changes to the chair and committee chairs to support stronger governance. Our chief executive and our chief financial officer are also members of the board.

Our current audit and risk committee comprises three members, including two non-executives, one of whom chairs the committee, and one independent members. A further independent member and another Non-Executive Director is being appointed to the ARC bringing the membership up to five. Two members of the committee have recent and relevant financial experience. Our current external audit partner has been working with us since 2022.

An independent governance and board-effectiveness review was competed in 2025 in line with the three-year independent review cycle set out within our chosen code of governance.

All board and committee members must adhere to our board code of conduct and Common Board Policy (including Board Conflicts of Interest Management Arrangements and Board Separation Procedures).

These require a full declaration of any interests upon joining Notting Hill Genesis and a review of interests as they relate to the agenda of any meeting at the start of that meeting. If circumstances change, the member must update this declaration immediately and/or make this known to the Chair in relation to the subject matter of any meeting known.

Declarations are recorded in our register of interests, which is typically available for public inspection unless confidentiality is required.

If a conflict of interest arises during a meeting, members must declare it at the start, offer to leave and take no part in the discussion or decision. Board and committee members must declare if they, a relative or close friend are housed by us, or if they are a member of another social landlord or local authority.

There is a presumption against having staff or board members from other providers in similar fields on our board to avoid conflicts. The company secretary and chair are notified of any conflicts so they can determine the best way forward. Adherence to these arrangements is contractually protected within the board and committee members' agreement for service, with breaches potentially resulting in reduced remuneration or termination.

Declarations of interest are required from all board, committee members and staff every year, or as changes occur in their interests.

Employees

Equality, diversity and inclusion

We have a standalone equality diversity and inclusion policy with specific provisions for recruitment, retention and selection, complemented by a recruitment policy that equally applies EDI principles. We follow the Equality Act 2010 when designing and reviewing recruitment processes. We aim to implement emerging best practice in recruitment, retention and progression. We are committed to ensuring our workforce is diverse at every level and that we are an inclusive employer through all recruitment stages, making reasonable adjustments as required. We apply our EDI policy at all stages of recruitment and selection and advertise roles to reach a diverse pool of candidates.

Under the Disability Confident scheme, applicants who declare a disability who meet the minimum requirements for the role are guaranteed an interview. We also accommodate requests for reasonable adjustments throughout the recruitment process and make alternative arrangements where needed. Applicants complete an equality and diversity monitoring form during recruitment, which is anonymised and used to both assess and improve diversity within our recruitment practices.

To ensure we are as inclusive as possible, we have staff networks who support their members by raising awareness and influencing internal policy across five core areas – women, ethnic diversity, carers, LGBTQ+ and health and disability. We publish an annual ED&I report and an associated action plan, ensuring our objectives can be met and that we continue to make further progress towards our goal of making our organisation a more equal and inclusive place to work. We support career wellbeing through several internal and external development programmes to support colleagues' career progression, alongside regular free-to-attend workshops and webinars to help further skill sets. We publish annual pay gap reporting both for gender and for ethnicity.

As of April 2025, for gender, our median pay gap is **9.5%**, having reduced since our last reported figure of 10.7% in 2024. Our mean pay gap **11.8%**, also lower than the 2024 figure of 12.3%. For ethnicity, our median pay gap is **10.7%** and our mean pay gap **12.4%**, both down compared to the previous year's figures of 11.1% and 13.3% respectively. In our supported housing business, we actively engage with commissioners to secure the London Living Wage for our staff where possible. Our housing assistant night cover staff receive the National Minimum Wage for their sleep-in hours. The ratio of pay for the chief executive compared to our median paid worker is **7.1 to 1**.

Mental and physical health

We support our staff's mental and physical health through generous sick pay, access to occupational health and rehabilitation specialists when needed, and a range of services including a health cash plan, wellbeing package, free exercise classes and financial advice provided by independent experts. We have trained mental health first aiders across the organisation and run sessions to raise awareness and provide confidential safe spaces for staff to access support.

Voluntary turnover for the rolling 12-month period to 31 March 2026 was **11.2%**. Attrition for new starters who also left voluntarily in the same period was **4.5%** highlighting our continued focus on onboarding and early support.

The average number of sick days taken per employee, including those on long-term sick leave, reduced to **7.7 days** per person in 2025/26, down from 10.4 the previous year. Short-term absence reduced slightly to **4.4** per person per year on average.

This was the second year that we ran an external employee engagement survey to better understand how colleagues feel about working for us and to shape our culture and governance priorities.

At 31 March 2026, statutory learning module compliance stood at **99.1%**, with mandatory learning compliance at **85.0%** and overall staff compliance at **84.1%**. Though the number of apprentices across the business remained low, five at year-end, we are presently developing an apprenticeship strategy focussing on recruitment into hard-to-fill roles, future-proofing our skills base, and helping existing staff to upskill and re-skill.

APPENDIX

Sustainability Reporting Standard for Social Housing – themes and criteria

	Theme	Criteria	Criteria	Page
Environmental	Climate	C1	Distribution of EPC ratings of existing homes (those completed before the last financial year).	4
		C2	Distribution of EPC ratings of new homes (those completed in the last financial year).	4
		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?	6
		C4	What progress has the housing provider achieved in the last 12 months towards its Net Zero targets and strategy? What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock?	6
		C5	Scope 1, Scope 2 and Scope 3 Greenhouse Gas emissions Total emissions per home If unable to report emissions data, please state when the housing provider is expected to be able to do so.	6
		C6	Has the housing provider mapped and assessed the increased flood risks to its homes caused by climate change in the last 2 years? How is the housing provider mitigating these risks?	6
		C7	Has the housing provider mapped and assessed the increased water stress risks to its homes caused by climate change in the last 2 years? How is the housing provider mitigating these risks?	6
		C8	Has the housing provider mapped and assessed the increased overheating risks to its homes caused by climate change in the last 2 years? How is the housing provider mitigating these risks?	6
	Nature	C9	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, is the housing provider planning on producing one in the next 12 months?	7
		C10	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?	7

Environmental	Resource Management	C11	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does the housing provider target and measure performance?	9
		C12	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	9
		C13	Does the housing provider have a strategy for water management? If so, how does the housing provider target and measure performance?	9
		C14	How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of the housing provider's supply chain when procuring goods and services?	9
Social	Affordability	C15	For properties that are subject to the rent regulation regime, report against ONE OR BOTH of the following Affordability metrics: - Rent compared to average private rental sector (PRS) rent across the relevant Local Authority - Rent compared to the relevant Local Housing Allowance (LHA)	12
		C16	Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to: General needs (social rent), Intermediate rent, Affordable rent, Supported Housing (excluding Housing for Older people), Housing for older people, Low-cost home ownership, Care homes, Private Rented Sector, Private Market Sale, Other	13
		C17	Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to: General needs (social rent), Intermediate rent, Affordable rent, Supported Housing (excluding Housing for Older people), Housing for older people, Low-cost home ownership, Care homes, Private Rented Sector, Private Market Sale, Other	13
		C18	How is the housing provider trying to reduce the effect of high energy costs on its residents?	13
	Building Safety and Quality	C19	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 that meet national fire safety regulations (varies by nation – see guidance). % of homes for which all required electrical safety checks have been carried out. % of homes for which all required asbestos management surveys or re-inspections have been carried out. % of homes for which all required legionella risk assessments have been carried out. % of homes for which all required communal passenger lift safety checks have been carried out.	15
		C20	What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?	15
		C21	How do you manage and mitigate the risk of emergency hazards, including damp and mould? How do you reduce the likelihood of damp and mould hazards occurring?	16

Social	Residents and Community	C22	What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?	16
		C23	What arrangements are in place to enable residents to hold management to account for the provision of services?	16
		C24	Report ONE OR BOTH of the following quantitative metrics: - % of Stage 1 and Stage 2 complaints responded to within target timeframes (varies by nation). - Average time in working days to respond to Stage 1 and Stage 2 complaints. How have reported complaints resulted in change of practice within the housing provider?	17
		C25	In the last 12 months, what additional support have you provided to your tenants? Please include support across any of the following areas, as well as any other relevant services: - Employment & training - Wellbeing & mental health - Vulnerable tenants	18
		C26	In the last 12 months, what interventions has the housing provider made or enabled to foster stronger communities and places, considering both: - Physical changes to shared spaces or public realm - Events, activities, and signposting	18
		C27	How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?	18
Governance	Structure and Board	C28	What is the housing provider's most recent regulatory grading/status?	25
		C29	Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated in the housing provider's risk register?	25
		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?	25
		C31	How does the housing provider ensure it gets input from a diverse range of people into the governance processes?	26
		C32	Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management? How do they do this?	26
		C33	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?	27

Governance	Structure and Board	C34	Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	27
		C35	What % of the housing provider's board are non-executive directors?	27
		C36	For how many years has the housing provider's current external audit firm partner been responsible for auditing the accounts?	27
		C37	When was the last independently-run, board-effectiveness review?	27
		C38	How does the housing provider handle conflicts of interest at the board?	27
	Employees	C39	Does the housing provider pay the Real Living Wage?	28
		C40	What is the housing provider's median gender pay gap?	28
		C41	What is the housing provider's CEO:median-worker pay ratio?	28
		C42	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	28
		C43	What activity has the housing provider undertaken over the last 12 months to support the physical and mental health of its staff? What impact has this had on staff and the wider organisation?	28
		C44	What activity has the housing provider undertaken over the last 12 months to support the professional development of its staff? What impact has this had on staff and the wider organisation?	28

Environmental, social and governance report

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