



**CLARION**  
HOUSING GROUP

# Social Impact Report 2021/22

An overview of ESG activity  
across Clarion Housing Group



# We are Clarion Housing Group

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## Who we are and what we do

Clarion Housing Group is the largest social landlord in England, with more than 350,000 people nationwide calling a Clarion home their own.

We exist to make a difference in our communities and our mission is to provide affordable homes for those who need them most.

We know that having a safe, secure and well-maintained home enables people to build better lives, and we believe being a good social landlord is about more than just bricks and mortar.

We are a business for social purpose, reinvesting our surplus into building and improving homes as well as providing support and opportunities to our residents through Clarion Futures, our charitable foundation, which works with charities, social enterprises and other organisations to change lives for the better.

Every year we support thousands of people to access training and find work, as well as helping people manage their money, improve their digital skills and play a part in the life of their community.

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Clarion at a glance

**125,000**

Homes across the country

**£1,059m**

Turnover in 2021/22

**£303m**

Operating surplus in 2021/22, with over £300m invested in our existing homes through planned and reactive maintenance

**2,276**

Record number of new homes built in 2021/22, with 86% for affordable tenures

**£131m+**

Delivered in social value\* across the Group in 2021/22, of which £123.8 million was as a result of the work of our charitable foundation, Clarion Futures

**£500m**

Generated in equivalent savings for residents and the welfare system in 2021/22 through below market rents – around £11m per week

\* Social value is calculated using the HACT (Housing Associations Charitable Trust) Social Value Bank.

# Social impact: driving us forward every day



Our purpose is to make a difference to our residents and our communities and we do this across every aspect of our organisation. Social impact drives us forward every day and measuring this impact ensures we learn and improve each year what is making the most difference. We are the largest UK housing association and we were the first UK affordable housing provider to adopt the pan-European Certified Sustainable Housing Label back in 2019. Since then we have published a report each year setting out our performance against a range of environmental, social and governance (ESG) metrics.

We provide homes for those who need them most. Our mission has never been more important, with the rising cost of living squeezing people on low incomes even more, and a lack of social housing leading to too many people with no place to call home. In addition some of the UK's social housing is now out of date and becoming difficult and expensive to maintain.

In the last year, we built a record number of new homes, of which 86% were affordable, but it's not just about putting a roof over people's heads – it's about building homes fit for the future.

“When it comes to sustainability, we're proud to be leading by example.”

When it comes to sustainability, we're proud to be leading by example. Our homes and communities are part of a much bigger picture – the landscape we share with the natural world and the places and communities that enable and encourage families to thrive. We are therefore committed to becoming net zero carbon by 2050.

## 86%

of the homes we built last year were affordable

But it's not just a long-term ambition. We know that shrinking our carbon footprint is not only good for the planet, it's also good for our residents. Having more energy efficient homes means big savings on bills – something more important than ever with energy prices soaring. That's why we are increasing the energy efficiency of our new homes beyond building regulations compliance, and why we're retrofitting many of our existing homes to make them more energy efficient.

Fresh from our involvement in the government's Social Housing Decarbonisation Fund (SHDF) Demonstrator, in January 2022 we were awarded £5.2 million to upgrade a further 450 homes as part of the programme's full rollout. Partnering with Fenland, Merton and Tonbridge & Malling councils, we are retrofitting some of the least energy efficient homes across the three regions, saving residents hundreds of pounds a year on energy bills.

## £5.2m

received through the Social Housing Decarbonisation Fund

## 450

homes to be upgraded using the Fund

As well as improving energy efficiency, we're also committed to ensuring that our new developments will deliver a net gain in biodiversity, becoming places where both people and nature thrive. As part of this commitment, we're planting a new tree for every new home we build.

## “Being a responsible social landlord is about much more than bricks and mortar.”

We are investing in Modern Methods of Construction (MMC) and last year began work on 509 new homes using sustainable processes and materials. Through The William Sutton Prize, which celebrates the legacy of our founder, we recognise and invest in innovative approaches to tackling some of the biggest challenges facing society today. This year we launched a new category focused on sustainability, ultimately naming Mole Architects the winners of The William Sutton Prize for Sustainability and Placemaking. Their proposal for a zero-carbon homebuilding system designed to support the development of community housing is really exciting and we're looking forward to trialling it on one of our upcoming development sites.

Being a responsible social landlord is about much more than bricks and mortar. It's also about providing opportunities for those who live in our homes to enable them to fulfil their potential, and improving the communities they live in. That's where the work of our charitable foundation, Clarion Futures, comes in.

**£131m**  
delivered in social value\*

This year we delivered more than £131 million in social value, of which £123.8 million was as a result of Clarion Futures activity in our communities nationwide. This includes everything from the provision of employment and apprenticeship opportunities through to investing funds to improve community facilities, and volunteering time to support community projects or to help residents get online.

## “Our focus is on making a difference and being a force for good for both people and planet.”

One of my personal highlights from the last year has been seeing how young people recruited through the government's Kickstart Scheme have thrived at Clarion. Taking the lead on behalf of the sector, our consortium supported 542 unemployed 16-24 year-olds into paid six-month placements, of which 130 found roles at Clarion. I was particularly pleased to see such a high progression rate – more than 60% to date – with young people using Kickstart as a springboard to establish themselves in new careers. A great example of government and the housing sector working together to meet common goals.

From the design and construction of our new homes, through to the products we specify and the way we communicate with our residents, our focus is on being a force for good for both people and planet.



**Clare Miller**  
Group Chief Executive

\* Social value is calculated using the HACT (Housing Associations Charitable Trust) Social Value Bank.

# Sustainability Reporting Standard for Social Housing

## – Summary Criteria Table

The Sustainability Reporting Standard for Social Housing (SRS) was launched in November 2020 by the ESG Social Housing Working Group, which comprised Clarion and other housing associations as well as banks and investors.

The SRS looks at 48 criteria across environmental, social and governance (ESG) measures such as zero carbon targets, affordability and safety standards. In this report, we follow the SRS themes.

This report also fulfils the requirements of our Sustainable Housing Finance Framework and the Certified Sustainable Housing Label to which we are accredited.

More detail on these criteria can be found in The Sustainability Reporting Standard for Social Housing version 1.2 – The final report of the ESG Social Housing Working Group, May 2022.

Theme & criteria number	Criteria	Measurement unit	Response or reference
<b>T1</b>	<b>Affordability and security</b>		
C1	For properties that are subject to the rent regulation regime, report against one or more Affordability Metric: 1) Rent compared to Median private rental sector rent (PRS) across the Local Authority 2) Rent compared to Local Housing Allowance (LHA)	% of PRS rent  % of LHA rent	  55%
C2	Share, and number, of existing homes (owned and managed) completed before the start of the last financial year, allocated to: – General needs (social rent) – Intermediate rent – Affordable rent – Supported Housing – Housing for older people – Low-cost home ownership – Care homes – Private Rented Sector – Other	General needs units Intermediate rent units Affordable rent units Supported housing units Housing for older people units Low-cost home ownership units Care home units Private Rented Sector units Other units	59.98% (74,892 homes) 1.14% (1,428) 11.25% (14,047) 1.10% (1,372) 5.31% (6,629) 8.38% (10,463) 0.01% (12) 0.60% (749) 12.23% (15,268)
C3	Share, and number, of new homes (owned and managed) that were completed in the last financial year, allocated to: – General needs (social rent) – Intermediate rent – Affordable rent – Supported Housing – Housing for older people – Low-cost home ownership – Care homes – Private Rented Sector – Other	General needs units Affordable rent units Supported housing units Housing for older people units Low-cost home ownership units Care home units Private Rented Sector units Other units	8.92% (203 new homes) 30.67% (698) 0% (0) 0% (0) 45.91% (1,045) 0% (0) 0% (0) 14.50% (330)
C4	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	Qualitative response	Social – pages 10 & 19-20
C5	What percentage of rental homes have at least a three-year fixed tenancy agreement?	% of homes	97%
<b>T2</b>	<b>Building safety and quality</b>		
C6	What percentage of homes with a gas appliance have an in-date, accredited gas safety check?	% of homes	99.7%
C7	What percentage of buildings have an in-date and compliant Fire Risk Assessment?	% of buildings	98.8%
C8	What percentage of eligible homes meet the national housing quality standard*?	% of homes	100%

\* National housing quality standards, such as the English Decent Homes Standard (DHS), are government-agreed technical definitions on the statutory minimum requirement for a home to be classed as 'decent'. This standard national criterion provides insight into the condition of a Housing Provider's eligible stock.

Theme & criteria number	Criteria	Measurement unit	Response or reference
<b>T3</b>	<b>Resident voice</b>		
C9	What arrangements are in place to enable the residents to hold management to account for provision of services?	Qualitative response	Social – pages 16-17
C10	How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?	Qualitative response	Social – page 17
C11	In the last 12 months, how many complaints have been upheld by the Ombudsman?	Number of complaints upheld	55
	How have these complaints (or others) resulted in change of practice within the housing provider?	Qualitative response	Social – page 17
<b>T4</b>	<b>Resident support</b>		
C12	What support services does the housing provider offer to its residents? How successful are these services in improving outcomes?	Qualitative response	Social – pages 18-23
<b>T5</b>	<b>Placemaking</b>		
C13	Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	Qualitative response	Social – pages 22-23 & 29
<b>T6</b>	<b>Climate change</b>		
C14	Distribution of EPC ratings of existing homes (those completed before the last financial year).	% of homes rated A % of homes rated B % of homes rated C % of homes rated D % of homes rated E or worse % of homes without EPC rating (unknown)	0.2% 5.1% 64.7% 28.2% 1.8% n/a
C15	Distribution of EPC ratings of new homes (those completed in the last financial year).	% of homes rated A % of homes rated B % of homes rated C % of homes rated D % of homes rated E or worse % of homes without EPC rating (unknown)	2.6% 96.2% 1.2% 0% 0% 0%
C16	Scope 1, Scope 2 and Scope 3 greenhouse gas emissions.	Scope 1 and 2: Kg CO <sub>2</sub> equivalent Scope 3: Kg CO <sub>2</sub> equivalent Scope 1, 2 & 3: Total Kg CO <sub>2</sub> equivalent	18,210,000kg CO <sub>2</sub> e
C17	What energy efficiency actions has the housing provider undertaken in the last 12 months?	Qualitative response	Environment – pages 29-33
C18	How is the housing provider mitigating the following climate risks: – Increased flood risk – Increased risk of homes overheating	Qualitative response	Environment – page 30
C19	Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.	Qualitative response	Environment – page 30
<b>T7</b>	<b>Ecology</b>		
C20	How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?	Qualitative response	Environment – page 36
C21	Does the housing provider have a strategy to actively manage and reduce all pollutants?	Yes/No/No, but planning to develop one	No, but planning to develop one
	If so, how does the housing provider target and measure performance?	Qualitative response	Environment – page 36

**Sustainability Reporting Standard for Social Housing  
– Summary Criteria Table**

continued

Theme & criteria number	Criteria	Measurement unit	Response or reference
<b>T8</b>	<b>Resource management</b>		
C22	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?	Yes/No/No, but planning to develop one Qualitative response	Yes Environment – page 37
C23	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	Yes/No/No, but planning to develop one Qualitative response	Yes Environment – page 37
C24	Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?	Yes/No/No, but planning to develop one Qualitative response	Yes Environment – page 37
<b>T9</b>	<b>Structure and governance</b>		
C25	Is the housing provider registered with the national regulator of social housing?	Yes/No	Yes
C26	What is the most recent regulatory grading/status?	Varies by nation	G1/V1 (as at 31 March 2022)*
C27	Which Code of Governance does the housing provider follow, if any?	Name of code	National Housing Federation's (NHF) Code of Governance 2020
C28	Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their percentage of economic ownership and what percentage of voting rights do they control?	Yes/No If no, name, %, %	Yes
C29	Explain how the housing provider's Board manages organisational risks.	Qualitative response	Governance – page 40
C30	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (e.g. data protection breaches, bribery, money laundering, HSE breaches etc.) that resulted in enforcement or other equivalent action?	Yes/No	No
<b>T10</b>	<b>Board &amp; trustees</b>		
C31	What are the demographics of the Board? And how does this compare to the demographics of the housing provider's residents?	% of Board that are women % of Board that are BAME % of Board that have a disability % of Board that are LGBTQ+ Average age of Board member (years) Average Board tenure (years) Additional commentary	27% 19% (all Boards and Committees) Not disclosed 8% (all Boards and Committees) 59 years 3 years Tenure up to a maximum of 9 years where the Board agrees it is in the organisation's best interests to keep them on, for example because they have a particular skillset.

\* On 15 November 2022, the Regulator of Social Housing (RSH) moved 19 registered providers, including Clarion, from V1 to V2 financial viability rating.



Theme & criteria number	Criteria	Measurement unit	Response or reference
C32	What percentage of the Board AND management team have turned over in the last two years?	% of Board	17%
		% of management team	0%
		Additional commentary	
C33	Is there a maximum tenure for a Board member?	Yes/No	Yes
	If so, what is it?	Length of maximum tenure (years)	9 years
C34	What percentage of the Board are non-executive directors?	% of the Board	82%
C35	Number of Board members on the Audit Committee with recent and relevant financial experience.	Number	4 (John Coghlan, Aruna Mehta, Tom Smyth and Kirstin Baker)
		Description of experience	See <a href="http://www.clarionhg.com/committees">www.clarionhg.com/committees</a>
C36	Are there any current executives on the Remuneration Committee?	Yes/No	No
C37	Has a succession plan been provided to the Board in the last 12 months?	Yes/No	Yes
C38	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years	3 years
C39	When was the last independently run Board-effectiveness review?	Date (month/year)	November 2021 – January 2022
C40	Are the roles of the Chair of the Board and CEO held by two different people?	Yes/No	Yes
C41	How does the housing provider handle conflicts of interest at the Board?	Qualitative response	Governance – page 42
<b>T11 Staff wellbeing</b>			
C42	Does the housing provider pay the Real Living Wage?	Yes/No	Yes
C43	What is the median gender pay gap?	% of gap (median)	4.2%
C44	What is the CEO:median-worker pay ratio?	Total annual CEO remuneration divided by annual median working remuneration	10.51:1
C45	How does the housing provider support the physical and mental health of their staff?	Qualitative response	Governance – pages 43-44
C46	What is the average number of sick days (both long- and short-term) taken per employee?	Number of days	10.7 days per year
<b>T12 Supply chain</b>			
C47	How is Social Value creation considered when procuring goods and services?	Qualitative response	Governance – page 45
C48	How is Environmental impact considered when procuring goods and services?	Qualitative response	Governance – page 45

A photograph of two women in conversation. The woman on the right is smiling and wearing a dark blue quilted jacket. The woman on the left is seen in profile, wearing a dark jacket. The background is a blurred outdoor setting with a colorful mural.

# Social

To have a place to live is the basic right of every individual, and a person's home is the platform on which a life is built. We are passionate about providing good quality, affordable homes to those who need them most. As a charitable registered society we don't exist to make dividends or profits – we are here to make a difference to our residents and their communities.

Our wider social impact is amplified by the work of our charitable foundation, Clarion Futures, which is investing millions of pounds every year to support residents and communities. Last year, this generated more than £123m in social value\*.

\* Social value is calculated using the HACT (Housing Associations Charitable Trust) Social Value Bank.

### Affordability and security

Our fundamental aim is to provide good quality affordable homes and neighbourhoods to people who need them most. Last year we built 2,276 new homes across England – 86% of which were for affordable tenures, including a sizeable proportional increase in our provision of new homes for social rent.

### Homes for social and affordable rent as a percentage of local housing allowance (LHA)

	Number of homes	2021/22 average rent charged as % of LHA
Homes within London	36,499	43%
Home outside of London	59,122	62%
<b>Total</b>	<b>95,621</b>	<b>55%</b>

### Existing homes under management – tenure mix

	At 31 March 2021	At 31 March 2022
Social rent	76,220	<b>74,892*</b>
Affordable rent	13,528	<b>14,047</b>
Supported	1,369	<b>1,372</b>
Housing for older people	6,857	<b>6,629</b>
Shared ownership	9,593	<b>10,463</b>
Care homes	12	<b>12</b>
Intermediate rent and keyworker	1,408	<b>1,428</b>
Social leaseholders	10,069	<b>10,162</b>
Staff accommodation	100	<b>96</b>
<b>Total social homes under management</b>	<b>119,156</b>	<b>119,101</b>
<b>Non-social housing</b>		
Market rent	795	<b>749</b>
Non-social leaseholders	5,563	<b>5,759</b>
<b>Total homes under management</b>	<b>125,514</b>	<b>124,860</b>

\* This reduction is due to stock transfers to more local providers and does not represent net loss of social housing to the sector.

### New homes completions – tenure mix

	2020/21	2021/22
Social Rent	33	<b>203</b>
Affordable Rent	702	<b>698</b>
Shared Ownership	1,183	<b>1,045</b>
Market Sale	208	<b>330</b>
<b>Total new homes completed</b>	<b>2,126</b>	<b>2,276</b>

We continue to deliver substantial social value through the provision of affordable housing. When comparing the government's Local Housing Allowance (LHA) data with our rent figures to calculate the savings that our below-market rents represent, the magnitude of the financial impact of this social value becomes clear. During 2021/22 this amounted to more than £550 million, equivalent to £11 million per week.

When residents are struggling to keep up with their rent, our tenancy sustainment specialists work with them to try to find a solution. Read about how our dedicated Money Guidance team has worked to support households experiencing severe hardship on pages 19-20.

### Fuel poverty

Through Clarion Futures, we provide targeted support for those most vulnerable to fuel poverty (see pages 19-20). This service helps any resident struggling to pay bills to manage their money more effectively by giving energy efficiency advice, support with engaging with energy suppliers and help to check any entitlements.

Our Money Guidance team issued nearly 1,400 vouchers last year, amounting to £73,000 in value, to support households experiencing severe hardship. This helped residents in the short term with living costs such as food and energy, while they accessed other support which made them feel more in control of their money.

Our planned asset management programme is proactively improving the energy efficiency of Clarion homes and reducing the bills of residents.

Part of this planned work includes exploring a new approach to reaching residents whom we know have energy inefficient and older properties. Our responsive retrofit pilot will work with residents on larger scale improvements, such as insulation, to make their homes warmer and cut their bills.

We are also working with government to retrofit some of our homes, read more on page 35.

“Our planned asset management programme is proactively tackling energy inefficiencies in Clarion homes and reducing the bills of residents.”

### Fixed tenancy agreements

We aim to be responsive to housing demands across the country, and are flexible in ensuring we make the best use of our homes to let them as quickly as possible to those in need. We let the majority of our properties either with an assured non-shorthold tenancy or fixed-term tenancy depending on the size of the property and the local housing market conditions.

Last year, 97% of our rental homes had at least a three-year fixed tenancy agreement.

During 2021/22 we provided homes for rent to 899 households who were previously homeless. 859 of these households had been staying in temporary accommodation and 40 had been rough sleeping. A further 365 needed to move due to domestic abuse. They all now have tenancies in safe and secure Clarion homes.

### Our priorities for 2022/23

- Continued focus on the delivery of more affordable homes.
- Use the findings of our surveys to ensure that residents' needs and views shape our service offer.
- Roll out a pilot responsive retrofit programme for known inefficient and older homes.

97%

of our rental homes had at least a three-year fixed tenancy agreement

899

safe and secure homes provided to households who were previously homeless



## Helping Barry beat homelessness

Barry became homeless and soon lost his job. His desperate circumstances led to him developing substance abuse issues. He ended up having to stay in hotels, or anywhere he could find, to have a roof over his head and life was not very stable for him.

Fenland District Council placed Barry into a Housing First hostel programme which helps rough sleepers focus on their recovery. The support provider then worked closely with Clarion to find Barry a new permanent home and within three months he moved into his own one bedroom Clarion flat. Since having a safe and secure home, Barry has been able to take the steps he needed to get his life back on track.

Barry said: “When life looks like it’s at its darkest point there is always a way out if you really want it. I would like to thank Clarion and the Housing First programme for all their help, because without them I don’t know where I would be. With the support I’ve received and having a home to call my own, I have been able to pull myself out of a cycle that wasn’t leading me anywhere.”

## Constance relishing the comfort of her High Path home

Constance has lived in and around High Path in Merton, London, for her whole life and has seen many changes over the years. After getting married she raised her family and lived on the estate for 75 years.

Constance was a resident when Marsh Court, one of the original blocks on the estate, was first built. The wider estate is now being demolished and transformed into a thriving new community as part of a landmark £1 billion regeneration project being delivered by Clarion and Merton Borough Council.

She recently moved into one of the brand new flats built as part of the project's first phase.

While preparations were being made for the regeneration, Constance made sure she played her part and knew what was going on – attending consultation events and regularly giving the regeneration team valuable feedback.

Now in her nineties, Constance had begun to find the stairs in her home a challenge. Clarion's regeneration offered her a chance to move from a three bedroom house to a brand new two bedroom flat, with everything on one level and without having to move away from the area.

Constance said: "It's been a long time coming – eight years. I love it here and I know all my neighbours. My new flat is comfortable and light, it's just right.

"My son brought over the plant pots from the old house and so my garden is lovely."





## First-time buyer Rebecca reaps rewards of shared ownership

Rebecca Rosen was resigned to the possibility that she would never get onto the property ladder, until she discovered shared ownership with Latimer – part of Clarion Housing Group. She is now the owner of a one bedroom home at Junction West by Latimer in Southall.

It's an absolute dream to own my own space," she explains. Unfortunately, I'm part of a generation who will really struggle to buy their own place and I'd honestly just presumed it was out of reach for me. I discovered the shared ownership scheme online and it was only then that I realised that this was a possibility.

After renting in Camberwell for six years, Rebecca moved into her new apartment in spring 2022. She bought a 30% share of the home and still can't quite believe it's hers.

**"I really needed my own space so was planning to move out of my shared rented home, relocate to somewhere outside of London, and rent there by myself," she recalls. "The fact that I'm here and I own this apartment is still baffling to me and is something I'm grateful for every day."**

Overview

Social

Environment

Governance

## Building safety and quality



We take a proactive approach to making sure our residents, homes and buildings are safe and secure.

Measure	Target	Performance
<b>Gas safety</b> % of homes with a gas appliance have an in-date, accredited gas safety check	>99%	2019/20 99.53% (October 2020) 2020/21 99.6% (July 2021) <b>2021/22 99.73%</b> <b>(May 2022)</b>
<b>Electrical wiring safety</b> % of buildings have in-date electrical fixed wiring tests	>95%	2019/20 <95% (October 2020) 2020/21 93.3% (July 2021) <b>2021/22 97.1%</b> <b>(May 2022)</b>
<b>Fire risk assessment</b> % of buildings have an in-date and compliant Fire Risk Assessment	>97%	2019/20 95.9% (September 2020) 2020/21 98.4% (July 2021) <b>2021/22 98.8%</b> <b>(April 2022)</b>
<b>National housing quality standard</b> % of eligible homes meet the national housing quality standard	100%	2019/20 100% (October 2020) 2020/21 100% (July 2021) <b>2021/22 100%</b> <b>(May 2022)</b>

Safety is our first priority and we have an ongoing fire safety remedial programme across all our properties. This approach helps us to keep fire doors, alarm systems and other safety measures up to standard.

In September 2021, we had to take the decision to move all residents from Clare House – our 22-storey Large Panel System building in East London. We acted quickly in accordance with the advice we received following a series of investigations and assessments and put the safety of our residents first – as we always do.

We take a comprehensive and innovative approach to building safety management, using technologies such as 3D modelling to map and assess buildings. In addition, we have worked closely with the Health and Safety Executive and the Department for Levelling Up, Housing and Communities (DLUHC) to develop our Building Safety Case approach.

Our major fire safety programme has continued into 2021/22, during which time we invested a total of £40 million on fire safety work. We plan to invest a further £124 million in upgrading fire protection by the end of the 2024/25 financial year.

We have 69 properties that are classed as higher risk buildings (18m+), which our building safety team has inspected. Remedial work where needed has either been completed or scheduled. Our higher risk buildings come under a safety case programme and framework. Safety and risk management specialist Adelard has helped to develop our approach.

**£40m**  
invested in fire safety in 2021/22

**100%**  
of eligible homes meet the national housing quality standard





**“Clarion plays a leading role in influencing building safety reforms and championing best practice.”**

We have an in-house team of building safety managers, who are responsible for no more than ten buildings each. Our safety regime includes producing building safety cases and reports.

Clarion plays a leading role in influencing building safety reforms and championing best practice. We share best practice across the sector via the NHF and G15, and our specialists speak at national industry events on key building safety topics. We were a member of a group created by the government to develop best practice on engaging with residents. Our area of work focused on resident and landlord fire safety responsibilities.

**Our priorities for 2022/23**

- Progress work to implement a comprehensive building safety regime within each of our high-risk buildings by 2024.
- Ensure our ongoing building safety strategy meets the legal requirements of the Building Safety Act, implemented in April 2022.



We have made a commitment to introducing a comprehensive building safety regime within each of our high risk buildings (more than 18m tall) by 2024.

Specifically, each higher risk building will meet five conditions:

- Be assigned a Building Safety Manager
- Implement a localised resident engagement strategy
- Hold a ‘golden thread’ of information in digital format
- Ensure a substantiated safety case is made
- Implement a building specific safety management system.

## Resident voice



The people who live in our homes are at the heart of everything we do, and we are committed to listening to their views, improving our services and working together to make a difference in our communities.

We work in accordance with the National Housing Federation's resident involvement charter, Together with Tenants, and residents are represented on scrutiny committees in each of the regions where we have homes. The committees focus on specific areas of our service and report back to our Housing Association Board on what they find, with their feedback helping to determine our future work.

**“The launch of our new Resident Involvement Strategy was timely and includes many more digital opportunities to engage. This has also made it much more convenient for our residents who work, or have other responsibilities, meaning we have been able to really broaden representation across our resident networks.”**

**Michelle Reynolds,**  
Chief Customer Officer

## Getting involved

Launched in April 2021, our new Resident Involvement Strategy was developed through surveys with residents and focus groups, as well as feedback from scrutiny committees. It offers a variety of ways for residents to get involved and help improve services, with both digital and face-to-face options at national, regional and local levels.

New opportunities for residents to get involved include:

- Community Inspectors – for residents to help ensure expected standards are met by carrying out checks on communal areas and ground maintenance work.
- Resident Writers Group – for residents across the country who are interested in writing articles for Clarion publications.
- Shared owners digital engagement – a digital forum for a group of Clarion shared owners designed to tackle key issues and ensure completion of key tasks.

We engaged with our residents on more than 39,500 occasions in 2021/22 (2020/21: more than 23,400) and their feedback has informed a wide variety of business improvements. Through a series of local offers and estate improvements, residents who do not usually engage have been given the opportunity to get involved and provide feedback.

One example of this is how we worked with residents to map the customer journey on the new housing association website, identifying improvements to the layout and functionality of the site as well as the information available.

In addition, we have carried out 13 surveys through our Clarion Voice online community which generated more than 1,800 responses from residents sharing their views on topics including resident communications, policy reviews and ways to support those experiencing financial hardship.

In May 2021, we held our first virtual residents' event called 'More than you think' which was attended by almost 800 residents across the country. Residents were able to hear from Chief Customer Officer, Michelle Reynolds, and the Chair of the Board, David Orr, who answered questions that had been submitted in advance.

Following the virtual event, residents submitted more than 1,200 enquiries and questions and these were responded to individually by senior management from across the organisation by letter, email or telephone. Face-to-face visits were also arranged to discuss and follow up in some cases.

In addition to online engagement opportunities, we also run partnership days in person, which enable us to work with our residents, local councils, communities, community safety partnerships, agencies and local services. They provide an opportunity to gain real-time insight into a local area, providing the information needed to enable us to work with partners to target anti-social behaviour and improve mental health and wellbeing, financial, digital, energy and employment support. In 2021/22, we worked with 68 partners to deliver 12 partnership days which were attended by 278 residents and their families.

Having encouraged our residents to get involved with the Housing Ombudsman Service's new Resident Panel, more than 10 Clarion residents have become members. During the last year, resident panel members reviewed the Housing Ombudsman Customer Charter and the Complaint Handling Code, with feedback influencing changes in the complaints process, helping to improve accessibility and awareness of the Ombudsman and highlighting the importance of learning from complaints.

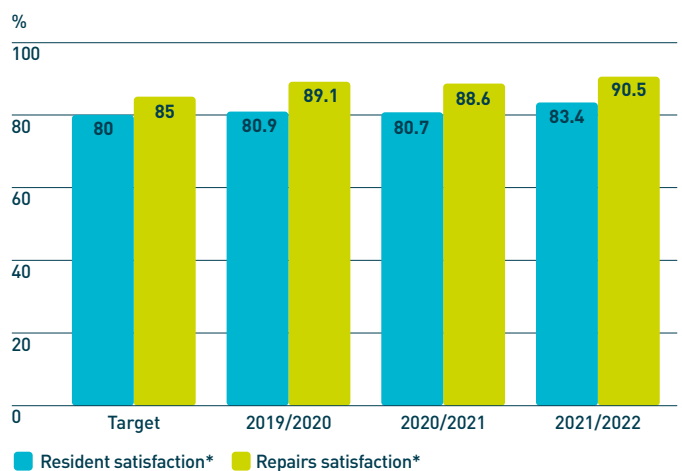
### Merton Community Panel

Made up of six Clarion residents, as well as other local representatives and nominated local councillors, the Merton Community Panel works closely with Clarion teams to influence service delivery across Merton based on local needs and priorities.

Managing a budget provided by Clarion Futures, the Panel enables local residents to support local organisations and partners by awarding grant funding in order to improve neighbourhoods in Merton.

In the last year, the Panel has awarded funding totalling £98,000 in support of a wide range of initiatives in line with their strategic themes: young people and access to opportunities, building a sense of community and neighbourliness, enhancing health and wellbeing and encouraging intergenerational work. One key area of focus in the last year has been tackling food poverty during holidays for children and young people who receive free school meals. The Panel awarded significant funding to local partners running holiday schemes including AFC Wimbledon and Farm Road, which also helped families that did not meet the free school meals threshold but were still considered at risk of holiday hunger.

### Resident and repairs satisfaction



\* We measure satisfaction quarterly through telephone surveys conducted by an independent customer experience research company.

### Complaints

The number of complaints resolved remained broadly the same as in 2020/21 which is a reflection of the ongoing work being done to deal with issues before they become formal complaints. We have also seen an increase in resolution rates, enabling us to finish the year with 16% fewer open complaints than at the end of 2020/21.

A complaints service review has been undertaken, the findings of which will be available in 2022/23, and we expect to see improvements in performance and a reduction in the number of complaints received as a result.

	2019/20	2020/21	2021/22
Complaints resolved/open	9,252/282	5,836/422	<b>5,883/355</b>
Average time for resolving	14 days	17 days	<b>20 days</b>
Determinations from the Housing Ombudsman	51 (< 0.5% of complaints)	69 (< 1.1% of complaints)	<b>55 (&lt; 0.9% of complaints)</b>

### Our priorities for 2022/23

- Improving the level of performance in resident satisfaction and complaints.
- Delivering more face-to-face partnership days and engagement days now that restrictions associated with the pandemic have eased.
- Improving our digital offering for customers.



## CLARION FUTURES

### Investing in people and places through Clarion Futures

**Clarion Futures**, our charitable foundation, collaborates with hundreds of partners, working together to improve the lives of people living in Clarion homes and communities nationwide.

Our work is centred on providing our residents with the tools and support to help overcome any challenges they face. Every year we support thousands of people into work and provide people with help in managing money, gaining and developing digital skills and contributing to the life of their communities.

We're the partner of choice for organisations ranging from FTSE companies and government departments to local charities and social enterprises. With more than 350,000 residents, our size and reach gives us a presence that few other charities can match.

In 2021/22, we invested £16.3 million into our work with residents and communities, a £2.6 million (19%) increase on 2020/21. This generated more than £123 million\* in social value (2020/21: £107 million), making the work of Clarion Futures one of the biggest social investment programmes in the UK.

“I am proud that, working together with our partners, we are making a real difference to the lives of thousands of people every year and the communities in which they live.”

Phil Miles,  
Director of Clarion Futures

£16.3m

invested in our work with residents and communities

More than

£123m

generated in social value\*

\* Social value is calculated using the HACT (Housing Associations Charitable Trust) Social Value Bank.

## Jobs and Training



**Our Jobs and Training team provides a service that is free to all Clarion residents and people living in our communities.**

We provide tailored support to anyone looking for a job, with our employment advisers taking the time to understand the individual needs of the customer and offering careers guidance, job placements, apprenticeship opportunities and access to training.

To date, Clarion Futures has supported almost 19,000 people into employment, and we're proud to work alongside organisations such as the NHS, Morrisons and Royal Mail.

And our major contractors EQUANS, United Living and Wates also support our jobs and training programme by offering apprenticeships and other opportunities for residents.

### 2021/22 achievements

- 3,717 people supported into work (2020/21: 2,558).
- 160 people placed into apprenticeships (2020/21: 215).
- 74% of people sustained their employment for more than six months (2020/21: 82%).

In response to rising rates of youth unemployment, we led the Kickstart Housing Partnership to deliver 542 six-month job placements for unemployed 16-24 year olds as part of the government's Kickstart Scheme. Comprising 84 organisations from the public, private and voluntary sectors, the Kickstart Housing Partnership supported young people into a wide range of roles. To date, more than 60% of those taking part in the scheme have progressed into permanent roles, apprenticeships or further education following their placements ensuring that the Kickstart Scheme will have a positive and long-lasting legacy.

We also helped set up the Clarion Academy, which will see 10 multi-trade apprentices start in Clarion Response with six of those positions already filled by Kickstarters.

Our long-running employment programme, Love London Working, continues to go from strength to strength. Launched in 2016, Love London Working provides unemployed and economically inactive Londoners aged over 16 with the support they need to join the labour market. Led by Clarion, the programme is delivered by a consortium of nine housing associations alongside the Greater London Authority.

In 2021/22, 923 people were supported into work thanks to Love London Working with the total to date standing at more than 7,000. This year has seen the introduction of an active inclusion programme targeting people facing a range of complex barriers which has supported 300 people to improve their job prospects, with 43 securing employment.

# 3,717

people supported into work

## Money guidance

Our Money Guidance team provides practical advice and support, helping thousands of people every year manage their money, reduce debt and increase their financial resilience.

We work with residents to ensure they can access benefits and grants, help them reduce their utility bills and learn how to save money, even when they have little to spare.

We also work with partners, including food banks, debt advice providers and credit unions, to provide services for our residents and reduce the impact of living in poverty.

### 2021/22 achievements

- 3,945 residents supported with one-to-one money guidance and energy advice (2020/21: 3,820).
- 3,022 residents supported with debt advice (2020/21: 3,584).
- 1,771 grants or vouchers for food and energy awarded to households experiencing severe hardship (2020/21: 1,144).

Rising inflation has a disproportionate impact on low-income households, for whom the cost of living crisis is being felt particularly hard. In light of this, it's unsurprising that in 2021/22 we supported a record number of residents as they struggled to make ends meet and sought advice to help manage their money. For those needing more specialist support, our partnerships with organisations such as the StepChange Debt Charity and Pennysmart enable our residents to access free, impartial debt advice.

We also contacted 2,529 residents (2020/21: 1,700) who moved onto Universal Credit to offer them advice and assistance about the change to their benefits, enabling us to prevent problems rather than waiting for residents to contact us in crisis.

Working with partners, £254,000 in hardship grants, white goods, food and energy vouchers were awarded to 869 households. We have also been awarded £75,842 of fuel vouchers by the Energy Savings Trust to distribute to residents in need throughout 2022/23.

These emergency measures give residents 'breathing space' to seek help with their money problems, enabling us to work with them to explore longer-term solutions.

## Helping residents to make ends meet



Talking about money is never easy, and sadly thanks to the pandemic and the cost of living crisis, more and more people are struggling financially. Our residents are no different, and we often hear from them that they feel embarrassed or afraid of being judged if they share money worries. Our dedicated Money Guidance team understand this fear and give every resident time to explain the challenges they face and think through the actions they want to take together. Sometimes there isn't a huge amount we can do to change someone's financial situation, but in many cases simply talking to someone about their worries makes a difference.

Debbie has been working with our residents to provide money guidance and support for the last few years, and one recent case stuck with her.

Maya\* was feeling very low when Debbie first spoke to her, struggling to afford rent and food and not sure what to do as she was already working full time and assumed she wasn't entitled to any benefits. Maya was in rent arrears, paying what she could on an ad hoc basis, and was borrowing money from loan companies to make ends meet. After an initial conversation to build trust and understand her circumstances, Debbie spent time with Maya working through a budget and benefits calculation which resulted in her being able to claim an additional £700 per month through Universal Credit and a council tax reduction, as well as make savings on some of her bills. All this enabled her to put in place a rent payment plan to ensure she keeps a roof over her head and give her breathing space in terms of her finances.

Debbie said: "Maya was really struggling financially when she first got in touch and it was having a real impact on her mental health. I spent time with her listening to what was going on, and together we were able to identify some ways to save money and claim benefits she was entitled to in order to reduce the gap between her income and outgoings and ultimately help her feel more confident and in control of her household finances. Everyone's circumstances are different but we're always here to listen and provide whatever support we can.

\* Name changed to protect identity.



## We helped David kickstart his career in the housing sector

David, 21, joined Clarion Housing Group through the government's Kickstart scheme set up to create new six-month paid placements for 16 to 24-year-olds on Universal Credit at risk of long-term unemployment. Having applied for hundreds of jobs with no success, David was feeling despondent and was unsure what the future held for him. Five months into his placement with another housing association, David applied for a permanent role at Clarion and has been working as a Regional Housing Administrator since November 2021, fulfilling his dream of having a job where he can help people. Today, David is a key member of the team, liaising with residents to resolve housing-related enquiries and provide assistance as well as providing administrative support to colleagues.

David said: "Before Kickstart I wasn't really doing anything, I was just on Universal Credit. I tried my hardest to find a job and it hurt to be turned down so many times. Taking part in the scheme has given me a career in an industry I've always wanted to work in and I'm very thankful for that."

**"The opportunities Kickstart has given me to progress and the support I've received from Clarion Futures has been amazing and it's really helped me grow in confidence. If it wasn't for Kickstart I don't really know where I'd be – maybe in another job, but probably unemployed. It has definitely changed my life for the better."**

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## Digital inclusion

To help our residents use the internet safely and confidently, we offer tailored support to improve digital skills, as well as providing access to devices and connectivity.

We want to end digital exclusion by helping our residents stay connected and ensuring they have the skills to benefit from all the internet has to offer, from applying for jobs to communicating with friends and family and saving money on their household bills.

### 2021/22 achievements

- 28,858 digital skills support interventions delivered (2020/21: 13,998).
- £92,703 in digital grants awarded to 22 groups (2020/21: £103,979).
- 2,603 Digital Champion and volunteering hours delivered (2020/21: 2,536).

Over the last couple of years, we've seen a huge increase in the use of digital technology in daily life. This is reflected in the number of interventions delivered which has almost doubled compared to pre-pandemic levels, largely due to the exponential growth of our digital device loan scheme.

Almost 800 devices, mainly laptops and MiFi connectivity devices, are currently on loan to residents, jobseekers, community groups and Digital Champions, who volunteer to help others improve their digital skills. Our digital grants programme has also increased its capacity, ensuring high quality digital inclusion support reaches as many Clarion communities as possible.

In addition, we're working with Microsoft to deliver free training for residents covering skills such as the use of Microsoft Word and Excel, as well as online job searching and preparation for virtual interviews.

Knowing how to behave and stay safe online is a challenge that faces younger generations as they get to grips with an increasingly digital world. To address this, 420 young people in Norfolk and Waltham Forest have participated in an interactive drama workshop delivered by our partner, Altru to learn about online safety and 'netiquette' – something we're looking to roll out more widely.

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## Communities



Every year we award hundreds of thousands of pounds in grants to local community groups and charities, supporting projects that benefit everyone from pre-school children to older people.

Our younger residents can access a wide range of opportunities including our ambassador programmes which provide the chance to gain valuable skills and qualifications and take part in social action projects. And our Age Friendly programme champions intergenerational activities and explores ways to collaborate with residents to make our communities places for people to live longer, happier and healthier lives.

### 2021/22 achievements

- £1.8 million worth of volunteering time delivered by residents (2020/21: £1.6 million).
- 10,375m<sup>2</sup> of communal land and buildings improved or upgraded (2020/21: 10,495m<sup>2</sup>).
- £611,031 awarded to organisations supporting Clarion residents and communities (2020/21: £726,131).

Bringing communities together is more important than ever after the challenges faced during the pandemic, so we have worked with our residents to identify projects and partners to support in our neighbourhoods nationwide.

Our sector-wide Green Consortium programme is exploring ways to engage children and young people in environmental social action. One of the key projects we are piloting is our Green Peer Researchers scheme, which trains young people to become 'green detectives' in their communities, mapping their localities and sharing ideas on how spaces can be better utilised with Clarion teams. A Green Micro Grant is available to groups of young people wanting to set up projects in their local area.



We have also been working with partners to deliver several new bike tracks – an example of our investment to improve community facilities and infrastructure. Working with Community Cycleworks, Clarion Futures is helping to fund the Snodland Pump Track in Tonbridge and Malling where construction is underway. We have also worked with the London Borough of Bromley and Access Sport to create a BMX track at Hoblingwell Wood Recreation Ground in Cray Valley. These are examples of changes we help to make in local communities that can bring significant health and wellbeing benefits to our residents.

We have joined forces with London's Violence Reduction Unit and eight other housing associations to work in partnership with the community to develop and introduce measures to reduce violence affecting young people. Announced in September 2021, the new three-year partnership is focusing on seven boroughs – Brent, Hackney, Islington, Lambeth, Southwark, Tower Hamlets and Waltham Forest – and aims to tackle the causes of violence, capitalising on housing associations' relationships and knowledge of local communities.

Providing tailored support to residents of all ages is a key priority within our age friendly work, and this year we launched two new innovative projects. We became the first housing association to pilot a new intergenerational living model called Homeshare which matches older people who can offer a spare room with a younger person looking for somewhere affordable to live and able to offer companionship and practical support around the home. In the first phase we are aiming to have eight households taking part, with their experiences being used to inform the future rollout of the programme.

We have also launched Hometruths House which provides new residents aged 18-25 with guidance on how to successfully manage their new tenancy with the aim of reducing rent arrears and eviction rates. The programme covers topics including rights and responsibilities, setting up bills and managing money, getting involved in community activities, damp and mould prevention, cooking on a budget and simple DIY.

“The pandemic has shone a spotlight on the loneliness and social isolation that affects people of all ages. But it's also highlighted the challenges affecting some younger people for whom housing is unaffordable and options are limited.

“Our new partnership with Homeshare UK aims to tackle these issues by matching some of our older residents with younger people who will share their home and provide companionship and low-level support. We're excited to see how our first residents get on and are committed to exploring ways to build this into our range of housing options to help ensure that our residents can live happy and healthy lives in age-friendly communities.”

Michelle Reynolds,  
Chief Customer Officer



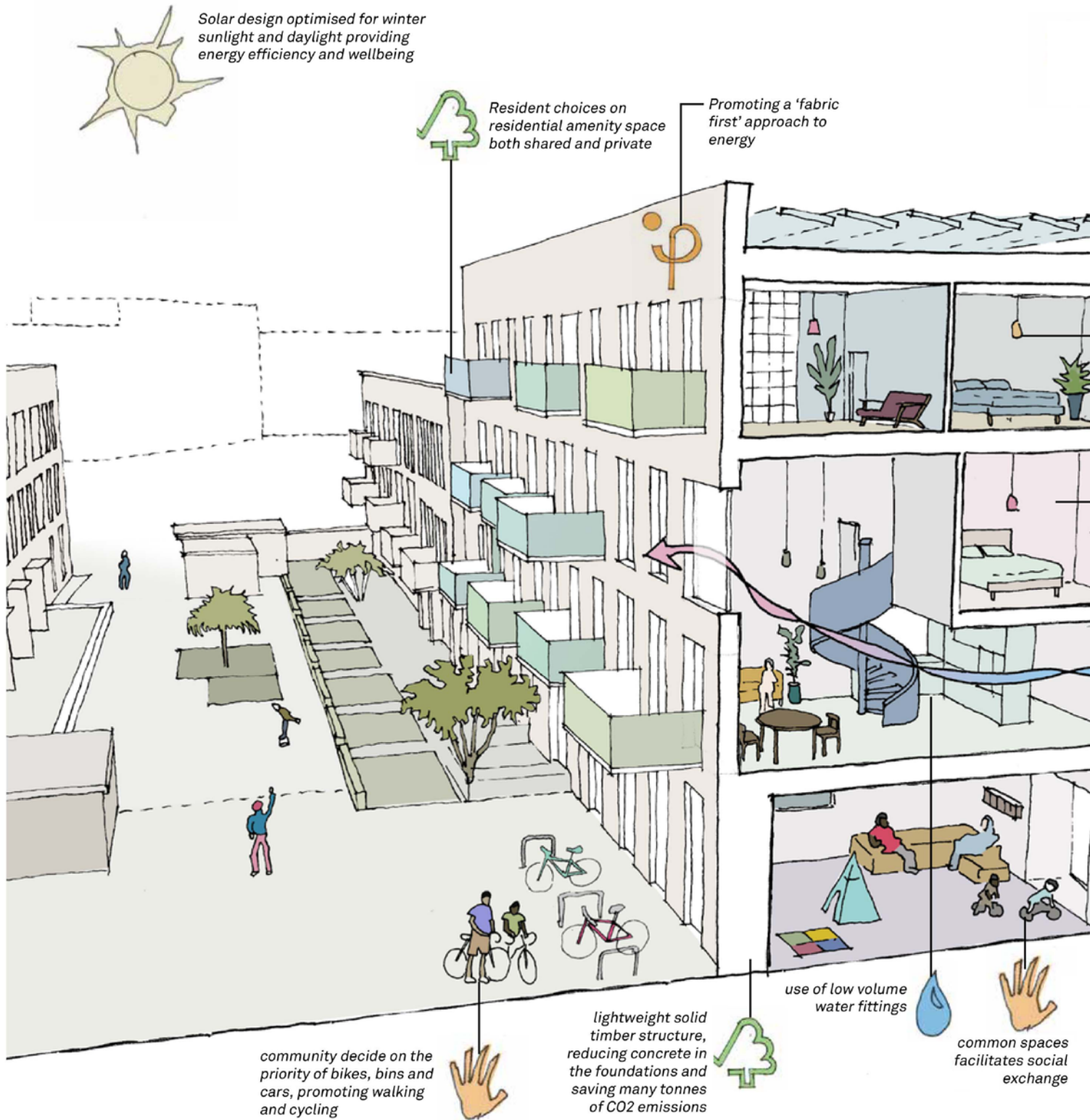
## Non-financial support to help our partners adapt and grow

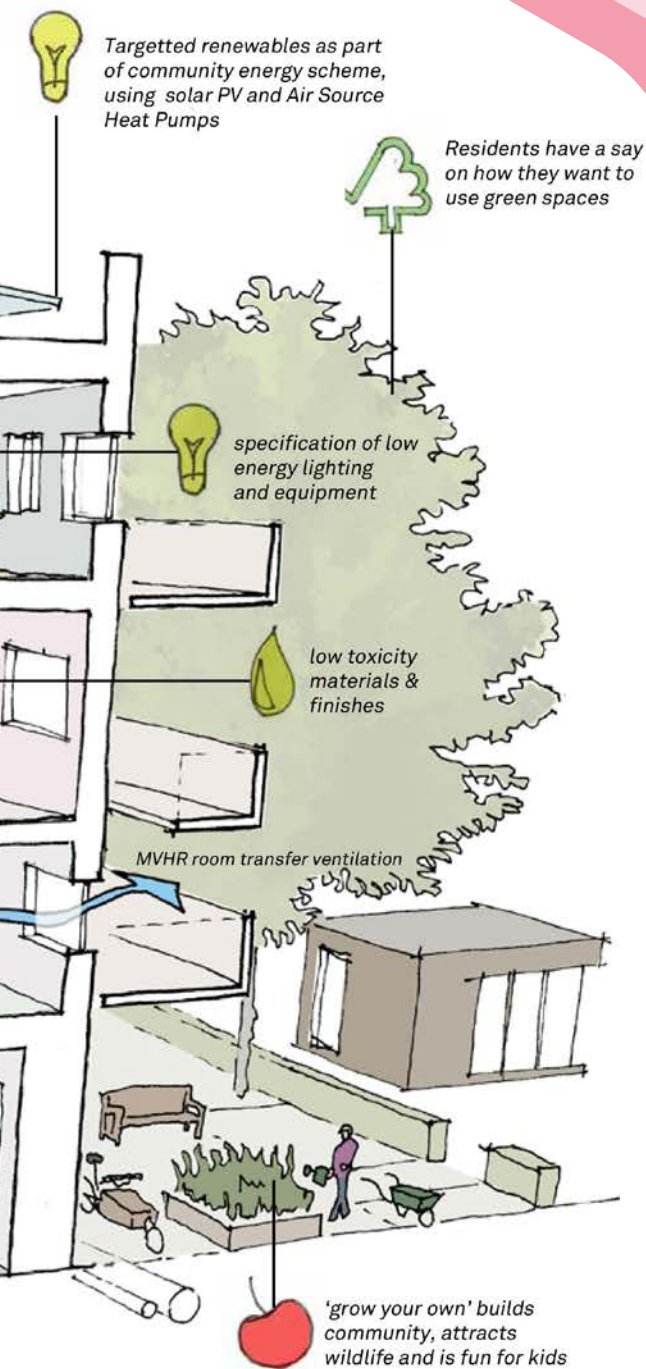
The Covid-19 response grant programme demonstrated a clear need for funding to help partners weather the storm of the pandemic, but we also identified a need for non-financial support. And so, in early 2021, we launched the Recovery and Resilience Programme, designed to offer business development support and capacity building to some of our partners – a natural next step in our commitment to investing in grassroots organisations working in Clarion communities. Working in partnership with Almond Tree Strategic Consulting, one of the organisations that received support was the Ethnic Minority Centre (EMC) which aims to improve the quality of life of all black and minority ethnic communities living or working in Merton.

EMC received dedicated support from an Almond Tree consultant who worked with them on a strategic approach to generating income as well as business planning. Having worked with the trustees to identify three strategic themes, a budget for the year ahead was developed, as well as a three-year budget to incorporate planned growth. The support provided has been transformative, enabling EMC to move forwards with confidence and a clear sense of direction.

Sabitri Ray, Project Director at EMC, said: “The pandemic hit our group badly as all our health and wellbeing and education projects stopped and our charity’s fight for survival began. The support of Clarion Futures and Almond Tree has helped keep our heads above water, helping us to recover, develop and strengthen our organisation and improve our fundraising strategy and financial planning. Their support means we’re in a much stronger position looking to the future, enabling us to deliver new projects that are needed now to help members of the BAME communities in the London Borough of Merton.”

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## Championing innovation through The William Sutton Prize

Launched in 2018, The William Sutton Prize recognises innovation and social good, celebrating our founder William Sutton's legacy as a 19<sup>th</sup> century philanthropist who bequeathed his fortune to improve the quality of social housing. To date, we have awarded almost £200,000 in prize money through The William Sutton Prize, helping to turn creative and groundbreaking concepts into reality.

In its fourth year, the Prize's focus was narrowed in the hope of identifying concepts that could tackle some of the key issues affecting society today.

Six projects were shortlisted for The William Sutton Prize for Sustainability and Placemaking focusing on themes such as community-led development, zero carbon homebuilding and tackling public electric vehicle (EV) inequality.

In addition, the shortlist for The William Sutton Prize for Social Innovation featured six projects focusing on themes such as intergenerational living, homelessness and supported housing.

Two winning projects each received £20,000 in funding from Clarion Futures to help develop concepts and maximise impact, with two highly commended projects each receiving £5,000.

Pride of Place Living took home The William Sutton Prize for Social Innovation for their proposal for a scheme that will provide multigenerational, lifelong and inclusive living for LGBTQ+ people in Leeds.

The winner of The William Sutton Prize for Sustainability and Placemaking was Mole Architects for their proposal for a zero-carbon homebuilding system designed to support the development of Group-Build community housing as shown in the sketch to the left.

For the first time, the winning concept will be trialled on one of Clarion's upcoming development sites, with the Mole Architects team also benefiting from expert support and guidance to turn their idea into reality.

A young child with light brown hair, wearing a bright blue jacket with orange and white stripes on the cuffs, is crouching outdoors. They are focused on planting seeds into a black plastic seed tray filled with dark soil. The tray is placed on a bed of soil, and some green plants are visible in the foreground. The background shows blurred greenery and brown branches.

# Environment

We want Clarion to make a positive impact on people and the environment through how we manage our existing homes and build new ones.

We are working hard across our organisation to reduce Clarion's direct environmental footprint (including carbon emissions, ecological impacts, waste and use of resources) and to ensure sustainability in all that we do. We have identified and published our Scope 1 and 2 carbon emissions for each of the past two years, explored in more detail on pages 32-33.

We remain firmly committed to working with our residents, suppliers, stakeholders and government to reduce carbon emissions and reach net zero carbon by 2050 – making all elements of the Group more environmentally sustainable.



### Placemaking

Building sustainable communities is a driving principle for our developments, and placemaking is at the heart of every new project. We appoint registered architects and urban designers on all new housebuilding schemes, helping to ensure that placemaking stays high on our agenda and enabling us to build green and accessible communities that last.

A formal process has been introduced to guide our design teams to include these core principles in all of our designs, taking into account the needs of the local community.

Our Kirkstall Road project in Leeds is just one example of our holistic approach to sustainable placemaking. The masterplan, approved by the council in 2022, carefully considered environmental, community and economic aspects of the design.

Building for a Healthy Life (BHL) reviews are now part of our minimum standard for any new project which enters the design process. These are completed either by the Latimer project team or via an independent review.

Half of last year's completed projects featured community infrastructure as part of the development. This included flexible work spaces and cafés, improved accessibility and public realm, convenience stores, open green spaces, public art installations from local artists and traffic calming measures. We are passionate about creating quality new communities where residents can thrive and prosper.

### Climate change

We have set ambitious targets and developed a detailed roadmap to make our social housing stock more energy efficient across our areas of operation. We aim to increase the Energy Performance Rating (EPC) rating of our least efficient homes in the next few years, with a minimum rating of D in all our homes by 2025.

By 2040 it is our ambition that Clarion will be the undisputed leading housing group for good quality, sustainable and affordable homes which are fit for the future.

This includes a higher minimum energy efficiency standard of SAP 72 (mid band EPC C), as well as working towards net zero carbon.

We are investing in retrofitting our existing homes to make sure these targets are reached. Our annual investment in making our properties more energy efficient is rising year-on-year, with last year more than £6 million allocated to upgrades. We are committed to investing £12 million in 2022/23, with increased targets to be set in the coming years as new technology emerges and the path to zero carbon by 2050 becomes clearer.

**“Participating in the government’s SHDF project has taught us as much about technical elements of retrofit as the resident experience – both during and after an upgrade.**

**“We are looking forward to working with partners to make even more of our housing stock ‘zero carbon ready’ and reduce residents’ energy bills at a time of significant energy price growth.”**

**Rob Lane,**  
Chief Property Officer

We believe that the more people know about and understand their energy usage, the more focused they will become on reducing their consumption. That's why we also provide residents with information on energy efficiency and their home environment. This includes information on ventilation and heating via our customer website, resident magazine and call centre, as well as proactive work from Clarion Futures which targets households likely to be at risk of fuel poverty.

We have set out a clear development roadmap which paves a journey to deliver new homes that are fit for the future.

This includes a commitment to delivering new homes that use resources efficiently, both during construction and once our residents have the keys. We are now designing all of the new homes we build to be fossil fuel-free and are ensuring high standards of energy efficiency in any new home we complete by 2025. We are also targeting to divert all construction waste from landfill by this time.

**“At Clarion we are embedding sustainability into everything we do. From the design and construction of our new homes, through the products we specify, to the way we communicate with our customers. If it is unsustainable, it's out.”**

**Richard Cook,**  
Group Development Director

We are also investing in Modern Methods of Construction (MMC) and last year we published our first-ever strategy setting out our journey towards using modern methods of construction in all our new housing delivery. The new strategy focuses on all matters relating to design, procurement, manufacturing and operational activities – all with sustainability at the heart. In 2021/22 we began work on over 500 new homes using MMC, paving the way to reducing carbon emissions and environmental impact through the use of offsite manufacturing.

We are seeding the sector's supply chain, providing strategic support to smaller businesses to help boost vital shared skills.

We are moving away from installing fossil fuel heating systems in our new homes which, along with energy efficiency fabric measures, is not only helping the planet but also improving the lives of our residents.

We are working to include climate-related risk assessments for new build homes which identify where there are risks of increased flooding and homes overheating, ensuring mitigating measures are included in designs. This includes implementing sustainable urban drainage features as standard – such as swales and balancing ponds – to reduce flood risk.

Our asset database, which tracks energy ratings, now has added capability for overheating and flood risk assessment using government methods for our existing homes. All our new developments undergo an overheating assessment.



Our new developments are being designed and constructed using five pillars of sustainability, as laid out in our Sustainable Development Framework.

These pillars cover a holistic view of sustainability, capturing what is important to Clarion, our residents and the planet.

The five pillars are:



## Social Value



## Healthy Places



## Adaptable and Resilient



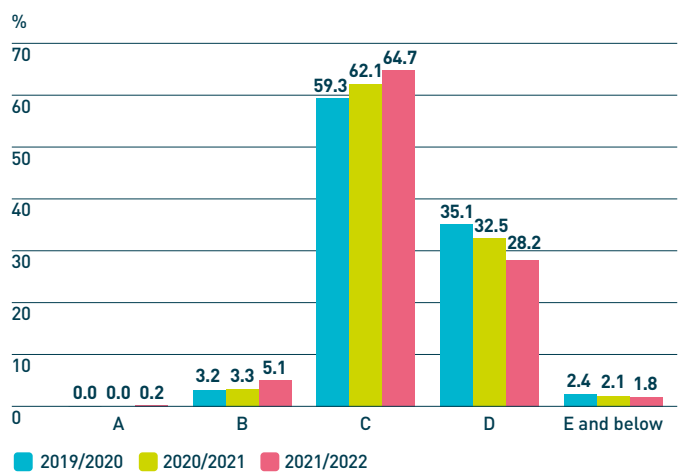
## Planet Friendly



## Energy and Carbon

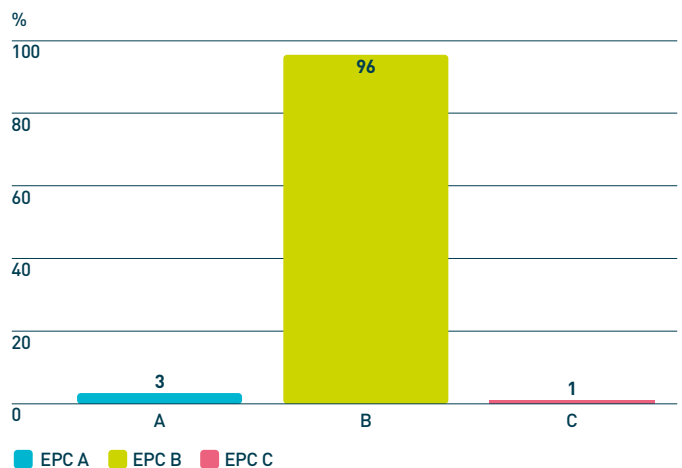
### EPC ratings

EPC ratings of existing homes



Target: Minimum EPC D rating for our existing homes by 2025

2021/22 EPC profile (new build homes)



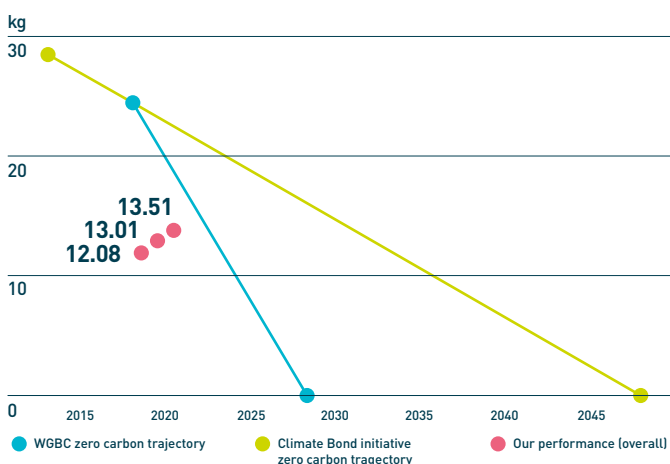
Target: Minimum EPC B rating for all new affordable homes

The carbon emissions from our existing homes are the largest component of our indirect carbon footprint. Our first priority has for some time been to raise the energy efficiency of those homes with E and F EPC ratings to at least a D rating. We are preparing to go beyond this in line with our Clarion 2040 Standard – our long-term plan to ensure our homes continue to be good quality, affordable and fit for the next generation.

For our new build homes, all but 24 properties built during 2021/22 were EPC-rated B or higher. The remaining 24 homes were EPC-rated C.

We now have three years of operational data for the carbon emissions from new homes built each year. The overall carbon intensity of our new homes in use for 2021/22 is 13.5kg of CO<sub>2</sub> per m<sup>2</sup> of floor area per year. This is a slight increase from previous years (2020/21: 13kg of CO<sub>2</sub> per m<sup>2</sup> of floor area per year), but still on track with the Climate Bond Initiative trajectory to zero carbon in 2050 and the more ambitious World Green Building Council (WGBC) 2030\* target for new buildings.

**Carbon Intensity kg CO<sub>2</sub>/m<sup>2</sup> per annum**



**Carbon emissions: Scope 1 and 2**

	2020/21	2021/22
<b>UK Energy Use</b>		
Electricity	MWh 29,635	<b>30,196</b>
Gas	MWh 83,940	<b>80,020</b>
Van fleet (fuel)	MWh 12,951	<b>11,806</b>
Grey fleet & company cars	MWh -	<b>2,315</b>
<b>Total</b>	<b>MWh 126,526</b>	<b>124,337</b>

**Associated Greenhouse Gas (GHG) Emissions**

Electricity	Tonnes CO <sub>2</sub> e	-	-
Gas	Tonnes CO <sub>2</sub> e	17,102	<b>14,656</b>
Van fleet (fuel)	Tonnes CO <sub>2</sub> e	3,116	<b>2,971</b>
Grey fleet & company cars	Tonnes CO <sub>2</sub> e	-	<b>583</b>
<b>Total</b>	<b>Tonnes CO<sub>2</sub>e</b>	<b>20,218</b>	<b>18,210</b>

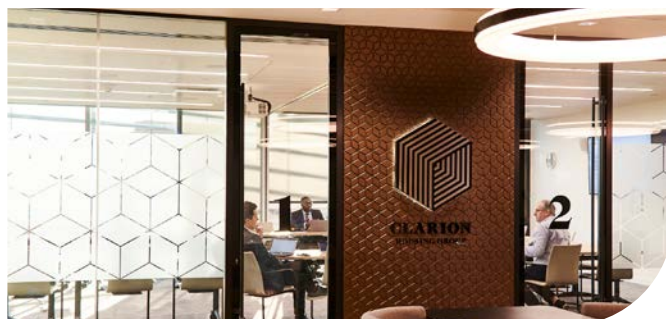
**Intensity Ratio**

GHG Emissions per Emillion of revenue		
Tonnes CO <sub>2</sub> e	21.4	17.20

Note: The figures in this chart have been produced by INENCO (Business Utility and Sustainability Consultancy with ISO 14001 certification) in line with the Streamlined Energy and Carbon Reporting compliance.

Target: Reducing our carbon emissions (Scope 1 & 2) year on year.

**Energy efficiency actions**



Work on improving the energy efficiency of our office space in line with new ways of working has continued through the year. In some offices, this includes new LED lighting upgrades, installation of an efficient heating and cooling system and new electric vehicle charging points.

\* <https://www.worldgbc.org/thecommitment>

The overall reduction of office space, as our people have adopted an effective hybrid working approach, has had a significant impact on Scope 3 emissions. We are exploring sources of renewable energy to power our offices to reduce our emissions further.

We continue to use certificated zero carbon electricity for all supplies associated with our central electrical energy supply contracts.

Work on improving the energy efficiency of our homes, which also impacts Scope 3 emissions, has continued through the year. This has included boiler replacements, installation of air source heat pumps, high heat retention storage heaters, solar photovoltaic panels and insulation.

We are continuing work on reducing emissions and improving the energy efficiency of our vehicle fleet. As well as the hybrid and fully electric vehicles already in use, our in-house repair service Clarion Response is in the process of replacing 30 existing diesel vans with 100% electric vans. We are looking into increasing the use of electric vans across our operation, depending on the success of this pilot.

We are also trialling a driver behaviour system that gives feedback in real time to allow the driver to adjust their driving style – in turn maximising fuel efficiency. If successful, this trial could be extended across the whole fleet to reduce overall fuel consumption by an estimated 10%.

We are looking at other ways to reduce the number of vans on the fleet and are assessing the possibility of utilising public transport infrastructure, van sharing and e-bikes.

#### Carbon emissions: Scope 3 upstream and downstream

For this report, in line with Streamlined Energy and Carbon Reporting, we have excluded the estimate/calculation of Scope 3 emissions. These are likely to be revised to add Scope 3 emissions in future years, which we are seeking to baseline as part of our target-setting process.

#### Certificated

## zero carbon

electricity used for all supplies associated with our central electrical energy supply contracts

### Energy efficiency investment

#### Retrofit totals for 2021/22

Measure	Number of installations	Carbon savings (kg CO <sub>2</sub> )	Estimated bill savings for residents*	Investment
New boiler	1,824	912,000	£264,480	£6,403,576
Air Source Heat Pump	58	197,200	£29,000	£794,237
High Heat Retention Storage heaters	316	474,000	£126,400	£1,998,220
External wall insulation	67	62,310	£15,075	£1,976,856
Internal wall insulation	0	0	£0	£0
Cavity wall insulation	34	23,120	£5,610	£87,933
Loft insulation	235	12,925	£7,050	£280,212
Solar photovoltaic panels	56	47,600	£16,800	£280,000
<b>Total</b>	<b>2,590</b>	<b>1,729,155</b>	<b>£464,415</b>	<b>£11,821,034</b>

\* Estimated bill savings have been calculated using approximate costs for each new measure, and do not relate to specific work to Clarion homes. Approximate costs provided by the Energy Saving Trust. <https://energysavingtrust.org.uk/about-us/our-data/>

Our target for 2020/21 was to increase annual investment in energy efficiency from £2 million to £6 million over the next five years, however during 2021/22 we spent £5 million – nearly reaching the longer-term target. We will continue to invest heavily in energy efficiency measures in our existing homes and will review the targets for 2022/23.

We have also been conducting an assessment of the investment that will be required to reach net zero carbon for our housing stock, and are examining the risks of flooding and overheating in our homes. This work will inform a detailed climate-related risk assessment, which is currently in development.

To support its sustainability ambitions, Clarion has issued £950 million in sustainable bonds in the debt capital markets to date. The bonds, tabled below, are issued by one of Clarion's funding vehicles, Clarion Funding Plc.

Issue Date	Maturity Date	Amount
15 January 2020	22 January 2035	£350m
06 November 2020	13 November 2032	£300m
31 August 2021	07 September 2051	£300m

The proceeds of these bonds are to be used exclusively for the development of new build energy efficient affordable homes in line with the Sustainable Housing Finance Framework. In order to qualify as an energy efficient affordable home, new affordable properties (social rent, affordable rent and shared ownership) completed or under construction need to meet a minimum EPC B rating. They hereby meet the top 15% threshold of the local area in which the properties are located.

The table below details the expenditure on all affordable assets (“Total capital expenditure on new affordable housing”) and shows how much of this expenditure we have been able to validate relates to homes completed with a minimum EPC B rating – “Qualifying Amount (Gross)”, in the years 2020/21 and 2021/22. In 2021/22, 96% of the new build properties were completed with a minimum EPC rating of B. The table below also includes a deduction for expected capital receipts relating to these assets arising from capital grant and forecast first tranche sales (“Deductions”). This leaves the expected net funding requirement to which the bond proceeds will be applied (“Net expenditure on energy efficient affordable homes”). In total, Clarion has invested £756 million in affordable energy efficient homes over the last two years.

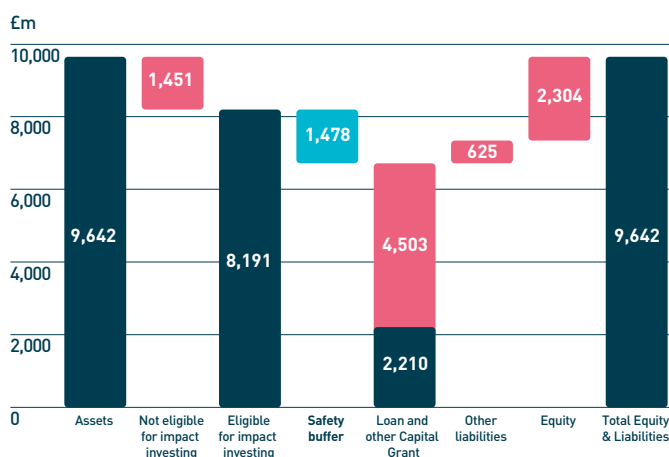
	2020/21	2021/22	Cumulative
Total capital expenditure on new affordable housing	£502m	<b>£525m</b>	£1,027m
Qualifying amount (gross)	£475m	<b>£525m</b>	£1,000m
Deductions for expected capital receipts (grants and FTS)	£(46)m	<b>£(198)m</b>	£(244)m
Net expenditure on energy efficient homes	£429m	<b>£327m</b>	£756m

An EPC certificate is only provided upon completion of a property, and consequently some expenditure that has been incurred on affordable homes under construction is currently in too early a stage for EPC validation. At the end of 2021/22, Clarion had £606 million of affordable properties under construction.

The Sustainable Housing Finance Framework further introduced the “Sustainable Safety Buffer”. This buffer is designed to ensure that capital raised at a company level is always used for the financing of sustainable assets. For this purpose, the composition of the assets and liabilities side of the balance sheet (Statement of Financial Position) is considered.

The calculated sustainable safety buffer as at 31 March 2022 was £1,478 million (2021: £1,254 million) – see graph below. This means that at the reporting date Clarion had £1,478 million of assets potentially eligible for funding under the framework that have not already been funded by capital grant or loans.

#### Calculations of Safety Buffer (£ millions)



#### Our priorities for 2022/23

- Continue to develop our strategy to net zero carbon emissions across Clarion by 2050 and produce a detailed climate risk assessment.
- Complete upgrades to the remaining homes as part of the SHDF pilot programme, and begin work on the next 450 homes as part of the wave one funding award.
- Undertake an analysis to develop a better understanding of the supply chain in respect of seeding its growth and reducing carbon.
- Providing targeted outbound support for those most likely to be at risk of fuel poverty, including those living in less energy efficient homes.
- Working with the sector and government to develop clarity on what energy efficiency target constitutes ‘net zero’ and how residents can economically make the switch to green energy.
- Produce a roadmap setting out our delivery of net zero carbon homes by 2030.

**£606m**  
worth of affordable properties under construction



## Social Housing Decarbonisation Fund

We have continued to lead the way on behalf of our sector when it comes to making homes fit for the future, and have become a key partner of government on its drive to bring tens of thousands of homes up to a higher EPC rating.

Fresh from our involvement in its Social Housing Decarbonisation Fund (SHDF) Demonstrator, in January 2022 we were awarded £5.2 million to upgrade a further 450 homes as part of the project's formal first phase.

We are partnering with Fenland, Merton and Tonbridge & Malling councils to retrofit hundreds of the least energy efficient homes across the three regions – in turn saving residents hundreds of pounds a year on energy bills.

The first wave funding award follows our successful Demonstrator delivery, where we are working to upgrade 115 homes in Fenland and Tonbridge & Malling. In early 2022, we were leading the way on delivery – having upgraded more homes than any other council and housing provider partnership working on the Demonstrator. This work is bringing EPC ratings of homes from D, and in some cases E, up to B in the two regions.

Both the Demonstrator and wave one projects are helping us to accelerate our existing programme of work to cut emissions and improve energy efficiencies within our portfolio – installing external wall insulation, triple glazing and solar photovoltaic panels, and making air tightness improvements.

**£5.2m**  
received to upgrade 450 homes

Overview

Social

Environment

Governance

## Ecology

We work to safeguard local environments and ecological systems. Our approach is to manage and reduce the use of pollutants, create green spaces, and promote biodiversity.

We recognise that our homes and developments are part of a much bigger picture – the landscape we share with the natural world. In the delivery of new homes, we have set out a minimum standard for 10% biodiversity net gain on all new projects. Beyond this target, we hope to achieve an annual 30% biodiversity net gain across all completed new developments by 2025.

As the new metrics and legal biodiversity net gain requirements come into force, we will review these targets against our annual performance to ensure continuous improvement.

Since Covid-19, society's engagement with the natural world has become more important than ever – particularly in young children and their need to be connected with green, open space.

Clarion Futures last year supported Sustainable Merton in the delivery of a greening initiative across our regeneration project in the borough. At the High Path estate, as part of the construction of phase one, this work created 11 apprenticeships, 18 jobs, 11 work placements and 36 vocational qualifications. A series of community events were also held in conjunction with our phase one contractor, Hill.

We are also rolling out a pilot green balconies project, which is encouraging residents to plant flowers and grow vegetables or herbs on their balconies. The project includes the provision of plant packs, watering equipment and pots – as well as classes and training for participants.

We are continuing to work towards reducing pollutants as part of our safe working practices and for the benefit of our properties. All of our new homes have healthy indoor environments, with all airborne pollutants emitted during construction being well below the levels defined in the Institute of Air Quality Management Indoor Air Quality Guidance guidelines. The move away from fossil fuel in new build homes for heating and cooking will also help improve air quality as local emissions of NO<sub>x</sub> and CO<sub>2</sub> are removed.

## Going green with the next generation



Last year we delivered a youth ambassador programme to engage children aged five to 11 in green action within their communities. With partners, we engaged over 700 young children in their local spaces – by launching an activists' network and running projects which tackled wider community challenges. Children created bird boxes and bug hotels, and also delivered youth led campaigns to engage local adults.

Elsewhere, we and partnering housing associations last year received National Lottery funding to form the sector's first ever Green Consortium. Supported by Backyard Nature and Clarion Futures, this group is working together to increase engagement in green spaces among young children and their families.

The Green Consortium is delivering a series of innovation labs, launching a research programme and managing a micro grant for green activity. To help us shape this work, we have recruited 17 young Clarion residents to join the Green Youth Board – made up of young residents from the participating housing associations.

### Our priorities for 2022/23

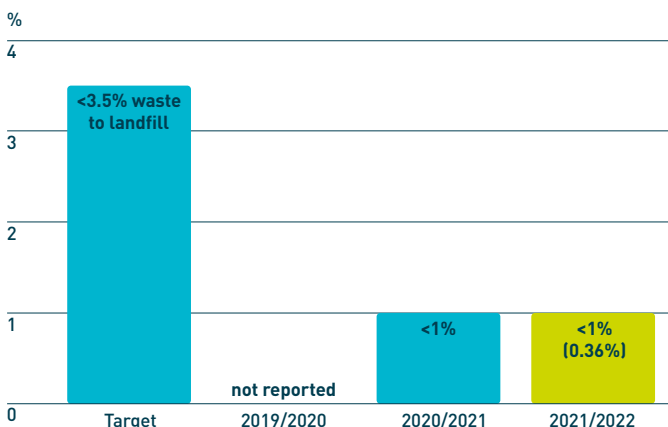
- Testing out our new Neighbourhoods Toolkit, which sets out how we invest in our neighbourhoods, and piloting a set of standards that we have developed with staff, residents and other key stakeholders including the Quality of Life Foundation.
- Collaborating with other housing associations as part of the Green Spaces Advisory Board to “unlock the potential of green spaces” by developing biodiversity metrics and sharing examples of best practice.
- Focusing on biodiversity net gain, delivering at least a 10% improvement on every new development and creating a biodiversity baseline to deliver improvements against across all existing homes.

## Resource management

We seek to manage the resources we use responsibly, maximising recycling and minimising the impact on the environment from waste.

### Planned investment waste

Our planned investment partner contractors monitor waste management and regularly provide reports on waste.



In our Sustainable Development Roadmap, published last year, we have targeted zero waste to landfill by 2025 on the development projects of which we have full control. We will also encourage our Section 106 delivery partners to take up this target as part of joint venture schemes. The target itself includes construction, demolition and excavation waste.

Across all of our controlled development projects last year, a total of 98.2% of all construction waste was diverted from landfill.

Using responsibly and ethically sourced materials in our construction of new homes is a core principle of our wider social value goals. We have targeted 75% of all building materials to be responsibly sourced by 2025, and will report on this in every project we deliver in the coming years.

We are also committed to reducing our water usage, with many areas of the country under high levels of water stress due to high demand. Our Sustainable Development Roadmap has set a minimum standard for each home to achieve a water efficiency value of 105 litres per person per day, reducing to 90 litres per person per day by 2025.

The average water efficiency rate in our new homes delivered last year was 109 litres per person per day. This exceeded our minimum standard owing to some projects being in contract before the target was set.

We are now monitoring water usage among contractors on our development sites, with a target reduction of 80% in site water usage by 2025. A strategy looking into water neutrality is under development and will be explored in future reports.

### Our priorities for 2022/23

- Continued reporting of construction waste and disposal routes and setting of updated benchmarks.
- Improved methodology for reporting the embodied carbon produced from materials used and construction processes.
- Development of a water neutrality strategy.

**75%**

of all building materials to be responsibly sourced by 2025

**80%**

reduction in site water usage by 2025



# Governance

We aim to become a resilient, sustainable, and adaptable business that can confidently evolve to meet the demands of our changing environment. We strive to make smart and efficient use of our resources to achieve the greatest impact in social and financial terms.

We are using our financial strength to plan for the long term so we can continue to invest in our existing homes and build new ones. We are also embedding diversity and sustainability in all areas of our work.



## Structure and governance

### Governance and financial viability rating

Measure	Target	Performance
Regulator of Social Housing governance and financial viability rating	G1/V1 or V2	2019/20 – G1/V1 2020/21 – G1/V1 <b>2021/22 – G1/V1</b>

Clarion Housing Group is a charitable registered society, registered with the Regulator of Social Housing. Clarion remains within its target range for governance and financial viability ratings from the Regulator.

On 15 November 2022, the Regulator moved 19 registered providers, including Clarion, from V1 to V2 financial viability rating in light of challenging external conditions across the sector. The Regulator states that V2 means that “the provider meets our viability requirements but needs to manage material financial exposures to support continued compliance.”

Clarion’s Board has overall responsibility for delivering our aims and objectives in line with our corporate strategy. We have several Committees that advise us on different aspects of our work, dealing with audit and risk, remuneration, funding, and major investments.

Day-to-day management is delegated to an eight-strong Group Executive Team.

Having worked to the National Housing Federation’s (NHF) Code of Governance 2015 for many years, in 2020/21 Clarion adopted the NHF’s Code of Governance 2020 and we are working to achieve compliance by March 2023. We consistently strive to demonstrate best practice in the sector and regularly assess our performance against the Code.

“Good governance is embedded in the way Clarion is structured and operates and extends to the way we work with our people and supply chain. Having a strong foundation enables us to deliver the best possible service and support to our residents, helping to transform lives.”

**Catrin Jones,**  
Group Director of Corporate Services

## Risk management framework

The Group Board has overall responsibility for risk management and internal controls, including for the determination of the nature and extent of the principal risks it is willing to take to achieve its objectives.

Our principal risks are periodically reviewed by the Group Board to ensure they continue to reflect those risks most significant to Clarion and that there are suitable controls in place to manage them.

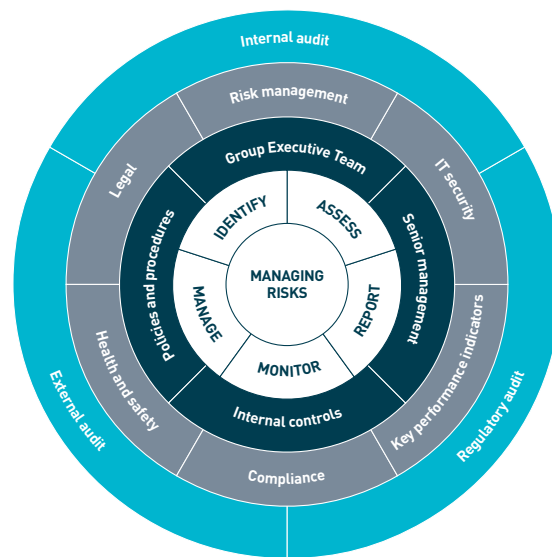
Our risk management framework is built around the three lines of defence model and drives the identification, assessment, management, monitoring and reporting of risks across Clarion.

The Audit and Risk Committee oversees the effectiveness of the assurance arrangements, systems and processes adopted by the Group to manage risk with a focus on the Group's principal risks. The Committee also provides specialist advice to the Board on any particular risks that may threaten the delivery of objectives or undermine the financial strength of the business.

The Group Executive Team is responsible for the delivery of the Group's strategy and managing risk, having day-to-day responsibility for operational performance and the management of risk within the business.

To be effective, risk management relies on the engagement of all parts of the business. This approach is an integral part of the way we work, with all key parts of the business owning and managing their own operational risk registers. These are regularly reviewed allowing for their escalation within the business as appropriate and potential inclusion on the Group strategic risk register.

The risk management process includes assessing each risk for its impact and probability, scored both before and after mitigating actions. A standardised risk-scoring methodology is used to ensure a consistent approach is adopted. Each risk also has a target score set in line with our risk appetite. Where this is below the current risk score, further actions and mitigating plans are developed to further reduce the level of risk the business is incurring.



- First line of defence from risk
- Second line of defence from risk
- Third line of defence from risk

### Adverse regulatory findings

The Regulator of Social Housing regularly assesses registered housing providers to make sure they are meeting its standards. Clarion Housing Group has continued to retain the highest regulatory gradings.

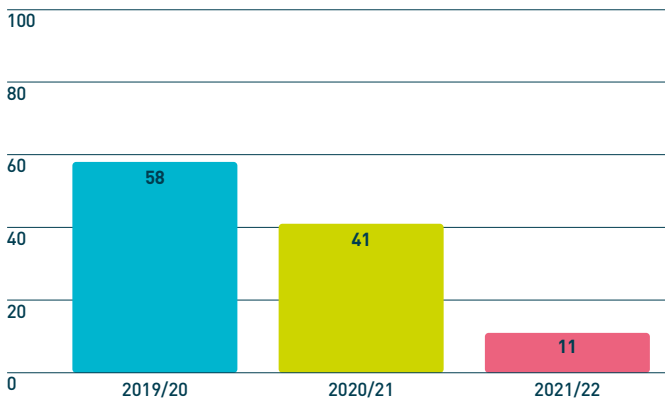
Measure	Performance
Adverse regulatory findings	2019/20 – 0
	2020/21 – 0
	<b>2021/22 – 0</b>

### Our priorities for 2022/23

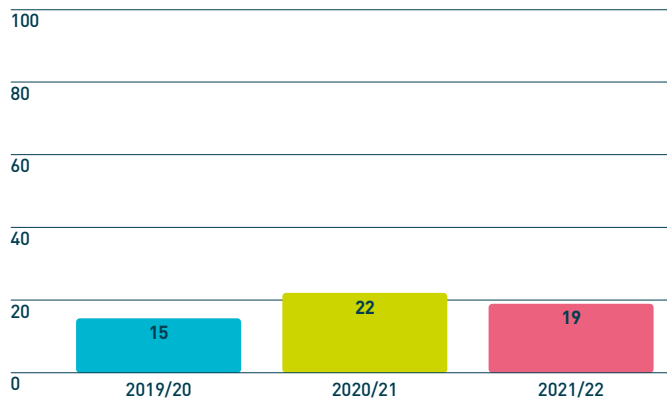
- Continuing to work towards compliance with the NHF Code of Governance 2020.
- Retaining a strong regulatory rating.

## Board composition

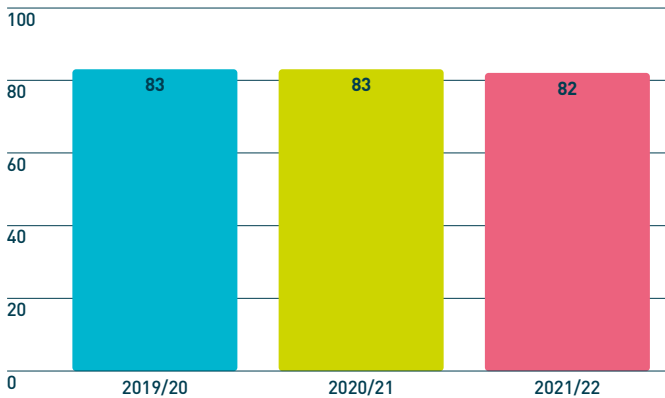
**% of the Board and management team turned over**



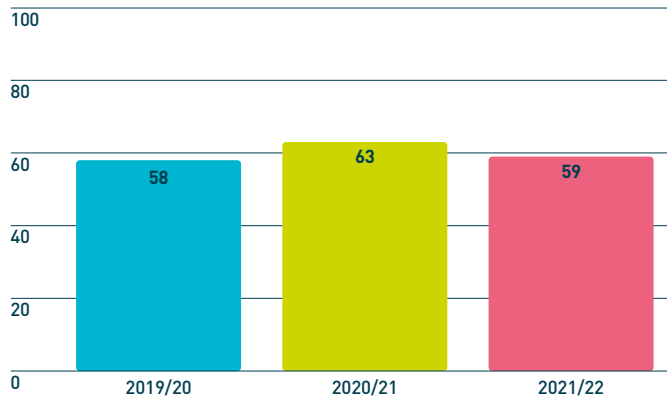
**% of Board that are BAME (all Boards and Committees)**



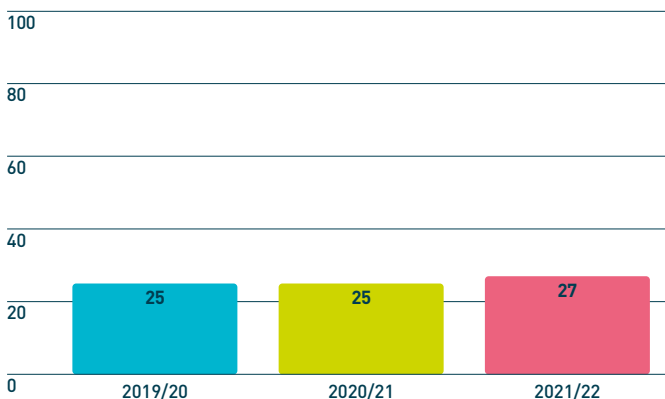
**% of the Board that are non-executive directors**



**Average age of Board members**



**% of the Board that are women**



**% of Board that have a disability**

Not disclosed

**Current executive members on Remuneration, Nominations and People Committee**

None

**Succession plan has been provided to the Board in the last 12 months**

Yes

**3 years**  
average length of Board members' service

As of 31 March 2022, the Group Board consisted of nine non-executive directors and two executive directors who bring a broad range of skills, experience and knowledge to their roles, including expertise in finance, business and public administration. The Chair of the Board and Chief Executive Officer are positions held by two different people. An additional non-executive director was recruited to the Board in September 2022.

As a national housing association, the diversity of our Boards and Committees compares favourably with the diversity of our residents, 21% of whom identified as belonging to BAME groups in 2021/22 (2020/21: 20%).

Non-executive directors recruited since we adopted the NHF's Code of Governance 2020 will serve up to six years or possibly up to a maximum of nine years where the Board agrees it is in the organisation's best interests to keep them on, for example because they have a particular skillset. 11% of the Board and Group Executive Team have turned over in the last two years.

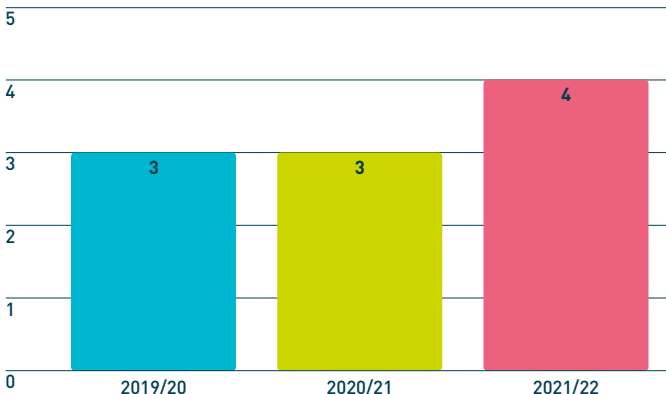
As part of business as usual, conflicts of interests are declared by Board members. Depending on the nature, a Board member may be required to step out of a conversation or may not participate in a particular decision.

Details of our Board and Group Executive Team members can be found on our website.

## Committees

### Audit and Risk Committee composition

#### Number of members with recent and relevant financial experience



The Audit and Risk Committee receives reports on conflicts of interest for the Group. It includes three non-executive Group Board Members, a non-executive Clarion Housing Association Board member and one independent non-executive member, four of whom have recent and relevant financial experience.

The Group Remuneration, Nominations and People Committee is currently chaired by a member of the Group Board and is made up of three other Board members including the Group Chair. An additional non-executive director was recruited to the Board in September 2022 and has joined the Committee.

### Board effectiveness review

The last independently-run Board-effectiveness review took place from November 2021 to January 2022.

### External auditor

#### External auditor partner tenure

**3 years**

number of years external audit partner responsible for auditing accounts

KPMG have been our external auditors responsible for auditing the accounts since Clarion's formation nearly six years ago. Fleur Nieboer has been the partner on the Group's audit since 2019/20. The service has been put out to tender in keeping with EU procurement legislation and good practice and to continue to drive a high quality of service and value for money.

## Staff wellbeing

We want Clarion to be a great place to work, where our people are passionate about our purpose, are productive and fulfilled, and feeling they belong and can be themselves.

### CEO-worker pay ratio

Measure

Pay dispersion between the CEO and the organisation's median earner	2019/20 – 10.7:1 2020/21 – 10.6:1 <b>2021/22 – 10.5:1</b>
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### Gender pay gap

Measure

In line with government's gender pay gap reporting standards	2019/20 – 2.7% 2020/21 – 5.22% <b>2021/22 – 4.2%</b>
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### Ethnicity pay gap

In line with government's gender pay gap reporting standards

**0.36%**  
2021/22

### Sick days

Measure

Average number of days lost to staff illness	2019/20 – <10 days 2020/21 – 6.2 days <b>2021/22 – 10.68 days</b>
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### Our people, our priority

The impact of the pandemic on our society affected us all. It was an exceptional challenge in terms of employee welfare and wellbeing that we are still adapting to today.

Many of our colleagues have enjoyed greater flexibility in their roles since the pandemic and have told us they experienced many positive changes to the way they worked. We are continuing to understand how we can all work more effectively, efficiently and collaboratively.

In November 2021 we ran a full company-wide staff survey for the first time in two years to ensure that we heard from our people and were focusing on the right areas for improvement. We received responses from 80% of our staff, providing a significant sample and valuable insight into what has become a new way of working for us all – as well as a chance to check in on the mental health of our workforce.

The wellbeing of our people is an integral part of our working environment, and we place great importance on engagement with our people through a two-way dialogue. We offer flexible work patterns and do everything we can to help our people perform their best.

Equity, diversity and inclusion are a core part of Clarion's culture. We aspire to be an inclusive employer of choice. More than one in five of our employees are from Black, Asian and Minority Ethnic backgrounds. Women make up 55% of our workforce, with our Group Executive Team evenly split between genders. 6% of our workforce have declared a disability, and 6% of those who disclosed their sexual orientation identified as LGBTQI+. Looking at the age of our workforce, the majority (77%) are aged 30-59 (30-39: 26%, 40-49: 24%, 50-59: 27%) with 11% falling into each of the 18-29 and 60-69 age groups. The remaining 1% of our workforce is aged 70 or over.

Our median gender pay gap for 2021/22 was 4.2%, significantly lower than the 15.4% average for all employees across the UK. As part of our wider commitment to understanding and improving diversity and inclusion, we voluntarily report our ethnicity pay gap – which stood at 0.36% for 2021/22.

Clarion is committed to reflecting the diversity of our communities within our workforce and closing gender and ethnicity pay gaps.

We invest in our people and are committed to rewarding and compensating people who do equal work irrespective of their gender.

Our lowest paid staff are paid at least the Living Wage, and our Chief Executive to average pay ratio is 10.51:1. This is a fraction of the ratio found in a typical FTSE 100 company where chief executive pay is over 100 times more than the median worker.

We also provide a 24-hour Employee Assistance Programme, as well as a range of training via our Learning Platform. Our Wellbeing Matters programme for staff provides a one stop shop for people to get the right support at the right time. In addition, we have a team of trained Mental Health First Aiders.

## Launching a new culture programme for staff

During 2021/22 we launched our Clarion & YOU culture programme which aims to deliver powerful tools to all of our people to help them in their roles. The programme, which takes the form of a full day of interactive training and discussion, has been developed to improve communication between teams and help build a high trust, collaborative and accountable culture. It also aims to enhance our people's confidence to live our values every day by being open, responsible, respectful, successful and constantly evolving in all that we do. The workshop gives people the tools to understand their mindset, how we think and feel in different situations, and the language we use, as well as providing practical solutions that can be applied to any situation to achieve positive outcomes. So far, the programme has been delivered to the Group Executive Team, Directors, Heads of Service and People Managers and we plan to roll it out to all staff during 2022.

## Equality, Diversity & Inclusion



We have made good progress on equality, diversity and inclusion at Clarion, specifically in the target focus area of those from BAME backgrounds. This includes representation of colleagues on the G15 accelerate programme, a focus audit of practice from an external partner, BAME recruitment and tracking the applicant journey of BAME candidates. We have also produced ethnicity pay gap reporting alongside our annual gender pay gap reporting.

We celebrated a number of equality and diversity activities across the Group including International Women's Day, LGBTQI+ history, Black History Month and a number of internal workshops in partnership with peers.

We have created a new set of equality and diversity policies, in conjunction with inputs and insights from our network groups. These focused on awareness and inclusivity.

### Our priorities for 2022/23

- Embedding a hybrid style of working, enabling our people to work wherever they can best carry out their role on any given day.
- Rolling out the Clarion & YOU culture programme to all colleagues across the Group.

## Supply chain

**Clarion is committed to working in partnership with key suppliers to deliver increased social value for our residents and reduce the environmental impact of the goods and services we use.**

### Positive results for residents and people

During 2021/22 we worked with our supply chain to generate £10.8 million\* in social value, working with partners to transform lives and make a difference in our communities.

We secured 127 apprenticeships to support young people onto the career ladder and helped more than 460 people complete accredited training to help them gain new skills and boost job chances.

We invested more than £170,000 in improving community facilities, with help from 264 staff volunteers on a raft of local projects and initiatives.

### Making a difference



Social value in procurement forms an integral part of Clarion’s strategy, business planning and decision-making process. For all procurement of goods and services above £100,000, social value is embedded in the criteria and evaluated alongside price and quality at a minimum of 10% weighting where possible.

Clarion is committed to using its buying power to drive social change. We evaluate each bid not only on the basis of price but also how it will improve the economic, social and environmental wellbeing of our residents and communities. In 2021 we formed the Social Value Steering Group, comprising senior leaders across Clarion directorates to further drive social value at a Group-wide level.

This coming year we are launching our new Social Value in Procurement policy setting out the requirement for social value to be evaluated, contract managed and performance reported – ensuring we continue to embed and maximise social value through our spend.

**€170,000**

invested in improving community facilities

### Our priorities for 2022/23

- Embedding the new Social Value in Procurement policy to ensure a consistent approach to delivery and measurement.
- Developing a new solution to improve end-to-end contract management, including social value measurement and reporting.
- Engaging with key suppliers through Sustainability Impact Questionnaires.

**127**

apprenticeships to support young people

\* Social value is calculated using the HACT (Housing Associations Charitable Trust) Social Value Bank.



**CLARION**  
HOUSING GROUP

## Clarion Housing Group

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