



CHP

**Environmental,
Social, and
Governance
(ESG) Report
2024/2025**

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Our ESG performance in numbers

Environmental

81%

of rented homes with an Energy Performance Certificate (EPC) C+

2023/2024: 74%



100%

of new homes with an Energy Performance Certificate (EPC) C+

2023/2024: 100%



2.86

tonnes of carbon dioxide equivalent (tCO2e) per home managed

2023/2024: 2.53



0%

of office waste to landfill. All waste locally sorted for recycling or refuse-derived fuel

2023/2024: 0%



Social

12,553

properties owned and managed¹ – 80.9% at social and affordable rent

2023/2024: 11,780



62.09%

average rents as percent of Local Housing Allowance

2023/2024: 61.54%



303

new homes provided with our development partners

2023/2024: 252



99.88%

of homes comply with the Decent Homes Standard

2023/2024: 99.47%



99.8%

fire compliance²

2023/2024: 100%



£1.7m

in extra welfare benefits claimed by customers with our help

2023/2024: 1.3m



£6.7m

of social value generated by our community investment work, according to HACT³

2023/2024: 1.3m



£310,000

in grants for customers facing financial hardship

2023/2024: £234,000



Governance

G1/V2

regulatory ratings

2023/2024: G1/V2



64%

women on Group Board

2023/2024: 46%



8.2%

median gender pay gap

2023/2024: 0%



¹Figure includes homes, shops, or other commercial units and garages.

²Although we were told that the required risk assessments had been completed, evidence for four homes in a block of flats not owned by us hadn't been received, so we reported them as overdue.

³HACT is the Housing Associations' Charitable Trust which helps organisations measure their social impact.



Our team connecting with the community in Harwich

Foreword from the CEO

Welcome to our annual Environmental, Social, and Governance (ESG) Report for the financial year 2024/2025. This marks our fifth year of reporting on our performance and progress on ESG as we continue to develop into a sustainable organisation that delivers value for customers.

We aim to make a difference in customers' lives today while ensuring we consider the needs of future generations. To achieve this, we must find the right balance between our roles as a social housing landlord, a developer of new homes, and a custodian of local environments.

We have developed our new **Environmental Sustainability Strategy for 2025-2030** this year setting out how we aim to achieve this, embedding sustainability in all areas of operation. Published in May, it outlines the ways we plan to cut carbon emissions, protect nature, and make homes and communities better over the next five years.

We actively repair, maintain, and modernise homes to meet high landlord safety standards while reducing the environmental impact and lowering energy costs for customers. 98% of our rented homes now have an Energy Performance Certificate (EPC), and 81% have an EPC rating of C or above.

Improving energy efficiency remains a priority for our 2025-2030 Corporate Strategy while we work towards achieving EPC C across all our homes by 2030. To support this aim, we began delivering retrofit works to 50 homes under the Social Housing Decarbonisation Fund (SHDF) Wave 2.2 this year, with 100 more to be completed in 2025/2026. We also secured three more years of retrofit funding from the government's Warm Homes: Social Housing Fund to enhance the energy efficiency of approximately 400 homes. This will be used over the next three years to install new low-carbon heating systems, solar panels, and improve insulation.

When providing new homes, we embrace modern construction techniques and, wherever possible, include sustainable features like air source heat pumps and solar panels to help our customers live more efficiently. 97.06% of homes completed this year had an EPC rating of A or B.

We report our carbon emissions to track progress towards our scope one, two, and three targets and are committed to achieving Net Zero carbon by 2050. Our plan for reducing our carbon footprint is outlined in our

Environmental Sustainability Strategy.

Across our operations, we reaffirmed our commitment to using only green energy tariffs for our office and communal landlord supplies, as well as ensuring no waste is sent to landfill.

The provision of safe, warm, and comfortable homes is central to both our customers' wellbeing and our role as a landlord. The additional support and services we offer can also have a real impact, helping people move forward. We support customers in several ways, from offering welfare benefits advice, providing community investment opportunities, and funding over £310,000 grants to customers experiencing hardship.

To ensure a return on our spending, we prioritise social value in our relationships with suppliers and contractors. We also guarantee strong governance is in place, not only for daily business operations but also for how we listen and respond to customer feedback and complaints. We welcome all customer feedback and use it to drive improvements. After reviewing our complaint process this year, we have become more proactive in opening complaints and have improved the process for customers.

Our reporting continues to be shaped by the United Nations Sustainable Development Goals and the Sustainability Reporting Standard for Social Housing. These frameworks guide us in providing valuable insights to our diverse stakeholders, supporting transparency and enabling us to make meaningful progress toward our goals.

This year, we were delighted to finalise a £150 million private placement with five investors across the UK and North America using our Sustainable Finance Framework, with proceeds allocated to a mixture of eligible social and environmental projects.

As we move through 2025/2026, our focus is on advancing our ambitions to reduce emissions, improve homes and communities for our customers, and support nature. We are committed to investing in safe and well-maintained homes, delivering great customer service, and ensuring we operate as an ethical, sustainable, and well-managed organisation.

Paul Edwards
Chief Executive



About us



Out and about with the community

We are a not-for-profit registered provider of social housing based in Essex, England, with almost 400 employees. We own and manage over 12,500 properties and provide services to over 27,700 customers.

Our purpose is to make a difference to people's lives by providing safe and well-maintained homes. Everything we do is guided and driven by our values of being bold, caring, determined, and open-minded. These values are fundamental to how we work, whatever role we do.

We aim to help tackle the housing crisis by building new homes and working with partners to deliver good quality homes that meet future needs.

We are committed to becoming a more sustainable organisation. Our goal is to improve the energy efficiency of the homes we provide, reduce their carbon footprint, and deliver lasting benefits to customers, communities, and future generations.

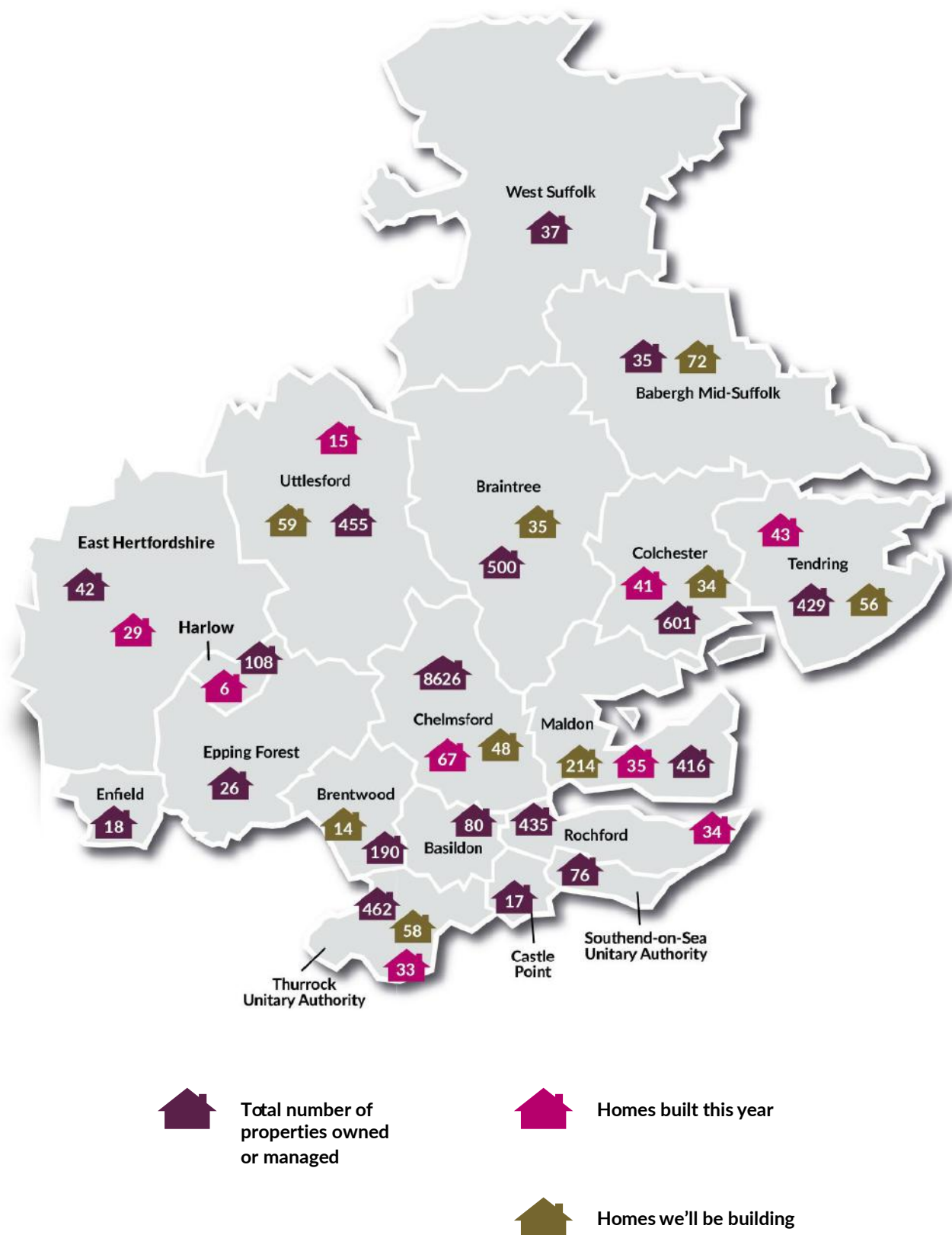
We also aim to provide support wherever it's needed. For example, we provide customers with benefit advice and support if they are experiencing problems such as anti-social behaviour or domestic abuse.



Find out more at chp.org.uk

Our operational area

This map shows the number of properties we own or manage in each area as of 31 March 2025. It also shows the number of properties we have built this year and what we plan to build with our partners.



Our ESG approach



Parkside Community Hub garden

We see ESG as an opportunity to demonstrate our performance and progress to our key stakeholders in an evidence-based way. This means greater transparency for our customers and employees, investors, and delivery partners, who can hold us accountable for what we do and what we say we will do.

The United Nations' Sustainable Development Goals (SDGs) provide a set of overarching commitments for us and other responsible businesses, which are outlined on the next page.

While the SDGs provide a high-level framework for global sustainability ambitions, translating these into meaningful, measurable action requires more specific guidance. This is where the Sustainability Reporting Standards (SRS)

come in. Tailored to the housing sector, the SRS criteria offer a structured approach to assessing and communicating performance across key environmental, social, and governance themes. We are reporting our performance in line with version 2.0 of the SRS.

Our Sustainable Finance Framework (SFF) commits our future financing to sustainable purposes and outcomes, and links directly to the SRS.

The combination of these interrelated frameworks strengthens the way we can demonstrate how sustainability is embedded throughout our organisation. From how we secure our finance, to the services we deliver to customers, and our role in contributing to a sustainable future for all.

Sustainable Development Goals

The 17 goals and indicators help organisations like ours show how our purpose aligns with wider global challenges. For example, addressing poverty, investing in sustainable communities, promoting decent work and economic growth, and taking climate action.

The SDGs are intrinsically linked to our other frameworks – the SRS and the SFF. They are also aligned with our current Environmental Sustainability Strategy, which was formed using these goals as a framework.



Sustainability Reporting Standard criteria summary

The following summary outlines how these criteria enable organisations to demonstrate alignment with the SDGs in practice, ensuring that strategic intent is backed by transparent reporting and tangible outcomes. The criteria outlined below are covered in detail throughout this report.

ESG area	Theme #	Criteria	Theme name	Description
Environmental	T1	C1-C6	Climate change	Prevents and mitigates the risk of climate change
	T2	C7-C8	Ecology	Promotes ecological sustainability
	T3	C9-C11	Resource management	Sustainable management of natural resources
Social	T4	C12-C16	Affordability and security	Provides affordable secure housing
	T5	C17-C19	Building safety and quality	Resident safety and building quality are well managed
	T6	C20-C22	Resident voice	Listens to residents' voices
	T7	C23	Resident support	Supports residents and the local community
	T8	C24	Placemaking	Supports residents and the wider local community through placemaking
Governance	T9	C25-C30	Structure and governance	Legal structure of the organisation and its approach to governance
	T10	C31-C38	Board and trustees	High quality Board of trustees
	T11	C39-C44	Staff wellbeing	Supports employees
	T12	C45-C46	Supply chain management	Procures responsibly



New homes in Tiptree



Environmental criteria

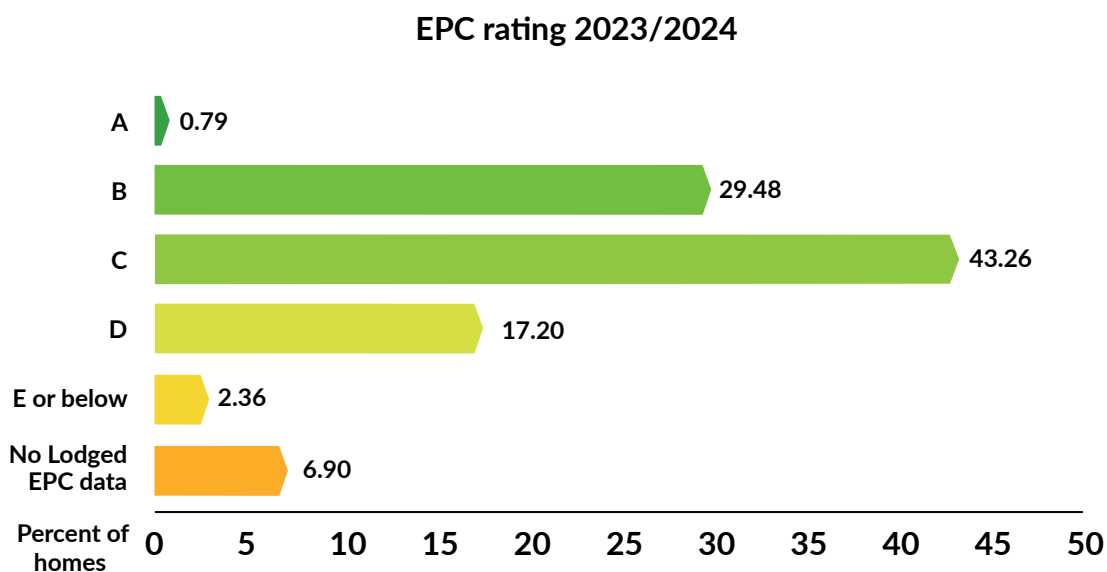
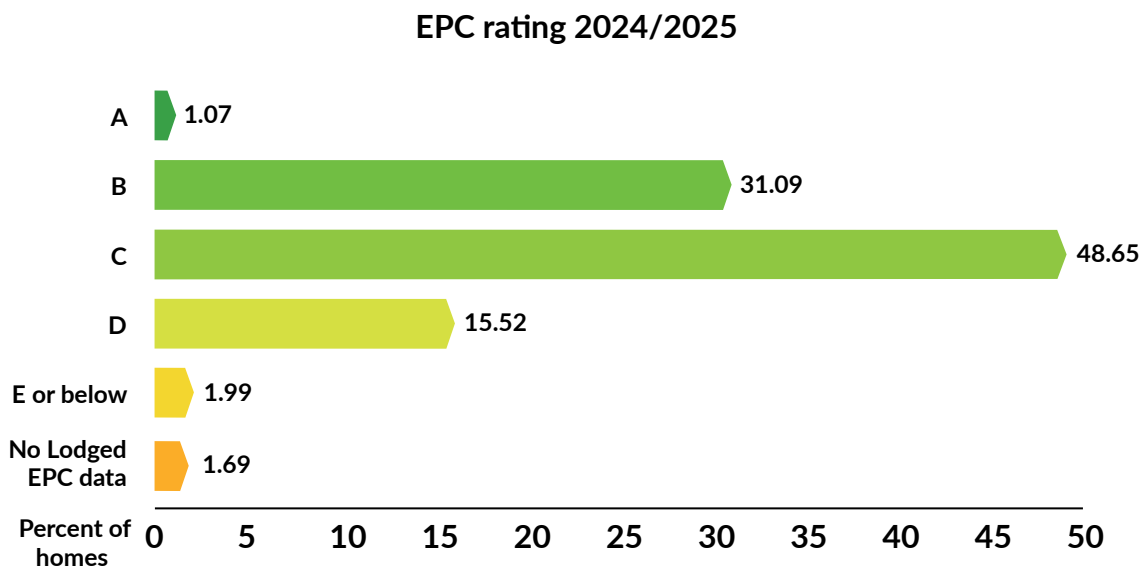


Environmental criteria

The following six criteria measure how we prevent and mitigate the risk of climate change.

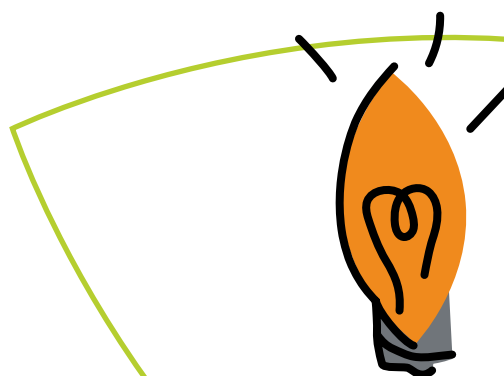
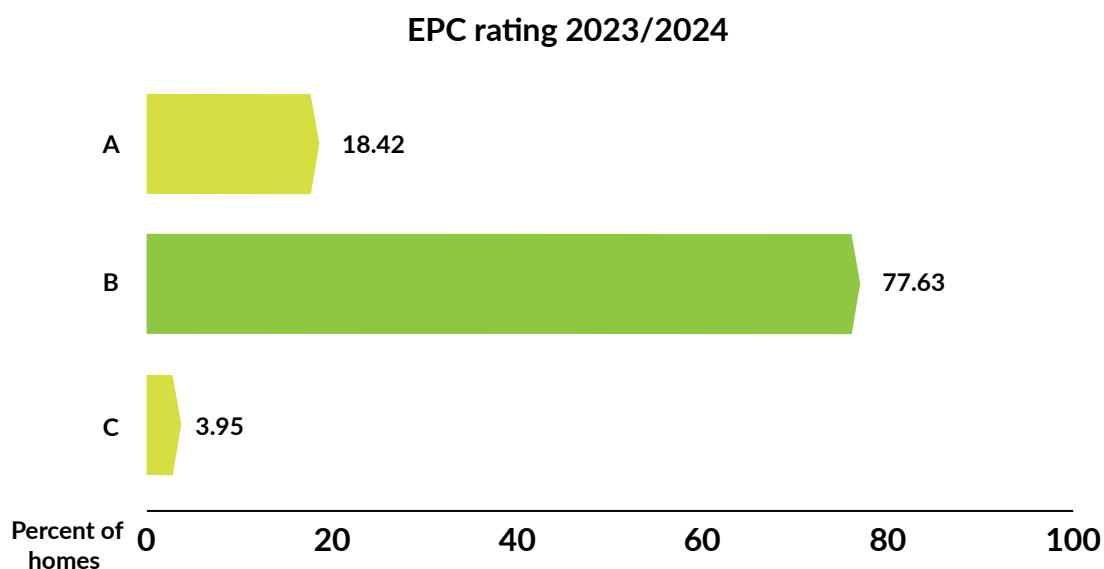
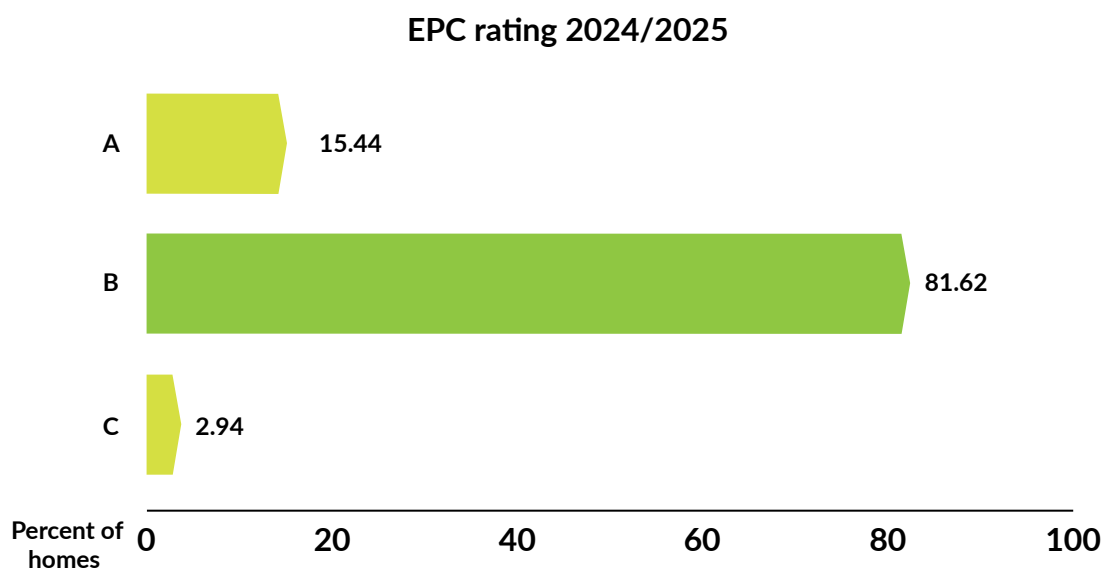
C1. Distribution of Energy Performance Certificate (EPC) ratings for our existing homes

We didn't achieve our 85% target of rented homes with an EPC of C or above this year, but we have made good progress reaching 81% through retrofitting and the SDHF. We also reduced the number of homes without a lodged EPC to 169. We aim to address the gap in assessment for these homes in the coming year.



C2. Distribution of EPC ratings for our new homes

We continue to prioritise delivering energy-efficient new homes, with the large majority of properties completed this year rated B or above.





New energy-efficient homes in Tendring

C3. Our Net Zero strategy

We are already working to the strategic objectives of:

1. Achieving EPC C across all rented homes by 2030.
2. Achieving Net Zero carbon across all our operations by 2050.

We have developed a new **Environmental and Sustainability Strategy for 2025-2030** this year, outlining how we plan to reduce our carbon footprint and improve sustainability.



You can read the strategy at chp.org.uk/our-commitment-to-sustainability



A Switchchee smart thermostat

C4. Retrofit activities we have undertaken in the last 12 months and its alignment with our Net Zero strategy

We have spent over £600,000 making sustainability improvements to 50 homes, using grant funding secured in 2024 from the government's Social Housing Decarbonisation Fund. We also replaced heating systems at two sheltered housing schemes to make sure customers have reliable and efficient heating for years to come.

We installed 773 Switchchee smart thermostats in customers' homes this year, taking the total number of Switchchees installed by the end of March 2025 to 1,266. These devices help customers to better manage their heating, cutting carbon emissions, and lowering heating costs. They also help detect issues like damp and mould early.

We were provisionally allocated £3,345,352 from the Warm Homes Social Housing Fund to improve the energy performance of 400 homes over the next three years.

C5. Our scope one, scope two, and scope three greenhouse gas emissions

Greenhouse gas emissions rating	2024/2025	2023/2024
	tCO ₂ e	tCO ₂ e
Scope one	1,138.02	1,082.7
Scope two	473.70	445.10
Scope three	26,938.31	22,802.02
tCO ₂ e per home managed	2.86	2.53

tCO₂e (tonnes of carbon dioxide equivalent) is a standardized unit used to measure the impact of different greenhouse gases in terms of the amount of CO₂ that would have the same global warming effect.

The increase over the previous year is due to several factors, including the development of the calculation method and assumptions used to determine carbon emissions, to more accurately reflect the emissions from all our activities. In addition, we have also continued to improve the volume and quality of the energy efficiency data we hold on our homes, which has also made our emissions calculations more accurate.

C6. Mitigation of flooding, drought, and overheating in our homes

Our geographical information system has been developed to map flood and drought/heat risk for our homes. Those in high risk flood areas are provided with flood defence systems, such as door flood shields, where appropriate. In fluvial flood risk areas, the Environment Agency and watercourse owners are engaged with to implement further mitigations.

Regarding drought risk, new development sites are established with sustainable drainage considerations, and on existing sites we encourage sympathetic gardening and hardstanding measures to conserve water and reduce runoff. With the expansion of Switchee smart thermostat installations in rented homes, we can better understand which homes are at high risk of overheating and mitigate this.



Our zero emissions electric mower

The following two criteria show how we promote ecological sustainability.

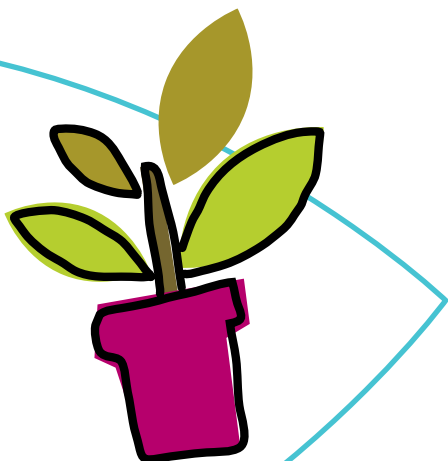
C7. Increasing green space and promoting biodiversity in our communities

We have a commitment in our Design and Construction brief for new homes to include the provision of animal havens such as bug hotels and bird boxes, as well as specifying the use of native planting in gardens and communal areas to enhance biodiversity.

We are also exploring other ways to integrate Biodiversity Net Gain (BNG) into our developments. This year, we partnered with Essex Housing to deliver homes in Oakview Walk, Harlow, which transformed the site of an old junior school. To celebrate the delivery of these new homes, local students were invited to plant sapling trees for a new woodland walkway. The walkway enhanced the natural environment and demonstrated a 4% increase in biodiversity.

Our Grounds Maintenance Team prioritises the use of physical weed removal over chemical. We avoid tree cutting where possible during nesting season, and various grass areas are left uncut to support biodiversity and habitat sustainment.

All green waste is recycled at our head office into mulch for use on our shrub beds and gardens to control weed growth and promote healthy soils.



C8. Actively managing and reducing pollutants from our operations

Our Health and Safety Framework ensures COSHH assessments are conducted for all stocked products, with all employees appropriately trained. All products are stored within a COSHH specific storage facility. All potential pollutant waste is managed in accordance with appropriate regulations. All homes with oil-fired heating will be equipped with bunded tanks to mitigate the risk of leaks.

The next three criteria show how we manage natural resources sustainably.

C9. Using responsibly sourced materials in our building and repair works

Our procurement processes explicitly request the use of sustainably sourced materials, where feasible, in our building and repairs service.

C10. Managing our waste from operations and building works

Our waste contractor is commissioned based on zero waste being directed to landfill. All waste is sorted locally and selected for either recycling or used as refuse-derived fuel.

C11. Managing our water usage

We don't currently have a water management policy. However, it's expected that all new build sites incorporate sustainable drainage systems as part of their development.



Planting saplings at a new development



Social criteria



Social criteria

The following five criteria measure how we provide affordable secure housing.

C12. Our rents compared to the relevant Local Housing Allowances (LHA)

	2024/2025	2023/2024
Our rents compared to LHA (%)	62.09	61.54

This measure evaluates housing affordability by comparing average rents with the relevant Local Housing Allowance (LHA) rates. A lower percentage indicates that our rents are more affordable compared to the maximum housing benefit available to residents. This aligns with SRS criterion T4, which focuses on providing secure, affordable housing options that meet the needs of low-income households.

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

Property type	2024/2025		2023/2024	
	Number	%	Number	%
General needs (social rent)	7,516	65	7,522	69
Intermediate rent	132	1	132	1
Affordable rent	2,627	23	2,212	20
Supported housing	0	0	0	0
Housing for older people	0	0	0	0
Low-cost home ownership	1,332	11	1,017	9
Care homes	0	0	0	0
Private rented sector	42	0	42	1
Other	0	0	0	0
Total	11,649⁴		10,925⁵	

⁴This number is not inclusive of leasehold properties (824) and commercial units (80).

⁵This number is not inclusive of leasehold properties (776) and commercial units (79).

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

Property type	2024/2025		2023/2024	
	Number	%	Number	%
General needs (social rent)	2	1	14	5
Intermediate rent	0	0	0	0
Affordable rent	195	64	150	60
Supported housing	0	0	0	0
Housing for older people	0	0	0	0
Low-cost home ownership	106	35	88	35
Care homes	0	0	0	0
Private rented sector	0	0	0	0
Other	0	0	0	0
Total	303		252	

C15. Helping to reduce the effect of high energy costs on our customers

In addition to the retrofit works outlined in C4, we have:

- supported customers in understanding their energy usage via Switchee or other mechanisms;
- provided fuel vouchers to customers struggling to heat their homes;
- provided a warm space for anyone in the community to use at our Parkside Community Hub;
- provided information on reducing energy usage in the home;
- provided energy advice and/or signposted customers to energy advice services.



Retrofitting homes

C16. Providing security of tenure for our customers

We offer assured tenancies for new customers and continue transferring existing customers from fixed-term assured shorthold tenancies to assured tenancies.

The next three criteria measure how well we manage resident safety and building quality.

C17. The condition of our homes

Property type	2024/2025	2023/2024
Percentage of homes with a gas appliance that has an in-date accredited gas safety check	99.90 ⁶	99.80
Percentage of homes with an in-date and compliant fire risk assessment	99.80 ⁷	100.00
Percentage of homes that meet our Electrical Safety Policy	99.65	99.80
Percentage of homes that meet our Asbestos Management Policy	100.00	100.00
Percentage of homes with Legionella risk assessments	99.90	99.30
Percentage of lifts that have been examined in the last six months, per LOLER (Lifting Operations and Lifting Equipment Regulations)	100.00	98.80
Percentage of homes with a stock condition survey under five years old	91.00	79.00

⁶Out of the seven gas safety checks overdue by the end of March, six had appointments booked (three of these homes were from the recent L&Q stock transfer), and one was in the legal process to gain entry.

⁷Although we were told that the required risk assessments had been completed, the evidence for four homes in a block of flats not owned by us hadn't been received, so we reported them as overdue.



Our DMC Team receiving a recognition award

C18. Percentage of our homes meeting the Decent Homes Standard

The percentage of homes we provide that comply with the Decent Homes Standard is 99.88%. We have 24 homes that didn't meet the standard this year, and these have repairs or other actions planned to resolve the concerns.

C19. Our response to damp and mould

We continued to raise awareness about damp and mould with customers, including how to report it and what they can do to help reduce condensation in their homes. This year, we received 2,595 reports of damp and mould. We have a dedicated team of technicians who work to address damp and mould issues in homes.

We have also been preparing for Awaab's Law to ensure we have the appropriate processes in place to fully comply with addressing damp and mould hazards that pose a significant risk of harm to tenants within the designated timescales.

The following three criteria show how we listen to residents' voices.

C20. Results from our most recent tenant satisfaction survey

This is the second year we have reported our performance based on the Regulator of Social Housing's Tenant Satisfaction Measures (TSMs).



You can see all the results on our website chp.org.uk/tenant-satisfaction-measures

We use this feedback to shape our improvement plans, guide our decisions, and demonstrate our performance. We connect these results with the lessons learnt from complaints and other feedback to identify areas that need improvement. We have already begun utilising this feedback and performance data to enhance our operations.



A customer consultation event

C21 & C22. Acting on complaints upheld by the Housing Ombudsman

In 2024/2025, we received 10 determinations from the Housing Ombudsman. In seven cases, the Ombudsman found service failure or maladministration in our handling of the customers' concerns or our complaint handling. There were no findings of severe maladministration. We also received a response to two further complaints raised to the Housing Ombudsman, but in both cases, the Ombudsman advised that the complaint was outside of their jurisdiction to investigate.

In each case, there were lessons learnt or amendments embedded into our service delivery.

Complaints handling - We reviewed our Stage Two process due to our failure to meet complaint policy timescales. This included a peer review, which found that similar housing associations weren't holding appeal panel meetings with customers. We have since simplified our process, improving both performance and customer experience. We also removed all restrictions on how customers can access our complaints process and adopted a proactive approach by opening a complaint or offering to do so when we find out a customer is unhappy.

Anti-social behaviour - We provided extra training for our District Team on the importance of documenting all customer interactions and guidance on effective case management. We have also started using a new case management system that aligns with our policies and includes actions the case handler needs to update and complete.

Grounds maintenance - We embedded a new system to log any grounds maintenance visits, including dates and the work completed.

Disabled parking bay allocations and car parking area management - We trained our team on supporting customers who need an Occupational Therapist referral. We also advised the team to clearly explain how we manage car parking matters, referring to policy where necessary.

Garden waste disposal - Following a case review, we identified improvements in several areas, including inspecting homes before reletting, resolving issues more quickly, and keeping customers informed throughout the process. These findings have been incorporated into an improvement plan.

Damp and mould - We have introduced a new form that our surveyors use when inspecting a property for damp and mould. This form includes specific details such as damp meter readings and images.



Neighbourhood Support Co-ordinator, Katie



Customers at the Parkside Community Hub festive lunch

The next section shows how we support residents and the local community.

C23. Support we offer to our customers

We helped customers claim over £1.7 million in extra benefits this year. These savings enable customers to pay their rent, spend money on fuel, food, and support their wellbeing.

We know many customers are already receiving the maximum benefits they are entitled to, so we also offer support in other ways. We issued 272 fuel vouchers, 300 supermarket vouchers, and 328 food bank vouchers to customers this year. We also provided £310,000 in grants to help customers experiencing hardship, which covered household essentials or important tasks they couldn't manage on their own.

We help customers access independent specialist support and advice by referring them to support agencies such as Peabody Floating Support, The Trussell Trust, Citizens Advice, StepChange, and the Essential Living Fund.

Our Parkside Community Hub became a dedicated warm space again this year for anyone struggling during the winter. The Hub also hosted our community fridge, giving year-round access to free food.



This section shows how we support residents and the local community through placemaking.

C24. Examples of placemaking and placeshaping during the year

Our Parkside Community Hub continued to provide a range of support, courses, and activities. This gave people in the local community who were dealing with things like housing problems, mental health issues, and money worries a chance to get support and find helpful resources. It also gave people the opportunity to meet and socialise with others.

We had 4,659 visits to the Hub this year. Customers accessed over 500 learning opportunities, such as English for speakers of other languages (ESOL) classes. Over 1,100 times, people got help from our Welfare Benefits Advisors, Peabody, and Hearing Help Essex. People took part in our activities almost 900 times, including our regular gardening and

sewing clubs, and free adult cooking classes. We also provided free cooking clubs for kids during the school summer holidays.

Customers living in sheltered housing could also participate in activities in their own schemes. These include Forever Active classes by Chelmsford City Council and line dancing. There were over 1,000 customer interactions with the Forever Active classes at our sheltered schemes this year.

Using the Housing Associations' Charitable Trust (HACT) social value bank tool, we have benchmarked that our community investment work generated £6.7m of social value this year.

Gail's* story

Gail was living with her two grandchildren, aged four and ten, in a one-bedroom bungalow. Initially, the children had been put in her care while Children's Services decided whether they could return to their mother. It was decided that they couldn't, and Gail was concerned her grandchildren might go into the foster care system.

When Gail dropped into the Hub, we were able to help her in several ways. She was determined not to let her grandchildren go into foster care but felt that Children's Services weren't listening to her. We liaised with the children's social worker and helped Gail to gather all the information Children's Services needed to allow the children to stay with her permanently. We were able to move Gail's case along a lot more quickly than it had been up until this point.

Since Gail's current home was too small for the three of them, we supported her in making a housing application to the council and applying

to go on our transfer list. She was accepted onto the Chelmsford City Council housing register and was able to start bidding for three-bedroom homes.

We were also able to help Gail get the benefits she was entitled to, which included migrating to Universal Credit (UC). As well as the housing and council tax benefits she was already claiming, she now has her rent covered by UC, gets the child element of UC for both grandchildren, and foster care kinship payment.

Gail said she was very grateful for our help as it's meant that she could keep her grandchildren living with her. Now that Gail's receiving all the benefits she's entitled to, she can comfortably support her grandchildren. She told us they're now thriving at school.

*We've changed the customer's name to protect their identity.



Layla and Carol

Carol's story

When Carol walked into the Hub two and a half years ago for her first cookery course, she felt anxious and unsure. She found it hard to meet new people, and even though she loved nutrition, she didn't have much confidence in her cooking abilities.

Things began to change in that first session with our warm and welcoming teacher, Layla. Although uncertain in the kitchen, Carol's extensive knowledge of nutrition from watching YouTube, TV shows, and reading started to emerge. Encouraged by Layla and a supportive group, Carol began to open up, sharing insights and helping others.

Week by week, her confidence grew. Wednesdays became the highlight of her week. She made new friends, felt more connected to her community, and even noticed a dramatic shift in her health and lifestyle, supported by Layla's advice on nutrition and allergies. Since joining, Carol has lost over a stone in weight, and the changes have positively affected her family's eating habits.

Inspired by her experience at the Hub, Carol has taken a bold new step and is currently studying for a Level 2 qualification in Health and Nutrition.

Layla said: "Carol is such an inspirational person. It's wonderful to see how her confidence has grown and to hear her sharing her knowledge with others. One of Carol's biggest fears was working with the public, and now she's helping me at our Picnic in the Park cookery demonstration. I'm so proud of her."

As the cookery sessions came to an end, Carol was keen to stay involved. We invited her to join our customer volunteer engagement group, Community Voices. She's now an active member of our Diversity and Inclusion group, using her experience and knowledge to be a voice for others and continue making a difference in the local area.



Governance criteria

Governance criteria



Members of our Community Voices group

The next six criteria cover our legal structure and our approach to governance.

C25. Registration with the regulator

We are registered with the Regulator of Social Housing (RSH) in England.

C26. Our most recent regulatory grading

The RSH confirmed our G1 rating for governance and V2 rating for financial viability in our November 2024 Stability Check. These ratings confirm that we are well governed and financially viable, but we need to manage risk carefully.

C27. Our Code of Governance

We have adopted the National Housing Federation's Code of Governance 2020 to help us achieve the highest standards of governance and Board excellence. We annually review our compliance with the code and with the Regulator's Governance and Financial Viability and Consumer Standards.

C28. Our not-for-profit status

We are a not-for-profit organisation.

C29. How our board manages ESG risks

ESG risks are addressed in several sections of CHP's Corporate Risk Register. Concerns regarding our environmental impact are mainly managed within the 'Decarbonisation (Net Zero)' corporate risk. This risk is defined as the potential "material impacts of costs to meet CHP's commitment to carbon net neutrality over and above amounts included in the financial business plan".

C30. Our recent regulatory findings

We haven't had any adverse regulatory findings in the past 12 months.

The following eight criteria measure a high-quality Board of Trustees.

C31. Incorporating equity, diversity, and inclusion (EDI) and the customer voice in our governance processes

	2024/2025	2023/2024
Percentage of our Board that are women	64	46
Percentage of our Board that are BAME	9	9
Percentage of our Board that are customers	0	0
Percentage of our Board who have a disability	0	9
Percentage of our Board who identify as LGBTQ+	9	9
Average age of the Board	56.5 years	55 years
Average tenure of the Board	3.8 years	4.75 years

Independent members of committees are included in the reporting.

We have a Governance Framework that pulls together the requirements of our Rules, Governing Policies, and Terms of reference, to include key provisions of our adopted Code of Governance.

Our Board/Committee/Subsidiary report template has been updated with sections that prompt stakeholder feedback and explain how we have considered the diverse needs of people impacted by the topic.

We adopted a new customer engagement structure to improve our services and influence our decision-making. Our customers known as 'CHP Community Voices' focused on creating three groups: Community and Communication, our existing Customer Review Panel, and EDI. These groups report formally to our Customer

Experience Committee, which is a subgroup of our Board.

EDI is a key focus when we recruit, considered at Governance, Remuneration, and Nominations Committee (GRNC) and at Board, to ensure this is considered when refreshing our Non-Executive Directors.

We signed up to the National Housing Federation (NHF) Chairs' Challenge in 2023. This is a public commitment to take our Board on a journey to understand how diverse and inclusive we are and to develop a vision for the future. We are reviewing our process steps in line with the NHF guide to inclusive recruitment for future Non-Executive Director recruitment campaigns.



C32. Board and Executive Team turnover in the last two years

Three Board members reached the end of their tenure in the last two years, and one member of the Executive Team stepped down.

C33. Number of Board members on our Audit Committee with recent and relevant financial experience

We have three Board members and one Independent Committee member who sit on our Audit & Risk Committee, all of whom have relevant financial experience.

C34. Percentage of our board that are non-executive directors

83% of our Board (10 out of 12 members) are non-executive.

C35. Our Board succession plan

A Board succession plan has been presented to the Board in the last 12 months.



Board member, Karen, with a customer

C36. How long we have worked with our external audit partner

Our external audit partner, KPMG, was initially appointed in December 2016 and has been our partner for nine years.

C37. Our most recent independent board-effectiveness review

The external Board-effectiveness review was carried out in October 2022 and spanned into February 2023.

In addition to the external Board-effectiveness reviews that are carried out once every two years, we conduct an internal effectiveness review annually.



CEO, Paul, with employees cooking a festive lunch for customers



C38. How we handle conflicts of interest at Board

We explain responsibilities about disclosure of interests and conduct in the Agreement for Services. We require all Board members to complete a declaration of interest form when they join CHP. Additionally, Board members must declare any interests they may have as part of an annual exercise. Even if a Board member has disclosed an interest through the annual process, they must still make an appropriate verbal disclosure at any meeting when a conflict of interest arises. We will record this in the minutes of the meeting. If the conflict is clear and substantial, the Board member may be asked to withdraw from the meeting whilst the matter giving rise to the conflict is under consideration. If the conflict is likely to reoccur frequently, they should offer to resign.

The following six criteria measure how we support employees.

C39. Paying the Real Living Wage

We are committed to paying our employees the Real Living Wage. Currently, this doesn't include year one apprentices, however they are paid the Real Living Wage by year two of their apprenticeships.

C40. Our median gender pay gap

Our median gender pay gap is 8.2%, an increase from the previous year when the gap was 0. This is because more men are in the upper earning quartiles than the previous year, and more women are in the lower earning quartiles. We recognise we need to work to close the gap. Our mean GPG has increased by 2.5% to 5.9%. Find out more about the steps we are taking to close the gender pay gap by reading our Gender Pay Gap Report 2024/2025 on our website.

 chp.org.uk/reports

We also published our third Ethnicity Pay Gap Report this year. Our ethnically diverse employees' median hourly rate is 4% higher than our white employees' hourly rate. In this instance, our EPG is -4 as it's in favour of ethnically diverse employees. Our mean EPG is 6. This shows that our ethnically diverse employees' hourly rate is 6% lower than our white employees. You can read more about this on our website.

 chp.org.uk/reports

C41. Our CEO: median-worker pay ratio

Our ratio for this financial year is 5.1:1.

C42. Promoting equality, diversity, and inclusion across our workforce

We are dedicated to providing fair, accessible services to individuals of all backgrounds and strive to be an inclusive employer. Our Equity, Diversity, and Inclusion (EDI) Policy outlines our commitment to embedding EDI in all our strategies and policies, preventing discrimination against any individual or group. We align our workforce policies with these values to recruit and retain a diverse team. Additionally, we conduct equality impact assessments and make reasonable adjustments to address disadvantages due to disabilities.

This year, we focused on finding out more about the diverse needs of customers and getting to know our employees better by increasing the data we collect about diversity characteristics. This enables us to better understand and support both customers and employees, and to provide fair, equal, and accessible services.

We recognise the importance of a culture that fosters inclusivity, making EDI a central concern for all employees to strengthen inclusiveness throughout the organisation. This year, we enhanced our induction process by placing greater focus on EDI, reviewed hiring practices and enhanced training for managers, improved accessibility at our head office, and introduced new initiatives to support neurodiverse colleagues.

Our Equity, Diversity, and Inclusion Working Group of employee volunteers continued to promote awareness, share ideas, and contribute to best service delivery practices, helping to develop and refine our EDI approach. We also have employee network groups for specific topics:

- Parents of children with Special Educational Needs and Disabilities (SEND)
- CHPride – supporting LGBTQ+ employees
- Neurodiverse employee group
- Dementia Friends Working Group

We collaborate with agencies to meet our equality objectives and understand the housing needs of communities facing discrimination. Examples include:

- Dementia Friends
- Disability Confident
- Essex Pride
- Harry's Pledge - our commitment to supporting carers
- Hidden Disabilities Sunflower Scheme
- Housing Diversity Network
- HouseProud
- Women's Trade Network

We produced our second EDI report this year, which includes more information on the work we have been doing and our priorities for the future. Find out more on our website.

 chp.org.uk/reports



Celebrating Essex Pride



Employees at a charity football match

C43. Supporting the physical and mental health of our team

We prioritise our employees' wellbeing through our Wellbeing Policy, which focuses on four pillars: physical, emotional, financial, and social.

We provide a 24/7 confidential employee assistance program for emotional support, mental health first aiders, and a 'Talk to Us' toolkit for recognising stress. We train managers on mental health and support initiatives like Mental Health Awareness Week. Our communications encourage discussions about physical and mental health, and our online learning platform provides courses on managing wellbeing.

Our Wellbeing Working Group promotes initiatives like 'Tea and Talk' sessions, and we have employee-led sports clubs, such as netball. Additionally, our 'Wallet for Wellbeing' scheme enables employees to obtain funding for wellbeing initiatives that benefit others, such as providing fidget toys to help employees with neurodiversity.

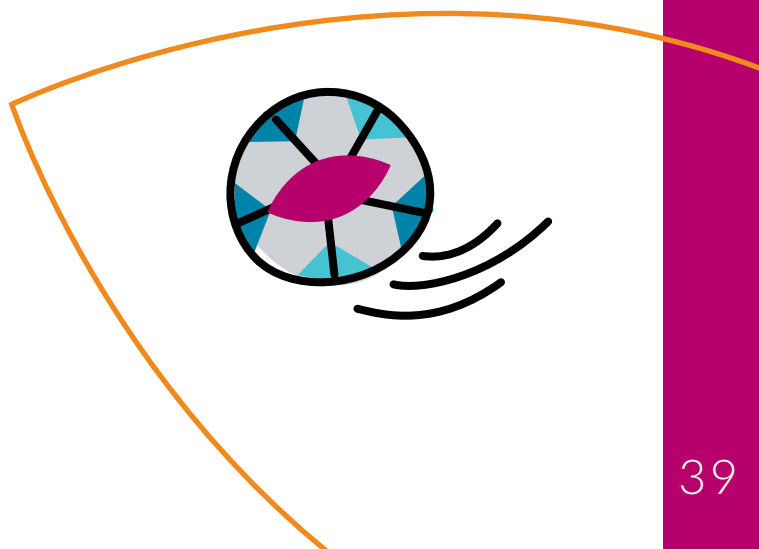
C44. Supporting the professional development of our team

17% of our organisation are either studying towards a professional qualification or have obtained a qualification since 2024. We ensure that professional qualifications are accessible to all employees. 4% of those that have undertaken a qualification are from an ethnic minority background, 13% are neurodivergent, and 12% consider themselves to have a disability.

We currently have 13 people on apprenticeship contracts with us. Of those people, 31% are neurodivergent, and 23% consider themselves to have a disability.

In our new starter employee induction, we have a section on sustainability, which references our sustainability strategy and highlights our key objectives in this area.

In addition to qualifications, we also maintain employee's continuous professional development by investing in regular training. The training is based on the professional competencies required of their job role.



The final two criteria cover how we procure responsibly.

C45. How we create social value through our procurement process

We include a specific social value question for contractors to answer within the tender bid. The social value question will be weighted at a minimum of 5% of the overall evaluation criteria and a maximum of 20%, with teams able to apply higher weightings on a discretionary basis.

We have a social value toolkit that we share with contractors bidding to work with us. This outlines our expectations and areas where we are keen to see social value. In addition, all social value offers made by successful bidders are recorded on a register and are followed up by the contract manager and the Community Engagement and Investment Team to monitor and report on.

C46. Consideration of the environment in our procurement process

Environmental impact and weighting are considered on a case-by-case basis in our procurement process and will usually relate to product specification, transport, and recycling, with no standard question in the invitation to tender. We consult with the sustainability manager when developing the criteria for evaluation to ensure we are including the right information to achieve the best results.



One of our electric vans



Sustainable Finance Framework



Affordable housing at Westcombe Park

Sustainable Finance Framework

A Sustainable Finance Framework (SFF) is a structured approach used by organisations to raise capital for projects that deliver positive environmental and social outcomes. It sets out the principles, eligibility criteria, and reporting commitments that govern how funds are allocated and managed, ensuring transparency and alignment with recognised sustainability standards.

An SFF enables access to ESG-linked investment by demonstrating how financing supports long-term goals such as affordable housing, community wellbeing, and climate resilience. It also helps investors assess the credibility and impact of sustainability claims, reinforcing trust and accountability in how capital is deployed.

Our SFF demonstrates our ESG credentials and outlines our sustainability investment priorities for the benefit of investors. We are delighted to report we have utilised our SFF for the first time in the financial year 2024/2025, raising £150 million via the capital markets.

During 2024/2025, we issued a private placement (the Sustainable Debt Instrument) to finance and refinance eligible projects in England. We engaged a third party specialist, Sustainalytics, to review the projects with proceeds from the Sustainable Debt Instrument (the Nominated Expenditures) and assess whether they meet the use of proceeds criteria and reporting commitments outlined in the SFF.

The SFF highlights our strong commitment to sustainability and on establishment, received a Second Party Opinion from Sustainalytics, who independently assured that the Framework aligns with the relevant International Capital Market Association (ICMA) and Loan Market Association (LMA) principles.

The framework focuses on a range of goals across the environmental and social spheres, contributing to the following UN SDGs:

1



No poverty

7



Affordable and clean energy

8



Decent work and economic growth

11



Sustainable cities and communities

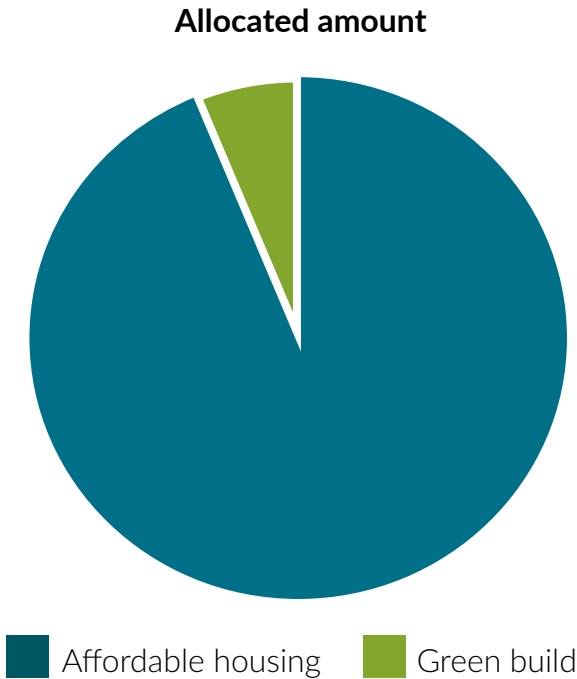
Within our SFF, we set a lookback period of 18 months for the allocation after receiving proceeds, and before the private placement, a portfolio of qualifying expenditures was identified.

Following the 2024/2025 issuance, we identified a £103.98 million portfolio of qualifying assets, which complies with the SFF. These assets are split between the affordable housing and green buildings categories. Please note that our private placement incorporated deferrals, with the remaining £50 million of proceeds not due until the financial year 2025/2026.

The spend categories utilised under our SFF is set out over the next pages.

You can find our full SFF on our website.

 chp.org.uk/sustainable-finance



New homes at Beaulieu Park

ICMA and LMA eligible projects	Use of proceeds	Target demographic
Affordable housing	Financing to be used for: - the construction and acquisition of affordable housing in the UK. This will include low-cost ownership, social and affordable rented housing; - specific populations qualifying for affordable housing include those who can't afford to rent or buy housing through the private sector. Target populations are also likely to be required to have a connection to the local area; - ongoing maintenance and modernisation of affordable housing in the UK.	Low-income groups
Green build	Financing to be used for: - the construction of new homes classified as EPC 'B' in the UK; - retrofitting existing stock of EPC 'D' or below to EPC 'C' or above, providing a minimum of 20% energy performance improvement. The baseline of improvement will be through the Standard Assessment Procedure (SAP) methodology which underpins the EPC ratings.	Low-income groups

£103.98 million of the Sustainable Debt Instrument has been fully allocated for financing within the first year of reporting. £46.02 million remains for future allocation.

Sustainalytics provided an External Review which has verified that the allocation and impact reporting practices adopted in this report align with the market standards.



You can find the review at
chp.org.uk/sustainable-finance

Allocation reporting from Sustainable Debt Instrument

Use of proceeds category	Project name	Project description	Total allocated amount (GBP million)
Affordable housing	Housing units in Essex	Acquisition of 524 affordable homes for low-income families; 482 homes had been completed by February 2025.	56.24
	Housing units in Essex	Acquisition of 42 affordable homes for low-income families.	4.93
	Afghan resettlement	Supports a government initiative to provide permanent housing for Afghan resettled families and expand temporary housing options.	8.16
	Beaulieu Park	Development of 67 affordable homes and shared ownership properties, and a retail unit.	16.88
	Westcombe Park, Parcel 5, Heybridge	Development of 53 affordable housing units.	11.37
Green build	Thornwood, Epping	Development of 25 homes that meet or exceed an EPC rating of B.	6.40
Total allocated amount			103.98
Total unallocated amount			46.02
Total proceeds raised			150.00

Reported impact for Sustainable Debt Instrument

Use of proceeds category	Project name	New financing	Reported impact		
			Number of houses constructed	Number of customers impacted	Number of new homes with EPC B or higher
Affordable Housing	Housing units in Essex	✓	482	1,715	-
	Housing units in Essex	✓	42	144	-
	Afghan resettlement	✓	13	80	-
	Beaulieu Park	✓	67	230	-
	Westcombe Park, Parcel 5, Heybridge	✓	53	168	-
Green build	Thornwood, Epping	✓	25	96	272



Construction progress at Thornwood, Epping



CHP

ESG Report

2024/2025

Contact us if you'd like a copy of this document in large print, audio, or another language.

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