

GREATERLONDONAUTHORITY

Equality, Diversity and Inclusion (EDI) Action Plan 2024/2025

L&G Affordable Homes

Objective	Position as of July 2024	Action or task	Timescale for delivery	Measure of success	Progress as of September 2025
<i>Theme 1: Organisational equality, diversity, and fairness</i>					
Create a more diverse workforce by recruiting diverse talent and promoting the development of staff from underrepresented groups	17.7% of the workforce identify as being from ethnic minorities and women make up 48.8% of the workforce	Improved strategy to drive recruitment and retention of those from diverse backgrounds to achieve substantive equality	Ongoing	Increase in the proportion of the workforce who identify as being from diverse backgrounds, along with improved retention of those from diverse backgrounds	<p>Improvements made over the course of the past year include a new assessment process implemented for senior hires to ensure leaders are thinking inclusively throughout the hiring process; an expanded Career Returners programme; partnerships with professional organisations focused on improving the career prospects of those from diverse backgrounds; ensuring in-house and external recruitment teams exceeded diversity benchmarks for every hire made and a review to take place wherever this has not been achieved.</p> <p>The launch of the Women in Data staff network, aimed at addressing the underrepresentation of women in technology roles, has also facilitated the creation of a supportive environment whilst raising awareness of internal and external opportunities for career development. The past year has also seen the implementation of new initiatives to provide those from disadvantaged groups with work experience opportunities in asset management and real estate; there has been a 9% increase in the number of people hired into graduate, apprenticeship and intern roles with a majority of those hired into these positions being female and from ethnic minority backgrounds (64% and 56% respectively).</p>

Provide additional training to support staff engagement with and understanding of issues related to Equality, Diversity and Inclusion	Limited formal EDI training for staff	Introduction of comprehensive EDI training for all staff	Summer 2025	Requirement for staff to undergo training will contribute to ensuring that EDI is embedded into the workplace culture	New mandatory training for all employees on workplace conduct requires all staff to make a commitment to fostering an inclusive workplace where everyone is treated with dignity and respect. The training emphasises that we all play a crucial role in this and examines what constitutes unacceptable behaviours and how to address these, along with the negative impacts of discrimination, prejudicial beliefs and attitudes and systemic inequalities on staff and customers.
Improve staff understanding of how belonging to multiple protected characteristic groups can compound an individual's experience of inequality	No formal assessment of employee engagement with EDI in end of year performance review process	Incentivising all staff to consider the EDI impacts of their work and encouraging staff to take responsibility for pro-actively contributing to making the organisation an inclusive place to work	2025	Expanding workforce knowledge of intersectionality	<p>Implementation of new mandatory focus area for all employees on Inclusivity and Diversity with a specific reference to the need to pay attention to intersectionality and to support equality and equity. By assessing performance against this measure, this embeds EDI into the organisational culture, raising the profile of issues related to EDI and making tackling inequality a priority for all employees. All staff have been incentivised to deepen their understanding of intersectionality as a result of this.</p> <p>L&G Affordable Homes' continued membership of WISH (Women In Social Housing) has also enabled and encouraged staff to attend various events throughout the year, including their summer event specifically exploring 'Diversity Without A Timestamp', a write-up of which was circulated to the whole organisation following this which raised the profile of both the organisation and of the issues covered during the talk.</p>
Theme 2: Sustainable and diverse supply chains					
Incentivise sustainability projects aimed at improving local communities	Ongoing commitment to sustainability	Increasing the feasibility of sustainability initiatives	2025	Promotion of environmental and social sustainability through organisational activities	Staff volunteering day organised with The Conservation Volunteers (TCV) at Stave Hill Ecological Park in South East London, where staff spent the day taking part in wildflower planting, clearing weeds, building fencing and creating habitats for animals to hibernate in during the winter, contributing to the maintenance of a local ecological area which provides a green space for the local community and which relies on the

					<p>contributions and time of volunteers to keep it maintained.</p> <p>The latest Social Impact Report commissioned by L&G Affordable Homes and prepared by The Good Economy provides further details of L&G's commitment to sustainability and draws on a mix of data sources including resident surveys, staff and resident interviews and focus groups with residents from L&G's Resident Panel: Social impact revealed: How L&G is tackling the housing crisis and driving up standards - Legal & General Affordable Homes</p>
Embed social value in procurement processes	£5,000 Corporate Social Fund (CSF) available through L&G's insurer to fund projects that benefit local communities	Highlight the importance of continued funding for community projects during 2025 insurance procurement exercise to incentivise insurers to provide at least the same or increased value CSF	End of 2025	Increase the amount of funding available for community-led projects that meet the needs of diverse communities	By embedding the importance of continuing to support customer-led community improvement projects in the organisation's insurance procurement process, insurers have offered to double L&G Affordable Homes' Corporate Social Fund so that this now comes to £10,000 per policy year from January 2026. This funding is solely dedicated to delivering projects designed to benefit local communities and will have a significant impact on improving outcomes for L&G's customers.
Theme 3: Working together with Londoners					
Ensure resident involvement in governance and scrutiny is representative of the community	No breakdown of diversity data available for resident scrutiny panel	Record diversity data for resident panel to ensure it represents the wider resident community	September 2025	Improved resident engagement and outcomes	As of September 2025, diversity data is now available for L&G Affordable Homes' Customer Voice Panel, showing that 58% of the panel are women, 1 support need has been identified and the ages of participants ranges from 38-67. By recording this data, we are now able to identify gaps where particular social groups of residents are underrepresented which will enable the panel to become more diverse and deliver more targeted

					<p>resident outcomes that benefit the whole resident community going forwards. This will be particularly impactful as the panel is responsible for performance scrutiny, deep-dives into service areas, making recommendations for improvements and overseeing the resident engagement programme of activity.</p> <p>L&G Affordable Homes has continued to prioritise resident voice, refreshing its resident panel and expanding internal capacity to lead on engagement so that resident feedback is embedded into all decision-making.</p> <p>As part of this effort, a centralisation of customer data on diverse needs is currently underway, with ongoing outreach to improve data completeness and quality. A comparative analysis has also been undertaken against the wider sector broken down by region which highlights emerging needs and changing demographics. One trend that has been identified recently is a rise in residents with long-term illnesses and prior homelessness, and data shows a 9% year-on-year increase in allocations to single female households with dependent children, often linked to domestic abuse or relationship breakdowns. In response to this, 46% of L&G Affordable Homes support fund applications in 2025 were allocated to these families, providing essential items such as white goods and furniture. This demonstrates the benefits of providing additional outreach support to customers.</p>
Ensure that residents' voices are amplified and that they feel their needs are being met	Strong results for Tenant Satisfaction Measures but with room for further improvement	Generate tangible improvements for residents and ensure their views are listened to	2025	Positive customer experiences reflected in improved TSM scores	<p>L&G Affordable Homes currently outperforms the sector across resident satisfaction, maintenance and complaint handling, indicating high resident satisfaction (averaging 71.6%).</p> <p>The most recent TSM scores for schemes in London place L&G Affordable Homes above average for London. The results show</p>

					<p>a 31% increase in satisfaction with the services provided by L&G Affordable Homes in Q3 2025 compared with the previous quarter; they also show a 25% increase over the same period in residents feeling like L&G listens to their views and acts on them. Increases were also seen in resident responses to questions regarding the extent to which they feel L&G Affordable Homes treats them fairly and with respect (67% strongly agree or agree), and responses to the question of how satisfied residents are that L&G makes a positive contribution to their neighbourhood (64% satisfied or fairly satisfied).</p> <p>According to L&G's most recent Social Impact Report, interviews with residents saw them report improvements in mental wellbeing, comfort and health, particularly highlighting trust in L&G Affordable Homes as a landlord and the quality of their homes. One customer case study at Wembley Park in North West London outlines how as a wheelchair user, the resident had struggled to find accessible housing in London due to high costs and limited supply. Since moving into his L&G property, the customer has praised the quality and design of the adaptable property and has specifically noticed a positive improvement to his health and wellbeing since moving into the property.</p>
Help to enhance the local community through resident-led projects	First projects funded using the 2024 Corporate Social Fund	Encourage resident-led proposals to utilise the funding available for community projects in 2025	End of 2025	Provide financial support for resident-led community improvement projects which deliver positive outcomes for customers and the local area	Through L&G's 2025 Corporate Social Fund, we have been able to put forward a resident-led proposal to insurers which has now been approved, which will facilitate the 'Wellbeing, Health and You (WHY)' project at White City in West London. This collaboratively produced resident engagement project is aimed at supporting residents to promote physical, emotional, intellectual and social wellbeing, with the secondary purpose being to work with local businesses to enhance a sense of community pride.

					<p>In particular, the project will organise activities and events to consider mild, moderate and significant degrees of physical, emotional and cognitive disabilities that encourage wellness, utilising a framework of peer-supported health and wellbeing. The project is due to commence shortly and aims to improve residents' pride in where they live and to improve residents' perceived quality of life, especially targeted at those at risk of isolation and/or living with learning disabilities. There will be walking groups, creative writing drop-ins, exercise groups, online exercise, meditation and subsidised social events, all of which are designed to address the needs of the community in this London neighbourhood.</p> <p>This project will specifically tackle social isolation and mental health which are two of the most significant vulnerabilities identified as impacting L&G Affordable Homes customers, demonstrating how L&G are committed to working with London customers to improve outcomes.</p>
Minimum equality, diversity, and inclusion standard			Confirm minimum standard continue to be met		
All investment partners must offer equality, diversity, and inclusion training for all employees			<p>Equality, diversity and inclusion training is mandatory for all employees as part of the Workplace Conduct training module, and completion rates are monitored at a senior level. This training requires staff to engage with different scenarios involving discrimination, prejudice and micro-aggressions in the workplace and to identify why certain behaviour is problematic and perpetuates structural inequalities. The training emphasises L&G's organisational commitment to a zero-tolerance position on discrimination based on protected characteristics.</p> <p>In addition, L&G's 'Introduction to Inclusion' course covering the organisation's approach and expectations about EDI continues to be a mandatory part of new-hire inductions.</p> <p>L&G also funds Mental Health First Aid (MHFA England) training for all employees who wish to take up the opportunity to become a Mental Health First Aider. A database of dedicated staff MHFAs can be found on the L&G staff hub, making it easier for colleagues who are struggling to access</p>		

	support whenever it is needed.
All investment partners must implement a zero-tolerance approach to all forms of discrimination, harassment and bullying	<p>Workplace Conduct training is mandatory for all employees and is informed by L&G's Dignity at Work policy which outlines L&G's expectations and commitment to investigating and addressing any incidents including those involving harassment and victimisation, along with the organisation's zero-tolerance approach to discriminatory, unwanted and/or inappropriate conduct. L&G expects everyone who works for and with the organisation to adhere to these principles.</p> <p>Speaking Up training is also required to be completed by all staff and explores various scenarios of unacceptable behaviour, emphasising why speaking up is important and outlining the process for doing so. This training is underpinned by L&G's Code of Business Ethics which is published on the website: https://group.legalandgeneral.com/media/4amjac0g/l-g-code-of-business-ethics-and-responsibility-2025.pdf.</p>
All investment partners must broaden recruitment channels and encourage applications from diverse and underrepresented groups	L&G is committed to encouraging applications from underrepresented groups. As outlined in the most recent Social Impact report (https://group.legalandgeneral.com/media/js4gchyf/l-g-social-impact-report-2024.pdf), L&G has been awarded 'Exemplary Employer' status by Investing in Ethnicity, reaching the Top 10 Employers as a result of the organisation's recruitment efforts and implementation of 'How to Hire' training, in addition to the development of interventions to create inclusive and fair opportunities for all.
All investment partners must collect and monitor workforce data to benchmark the diversity of their workforce against the London benchmark	Workforce diversity data is recorded by L&G and a detailed analysis of this can be found in L&G's Social Impact report published online. L&G is aware of the fact that London has a significantly larger population from minority ethnicities than L&G's other UK sites and this is reflected in L&G's employee base, as well as L&G's ambitious diversity goals for its staff: https://group.legalandgeneral.com/media/js4gchyf/l-g-social-impact-report-2024.pdf .
All investment partners must publish their gender and ethnicity pay gaps	Detailed data and analysis of L&G's gender and ethnicity pay gaps is published annually as part of L&G's Social Impact report: https://group.legalandgeneral.com/media/js4gchyf/l-g-social-impact-report-2024.pdf .
Please provide a link to your organisation's published EDI Action Plan	L&G's overarching EDI strategy can be found here: Diversity and inclusion Sustainability Legal & General Group (linked on the L&G Affordable Homes website here: Reports & documents - Legal & General Affordable Homes).

Affordable Homes Programme 2021-26 – end of programme reflections

Over the past year, L&G Affordable Homes has continued its commitment to L&G's EDI strategy which seeks to realise the vision of a more diverse workforce and a more inclusive workplace. Understanding people's lived experiences and making every effort to ensure that data is captured which reflects the different forms of diversity that exist within the organisation underpins this strategy and the above Action Plan, as reflected in the progress that has been made through the recognition of areas for improvement and the implementation of targeted initiatives to address these.

L&G Affordable Homes is committed to creating a culture of continuous improvement with respect to improving outcomes for those from underrepresented groups. While significant progress has been made against all three of the key themes outlined above, further improvements can always be made; implementing a truly impactful EDI Action Plan requires continuous engagement, willingness to reflect and learn and for EDI to be embedded in every aspect of the organisation and the work that L&G do.