

ReSI Homes Limited

The Affordable Homes Programme 2021-26: Equality Diversity and Inclusion Action Plan

To meet the requirements set out in the Homes for Londoners: Affordable Homes Programme 2021-26 [Funding Guidance](#), ReSI Homes as an Investment Partners is contractually required to produce and publish an Equality, Diversity and Inclusion Action Plan for their organisation.

ReSI Homes' EDI action plan is based on the following four objectives across the three Themes:

Theme 1: Organisational equality, diversity, and fairness

Objective 1: Ensure talent acquisition practices consistently provide equal opportunity and integrate DEI concepts into talent acquisition.

Reason for objective selection:

Talent acquisition and recruitment is one the most key and fundamental ways that companies can ensure they develop and maintain clear DEI guidance and policies to support the DEI agenda through robust recruitment processes, policies and best practice.

Key KPIs:

- Increase % of applications from diverse and under-represented groups.
- Collate > 90% of ethnicity, age, and gender data from employees to enable accurate reporting against the London benchmark.

Objective 2: Ensure that managers at all levels promote the vision and business case for DEI, by taking actions to increase diversity and equity in the workforce and maintain an inclusive workplace.

Reason for objective selection:

To improve decision making and the management of key risk by providing the right tools and information on DEI to all managers to enable them to base their decisions on a broader range of knowledge and experience and to avoiding "group think".

Delivering this objective will help us ensure that our senior management sets the right tone and become advocate for diversity to flourish in the workplace which will result in:

- Increased employee satisfaction and retention
- Increased attraction for new talent and brand value
- Increased ability to innovate and compete using diversity of thought
- Improved client demand and shareholder expectations
- Better internal representation of clients, shareholders and supply chains

Key KPIs:

- >95% unconscious bias training attendance/completion rate
- >95% inclusive leadership training for manager attendance/completion rate
- Managers demonstrating their commitment to hiring diverse candidates into their respective teams – increased % of successful applicants from diverse and under-represented groups.

Theme 2: Sustainable and diverse supply chains

Objective 3: Understand material ESG risks across the supply chain of our most at risk investments and put in place policies and processes to manage and mitigate these where possible

Reason for objective selection:

The Sustainable and diverse supply chains objectives form a part of a wider Corporate Sustainability Strategy to achieve our five-year GH25 objective “to become a recognised leader in sustainable investment, including Environmental, Social and Governance (ESG)”.
Reasons for having a corporate sustainability strategy:

- Sustainability credentials are now considered a license to operate in today’s world as more investors and other stakeholders demand that asset managers play a role in addressing global environmental and social challenges across their operations and in the investments they make.

- Creation of growth through development of new markets, products, and customers, as well as driving innovation and creating market differentiation.
- Protection of value through enhanced risk management to avoid regulatory risks and negative publicity events or potential boycotts.
- Improve efficiency across the business through operational cost reductions (e.g. water and waste use) and improved employee morale/engagement reducing turnover and recruitment costs.
- Meet increasing stakeholder requirements. Many of our stakeholders are also setting their own sustainability strategies and will look to their suppliers to fulfil their ambitions. Having a clear corporate strategy ensures we are able to consistently communicate how we integrate sustainability considerations into our culture and how any targets we set align with targets set by our clients, for example.

Key KPIs:

- Number of breaches of supply chain policy requirements
- Mitigation action taken on supply chain risks identified
- % of direct and indirect employees and contractors making a market level wage –subject to internal review of whether this is the most appropriate metric

Theme 3: Working together with Londoners

Objective 4: Ensuring that residents' voices are represented in governance and decision making.

Reason for objective selection:

As an inclusive landlord we want to be able to demonstrate effective residents' engagement and its influence on the type and the quality of services we deliver. By establishing Customer Service Improvement Panel, we will give our residents an opportunity to be directly involved in the development of our services, policies and to provide feedback on their experience of using our services. The information obtained during panel meetings together with the data from our regular satisfaction surveys will help us better understand and address the needs of our residents.

Key KPIs:

- At least one resident in the panel from each scheme/region
- Organise four panel meetings per annum
- Quarterly resident panel feedback report to be submitted to the Board for consideration
- Produce an annual Customer Service Improvement Panel Impact report

ReSI Homes EDI action plan

Objective	Current position / Baseline	Action / Task	When	Team Responsible	Measure of success
Theme 1: Organisational equality, diversity, and fairness <i>Promoting best practice in employment by ensuring workers are treated and paid fairly, tackling discrimination and bias and advancing equality, diversity and inclusion to make every employee feel valued.</i>					
Ensure talent acquisition practices consistently provide equal opportunity and integrate DEI concepts	Vacancies are advertised and tested across different channels	Ensure vacancies are advertised across a broad range of channels and not network dependent. Commit to acquiring talent from	Ongoing	HR	We are reaching a wider pool of candidates and receiving a diverse number of applications/CVs including applications from candidates

<p>into talent acquisition</p>	<p>All job adverts have been reviewed.</p> <p>First version of the DEI guidelines has been published on our website.</p> <p>Incentive programme in place however it does not promote referrals of candidates from a broader range of backgrounds.</p>	<p>diverse talent channels.</p> <p>Consider how job adverts are worded, use proofing tools to identify biased language</p> <p>Develop DEI guidelines for recruiters</p> <p>Incentives for existing staff to refer new candidates to the business from a broader range of backgrounds</p>	<p>Ongoing</p> <p>Ongoing – review in 2023</p> <p>March 2023</p>	<p>HR</p> <p>HR</p> <p>HR/ Exec Team</p>	<p>from a variety of different backgrounds.</p> <p>We have ensured that bias language does not appear on our job adverts and that only specific/balanced terms are used (masculine, feminine).</p> <p>All agencies that we partnered with have received a copy of our DEI guidelines for recruiters and we can see that the candidates referred by the recruitment agents meet our DEI guidelines.</p> <p>We are currently looking at the types of referral incentives that could work for our organisation and the type of referrals we want to offer. Once implemented we are going to monitor the range of candidates referred by employees as part of the referral programme.</p>
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	We have started publishing case studies of recent hires on our website /internal communication.	Highlight internal case studies of recent hires on website/LinkedIn	Ongoing	HR	Articles about recent new hires are published on LinkedIn by the Marketing Team. In addition we publish articles on our staff during specific events to celebrate diversity and equality (International Women’s Day).
Ensure that managers at all levels promote the vision and business case for DEI, by taking actions to increase diversity and equity in the workforce and maintain an inclusive workplace	Training is currently rolled out to all employees.	Compulsory unconscious bias training at regular intervals for all employees and consultants	Nov 22	HR	We keep an up-to-date attendance record to ensure that all employees complete the training. We have already started to notice staff speaking about the importance of equality and diversity in the workplace as well as the negative impact that unconscious bias brings to the work environment. We expect to see further evidence of employees demonstrating the knowledge acquired as part of the training through other activities.
		Provide inclusive leadership training for managers	Apr 23	HR	Following the completion of unconscious bias training we will follow up on feedback

		Leadership training session on D&I	Oct 22	HR	<p>received from all employees and develop specific sessions for manager to help them understand how to prevent discrimination and harassment in their teams.</p> <p>Bespoke EDI training session was delivered to the senior leadership team.</p>
<p>Theme 2: Sustainable and diverse supply chains</p> <p><i>Ensuring that environmental, social and economic sustainability is promoted throughout organisations' activities and supply chains and encouraging diversity through procurement activities.</i></p>					
Understand material ESG risks across the supply chain of our most at risk investments and put in place policies and processes to manage and mitigate these where possible		Supply chain sustainability is a core pillar of Gresham House's Corporate Sustainability Strategy. Our strategic objective is to understand the material ESG risks across the supply chain of our most at risk investments and put in place policies and processes to manage and mitigate these where possible. Core actions include:			<p>Core KPIs to track and monitor our progress across supply chain sustainability include:</p> <ul style="list-style-type: none"> • Number of breaches of supply chain policy requirements • Mitigation action taken on supply chain risks identified • % of direct and indirect

	<p>Currently our supply chain focus has been on our new energy and battery storage supply chains.</p> <p>We currently have no formal policies in place for other divisions and will look to make progress against these core areas looking ahead to 2023 and beyond.</p>	<ul style="list-style-type: none"> Assess for each division which assets have most material supply chain risks and develop a plan to address/mitigate these Develop a GH supply chain policy applicable to all divisions, with support from selected supply chain auditor, as well as division specific approaches to supply chain management <p>2023-25:</p> <ul style="list-style-type: none"> Update all supplier contracts (including contractors) to ensure they reflect requirements and adherence to our GH policies and our Corporate Sustainability Strategy objectives (e.g. for New Energy division, 	<p>2023</p> <p>2023</p> <p>2023-25</p>	<p>Sustainable Investment Team</p> <p>Sustainable Investment Team</p> <p>Finance Team / Sustainable Investment Team</p>	<p>employees and contractors making a market level wage – subject to internal review of whether this is the most appropriate metric</p>
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		<p>include changes into EPC and supply agreements; for Forestry division, include Forestry Charter commitments into relevant supplier contracts)</p> <ul style="list-style-type: none"> • Ensure all suppliers, including contractors, commit to respect basic labour rights in line with ILO standards. Adjust policies to reflect these requirements • Start to apply modern slavery audits across all divisions 	<p>2023-25</p>	<p>Finance Team/HR/Sustainable Investment Team</p>	
			<p>2023-25</p>	<p>HR/Sustainable Investment Team</p>	

Theme 3: Working together with Londoners

Amplifying the voices of residents and Londoners through organisations' work, especially those that are under-represented or face significant housing-related inequalities.

<p>Ensuring that residents' voices are represented in governance and decision making.</p>	<p>The Customer Service Improvement Panel is a new initiative which will be implemented and tested throughout 2023.</p>	<p>The Customer Service Improvement Panel will be designed to help scrutinise our services in detail, suggest improvements and tackle local issues. The panel will give our customers a voice and ensure we and our Board are aware of their concerns.</p> <p>Customer panels will meet four times a year and attend an annual board meeting to discuss our strategic direction and our plans. Customers selected for the panel will be from London and other regions in England.</p> <p>Identify customers interested in joining the Service Improvement Panel.</p>	<p>Nov 22 (first set) and ongoing</p>	<p>Asset Management Team</p>	<p>Our periodical and transactional customer satisfaction surveys will contain a question asking if the customer is interested in joining in the panel. Customers who express interest in joining the panel will be asked to complete a questionnaire to help us determine their suitability to join the panel.</p>
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		Organise first customer panel meeting and agree on the timeframe for subsequent meetings. Identify areas for discussion and the elements of company strategy we want the panel to contribute to.	Apr 23	Asset Management Team	Customers will engage in the panel and provide a valuable contribution to our development and shaping the services we provide across different regions/schemes. Customers will highlight areas which require service improvement.
		Present findings from the first customer panel meeting to the Board of ReSI Homes.	May 23	Asset Management Team / Compliance Manager	Board takes on feedback provided by the panel and considers it in their decision making.
		Deliver subsequent panel meetings.	Dec 23	Asset Management Team	Panel members will continue to engage and attend the meetings.
		Organise an annual customer panel meeting with the Board.	Mar 24	Asset Management Team / Board	Panel will meet with the Board member(s) to discuss the strategic direction of the company and learn how their feedback impacted on the decisions made by the Board in the previous year.