

Environmental, social, and corporate governance

2020-21 Report

Better homes, community, business.
Better futures.



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Foreword

Welcome to B3Living's inaugural Environmental, Social, and Corporate Governance Report.

We are here to make sure over 12,000 people in our local area have a warm, safe place to live. A commitment to tackling inequalities in society is rooted in our original purpose as a not-for-profit.

But housing is about more than bricks and mortar. We must continue to look beyond this core purpose and do our bit as we transition towards a more sustainable society. As a social landlord, we are uniquely placed to influence the wellbeing of families who would otherwise be priced out of the market. Yet this influence also extends to the environment as we build and shape local neighbourhoods.

Sustainability, both in terms of how we operate and the impact of our work, is very much top of mind at B3Living. In our new 'Better Futures' strategy for 2021-24, we have reasserted our mission to "make a sustainable, positive change to the housing crisis for our customers and communities".

Our plans are ambitious. For example, we were pleased to achieve a silver SHIFT (Sustainable Homes Index for Tomorrow) rating and be in the top quartile for our EPC ratings. Nevertheless, a gold rating is our target, and we know that our existing homes are the primary contributor to

our carbon footprint. So, we are committed to a Net Zero Carbon action plan that will seek to address our emissions, and we will ensure that each new property we build has the lowest environmental impact we can achieve.

We have adopted the sector's new framework (the Sustainability Reporting Standard), which addresses the role of housing associations in the context of the UN Sustainable Development Goals. We will use this framework as a tool to hold ourselves to account, providing transparent and comprehensive data for our funders and partners.

While we hope that this document provides beneficial information for those stakeholders, for B3Living, adopting this standard represents more than an effort to access new finance. Our hope is that an ESG reporting framework allows us to articulate our commitments, evidence the actions that back them up and tell our story as a responsible business.

We start in a strong position, and we are confident that we will achieve much more as we continue to embed ESG commitments in all we do.

Steve Woodcock
Chief Executive





ESG reporting at B3Living

For B3Living, Environmental, Social and Governance (ESG) reporting is not simply about accessing cheaper sources of new finance. It is about doing our bit in the drive to make society more considerate towards its community and environment, as well as raising awareness, internally and externally, of how we are progressing on our roadmap to tackle the negative contributions that our business is making.

B3Living has opted to report ESG using the Good Economy's reporting standard, which was developed in collaboration with Peabody, Centrus, Savills, Trowers & Hamlin, Clarion, Sovereign, M&G, etc. This standard splits ESG reporting requirements into 12 themes, which allows us to tell our story about B3Living's positive contribution towards ESG, as well as what we still need to learn to improve our performance and reduce our carbon footprint.

	Theme	Theme name
Social	T1	Affordability and security
	T2	Building safety and quality
	T3	Resident voice
	T4	Resident support
	T5	Placemaking
Environment	T6	Climate change
	T7	Ecology
	T8	Resource management
Governance	T9	Structure and governance
	T10	Board and trustees
	T11	Staff wellbeing
	T12	Supply chain management

(See page 30 for the full SRS reporting framework)

We are cognisant of the limitations to our reach and impact. As the closest to our operations, B3Living has the greatest impact on the lives of our customers. The further out we go, we become increasingly reliant on the cooperation of other like-minded people and businesses to achieve our wider goals of promoting a better community and tackling climate change. However, taking a proactive stance by building new and existing partnerships, alongside giving our support to regional and national bodies, will add to the momentum in achieving real and sustainable change.



Social

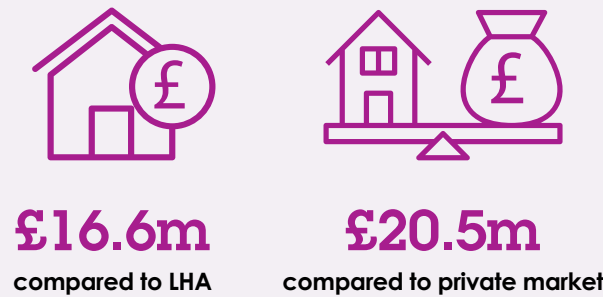


Theme 1: Affordability and security

Criteria 1. 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 (PRS) rent across the local authority.
 - 2) Rent compared to Local Housing Allowance (LHA).
- During 2020-21 B3Living saved our customers £16.6m against the Local Housing Allowance and £20.5m against the market.

Our rents saved customers



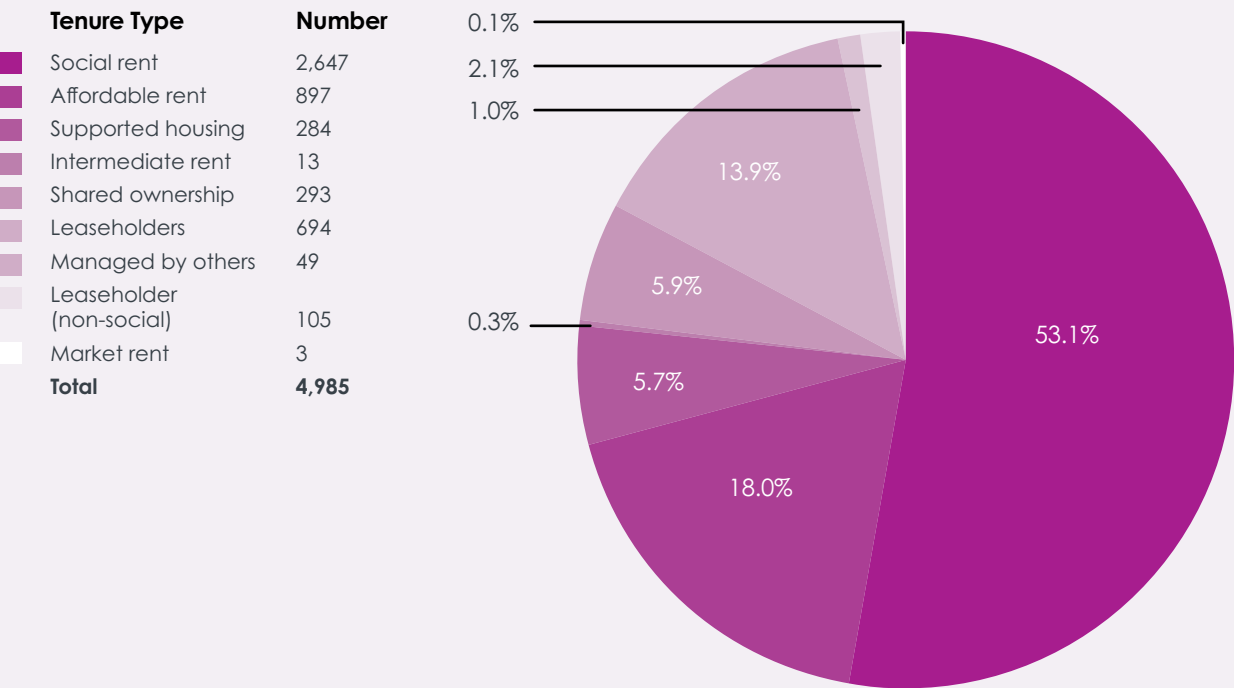
The table shows that B3Living offers our customers a substantial saving against the private market and the Local Housing Allowance.

	Total no. of homes	B3Living av. rent	Local Housing Allowance	Private rent (median)
1 bed home	1,095	£107.82	£172.60	£186.97
2 bed home	1,183	£129.95	£212.88	£229.97
3 bed home	988	£140.02	£276.16	£310.46
4 bed home	88	£155.90	£322.19	£379.46



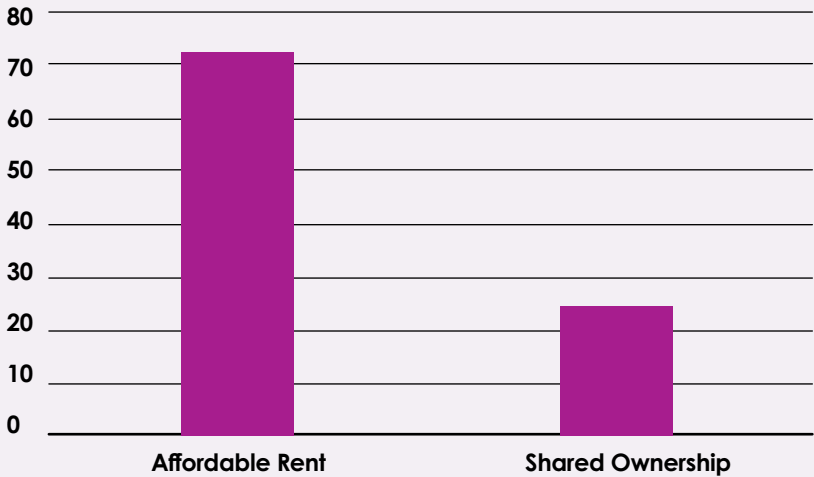
Theme 1: Affordability and security

Criteria 2. Share, and number, of existing homes (homes completed before the last financial year) allocated.



Criteria 3. Share, and number, of new homes (homes that were completed in the last financial year), allocated.

In 2020-21 we delivered 97 new affordable homes, equating to a 2.0% increase in our stock, which is marginally greater than sector median performance. B3Living's new strategy sets a target of delivering 500 new affordable homes over the next three years. This rate of delivery would see B3Living building more affordable homes over the sector upper quartile level and making a positive contribution to alleviating the housing crisis in our community.



Criteria 4. How is the housing provider trying to reduce the effect of fuel poverty on its residents?

B3Living signposts our customers to support agencies where we identify that there is a need for additional financial support, and we work closely with local government to give our customers access to fuel poverty grants and fuel vouchers (over £5,700 in total was given to customers in the form of fuel vouchers during the 2020-21 winter period).

B3Living is working with LEAP (Local Energy Area Partnership), to assist our customers to change energy supplier and give out energy-efficient equipment to reduce their consumption, such as free low-energy light bulbs and draught excluders as well as giving qualified debt advice. In February 2021, ahead of our annual rent increase notifications, we contacted all of our customers to encourage them to reach out if they were experiencing any financial issues, such as paying their utility bills. This proactive communication yielded a significant volume of responses (we had 500 visits to our digital helpline in March with hundreds more calling in) and as a result were able to support more customers to access fuel vouchers and other debt advice through local partners such as LEAP and Herts Help.



Theme 1: Affordability and security

Criteria 5. What % of rental homes have a three-year fixed tenancy agreement (or longer)?

Many of our customers have in the past, or are continuing to, experience a significant amount of uncertainty, be it financial or in their personal lives. Therefore, to offer greater reassurance and stability, at B3Living we have abolished fixed-term tenancies. All our historic fixed-term tenancies are routinely converted to life-time

tenancies when their agreements mature. As at 31 March 2021, around 270 (7%) of our customers had a fixed-term tenancy agreement set to mature within the next three years. Of the c. 3,780 (93%) customers who have tenancy agreements lasting three years or longer, around 2,630 of these have no fixed end dates.

as at 31
March 2021

within the next
three years

in the future

2,630

current tenancies with
no fixed end date

270

fixed-term tenancies that will be
converted in to secure tenancies

1,150

tenancies currently lasting three
years or longer, that will be
converted in to secure tenancies



Theme 2: Building safety and quality

100%

Criteria 6.

What % of homes with a gas appliance have an in-date, accredited gas safety check?

Building and customer safety is a significant priority for our Board, and they have indicated a low tolerance of risk in this area. Between 2018-19 and 2019-20 B3Living significantly increased its investment in safety and commissioned a specialist consultant, Manifest, to support the business to improve performance and tighten procedures to ensure we meet the Board's expectation and keep our customers safe.

100%

Criteria 7.

What % of buildings have an in-date and compliant Fire Risk Assessment (FRA)?

B3Living undertake FRA inspections every year (using specialist external contractors) to high rise residential buildings (HRRB) and buildings where the structure, design or occupation type increases risks, for instance, supported housing schemes for older people. At 'standard' homes for general needs residents, B3Living undertakes FRA inspections every two years, unless there is a significant change that would warrant an earlier FRA survey.

100%

Criteria 8.

What % of homes meet the Decent Homes Standard?

B3Living has a long history of investing in our existing homes at sector upper quartile levels. All our homes meet the Decent Homes Standard and have done so for the last decade. Our past and forecast levels of investment in existing homes will place us in a good position to meet any changes in the Decent Homes level.



Theme 3: Resident voice

Criteria 9. What arrangements are in place to enable the residents to hold management to account for provision of services?

In 2020-21, B3Living launched a new initiative to enable residents to hold the organisation to account. Our "Customer Community" network recruited over 45 members soon after its launch in November 2020 and further promotion has been embedded in our advisors' routine conversations with customers on a day-to-day basis.

Frontline colleagues are equipped with friendly, engaging resources that summarise the initiative's aims and showcase the range of ways be involved. Feedback channels for the Customer Community include online forums or focus groups (with in-person meetings deferred during Covid and social distancing), online surveys, text, emails, and one-to-one phone interviews. We aim to offer flexibility and choice to make the initiative

inclusive to a broader demographic of customers, so they are involved the way they want to be.

We maintain regular contact with members of the Customer Community, who have a dedicated newsletter and Facebook group. In the interest of transparency, we also feed back to our whole customer base each month to highlight the decisions members have influenced recently. We hope that in demonstrating the value we place in their input, our customers will feel confident that their views are taken seriously and more are motivated to join the Community.

“
It’s good to have the opportunity to speak on behalf of the group of tenants where you live[...] We can have our views, but if we can’t channel them to the right place, no one can do anything about it. So, thank you for listening! ”

Valerie, member of our Customer Community

Criteria 10. How does the housing provider measure resident satisfaction and how has resident satisfaction changed over the last three years?

B3Living measures customer satisfaction in line with Housemark's Survey of Tenants And Residents (STAR) framework plus additional questions that track customer satisfaction against other service areas. An annual STAR survey has historically been carried out by B3Living, but it was felt that the data was not "live" enough to understand trends and drivers of customer satisfaction. A quarterly tracker survey was put into place in April 2020, which monitors overall customer satisfaction alongside other key metrics used for internal and external benchmark. Benchmarking with Housemark allows us to see our performance in line with our peers.

In 2018-19, B3Living achieved an 84% score for overall customer satisfaction, a decrease from previous years, and we have since set a target against this metric of 87%. A survey carried out in 2019-20 showed that overall customer satisfaction with B3Living's services bounced

back to 89%. However in 2020-21, as a result of the pandemic and the limited services we were able to offer, satisfaction dipped to 86%.

We will look to benchmarking to explore whether our peers experienced a similar drop in customer satisfaction in 2020-21. Moreover, we benefit from the volume of data collected in our satisfaction surveys, which allows B3Living to conduct detailed analysis of what our customers are telling us. These insights feed into our Customer Experience Group, where our Customer Ethos Champions plan, track and deliver continuous improvement.

Criteria 11. In the last 12 months, how many complaints have been upheld by the Ombudsman?

How have these complaints (or others) resulted in change of practice within the housing provider?

In 2020-21 four formal complaints to B3Living were investigated by the Housing Ombudsman, in all of which the determination was that there had been no maladministration. The Housing Ombudsman noted that the actions B3Living took in attempt to resolve our customers' complaints were measured, proportionate, and fair. Our steps to take each complaint seriously, de-escalate and seek long-term solutions were also observed.

Regardless of the determination, we feel that we should draw learnings from all complaints, so

our Customer Insights Manager hosts a debrief following any Ombudsman investigation to review the complaint handling and explore any potential service improvements. An example of this in practice led to a review of the terms of our Persistent Complainants Policy, which were brought into closer alignment with the Ombudsman's Complaints Handling Code. Our Head of Housing presented a set of six recommended changes to our Customer Community who agreed the changes to the policy, which were then communicated to all customers via a "you said we did" piece.



Theme 4: Resident support

Criteria 12. What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?

At B3Living we feel the best way to help those customers who require support is by proactively building and maintaining a network of local support partners. These partners are carefully selected to ensure they share our values and can bring specialist skills, experience and facilities to offer tangible support for those customers who need help.

Below are a few examples of how B3Living’s support network has delivered substantial improvements in our customers’ lives:



JobSmart

CVS for Broxbourne and East Herts (**CVSBEH**), via its JobSmart initiative, helps to promote employability by providing CV writing, interview skills, and digital skills training. To date 72 B3Living customers have been supported by the project, with 60 customers enrolling on courses and 12 taking up volunteering opportunities, of which nine have found employment so far.



Money Advice Unit

During the 2020-21 financial year we launched a new partnership with the Money Advice Unit. This fast-track service increased the financial support available to customers with more complex needs; this package includes support with online benefit applications, budget calculations, and the provision of a specialist advisor once per week for one year. This advisor, who currently has 32 live cases and, to date, has helped our customers access almost £28,000 in financial support.



Citizens Advice Bureau

We provide direct financial support to Broxbourne’s Citizens Advice Bureau (**CAB**). In quarter four of 2020-21, the CAB helped 14 B3Living customers access a further £31,831 of additional benefits (equating to £2,274 per customer) to help them cover their outgoings and sustain their tenancies. A further 22 customers were supported with other issues including health care, skills to sustain their tenancy and prevent homelessness, rescheduling repayments. The latter helped to save £420 per customer, maximising their income for essential household expenditure.



StepChange

Another new partnership with charity, StepChange, provides a further referral pathway for our customers who need debt advice and support with repayment plans. The service helps to reduce anxiety for the customer by offering a “warm handover” process and same-day appointments.

Other partnership highlights include:

- **Energy Redress Scheme** – two rounds of fuel vouchers worth around £6,000 for our customers on pre-payment top up meters.
- **Winter Grant Scheme** – claiming food vouchers for 50 customers.
- **HertsHelp** – financial support, help with one-off white goods if applicable.
- **Foodbank** – food parcels for our customers as and when needed.
- **Hertsaver Credit Union** – promoted to our customers where appropriate.





Theme 5: Placemaking

Criteria 13. Provide examples or case studies of where the housing provider has been engaged in placemaking or place shaping activities.

Over the last 18-24 months B3Living has undertaken several activities to help promote customer and community wellbeing.

To help promote physical health and wellbeing, we have created a partnership with Active Local who have agreed to provide low impact exercise sessions led by qualified coaches. Active Local's walking groups have had 23 customers per session since lockdown restrictions eased. Further to this, working with Hertfordshire Sports Partnership, we refer customers to the Fit & Fed Project to address holiday hunger and inactivity. The project supported 13 children during the two-week Easter holiday in 2021.

Mental health is just as important as physical health; therefore, we have developed a partnership with a community navigator service. We refer customers to the HertsHelp scheme who can provide non-medical support for up to a year, including mental health support. We have also developed a good working relationship with GP Plus Service, delivered by Hertfordshire Partnership University NHS Foundation Trust, with linked-in social prescribers. They aim to address health inequalities within minority communities, such as the BAME and Polish communities in Wormley and Turnford. Recent referrals to support have related to isolation and anxiety post-Covid.

Case study. Better futures, with a bit of help

Mum of five, Angelina, experienced physical and emotional abuse from a former partner. She would lie to her family that her bruises had happened during her job as a care worker. She also spent 13 years in a one-bedroom flat even when her family grew. Working with social services and

B3Living, Angelina has a new partner and a new home, where she is happy, healthy and thriving. She now hopes to return to work in a job where she can support others. "I didn't actually think it could be this happy. After all that, it doesn't feel real."



Environment

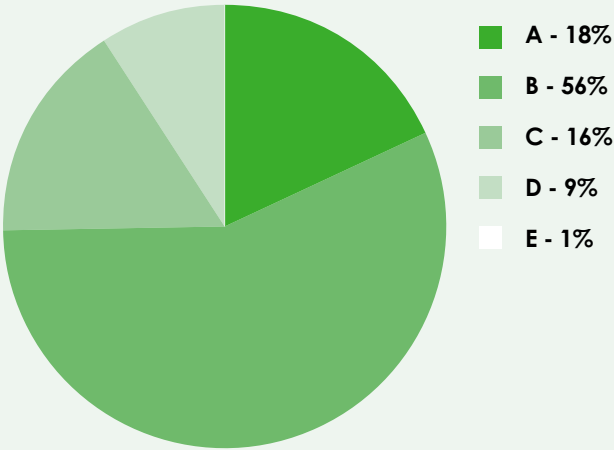


Theme 6. Climate change

Criteria 14. Distribution of EPC ratings of existing homes (those completed before the last financial year).

In Suss Housing's SHIFT B3Living is in the top quartile for EPC C and above ratings for their client group. Previously our major boiler replacement programmes used A-rated boilers, and there has been significant investment in insulation. In addition, the main archetype of B3Living properties is mainly small blocks of flats built between the 1950s and 1970s. In 2020-21 the Board approved an update to the Asset Management Strategy, which sets out B3Living's approach to reducing the amount of EPC D & E (25%) rated homes in our portfolio.

EPC rating portfolio split



Criteria 15. Distribution of EPC ratings of new homes (those completed in the last financial year).

Of the 97 new homes developed in 2020-21, 89% of them were EPC B and 11% EPC C.

Criteria 16. Scope 1, Scope 2, and Scope 3 greenhouse gas emissions.

The table below clearly and unsurprisingly shows that our existing homes are the largest contributor to our carbon footprint. B3Living's latest business plan contains a £50m provision to tackle our carbon emissions.



B3Living new hybrid van fleet

Emissions drivers	Tonnes CO2
Homes	12,541
Communal areas	1,228
Communal heating systems	600
Home maintenance activity	316
Offices	82
Business mileage	18



Theme 6. Climate change

Criteria 17. What energy efficiency actions has the housing provider undertaken in the last 12 months?

In March 2021, B3Living adopted a new three-year "Better Futures" strategy including a commitment towards achieving net-zero carbon by 2050. To support this ambition our Asset Management Strategy was updated to include a net-zero carbon section that focuses on sustainability and environmental initiatives. B3Living's strategy is initially concentrated on upgrading our existing homes with "tried and tested" technologies and bringing those EPC D & E-rated homes to C by 2030.

Working with Pell Frieschmann and Broxbourne Borough Council, we have studied the borough's sustainable travel policy with a particular emphasis

on identifying where B3Living could support cycle routes through its estates.

Whilst we wait for viable technological advances on home heating, we will continue to replace aging boilers with A-rated appliances. B3Living's roof replacement programme continues to improve insulation levels and our window replacement programme enhances the thermal performance of our properties. Our reactive repairs service and work on void properties continues to use dual-flush toilets and low-flow taps.

Criteria 18. How is the housing provider mitigating the following climate risks?

- Increased flood risk
 - Increased risk of homes overheating
- B3Living has not had any significant flooding recently, yet we still have a planned reassessment of flooding risk in 2021-22. This will cover:
- Long-term flood risk assessments on fluvial, ground water and surface water run-off.
 - Notifying and liaising with relevant drainage authorities to ensure drains are fully functional and maintained in areas with a high risk of surface water flooding.

- The SHIFT overheating risk assessment tool estimated that 93.6% of homes are at low risk of overheating. During 2021-22 we will ensure that:
- Any overheating risk assessments cover the risk factors addressed in the SHIFT overheating estimator tool.
 - All homes identified as high risk, and have condensation issues, have adequate ventilation measures.
 - We develop good quality green areas.

Criteria 19. Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.

Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.

B3Living's customer service and technical staff advise customers on heating and ventilation issues to avoid condensation and over-heating.

We currently have a series of leaflets, and our current action plan includes a work stream developing a whole series of new communication and engagement materials across multimedia channels.



Theme 7. Ecology

Criteria 20. How is the housing provider increasing green space and promoting biodiversity on or near homes?

A theme of our 2021-24 corporate strategy is safe, good quality homes and estates. The quality of our neighbourhoods is as important as the quality of the housing and contributes to overall quality of life. To promote better estates and green spaces we will:

- Plant higher density biomass areas in existing green spaces.

- Ensure that at least 19% of land on new sites is the equivalent of "protected".
- Establish an efficient measurement of the quality of our green spaces.
- Encourage residents to do wildlife planting.

Case study.

B3Living's flagship development, Cheshunt Lakeside, is part of a wider regeneration site where promoting biodiversity is a priority. The sight will see the equivalent of eight football pitches in green space

restored to an area that was previously 90% concrete. The site will also include green corridors, podium gardens in the centre of the blocks, and 40 electric car charging points for the B3Living homes alone.





Theme 7. Ecology

Criteria 21. Does the housing provider have a strategy to actively manage and reduce all pollutants?

If so, how does the housing provider target and measure performance?

As part of our Carbon Neutral Action Plan, we are actively trying to reduce pollutants. For example, we have a team that collects waste, including paint, which is delivered to a recycling centre. We recently replaced 21 of our aging vehicles with hybrid engines and we have actively stepped up our efforts to conserve energy in our office.



We intend to measure progress through our SHIFT accreditation with the aim of reaching the Gold level by 2024.



Theme 8. Resource management

Criteria 22. 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?

B3Living will seek to enhance the pace of our carbon reduction by working closely with our supply chain to better understand each contractor's own carbon footprint and emphasise our ambition to only work with businesses that share our carbon ambitions. Through the procurement process we will, once we fully understand how best to do so, include a weighting within the evaluation process to reflect each applicant's carbon emissions.

Whilst this research continues, we will seek to:

- Employ local contractors, where possible, to reduce travel times.
- Use products, where possible, that are from sustainable and responsible sources.

We are still developing our thinking in the "EPC by 2030" area and once we have completed this research piece, we will set appropriate targets. Progress will be monitored by the Executive team and Board.





Theme 8. Resource management

Criteria 23. Does the housing provider have a strategy for waste management incorporating building materials?

We expect waste savings to be generated by promoting behavioural change, from our people and our customers. Making a large number of small changes in behaviour can help people to think about waste management in more proactive ways. For example, we will consider

reducing the use of disposable cups and utensils, reducing reliance on paper, heightening the importance of sensible waste management within the procurement process, as well as constant and consistent messaging to our customers about how they can reduce waste and recycle more, etc.

Criteria 24. Does the housing provider have a strategy for good water management?

Water management will be a key theme within our new net-zero carbon delivery plan. Research carried out to date highlights that the delivery plan will need to include reviewing options to increase the use of grey water, investigating water saving technologies or techniques, and supporting water

agency campaigns to promote better water management within our customers' homes.

Water use per employee equates to 5.16 m3, which is good performance relative to the sector. However, our ambition is to achieve 3m3 per employee by 2030.



Case study. Grassroots change

As we focus our work in our borough, we have the advantage of a strong network of local partners. So when the use of a communal garden became contentious, we brought in local charity, Wyld Edges, to look at making more of the space. Wyld Edges work under a philosophy of ‘permaculture’, designing

around nature. Alongside children from the estate and local school, they created a willow-based play area and brought the neighbours together. We hope to grow this partnership as we evaluate how we can facilitate a more sustainable use of our green spaces.

Governance





Theme 9. Structure and governance

Criteria	Answer
Criteria 25. Is the housing provider registered with a regulator of social housing?	
Criteria 26. What is the most recent viability and governance regulatory grading?	V1 and G1.
Criteria 27. Which code of governance does the housing provider follow, if any?	 We follow the National Housing Federation Code of Governance 2015 for 2020-21; however, from 1 April 2021 we have adopted their 2020 Code of Governance.
Criteria 28. Is the housing provider not-for-profit?	
Criteria 29. Explain how the housing provider's board manages organisational risks?	See over the page
Criteria 30. 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 or notices) - that resulted in enforcement or other equivalent action?	

Criteria 29. Explain how the housing provider's board manages organisational risks?

During 2020-21 the Board approved a new Risk Management Strategy which breaks our approach into five distinct elements:

- **Risk appetite** - Categorisation of key risk areas to the business and consideration of the amount and type of risk that the organisation is willing to accept to meet its strategic objectives and tolerance levels.
- **Identifying and recording risk** - Categorisation and identification of individual significant risks to the organisation. This is discussed at every board meeting and Audit and Risk Committee meeting, and time is set aside at board away days to promote 'blue sky thinking' about potential risks.
- **Evaluating and managing** - We evaluate risk based on the multiple of the likelihood and impact of each risk, before and after management actions have been applied (residual score), as well as setting a target risk score based on the Board's risk appetite. The impact score is not solely based on financial cost but also considers reputation, health and safety, achievement of corporate objectives, etc.
- **Governance** - the Board is responsible for ensuring that B3Living maintains an appropriate Risk Register and Risk Management Framework. The Board reviews and debates all corporate risk with a residual score greater than 11 at each meeting. The Audit and Risk Committee and the Executive Team have been delegated authority to review and maintain the entire corporate risk register. B3Living also manages risks via a three lines of defence model and annual risk maturity reviews.
- **Risk management culture** - B3Living maintains and promotes a risk aware culture across the business. To promote a proactive Risk Management culture all the members the Executive and the Leadership teams ensure that risk identification and management is a regular agenda item on all team meetings so all risks can be effectively recorded and escalated. To support and embed our risk management, we provide annual training for the Leadership team and a risk section is included within all board and committee reports.



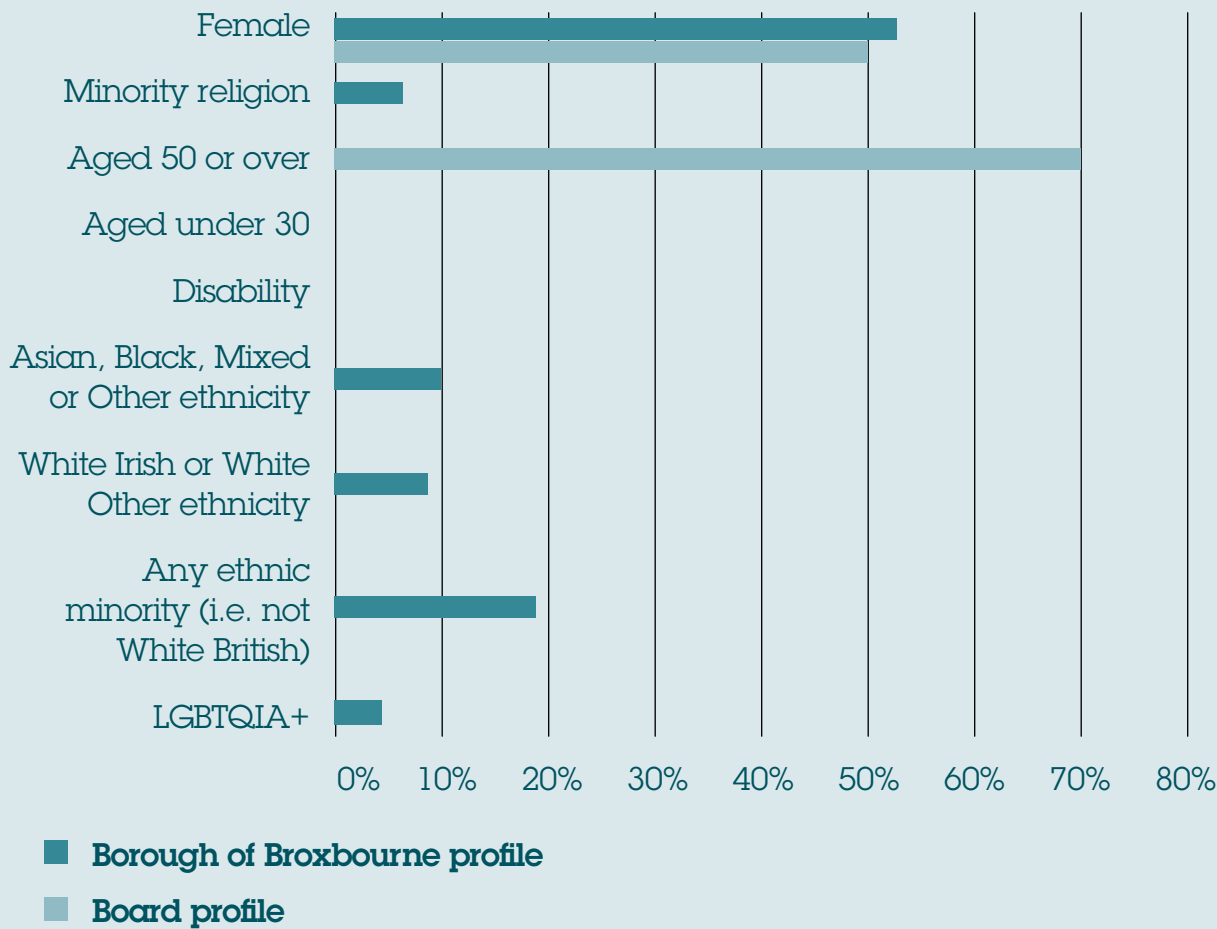


Theme 10. Board and trustees

Criteria 31. What are the demographics of the Board? And how does this compare to the demographics of the housing providers residents, and the area that they operate in?

The Board is pleased to be representative of gender and has also started to make inroads in recruiting younger board members. We have been actively promoting board vacancies to the BAME community, those living with a disability, and those from the LGBTQIA+ community to better reflect the diversity of our community.

Diversity area by profile



Criteria 32. What % of the Board AND management team have turned over in the last two years?

31.25% (two out of five Directors and three out of eleven board members).

Criteria 33. Is there a maximum tenure for a board member? If so, what is it?

The maximum tenure for a board member is normally up to six years. Board members are required to reapply after the first three years. In exceptional cases after six years, and where it is in the organisation's best interests, tenure may be extended up to a maximum of nine years, but in this case, they would be required to reapply every year. We follow the guidance of the National Housing Federation's Code of Governance 2020 in this regard.

Criteria 34. What % of the Board are non-executive directors?

90% (nine of ten).

Criteria 35. Number of board members on the Audit Committee with recent and relevant financial experience.

Two out of four. We are currently recruiting to this committee.

Criteria 36. Are there any current executives on the Remuneration Committee?

No.

Criteria 37. Has a succession plan been provided to the Board in the last 12 months?

The Board considered a succession planning report in January 2021.

Criteria 38. For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

15 years. A full and open tender process was conducted in 2019 and Beever & Struthers were the only creditable applicant, despite the best efforts of the business to attract new auditors to complete a tender. Due to B3Living having a public bond it is a Public Interest Entity; the additional scrutiny this entails dampened tender interest.

Criteria 39. When was the last independently-run board effectiveness review?

This took place in the autumn of 2019 and was reviewed by the Board in December of that year.

Criteria 40. Are the roles of the Chair of the Board and CEO held by two different people?

Yes.

Criteria 41. How does the housing provider handle conflicts of interest at the Board?

We have a Board Conflicts of Interest Policy that sets out how these instances are handled. Our register of interests is presented at every board meeting as a standing item at the beginning of each meeting, and members are prompted as to whether there are any interests that affect any of the agenda items.

Criteria 42. Does the housing provider pay the Real Living Wage?

Yes.



Theme 11. Staff wellbeing

Criteria 43. What is the gender pay gap?

	Median gender pay gap	Mean gender pay gap
April 2021	0%	5.36%

Criteria 44. What is the CEO-worker pay ratio?

We report the CEO-worker pay ratio based on the Business, Energy and Industry Strategy (BIES) methodology. The methodology followed applies a ranking from low to high of all permanent staff, adjusted for part-time staff members, and fixed-term employees to derive a single total figure of

renumeration at each 25th, 50th (median) and 75th percentile. At B3Living we have one standard pension offer, however not all employees either opt to contribute to a pension or maximise on the benefit we offer. Therefore, for this exercise we have removed pensions from the calculation.

Year	25th percentile	Median gender pay gap	Mean gender pay gap
2020-21	5.33	4.59	3.6

Criteria 45. How does the housing provider support the physical and mental health of their staff?

B3Living has a range of initiatives in place to support the wellbeing of our colleagues. Flexible working is one way staff can achieve a work/ life balance and a large proportion of staff value this highly. All staff are eligible to benefit from subsidised private medical insurance, which also includes a cash-back scheme for dental and optician costs. An employee assistance line and app are available to staff 24 hours a day, where necessary face-to-face counselling is

also accessible through this service. Staff have been invited to take part in a wellbeing survey to understand whether they feel supported at work and to identify any additional support B3Living can offer to enhance their physical and mental wellbeing.

We also offer generous sick pay entitlements, carry out health surveillance, and refer staff for occupational health assessments where appropriate.

Criteria 46. Average number of sick days taken per employee?

Nine (including Covid-related absences).





Theme 12. Supply chain

Criteria 47. How is social value creation considered when procuring goods and services?

Social value is the relative importance that people place on the economic, environmental, and social changes that they experience in their lives. Changes in people's lives are outcomes that are created, both good and bad.

Products, services and works that affect people's lives are procured on a daily basis. When resources are allocated to activities that create social value, the aim is to maximise the positive outcomes, whilst minimising the negative outcomes from any procured activity. B3Living identifies the right outcomes for a framework by asking the right questions, to the right people, at the right time during the procurement process. This maximises the social value for the people experiencing the change by reducing any separation between how we procure goods and services and their subsequent impact on the social fabric of our community.

For all procurements above £25,000.00, B3Living measures its social value impact by engaging the stakeholders impacted by the change. We involve our customers, operational teams, and suppliers to reduce our carbon footprint. We can do this by procuring and introducing products, services and works that minimise their negative impact on the environment through the use of local suppliers, which also promotes local employment opportunities.

Our long-term aim of changing the way that social value is accounted for in procurement is achieved by advocating a framework based on the principles, practice, people and power model. Using this framework, B3Living can ask the right questions to understand the impact we already have but, more importantly for commissioning, it will help us to understand the impact that we want to have.



Criteria 48. How is environmental impact considered when procuring goods and services?

The environment is one of our principal concerns, which is demonstrated by our relationships with our suppliers and local communities. B3Living is committed to understanding and managing the environmental and social impact of our activities, including through the procurement of its products, services and works.

Our mission is to create a sustainable, positive difference to our customers and community, and we recognise that improving our procurement performance is an ongoing process. Our suppliers, both large and small, are important partners in our journey to becoming more socially aware, sustainable and carbon neutral.

B3Living will ensure that the goods and services we purchase are manufactured, delivered, used, and disposed of in an environmentally and socially responsible manner. We are also committed to reviewing our contract management processes and supply chain risks to ensure that sustainable principles are embedded within every aspect of



the procurement journey.



We will use open market forces when selecting products, services or works. We intend to utilise and promote supplier innovation and encourage suppliers to minimise their environmental impact and deliver community benefits in their operations or supply chains. This is intended to increase sustainability within our own supply chain and procurement activities, thus delivering wider-reaching benefits to the environment and community. Our purchasing decisions will give preference to those who can support our strategic ambitions for corporate sustainability.




As a contracting organisation, we expect our suppliers to ensure that their practices are supportive of our approach. We will seek to procure and deliver goods and services with the least and minimal impact on the environment and with regard for social issues such as employment conditions and welfare.




Appendix



Sustainability Reporting Standard for Social Housing

Theme	SDG Goal	Criteria #	Type of Criteria	Criteria	Measurement Unit
Affordability and Security		C1	Core	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 (PRS) rent across the Local Authority 2) Rent compared to Local Housing Allowance (LHA)	% of PRS rent % of LHA rent
		C2	Core	Share, and number, of existing homes (homes completed before 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	% properties, number of properties
		C3	Core	Share, and number, of new homes (homes 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	% properties, number of properties
		C4	Core	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	Qualitative response
		C5	Enhanced	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	Qualitative response

Theme	SDG Goal	Criteria #	Type of Criteria	Criteria	Measurement Unit
Building Safety and Quality		C6	Core	What % of homes with a gas appliance have an in-date, accredited gas safety check?	% of homes
		C7	Core	What % of buildings have an in-date and compliant Fire Risk Assessment?	% of buildings
		C8	Core	What % of homes meet the Decent Homes Standard?	% of homes
Resident Voice		C9	Core	What arrangements are in place to enable the residents to hold management to account for provision of services?	Qualitative response
		C10	Core	How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?	Qualitative response
		C11	Enhanced	In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?	Qualitative response
Resident Support		C12	Core	What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?	Qualitative response
Placemaking	C13	Enhanced	Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	Qualitative response	
Climate Change		C14	Core	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

Theme	SDG Goal	Criteria #	Type of Criteria	Criteria	Measurement Unit
Climate Change		C15	Core	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
		C16	Enhanced	Scope 1, Scope 2 and Scope 3 green house gas emissions	kg CO2 equivalent
		C17	Enhanced	What energy efficiency actions has the housing provider undertaken in the last 12 months?	Qualitative response
		C18	Enhanced	How is the housing provider mitigating the following climate risks: - Increased flood risk - Increased risk of homes overheating	Qualitative response
		C19	Enhanced	Does the housing provider give residents information about correct ventilation, heating, recycling etc. Please describe how this is done.	Qualitative response
Ecology		C20	Enhanced	How is the housing provider increasing Green Space and promoting Biodiversity on or near homes	Qualitative response
		C21	Enhanced	Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy
Resource Management		C22	Enhanced	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?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy

Theme	SDG Goal	Criteria #	Type of Criteria	Criteria	Measurement Unit
Resource Management		C23	Enhanced	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy
		C24	Enhanced	Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy
Structure and Governance		C25	Core	Is the housing provider registered with a regulator of social housing?	Yes/No
		C26	Core	What is the most recent viability and governance regulatory grading?	G1/V1 etc.
		C27	Core	Which Code of Governance does the housing provider follow, if any?	Name of code
		C28	Core	Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Name, %, %
		C29	Core	Explain how the housing provider's board manages organisational risks	Qualitative
		C30	Enhanced	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 or notices) - that resulted in enforcement or other equivalent action?	Yes/No
Board and Trustees		C31	Core	What are the demographics of the board? And how does this compare to the demographics of the housing providers residents, and the area that they operate in? Add commentary if useful	Name of code

Theme	SDG Goal	Criteria #	Type of Criteria	Criteria	Measurement Unit
Board and Trustees		C32	Core	What % of the board AND management team have turned over in the last two years?	%
		C33	Core	Is there a maximum tenure for a board member? If so, what is it?	Yes/No, Length of tenure
		C34	Core	What % of the board are non-executive directors?	%
		C35	Core	Number of board members on the Audit Committee with recent and relevant financial experience	Number and description of experience
		C36	Core	Are there any current executives on the Remuneration Committee?	Yes/No
		C37	Core	Has a succession plan been provided to the board in the last 12 months?	Yes/No
		C38	Core	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years
		C39	Core	When was the last independently-run, board-effectiveness review?	Date
		C40	Core	Are the roles of the chair of the board and CEO held by two different people?	Yes/No
		C41	Core	How does the housing provider handle conflicts of interest at the board?	Qualitative
Staff Wellbeing		C42	Core	Does the housing provider pay the Real Living Wage?	Yes/No
		C43	Core	What is the gender pay gap?	% gap
		C44	Enhanced	What is the CEO-worker pay ratio?	Number
		C45	Enhanced	How does the housing provider support the physical and mental health of their staff?	Qualitative response
		C46	Enhanced	Average number of sickdays taken per employee	Number of days
Supply Chain		C47	Enhanced	How is Social Value creation considered when procuring goods and services?	Qualitative Response
		C48	Enhanced	How is Environmental impact considered when procuring goods and services?	Qualitative Response





Find out more

For more information about our operations and strategy, please visit our website

www.b3living.org.uk



www.b3living.org.uk



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Regulator of Social Housing registration no. L4455

Co-Operative and Community Benefit Societies Act registration no. 29876R

HM Revenue and Customs (Charities Division number XR92753)

We comply with the National Housing Federation Code of Governance and are regulated by the Regulator of Social Housing.