

Environmental, social
and governance report
2022



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We are a housing provider with a social purpose

Our vision is to improve people's lives through high quality homes and services. Whilst we take a commercial approach to housebuilding, we reinvest all our profits into building more new homes and supporting the communities where we work.



39,293

We have over 39,000 properties across London and southern England including socially rented homes, privately rented homes, student, keyworker and temporary accommodation as well as supported housing and retirement living.





This report covers our performance, sets out our commitment to sustainability, and showcases the positive impact our work has on our customers and the communities they live in.

Last year, we were proud to be early adopters of ESG reporting, reflecting our clear social purpose and commitment to sustainability. Since then we have taken the opportunity to understand how we are doing compared to other housing associations, identify where we are doing well and build on our learning where we can do better. We are pleased to share our progress in this report for 2021/22.

We have also improved the energy performance of our homes due to a targeted programme, with customers enjoying warmer homes at lower cost both to their pockets and the environment.

HIGHLIGHTS FOR 2021/22 INCLUDE

Environment: improving the environmental performance of the homes we manage, with better data and targeted work to make our homes more energy efficient for our customers.

Social: provision of much needed affordable housing, with most social rents set at less than half the local private rent costs. In addition, our commitment to supporting the communities in which our customers live, providing £1.7 million to our community investment programme and generating an additional £11 million in social value.

Governance: A2Dominion's strong governance which saw us retain our G1 and V2 rating this year. Also, our colleagues, who have worked hard to bring about these achievements. After achieving Investors in People Gold standard in 2020, we completed a health and wellbeing review in 2021 which had very positive feedback.

We have made progress in many areas, but we recognise we are on a journey and we will continue to learn and improve in the years ahead.

SOME AREAS OF FOCUS WILL BE

Environmental: building on our energy efficiencies programme to ensure we reduce greenhouse gas emissions to meet our target of net zero carbon and to help mitigate rising fuel costs.

Social: supporting customers to meet the rising cost of living through our community investment and tenancy sustainment work.

Governance: reducing the gender pay gap: in the last financial year it fell from 17% to 16.6%, and we are continuing to work towards greater parity.

Our ESG reporting aligns with the Sustainability Reporting Standard for Social Housing. This standard also has synergies with the United Nations' (UN's) Sustainable Development Goals (SDGs), and you'll see that we've referenced specific goals across this report where we feel that our work makes a contribution.

For more than 70 years, we have been driven by our social purpose to provide as many high-quality homes as we can at a price people can afford, and our vision to improve people's lives through high-quality homes and services. How we do this has changed over time, but our unwavering commitment to a social purpose has allowed us to make a meaningful, lasting difference to those in greatest need.

Ian Wardle
Chief Executive Officer
October 2022

CHIEF EXECUTIVE'S STATEMENT

"I am delighted to introduce A2Dominion's second Environmental, Social and Governance (ESG) report 2022."



UN Sustainable Development Goals

The **17 Sustainable Development Goals** were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet and ensure that by 2030 all people can enjoy peace and prosperity. We have used the relevant aspects of these goals to form the basis of our ESG report:



ABOUT US	ENVIRONMENTAL	SOCIAL	GOVERNANCE
	THEME	UN SUSTAINABLE DEVELOPMENT GOAL	
	ENVIRONMENTAL		
	Climate change	No poverty Affordable and clean energy Climate action	
	Ecology	Sustainable cities and communities Responsible consumption and production Life on land	
	Resource management	Clean water and sanitation Responsible consumption and production	
	SOCIAL		
	Affordability and security	No poverty Reduced inequalities Sustainable cities and communities	
	Building safety and quality	No poverty Sustainable cities and communities	
	Resident voice	Sustainable cities and communities	
	Resident support	Decent work and economic growth Reduced inequalities Sustainable cities and communities	
	Placemaking	Good health and wellbeing Reduced inequalities Sustainable cities and communities	
	GOVERNANCE		
	Structure and governance	Reduced inequalities Peace, justice and strong institutions	
	Board and trustees	Gender equality Reduced inequalities Peace, justice and strong institutions	
	Colleague wellbeing	Good health and wellbeing Gender equality Decent work and economic growth	
	Supply chain management	Responsible consumption and production Climate action	

Environmental

CLIMATE CHANGE ▶

ECOLOGY ▶

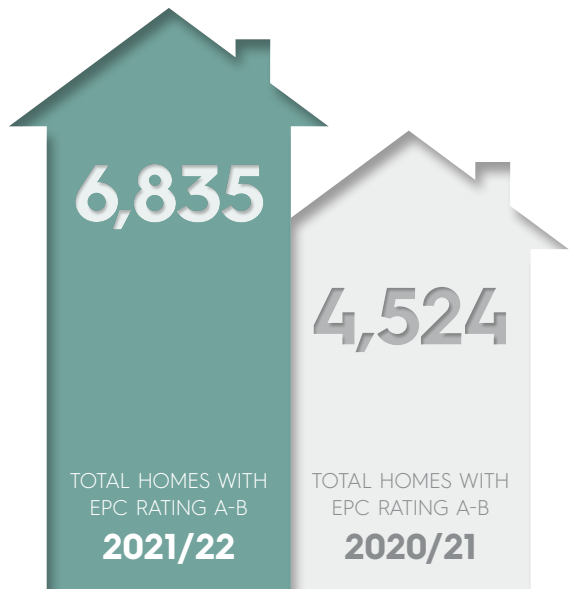
RESOURCE MANAGEMENT ▶





Climate change

Over 900 new homes have an Energy Performance Certificate (EPC) rating of A-B, compared to 730 in 2020/21.



The table, right (EPC ratings of existing homes) shows the proportion of homes in A-D increasing while those in D and below are decreasing.

This is partly because we have made improvements in our data on EPC ratings increasing the number of homes we have ratings for from 85% to 100% - every single home that we manage.

It is also due to our implementation of a programme of energy efficiency upgrades of our homes. On average, annual carbon emissions produced in each home has reduced from 2.4 tonnes to 2.1 (tCO₂/year). According to estimates from the climate neutral group, this is equivalent to the carbon capture from half a million trees growing for one year.

EPC ratings of existing homes

HOMES IN MANAGEMENT			
EPC RATING	2021/22	2020/21	% CHANGE
Homes rated A	0.10%	1%	-
Homes rated B	19%	15%	+4
Homes rated C	61%	35%	+26
Homes rated D	18%	28%	-10
Homes rated E (or below)	1%	3%	-2
Data not available	0%	19%	-19
Total	100%	100%	100%

EPC ratings of new homes

NEW HOMES			
EPC RATING	2021/22	2020/21	% CHANGE
Homes rated A	8%	6%	+2
Homes rated B	81%	91%	-10
Homes rated C	9%	3%	+6
Homes rated D	1%	0%	+1
Homes rated E (or below)	0%	0%	-
Data not available	0%	0%	-
Total	100%	100%	100%

In 2021/22, 99% all new A2Dominion homes that were handed over had a top EPC rating of A-C, including 8% achieving an A rating, an increase from 6% in 2020/21. Ten homes received an EPC rating of D. We are testing these homes again and looking to take action to improve these ratings where appropriate.

GREENHOUSE GAS EMISSIONS

Reducing greenhouse gas emissions is core to reducing our impact on the environment. Carbon emissions are measured through three “scopes” – a term coined by the Greenhouse Gas Protocol, which is the world’s most widely-used greenhouse gas accounting standard.

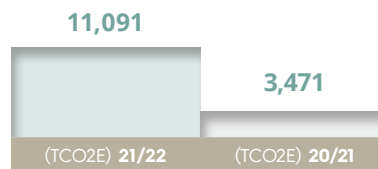
These are:

- SCOPE 1** Those a company makes directly, for example those made by our vans when travelling to customers’ homes to carry out repairs
- SCOPE 2** Those it makes indirectly for example electricity we buy to heat or cool our buildings
- SCOPE 3** Those made indirectly but linked to the work we do, for example the electricity our customers use to heat their homes

In 2021/22, we saw an increase in our carbon emissions across all these measures compared with the previous year, which is due to two main factors.

First, we have increased the number of homes we manage, so while our scope 3 emissions have risen, the average emissions per home have decreased. This represents energy efficiency savings which benefit customers through warmer homes and lower fuel bills. Second, many business-as-usual activities were put on hold during the pandemic, which meant 2020/21’s Scope 1 emissions were artificially low through reduced site working, travel and other activities.

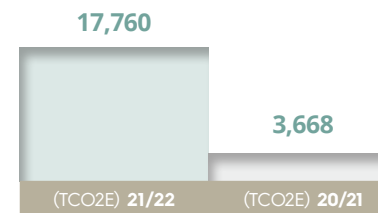
Finally, all our electricity is purchased from green sources producing no carbon; in the table below (Scope 2) we report what we would have emitted if we did not purchase green electricity for comparison.



Scope 1

Emissions A2Dominion makes directly

The figures for the financial year 2021/22 are an estimate based on SECR returns as definitive figures are not yet available. The previous year (20/21) were lower than a typical year as emissions were significantly impacted by reduced activity due to Covid 19 restrictions.

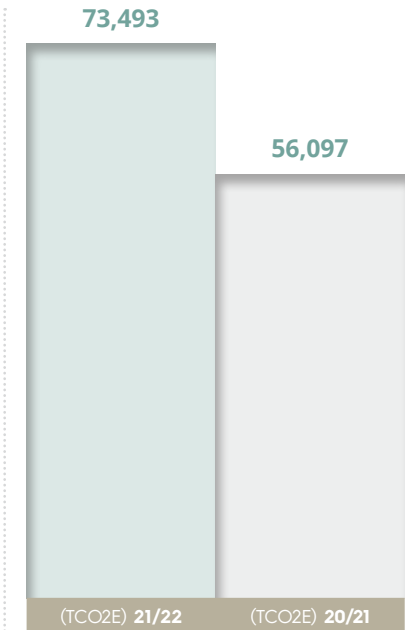


Scope 2

Emissions A2Dominion makes indirectly

The purchase of electricity by the Group for its own use, including for the purpose of transport.

A2Dominion purchases green electricity and there are zero CO2 emissions from electricity purchased. The figures represent the emissions that would have been emitted if A2Dominion did not purchase green electricity.



Scope 3

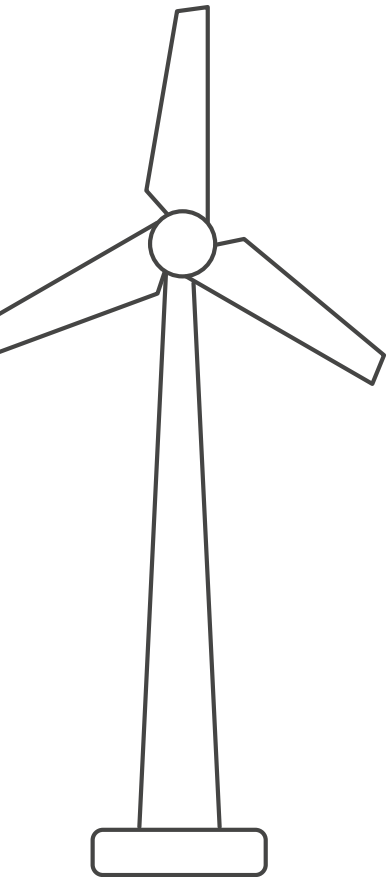
Emissions made by third parties associated with A2Dominion

These emissions occur at sources which A2Dominion does not own or control.

For A2Dominion the largest emissions are from our housing stock. The stock reported on has expanded from circa 23,000 to include all stock under management increasing the total number of units to 35,788. This has seen a significant increase in emissions reported but the average emissions per home have decreased from 2.4 tCO2/year per dwelling to 2.1 tCO2/year per dwelling. The improvement is due to energy efficiency works and data cleansing.

ADDITIONAL ENERGY EFFICIENCY ACTIONS

We know we can do more to reduce emissions and are taking action to do so. A2Dominions is wholly committed to meeting the UK's zero carbon target by 2050, which we will achieve by developing new homes that are energy efficient and carefully managing and improving the efficiency of our existing properties.



100%

IN 2021/22 WE CONTINUED TO PURCHASE ALL OUR ELECTRICITY FROM 100% RENEWABLE SOURCES

In light of this commitment, we have added sustainability and meeting net zero carbon to our Corporate Risk Register, reflecting the importance of this measure to our organisation and ensuring regular executive and Group Board level oversight.

This year we completed improvements to our insight into EPC data, ensuring we have clear understanding of the actions we need to take to meet our energy efficiency targets. The information we collect on energy will help us make improvements which will benefit both our customers and the environment.

We have built the cost of energy efficiency upgrades into our long-term financial plan, including dedicated funds to support carbon reduction projects.

This year we used that dedicated funding to install the following in our properties to reduce carbon emissions and reduce energy bills for our customers:



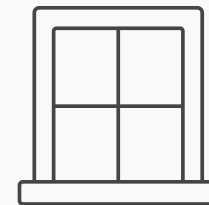
200

LOFT AND CAVITY WALL INSULATIONS



700

NEW A-RATED AND B-RATED BOILERS



300

DOUBLE-GLAZED WINDOWS



500

LOW ENERGY LIGHTS

MITIGATING FLOOD AND OVERHEATING RISKS

We recognise climate change presents risks to our customers, communities and business, including flood risk and overheating. We mitigate these risks both through business-as-usual and consideration early in the development of new and existing buildings.

Our work to improve our understanding of energy performance of our existing stock included analysis of climate change impacts such as flooding and overheating.

Provisional analysis shows the following results for flood and overheating risk which will be used to develop approaches to address them, the vast majority of our homes have very low or no risk in these two areas:

A2Dominion recently undertook a SHIFT assessment (an independent assessment and accreditation scheme measuring progress against environmental targets) for our existing housing stock.

Considering flooding and overheating risk is part of the assessment process. We are in the early stages of developing mitigations to climate change risk and will use this process to inform our approach.

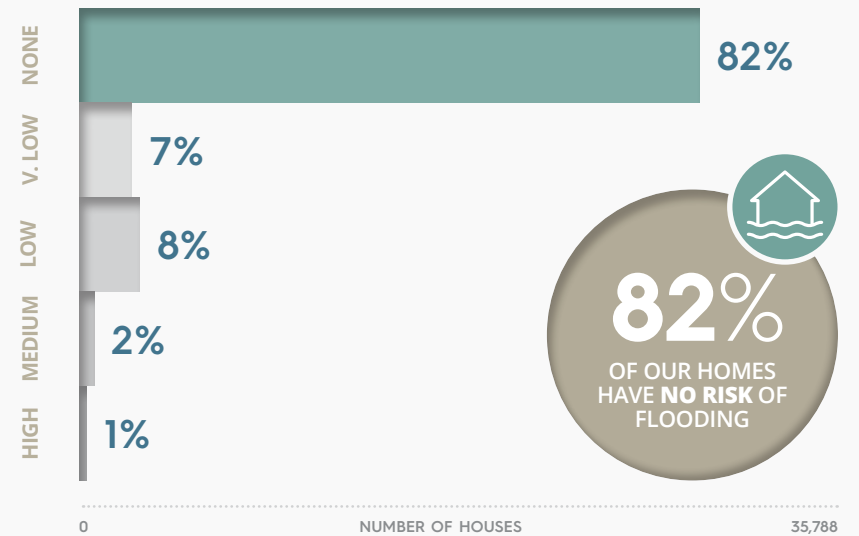


HOMES IN DEVELOPMENT

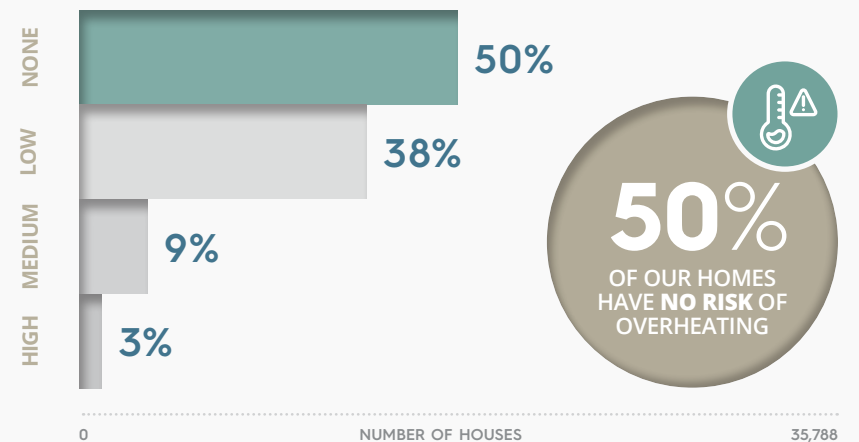
Flood risk assessments are a formal part of site acquisition and are considered carefully prior to purchase.

We produce flood risk assessments and mitigation plans as part of all planning applications. Overheating is considered at design stage and during the build. We use a specialist consultant to assess overheating risk and advise across the build and testing stages.

Flood risk In our homes



Overheating risk in our homes



Providing information to customers to help them manage their homes and reduce energy costs

We help our customers make choices about their impact on the environment and reduce bills by providing information on sustainability such as correct ventilation, heating and recycling.

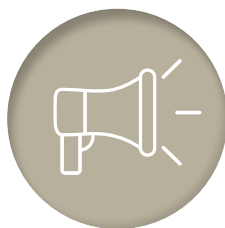
We provide customers with:



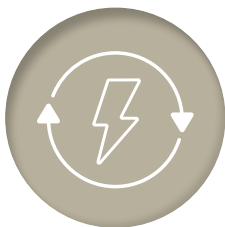
INFORMATION PACKS
when they first move into their homes



HELP AND ADVICE
for heating and hot water usage via our **customer website**



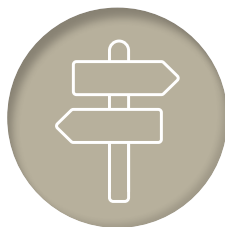
NEWS CAMPAIGNS
to **raise awareness**



REFERRALS TO 'HELP TO CONNECT'
funded via Ofgem, providing energy-saving devices, such as reflectors on the back of radiators



EFFICIENCY ADVICE
from gas engineers when undertaking gas safety checks



SIGNPOSTING
to relevant independent advice services



£6.3m

In addition, our Tenancy Sustainment Officers help customers by supporting them to better understand their income and expenditure and reduce fuel costs. In 2021/22 we supported more than 2,300 customers to access over £6.3 million in funding and other initiatives.



Ecology

INCREASING GREEN SPACE AND PROMOTING BIODIVERSITY

We promote and consider biodiversity and increased green space as part of our A2Dominion Design Guide, which describes our standards and requirements for all developments for colleagues and all third-party partners and suppliers.

Understandably, new developments and areas of regeneration naturally create more opportunity to improve or increase biodiversity and ecology than within our existing stock and communities.

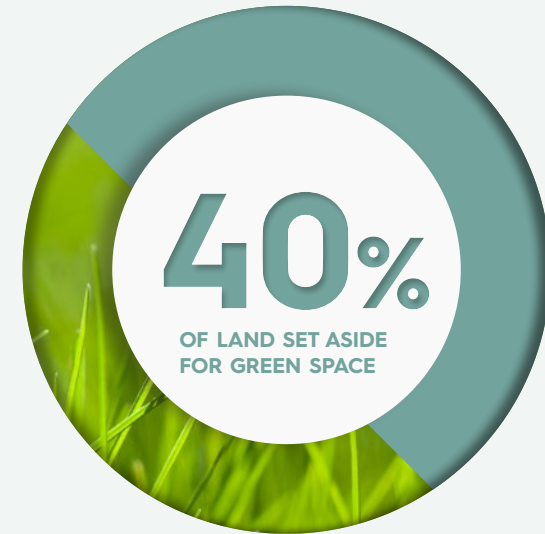
Our commitment to minimising environmental impact as well as investing in improving quality of space for customers begins at the planning stage when we propose new developments for both housing and amenity space, for example maximising soft landscaping such as planters, trees and bushes where possible.

We consider biodiversity when carrying out landscape improvements, for example including native wildflower and edible hedgerows to encourage native birds to nest.

The designs depend on individual site conditions but generally we have found that using native planting increases the number of trees and shrubs and improves natural habitats.

Ground and site pollutants are carefully considered prior to the land acquisition process. Any contaminants, including Japanese knotweed, are fully remediated in accordance with statutory and regulatory requirements using best practice methods to provide a clean site. We plan to develop a Group-wide strategy to manage all pollutants which will include associated targets and measurements.

DELIVERING THE UK'S FIRST ECO-TOWN



NORTH WEST BICESTER PROJECT

We are piloting a new approach through our North West Bicester project which is set to deliver the UK's first eco-town with a planned 40% of land set aside for green space.

16

The scheme is one of just 16 projects worldwide to have been awarded BioRegional's One Planet Community status.

5

The homes also meet code for Sustainable Homes level 5.



Resource management

USING RESPONSIBLY SOURCED MATERIALS

At A2Dominion, we use our Design Guide standards to increase the use of responsibly sourced materials for all new building works. The Design Guide provides expectations for our contractors including a requirement that materials for building works should be sustainably sourced. The Design Guide ensures we work together with our framework contractors to deliver sustainable resource management through all our delivery models be they self-delivered, joint ventures or design and build.

We are currently in the process of reviewing our procurement processes and aim to develop a framework of best practice that will include tracking and monitoring environmental targets.

At present we monitor contractors' electricity, diesel and water usage and have targets on diverting waste from landfill and are working towards developing biodiversity metrics.

RESPONSIBLE WASTE MANAGEMENT AND WATER MANAGEMENT

A2Dominion's sustainability strategy includes targets on waste management which incorporates building materials.

This includes a key performance indicator to divert 60% of items fly-tipped on our estates from landfill. We set targets last year for the first time which included an ambition to begin annual reporting on in 2021/22. However, after careful consideration we decided that we needed time to get this process right and will be trialling a new data collection approach in 2022/23.

Sustainable resource management of material selection and waste management is part of our approach to sustainable procurement. We use it to assess potential partners for our existing planned and cyclical frameworks and our new building projects frameworks.

A2Dominion's Design Guide standards set out recommendations for water management when building new homes. Our Sustainability strategy addresses the need to reduce the use of natural resources, but we have not yet established specific targets around water usage.



Social

- AFFORDABILITY AND SECURITY ▶
- BUILDING SAFETY AND QUALITY ▶
- CUSTOMER VOICE ▶
- CUSTOMER SUPPORT ▶
- PLACEMAKING ▶



Affordability and security

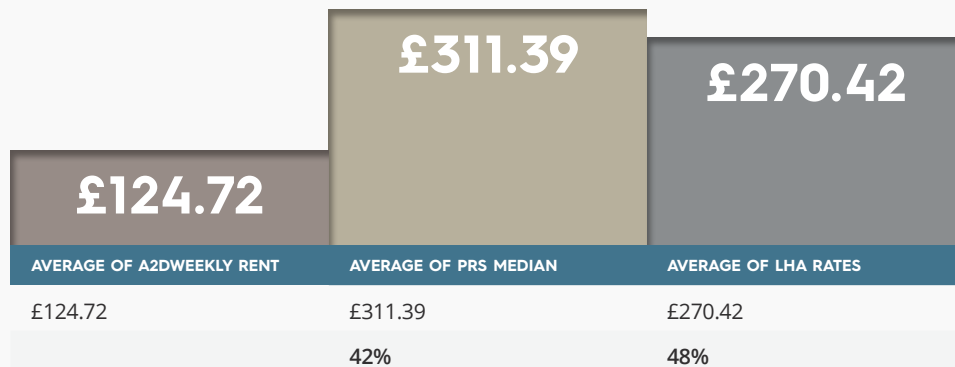
AFFORDABILITY METRIC

As a housing provider with a social purpose “to provide as many high-quality homes as we can at a price people can afford” it is critical that we deliver affordable rent and security of tenure to our customers. At our core we are a housing association, providing homes at social and affordable rents for families on low incomes, accommodation for students and key workers, and getting people onto the housing ladder through shared ownership.

Our general needs (social) rent is around 42% of comparable private rent, and 48% of the applicable Local Housing Allowance.

The graphs below show the portfolio-wide figure for % of Private Rental Sector (PRS) rent and/or % of Local Housing Allowance (LHA) rent compared to A2Dominion social rent.

PORTFOLIO-WIDE RENT COMPARISONS



A2DOMINION WEEKLY SOCIAL RENT COMPARISONS

In the local authorities where we have the most homes, our social rent varies from 25% of private rent (Westminster) to 53% (Winchester). In all areas, average social rent is lower than the equivalent private rental sector rent.

However, we recognise that affordability depends on individual income; housing charity Shelter defines affordable housing as no more than 35% of your household income after tax and benefits.

The table below shows the 10 local authority areas where A2Dominion has the highest concentration of stock, which represents over 70% of our socially rented homes.

22%

While we recognise that many of our customers may be living on a very low income, general needs (social) rent is around 22% of local median wages.

Median A2Dominion weekly social rent comparisons (as a percentage)				
LOCAL AUTHORITY	MEDIAN WEEKLY SOCIAL RENT	PRIVATE RENT SECTOR (PRS)	LOCAL HOUSING ALLOWANCE (LHA)	% OF AVERAGE LOCAL WAGES*
Bromley	£123.28	38%	47%	19%
Ealing	£128.25	39%	42%	22%
Harrow	£149.71	43%	46%	26%
Hillingdon	£127.79	42%	44%	22%
Hounslow	£132.10	39%	44%	23%
Oxford	£115.25	42%	54%	21%
Slough	£127.66	47%	51%	23%
Spelthorne	£118.87	43%	49%	20%
Westminster	£146.50	25%	38%	19%
Winchester	£116.70	53%	59%	20%

*Latest interim figures for 2021

39,293

A2Dominion has 39,293 properties in management across over 80 local authorities in London and the southeast.

This represents an increase of 2% from 2020/21 when we had 37,226 properties in management (excluding commercial, community centres and garages).

70%

We operate over 70% of our homes as affordable and social housing.

This includes homes for social rent, affordable rent, supported housing, housing for older people, key workers, temporary and intermediate housing and shared ownership.

NUMBER AND % SHARE OF PROPERTIES IN MANAGEMENT

TENURE	2021/22		2020/21	
	HOMES	% SHARE	HOMES	% SHARE
General needs (social rent)	17,545	45%	17,506	46%
Leasehold and freehold	6,964	18%	6,372	17%
Student, key worker, temporary	4,190	11%	4,255	11%
Low-cost home ownership (shared ownership)	3,790	10%	3,579	9%
Private rented	1,412	4%	1,527	4%
Affordable rent	1,324	3%	1,149	3%
Supported housing and care homes	1,328	3%	1,333	3%
Retirement living	928	2%	928	2%
Intermediate rent (includes key worker intermediate)	577	1%	577	2%
Non-residential properties	1,235	3%	1,169	3%
Total	39,293	100%	38,395	100%

% SHARE 2021/22

45%

General needs (social rent)

10%

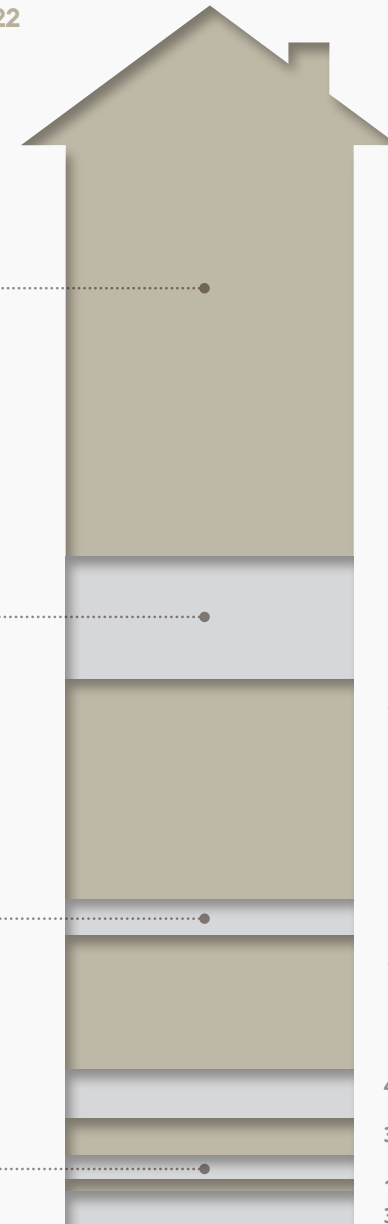
Low-cost home ownership

3%

Supported housing and care homes

2%

Retirement living



18% Leasehold and freehold

11% Student, key worker, temporary

4% Private rented

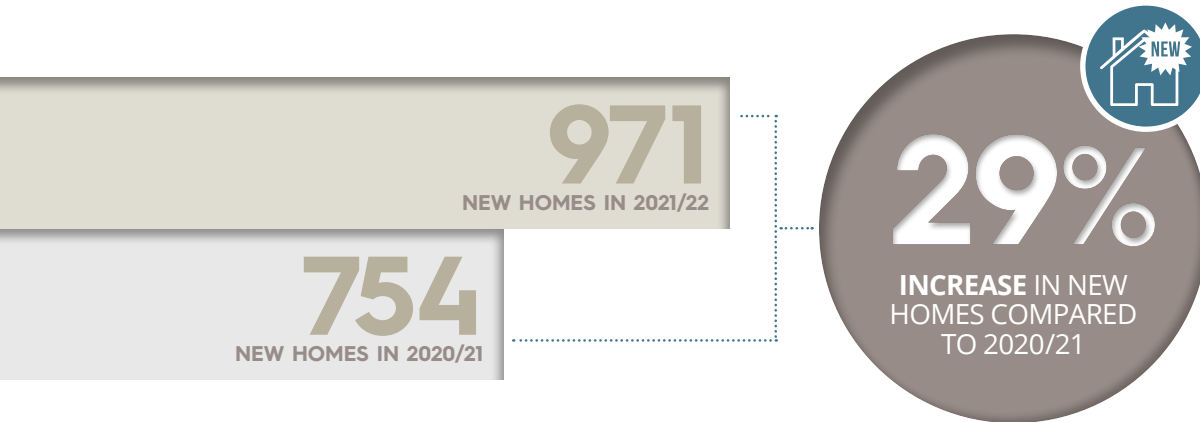
3% Affordable rent

1% Intermediate rent

3% Non-residential properties

NEW HOMES

A2Dominion delivered 971 new homes in the last financial year, above our target of 953 and an increase of 29% from the previous year (2020/21, 754 homes), with affordable homes increasing from 20% of all homes delivered to 58%.



Number of **new homes** comparison

TENURE	2021/22		2020/21		% CHANGE
	HOMES	SHARE	HOMES	SHARE	
General needs (social rent)	51	5%	2	0%	+2,450%
Affordable rent	171	18%	125	17%	+37%
Retirement living	0	0%	0	0%	-
Private rented sector	1	0%	290	38%	-100%
Shared ownership	338	35%	26	3%	+1,200%
Other: outright sale	410	42%	311	41%	+32%
Total	971	100%	754	100%	+29%

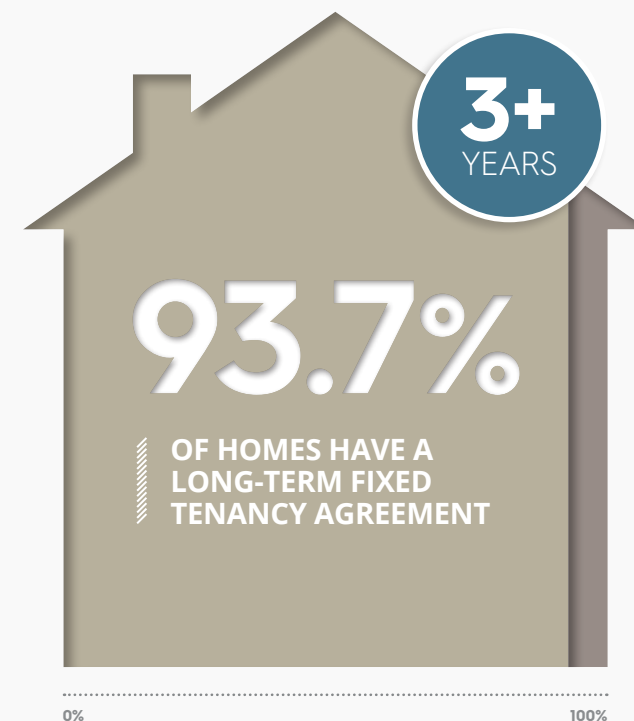




TACKLING FUEL POVERTY

A2Dominion works with customers to tackle the effects of fuel poverty. Our dedicated Tenancy Sustainment Officers refer customers, provide information and support them to apply for benefits they may be entitled to, including the winter fuel discount.

We act on behalf of customers and deal directly with energy suppliers to look at repayment schemes and grants available to assist with fuel costs, for example this year we applied for fuel vouchers through the Charis and HACT energy hardship fund. We also refer our customers to **Connect for Help**, which is financed by the major three energy suppliers to assist those having problems with paying bills, promote energy efficiency and advise on smart/token meters and swapping. We have established an internal income improvement group focussed on reducing the impact of wider cost of living rises on customers.



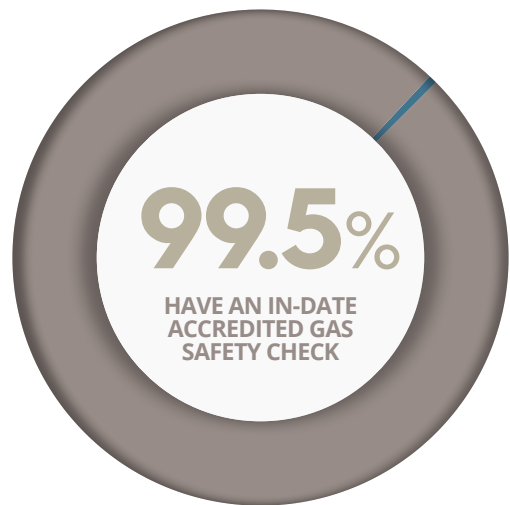
LONG-TERM FIXED TENANCY

We know how important it is for our customers to feel secure, so we are proud that 93.7% of our general needs rental tenancies have fixed tenancy agreements of three years or longer.

LIFETIME TENANCIES

The majority of these are lifetime tenancies and we anticipate this will grow as existing tenancies are renewed.

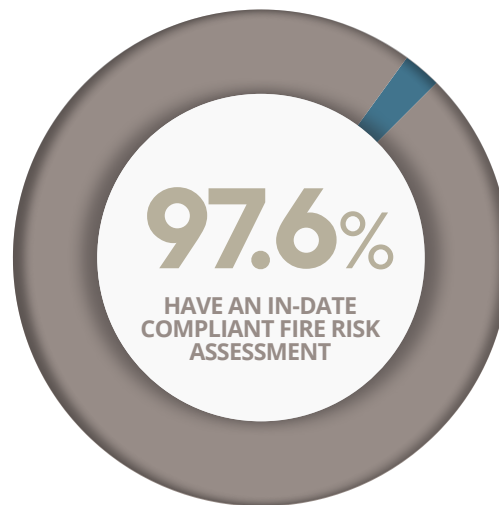
Building safety and quality



GAS SAFETY

Ensuring our buildings are safe is very important to us. 99.5% of our properties have an in-date, accredited gas safety check.

Of the small number of homes that do not have an in-date check, appointments are in place for over two thirds of homes and we are working to arrange appointments for the remainder in line with our policy.



FIRE RISK ASSESSMENTS

Our records show that 97.6% of our properties have an in-date and compliant Fire Risk Assessment.

The small number of properties that didn't meet this standard are all scheduled for completion in the first quarter of our new year.

Customers can access a range of resources on the dedicated building safety help section of our customer website. A2Dominion has a specialist fire safety project team comprising fire safety experts and our fire risk assessments actions, such as repairs, and electrical safety testing are in-house so we can retain complete control over this vital safety work.



NATIONAL HOUSING QUALITY STANDARD

In 2021/22, 99.93% of our homes met the government's national housing quality standard, i.e., the Decent Homes Standard.

Only 18 homes did not meet the standard, all of which are scheduled for improvement works or sale in 2022/23. For some of these homes, customers' understandable concerns about having contractors and checks in their homes during the pandemic meant that we had difficulty visiting them to carry out works.



Customer voice

HELPING CUSTOMERS HOLD US TO ACCOUNT

Our Customer Service Committee (CSC) enables customers to hold management to account for provision of services and is responsible for development and oversight of our Customer Experience Strategy. It is comprised of three formally appointed A2Dominion customer members, alongside two Board members and two industry experts. In the past three years the CSC and associated customer scrutiny has driven and strongly influenced a range of strategic and operational improvements. This includes guidance to our Board on customer-led decision making with an associated Customer Detriment index for assessing the impact of business proposals on customers.

The CSC strongly influenced our Customer Insight and Involvement framework which ensures customer insight is at the heart of decision making and that we share visible results. Through our robust customer insight programme, we collect and analyse 20-30,000 customer views a year through our customer survey programme and related activities.

30,000 CUSTOMER VIEWS ARE COLLECTED AND ANALYSED EACH YEAR

We also have wide experience of customer involvement through a range of methods, and publish a summary of opportunities on our website including:



CUSTOMER SURVEYS



COMPLIMENTS AND COMPLAINTS



FOCUS GROUPS



BIDS FOR OUR NEIGHBOURHOOD IMPROVEMENT FUND



PANELS TO ALLOCATE FUNDING TO PROJECTS



ON-SITE CUSTOMER SUPPORT ACTIVITIES IN OUR HOUSING WITH ON-SITE COLLEAGUES



RESIDENT ASSOCIATIONS



PUBLICLY AVAILABLE GOVERNMENT PROPOSALS

We let our customers know how we are making progress in our performance through our:

Customer Annual Report

Customer Service Standards

Robust complaints process and policy



MEASURING CUSTOMER SATISFACTION

We measure customer satisfaction through our rolling survey programme. This provides feedback on customer satisfaction including transactional surveys when customers use our services, move into new homes, exit surveys and an annual anniversary (relationship) survey.

This allows us to measure customer experience across their A2Dominion journey, from introduction to departure. A summary of opportunities for customers to provide feedback can be found on our **website**. We also carry out ad hoc surveys (such as before and after surveys) supporting specific improvement initiatives to track the impact of changes.

To ensure we are held to account for feedback from these mechanisms we publish 'You Said We Did' information on our **website**.

A2DOMINION'S MEASURES OF CUSTOMER SATISFACTION

OVERALL SATISFACTION SCORE

Based on satisfaction with complaints, repairs and contact centre

2021/22	2021/22 TARGET	2020/21	2019/20
82%	=>82%	83%	73%

CUSTOMER EFFORT

(low scores mean low effort needed, which is positive)

2021/22	2021/22 TARGET	2020/21	2019/20
3.8	=<3.9	4.6	Not reported

SATISFACTION WITH RESPONSIVE REPAIRS

2021/22	2021/22 TARGET	2020/21	2019/20
85%	=>88%	88%	87%

MEETING OUR 2021/22 TARGET

Keeping our customers safe and secure and being responsive to their needs is part of our overall safety and wellbeing agenda, and this last year saw a customer satisfaction score of 82% (rounded from 81.9%), meeting our target.

We monitor the effort for our customers in interacting with us, (the lower the scores the better, as they mean lower effort on behalf of customers) and are pleased that this remains low at 3.8, which is better than our target, the latest benchmark from the Institute of Customer Service (5.2) and in line with the previous year (3.7).

*Technical difficulties affected how we collected satisfaction with how complaints were dealt with in 2021/22, but we met our targets in previous years and expect to collate these for 2022/23.





As a result of the complaints we have received and managed, we have implemented the following changes in practice:

Continued roll out of our 'Customer First' training and development across Customer Experience teams and across Operations, including our repairs contractors

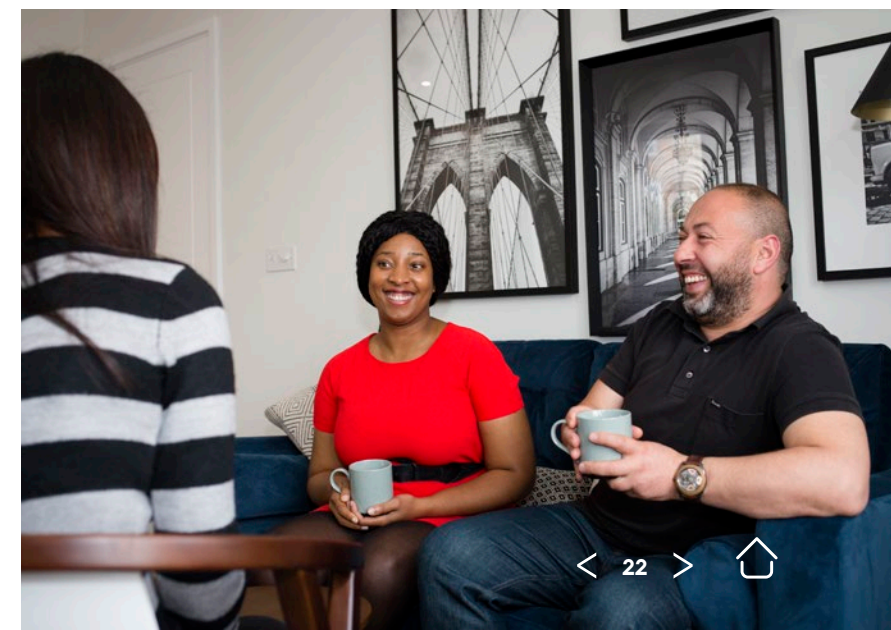
Established a project team within Housing Services to analyse and address key issues that drive complaints in the first place and ensure effective handling of complaints supporting the complaints and resolution service within a new framework

Introduced a single point of responsibility within our services for responding to complaints within the required timeframes, ensuring the role can sit across A2Dominion's Complaints and Resolution service and business for a consistent approach to learning from complaint handling.

MANAGING AND RESPONDING TO COMPLAINTS FAIRLY

In the last 12 months 30 complaints were escalated to the Housing Ombudsman Service for investigation of which 16 were upheld.

These 30 complaints represent less than 1% of those we initially received.



Customer support

As a housing provider rooted in the principles of affordable rent and delivering good quality homes, we provide extensive support services to our customers.

Our community investment and tenancy sustainment work ensures our customers remain in their homes and are supported to fulfil their potential in life.

Our vision is to improve people's lives through high quality homes and services. To support this vision we use social value, customer insight data, customer survey results, and how effectively we engage with customers to measure the impact of our work.

KEY AREAS

We focus on the following three areas:

- ▶ Increasing financial capability
- ▶ Reducing health inequalities
- ▶ Strengthening communities



FINANCIAL YEAR 2021/22 IN NUMBERS

5,550

CUSTOMERS ENGAGED WITH IN HEALTH, WELLBEING AND FINANCIAL INCLUSION PROJECTS

£330k

DISTRIBUTED IN GRANT FUNDING TO IMPROVE THE LIVES OF CUSTOMERS AND THE COMMUNITIES

£540k

RAISED TO DEVELOP OUR SERVICES TO CUSTOMERS

£6.27

ACHIEVED A SOCIAL IMPACT RETURN ON INVESTMENT FOR EVERY £1 SPENT AS A BUSINESS

£11m

GENERATED IN SOCIAL VALUE (HACT MODEL)



Placemaking

Placemaking is at the heart of our work. Last year we invested £1.7m into our community investment programme and secured £540,000 of additional external funding to expand our offer. We support local communities with a wide range of innovative projects, including help to get into work, digital inclusion and financial and wellbeing support.

£1.7m

INVESTED INTO OUR
COMMUNITY INVESTMENT
PROGRAMME

£540k

ADDITIONAL EXTERNAL
FUNDING SECURED TO
EXPAND OUR OFFER

£570k

INVESTED EACH YEAR INTO OUR TENANCY
SUSTAINMENT SERVICE, SUPPORTING
CUSTOMERS WHO ARE EXPERIENCING
FINANCIAL DIFFICULTIES

For example, to help tackle food poverty and social isolation we created Community Lunch in partnership with local charities **Surplus to Super** and Sunbury Neighbours. This provides a chance for people to get together and reduce feelings of isolation while getting a hot meal.

We also invest £570,000 each year into our tenancy sustainment service, supporting customers who are experiencing financial difficulties.

A2Dominion's Design Guide which describes our standards and requirements for all developments, regardless of location, size or tenure includes placemaking requirements. This steers the design and development process, for colleagues, consultants, development partners and architects.

Our placemaking principles are based on The Design Council's Building for Life 12, a series of 12 questions related to placemaking that we answer each time we consider a scheme. Doing so helps us to create sustainable, integrated communities and a sense of place. We put these into practice from the planning stage, ensuring that we create vibrant, sustainable communities.

For example, as part of a 1,400-home regeneration programme at our Green Man Lane estate in Ealing we built a school and mosque. At our proposed Hounslow West and Cavendish Gardens estate our design was informed by Transport for London's Sustainable Development Framework and the Healthy Streets for London approach, delivering pedestrian priority streets, green communal areas and inclusive multigenerational spaces.

Governance

STRUCTURE AND GOVERNANCE ▶

BOARD AND TRUSTEES ▶

SENIOR MANAGEMENT ▶

COLLEAGUE WELLBEING ▶

SUPPLY CHAIN ▶



Structure and governance

A2Dominion is registered with the Regulator of Social Housing (RSH). We are proud that we have maintained a regulatory grading of "G1" for governance and "V2" for financial viability.

These ratings were confirmed by the Regulator of Social Housing (RSH) in June 2022 following an in-depth assessment.

A2Dominion follows the National Housing Federation's Code of Governance published in 2020. Additionally, we comply with the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations

1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2019.

A2Dominion is a not-for-profit organisation.

MANAGING ORGANISATIONAL RISKS

A2Dominion's Board manages organisational risks through a risk management framework.

The Board and each committee receives a report on the key strategic and operational risks faced by the Group at each of their respective meetings. The Board sets its appetite for each risk annually in line with its approved risk framework. Detailed management and monitoring of the Group's strategic and operational risks is undertaken by the Audit, Risk and Assurance Committee (ARAC).

A2Dominion's risk management framework provides oversight of our strategic and operational risks. It is developed and informed by an external view of emerging issues from across the sector and using outlooks that have a bearing on our work, for example the economy, construction, upcoming legislation and so on.

Risks are recorded in a risk log which monitors risk together with controls and mitigation. This allows us to understand and take action on risks affecting our business, both now and in the future. Each risk links to our strategic objectives so we can understand how the risks may affect our ambition and each has a sponsor within the business to support mitigation.

Group Board has ultimate responsibility for our risks with oversight by ARAC. Other committees play a sponsor role on the risks that relate to their areas and review these quarterly. Our Executive Management Team (EMT) has operational management of our risks and reviews our risk register monthly to assess and take action as the risks change and develop.

RISK MANAGEMENT OVERVIEW

GROUP BOARD

- Sign off risk register
- Annual review of framework, including risks, risk appetite and risk scores

AUDIT, RISK AND ASSURANCE COMMITTEE

- Oversight of risks
- Quarterly review of risk log and framework

OTHER COMMITTEES

- Sponsor risks relevant to their remit
- Quarterly review of risks they sponsor

EXECUTIVE MANAGEMENT TEAM

- Operational oversight of risks
- EMT members own risks
- Monthly review of registers and issues log

All of the bodies above undertake regular reviews of the Regulator of Social Housing's Sector Risk Profile and horizon scanning

REGULATORY FINDINGS

A2Dominion has not been subject to any adverse regulatory findings in the last 12 months that resulted in enforcement or other equivalent action.



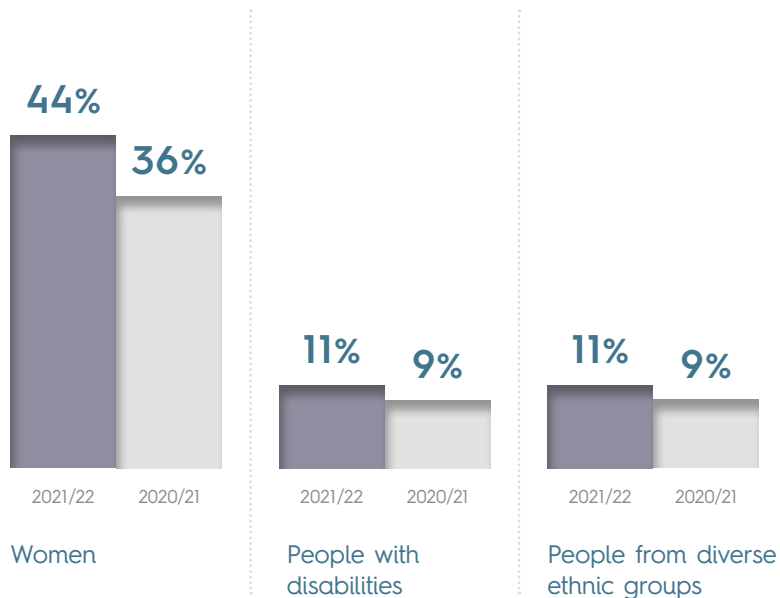
Board and committees

DIVERSITY

The graph and table below show the demographics of our Group Board and its committees compared to the demographics of our customers.

Our Group Board aspires to represent the communities we serve, including 44% women (an increase from 36% in 2021), 11% people from diverse ethnic groups (an increase from 9% in 2021), 11% people with disabilities (an increase from 9% in 2021), 56% aged 60+.

GROUP BOARD DIVERSITY PROGRESSION



GROUP BOARD AND CUSTOMER DEMOGRAPHICS

	GROUP BOARD	BOARD & COMMITTEES	A2DOMINION CUSTOMERS	LOCAL BENCHMARK
Sex (female)	44%	47%	54%	50%
Age (over 60)	56%	47%	14%	19%
Diverse ethnic groups	11%	21%	44%	45%
Disability	11%	5%	26%	28%
Religion or belief	Not measured	Not Measured	35% Christian 27% No religion 12% Muslim 26% Other	50% Christian 22% No religion 11% Muslim 17% Other
Sexual orientation (LGBT+)	Not measured	Not measured	2%	3%
Gender reassignment	Not measured	Not measured	1.4%	Not measured
Marriage & civil partnerships	Not measured	Not measured	28% Married 0.2% Civil partnerships	30% married

22%

GROUP BOARD TURNOVER IN 2021/22

89%

OF A2DOMINION'S BOARD WERE
NON-EXECUTIVE DIRECTORS IN 2021/22

17%

EXECUTIVE MANAGEMENT
TEAM TURNOVER

TURNOVER, TENURE AND ROLES

Last year the Group Board had a turnover of 22%. Until March 2022 the Board was made up of 11 members, nine non-executive and two executives. In the previous reporting year (2020/21) no Board Members resigned or retired and three new members were appointed to ensure the Board had the necessary skills to effectively lead the business and to prepare for expected retirements during 2021/22.

In 2021/22 two members left and were replaced by two new members. We appointed Alan Collett as the Chair of the Board in place of Ian Cox who stepped down following his maximum term in office. We also successfully recruited a new CEO, Ian Wardle, who replaced Darrell Mercer after 34 years' service.

Board members have a maximum tenure of six years (comprising of two terms of three years). This may be extended annually, up to a maximum of three additional years under exceptional circumstances and if the Board agrees it is in its best interests to extend an appointment.

In 2021/22, 89% of A2Dominion's board were non-executive directors.

Three members of the Board sit on our Audit, Risk & Assurance Committee of which one has extensive and recent financial experience.

No executive directors may sit on the Remuneration Committee.

The Board agreed a succession plan in 2019 that has been successfully implemented and is in place for this reporting period. The Board receives regular updates on recruitment against the plan. This has allowed us to ensure a consistent transition when Board members are replaced.

AUDIT, EFFECTIVENESS AND PREVENTING CONFLICTS OF INTEREST

Our external audit partner BDO LLP has been responsible for auditing our financial accounts for more than 15 years. The contract is tendered at least every five years and partners and lead auditors turnover regularly to ensure that there remains sufficient impartiality.

The last independently run Board effectiveness review was held in December 2019. This review led to a revised governance structure and revised Terms of Reference for the Board and each of its committees which was implemented from December 2020.

The roles of the Chair of the A2Dominion Board and CEO held by two different people.

A2Dominion has a robust process for handling conflicts of interest at the Board. There is a publicly available register for Board and committee member declarations of interest which is reported on quarterly to the Board. Should there be a material conflict of interest, any individual concerned will withdraw from the Board discussions and decisions on relevant matters.

In the case of a fundamental or ongoing material conflict, the Board determines whether the person concerned should cease to be a Board member. The Board also has in place a Senior Independent Director and dispute resolution procedure to help deal with any conflicts that may arise.

Senior management

A2Dominion's Executive Management Team (EMT) has a turnover of 17%. The EMT is made up of six members. In 2021/22 one person left and was replaced by a new member.

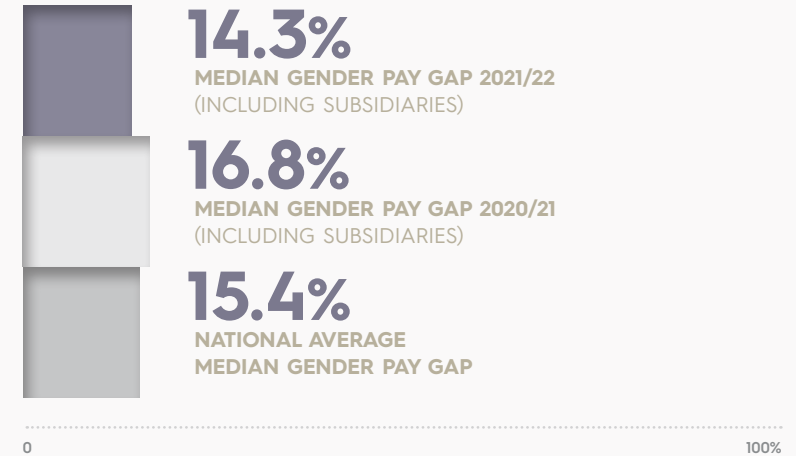
Colleague wellbeing

LIVING WAGE, GENDER PAY GAP AND CEO PAY RATIO

A2Dominion pays the Real Living Wage to all colleagues, including apprentices and contractors.

Each year, we publish a Gender Pay Gap report showing the difference in average earnings between men and women across the organisation. Excluding our subsidiaries, we reduced the median gender pay gap this year from 17.6% to 16.6%. If we include our subsidiaries, the gap is 14.3%, down from 16.8% in 2020 and lower than the national average of 15.4%.

MEDIAN GENDER PAY GAP



We continue to monitor and work to narrow key pay gaps and maintain equal pay as part of our Equality, Diversity and Inclusion (ED&I) plan.

To support this we have:

- Embedded our Equality, Diversity and Inclusion plan for 2020-25
- Launched our new Employee Value Proposition which helps to attract a diverse pool of candidates including more women
- Implemented new hybrid working and offered more flexibility to help attract and retain a diverse workforce

CEO PAY

A2Dominion's CEO: median-worker ratio is 8:1 which means the CEO earns eight times the average of other colleagues. In our Equality, Diversity and Inclusion (EDI) plan, one of our ambitions is to monitor and narrow key gaps to achieve and maintain equal pay so that people who do the same jobs are rewarded fairly. We continue to strive to understand, address and reduce gaps in pay between groups.





SUPPORTING PHYSICAL AND MENTAL HEALTH AND MONITORING SICKNESS

Through our wellbeing strategy we support our employees on all aspects of wellbeing including psychological, physical, financial and social.

Our year-round programme of training and awareness raising events is supported through benchmarking against and leading on best practice, for example in 2021/22 we carried out an analysis of burnout which fed into our resilience campaign and accompanying support and our popular annual step challenge aims to encourage colleagues to take breaks from their desks and take part in physical exercise. Our wellbeing programme is colleague-led, working with mental health ambassadors drawn from different areas of the business.

This year we piloted a new approach to training managers on psychological safety which provided tools and models to create safe spaces to talk openly on topics that could be seen as sensitive or difficult to address. This allowed managers to build trust within teams and ensure colleagues can share physical and mental health needs.

All colleagues have access to independent and confidential Employee Assistance Programme (EAP) providing financial and legal advice and counselling services and an app that can be used to track mood and access free webinars and advice.

5%

Last year we saw a 5% increased uptake of our flexible benefits offering products including gym memberships, private medical insurance and dental cover. Colleagues are reminded of healthy habits such as taking regular screen breaks through campaigns and conversations with their managers.

Of A2Dominion's total colleague base, the mean number of working days taken sick per colleague was 6.4 days. This is slightly higher than the number taken in 2021/22 which was 4.6 days, and we expect that this figure will improve as we continue to implement our wellbeing strategy.



WE'RE PROUD TO HAVE ACHIEVED INVESTORS IN PEOPLE GOLD

After achieving Investors in People Gold in 2020, we have taken part in a health and wellbeing review in 2021 which received very positive feedback to our inaugural delivery plan. Investors in People is reviewed on a three-year cycle and the next full review will be in November 2023.



Supply chain

CREATING SOCIAL VALUE AND POSITIVE ENVIRONMENTAL IMPACT IN OUR PROCUREMENT APPROACH

Social value is embedded in our procurement process and from the early stages of the tender process.

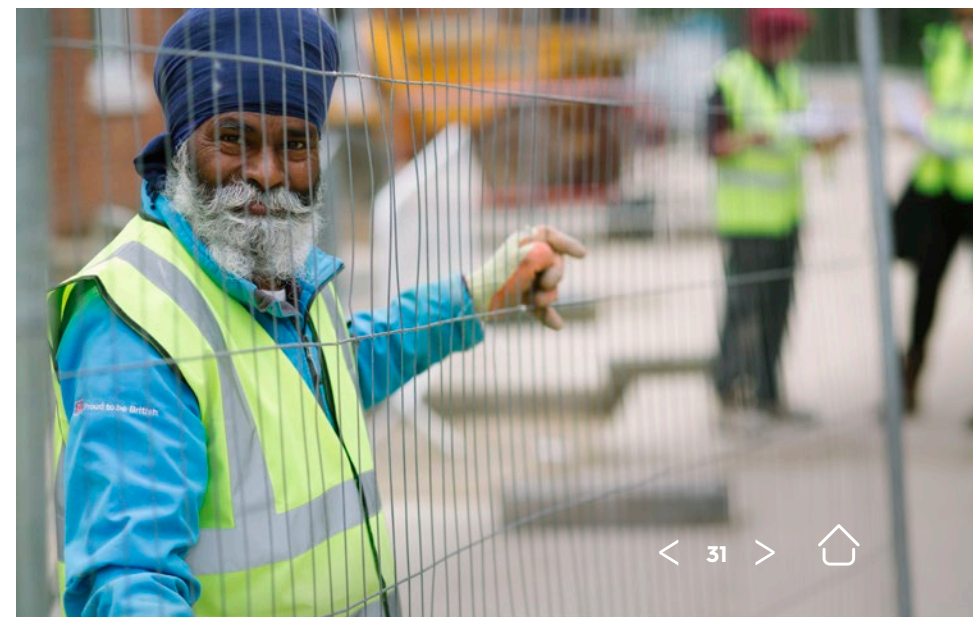
When procuring services, we identify different types of social value that could be delivered from the tender, such as employment opportunities and training. Social value is a core part of our tender criteria, and it forms part of the final bid scoring. The score is weighted and evaluated and assessed based on the type and scalability of the contract.

We are currently reviewing our procurement processes and are working to build and improve upon our existing framework based on sector best practice and aligned to the Social Value Act. We aim to apply 5-10% weighting to social value in the tender process, dependent on the value and scalability of the project and develop a new dashboard to better monitor and track impact. We issue an Anti-Slavery and Human Trafficking statement annually outlining our position on modern slavery; it can be found on our [website](#).

Environmental impact is considered in a number of ways when procuring goods and services. We follow legislative requirements where appropriate, for example applying **BREEAM** (Building Research Establishment Environmental Assessment Method, a sustainability assessment method that is used to masterplan projects, infrastructure and buildings) standards to construction procurement.

Environmental impact is included in making a business case for procurement projects and budget is not approved if it doesn't meet core standards. Where applicable we include 'sustainable impact' as part of the tender criteria and scoring process. For example, for new build construction contracts we regularly include a requirement that 0% of waste goes to landfill.

We are developing improved reporting mechanisms to monitor and track environmental impact as part of our review of procurement processes.





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Health &
Wellbeing
Award

