

emh

emh Group Investor Update FY22



09 August 2022

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Agenda

1. **emh Overview**
2. **Operating Environment and Strategy**
3. **Development Programme**
4. **Environmental, Social and Governance**
5. **Finance and Treasury**

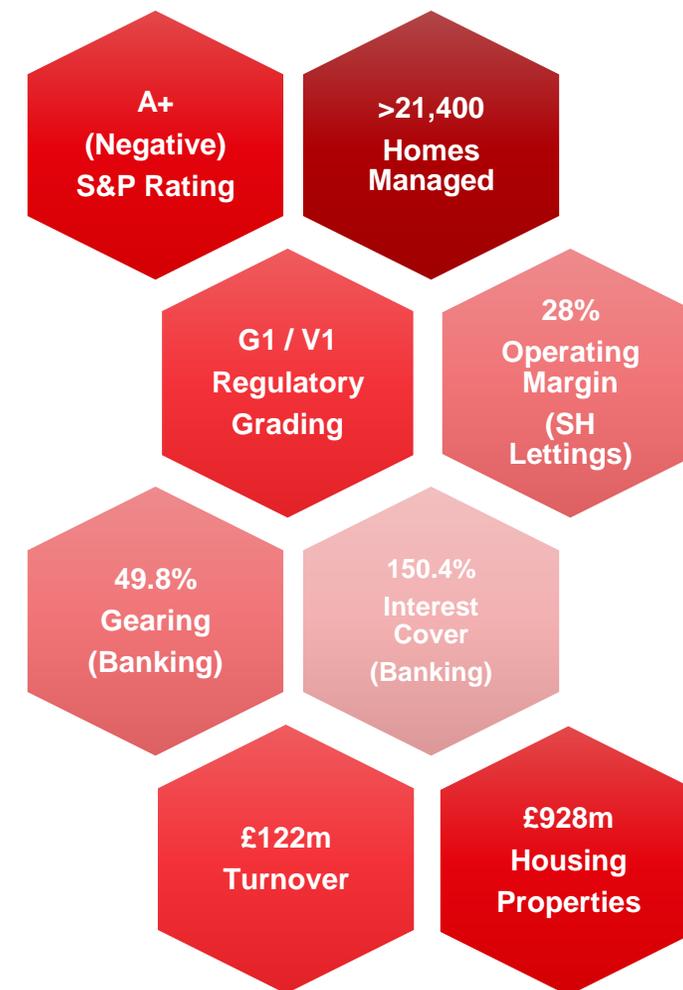


1. emh Overview



emh emh Credit Highlights – FY22

Core operating geography	<ul style="list-style-type: none"> ▪ Significant presence across the East Midlands ▪ Strong understanding of local demand dynamics
Focus on affordable housing	<ul style="list-style-type: none"> ▪ 75% of turnover from social housing activities, higher than peers with care businesses ▪ Care business operated in a separate subsidiary ▪ Strong social housing lettings margin of 31% and consistently positive care margins ▪ Development strategy build on provision of affordable rented homes
Strong stakeholder opportunities	<ul style="list-style-type: none"> ▪ Lead the Quantum Development consortium (investment partner to Homes England) ▪ HS2, East Midlands Airport Freeport and the Levelling Up agenda all play key roles in growth strategy
Clear commitment to ESG	<ul style="list-style-type: none"> ▪ Adopted the NHF Code of Governance 2020 ▪ Developed an Environmental Strategy approach focusing on five key themes ▪ Published inaugural ESG report in FY21, setting out a clear path to reaching EPC C and Net Zero strategies.
Ample liquidity	<ul style="list-style-type: none"> ▪ £190m cash and undrawn facilities, which gives significant headroom for committed spend ▪ Grant funding from Strategic Partnership Ample liquidity with Homes England
Positive external endorsement	<ul style="list-style-type: none"> ▪ A+ (negative) S&P credit rating ▪ G1 / V1 regulatory grading



emh Top strategic priorities



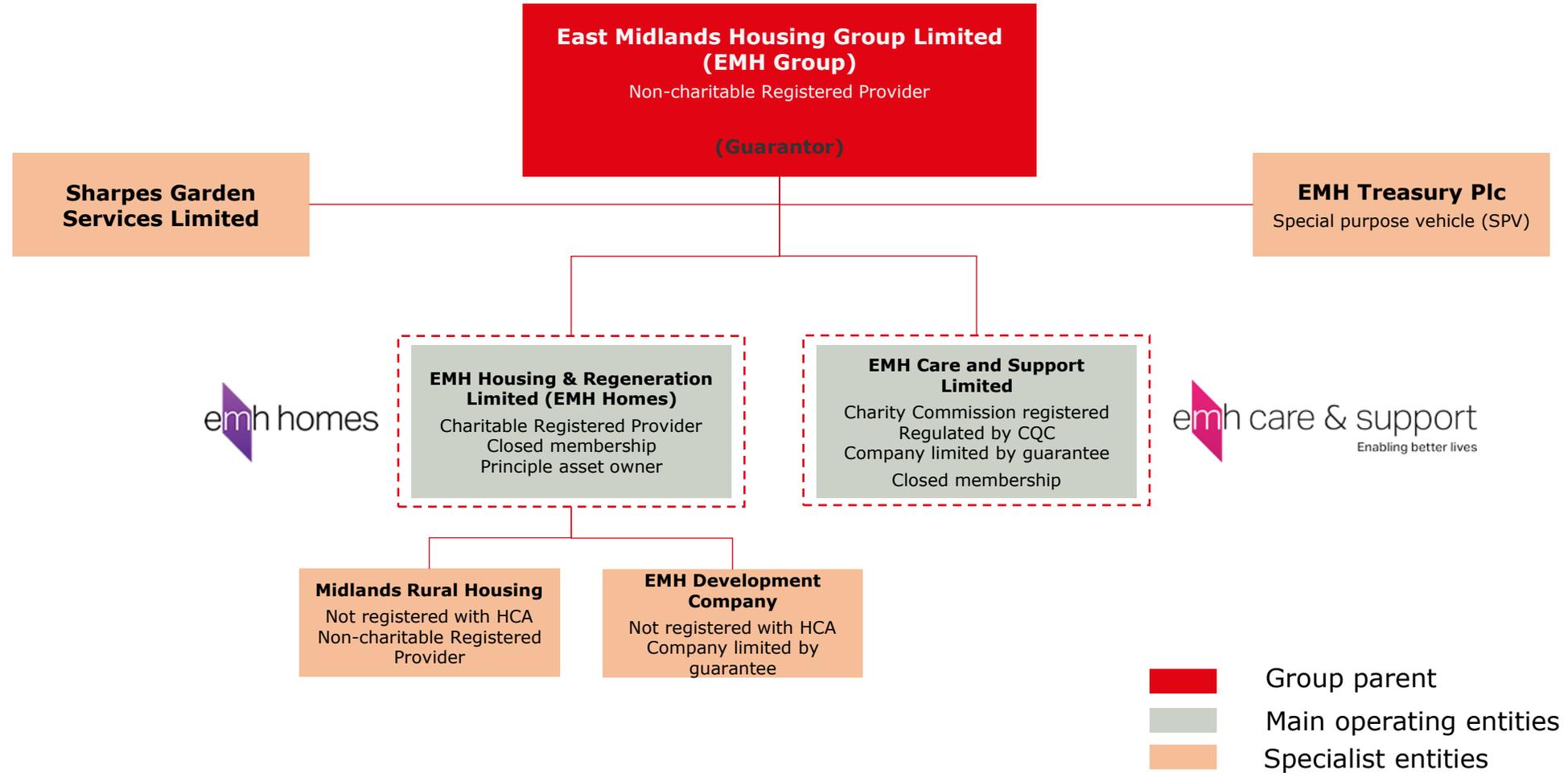


Five year vision metrics 2018 – 2023

Growth	People	Housing Service	Care & Support	Business Resilience
<ul style="list-style-type: none">• Develop at least 2,750 new homes• Help 1,000 households into home ownership	<ul style="list-style-type: none">• 90% staff engagement• Deliver 250 apprenticeships/traineeships• 100% of leaders trained as coaches• Investors in People Gold across the Group• Workforce and Board membership demographics reflecting our communities	<p data-bbox="1105 348 1862 486"> Establish six Local Authority homelessness partnerships  90%+ customer satisfaction</p> <ul style="list-style-type: none">• 90%+ satisfaction: Homes and Neighbourhoods• Double actively involved residents to at least 100• Top quartile performance on rent arrears and void management• Commence two regeneration schemes• 65%+ of customers accessing services digitally	<ul style="list-style-type: none">• Good/Outstanding CQC ratings• Deliver services to 1,000+ service users• Develop three new extra care schemes	<ul style="list-style-type: none">• Maintain an A+ S&P Rating• BS ISO 45001: 2018• Occupational H&S managements systems



Corporate Structure



emh Group Governance Framework – Group Board



- The Group Board's role is to set the strategic direction, uphold the values and provide the framework for decision making, performance improvement and standards of customer services.
- Delivery of the Business Plan is delegated to the subsidiary Boards and day-to-day leadership is delegated to the Chief Executive and the Executive Management Team.
- Our Board Members bring a diverse range of skills and expertise in the areas that the Group operates, and Board Members are subject to an individual annual appraisal.
- The Group Board meets four times a year and are committed to continued Board development.
- On an annual basis we carry out a review of the effectiveness of our Board and this is independently reviewed every three years

Group Board

Audit Committee

Treasury Committee

Remuneration & Governance Committee

emh Executive Management Team



Chan Kataria OBE, Group Chief Executive

Chan is Group Chief Executive of emh group and has been in this role since 2004. Prior to this he held senior level positions in various local, regional, and national housing organisations. He is currently Board member of the Chartered Institute of Housing and has over the years represented other trade bodies in the sector, including the NHF, PlaceShapers, and Housemark. He is also Board member of the CBI Regional Council and is Honorary Associate at De Montfort University. In his spare time, he is on the Boards of a Hospice and FE College. Chan was awarded an OBE in 2017 for his services to housing in the East Midlands.



Chris Ashton, Executive Director – Housing

Chris joined emh group as an area housing manager in 1996. She is a Fellow of the Chartered Institute of Housing (CIH), and a member of its East Midlands Regional Board. Chris has played a major role in developing the group's social enterprise strategy and building local partnerships to tackle homelessness, financial inclusion, community safety, and dementia-friendly services for older people.



Geoff Clarke, Executive Director – Finance

Geoff has worked in the social housing sector since 1994. He has helped to set up Large Scale Voluntary Transfer (LSVT) housing associations and has worked within Arms Length Management Organisations (ALMOs). He has extensive experience of negotiating private finance deals for a number of organisations, and has developed systems for Risk Management and for continuous performance improvement.



Ruth Jennings, Executive Director – Care

Ruth has worked in Social Housing for over 30 years, predominantly within Care and Support services. Her wealth of experience includes the management of registered services as well as leading the development of strategy. She has delivered a variety of commissioned and non-commissioned services ranging from registered personal care for older people, and those with complex physical disabilities, to housing related support for people experiencing domestic violence and homelessness, including asylum seekers and people experiencing mental ill health.



Chris Jones, Executive Director – Development

Chris joined emh group from another leading registered housing provider in 2018. He has over 20 years' experience of multi-tenure, residential development in the public and private sectors. Chris manages the group's Strategic Partnership with Homes England, through which he aims to almost double the number of new homes built over the next five years. He is a lead member of the Quantum Development partnership and strong campaigner for greater housing investment in the East Midlands.



Joanne Tilley, Executive Director – Corporate Services

Jo has been at emh group since 2004. She started her career in housing management and has also worked in research, information, and care and support. This frontline experience gives her a strong insight into what each part of the business needs from the teams she now leads to provide HR, governance, learning and development, health and safety, quality, compliance, co-regulation, communications, and new business. Jo is a member of the Chartered Institute of Housing and Chair of the National Housing Federation's Midlands Governance Special Interest Group.

2. Operating Environment & Strategy





Politics

- Social Housing Regulation Bill
- Decarbonisation
- Levelling up
- Ukraine



Economics

- Stagflation
- Supply chain constraints
- Skills shortage



Society

- Housing and care crisis
- Covid-19 inequalities
- Agile/Remote working
- Equality, Diversity and Inclusion (EDI)



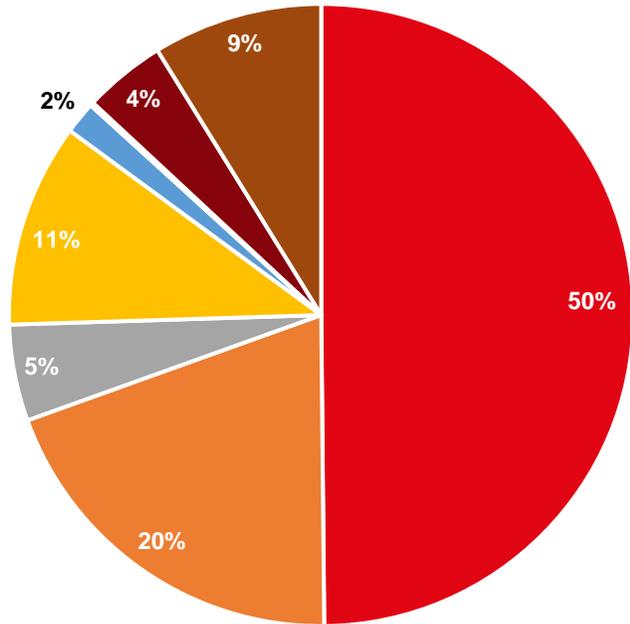
Technological

- Digital services
- Data governance
- Cyber security
- Internet of Things

emh EMH – Turnover by Activity – FY2022

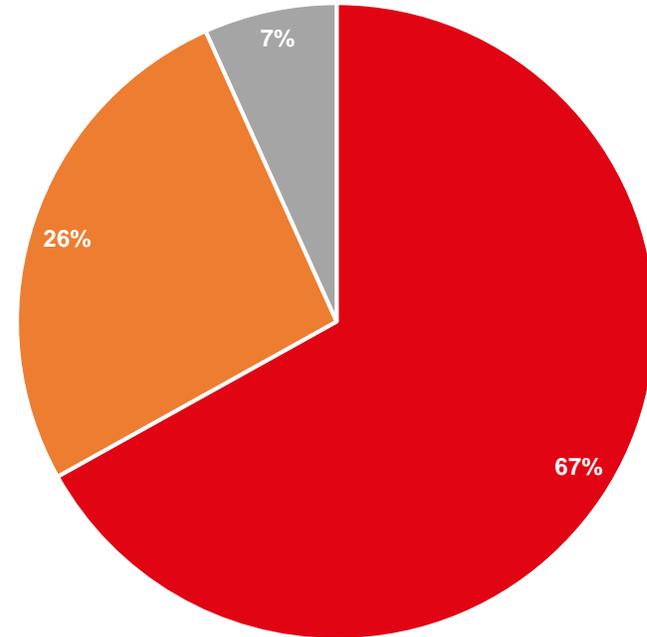
Social housing lettings account for c.75% of Group Turnover

All Activities



- General needs
- Supported housing
- Low cost home ownership
- Support activities
- Sales of current asset properties
- Other
- Non-social housing activities
- Non-housing activities

Social Housing Lettings



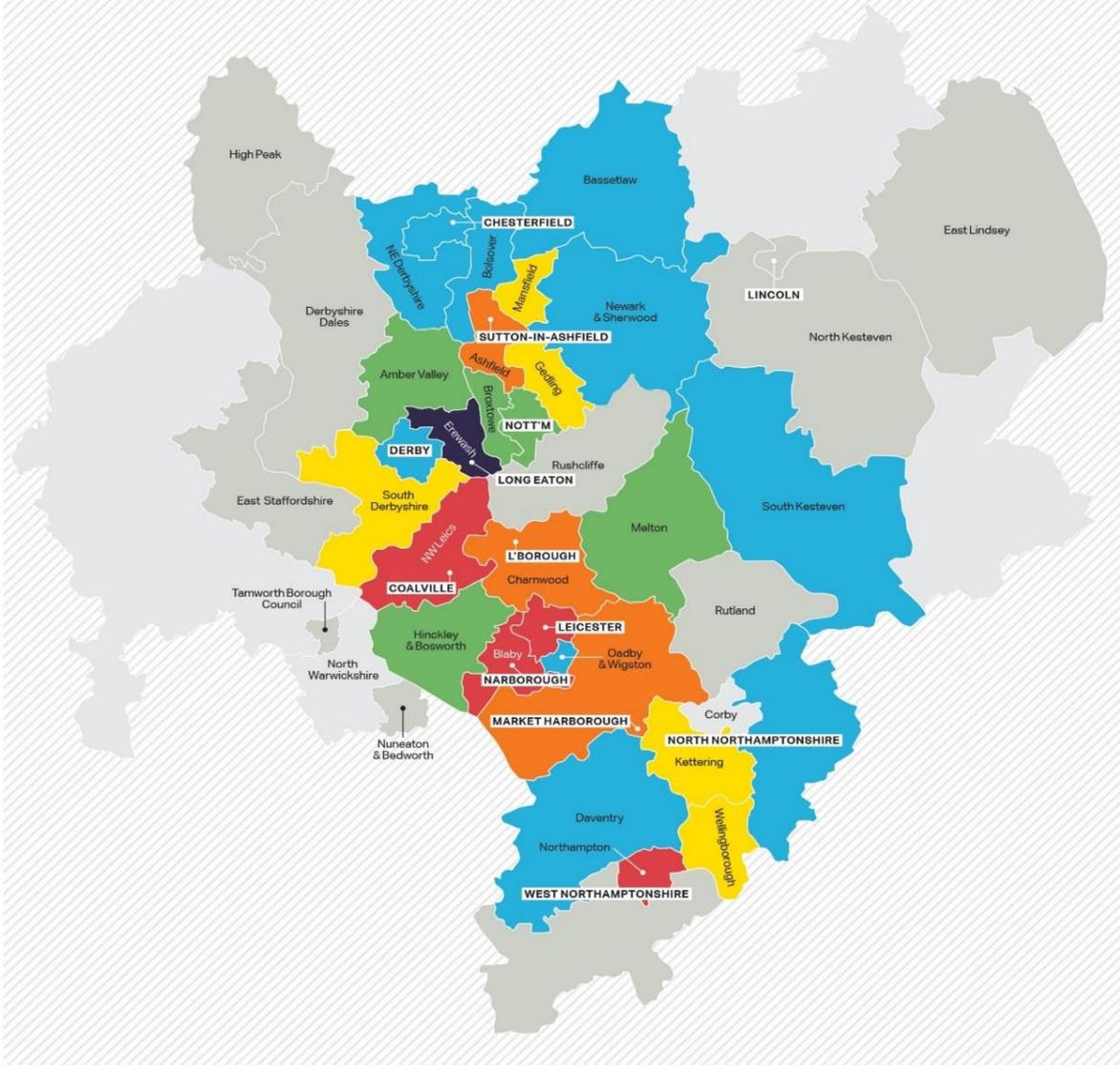
- General needs
- Supported housing
- Low cost home ownership



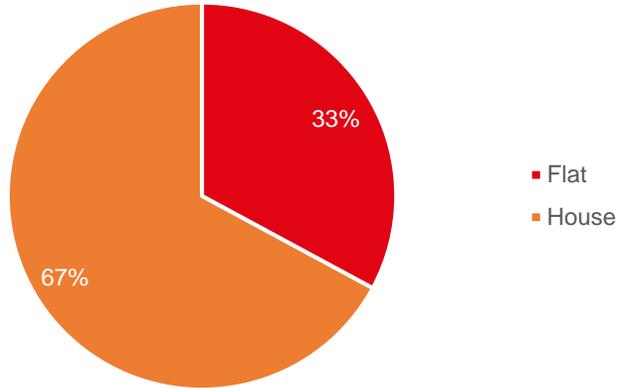
OPERATING GEOGRAPHY

Strong presence across East Midlands

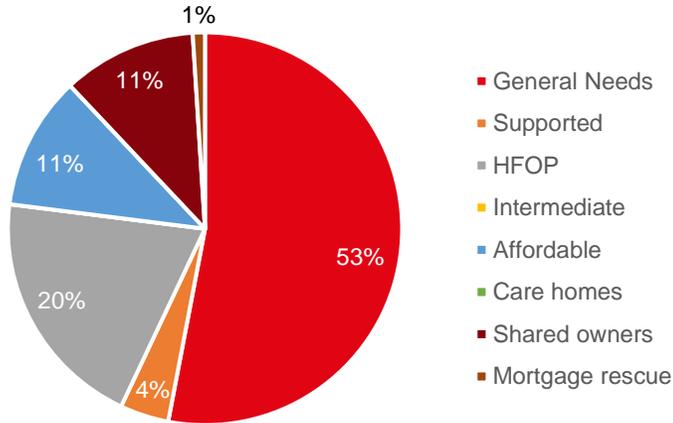
Local Authority	Number of properties	Percentage
Erewash	5,194	33%
Blaby	2,527	16%
North West Leicestershire	1,418	9%
Leicester	1,403	9%
West Northamptonshire	1,189	8%
Charnwood	720	5%
Ashfield	645	4%
North Northamptonshire	545	3%
Harborough	477	3%
Other	1,709	11%
Total	15,827	



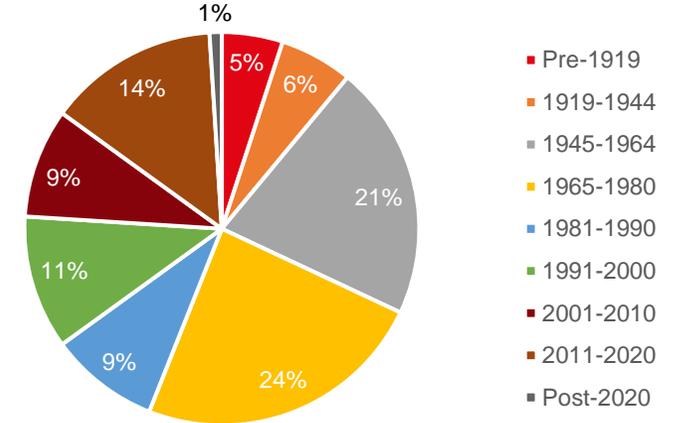
Homes by Type



Homes by Tenure



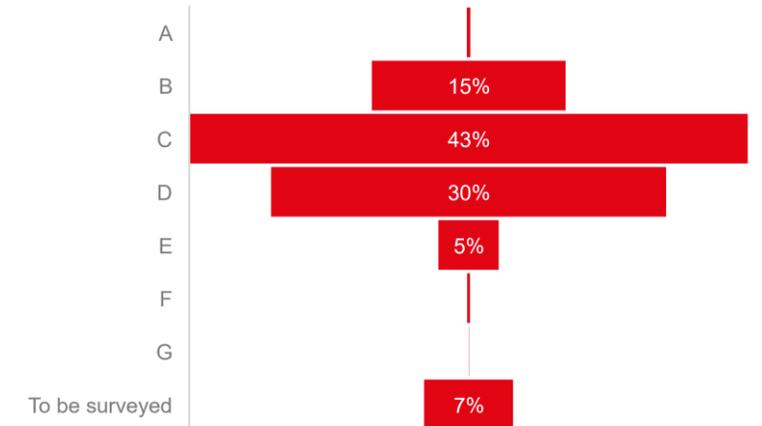
Homes by Age



Asset Management

- ▶ Well diversified portfolio by type and age
- ▶ Stock condition surveys have been conducted on 100% of stock and all homes meet decent homes standards
- ▶ On target to reach EPC C by 2030 – see slide 23
- ▶ The emh housing portfolio is well maintained, having benefitted from significant previous investment. The average age of the rented stock is 58 years
- ▶ **Fire Safety:** Emh does not have any buildings over 18m or cladding issues.

Homes by EPC





Sector Scorecard

Strong operational performance

	emh 2022	emh 2021
UNIT COSTS		
Headline social housing unit cost	3,193	2,679
DEVELOPMENT CAPACITY		
Social housing units developed	343	407
Social housing units developed as % of unit owned	1.8%	2.2%
Sales Completed - SO	150	198
Sales Completed - Other	92	60
OUTCOMES DELIVERED		
Customer satisfaction with services provided	81.0%	81.0%
Reinvestment %	8.2%	7.6%
Rent collected	99.8%	98.9%
Voids	1.58%	1.60%
Arrears	3.26%	3.14%
EFFECTIVE ASSET MANAGEMENT		
Return on capital employed	3.2%	3.8%
Occupancy	98.5%	97.4%
Ratio of responsive repairs to planned maintenance	1.16	1.45

We delivered strong performance against the key measures in the Sector Scorecard during the year and our key highlights include:

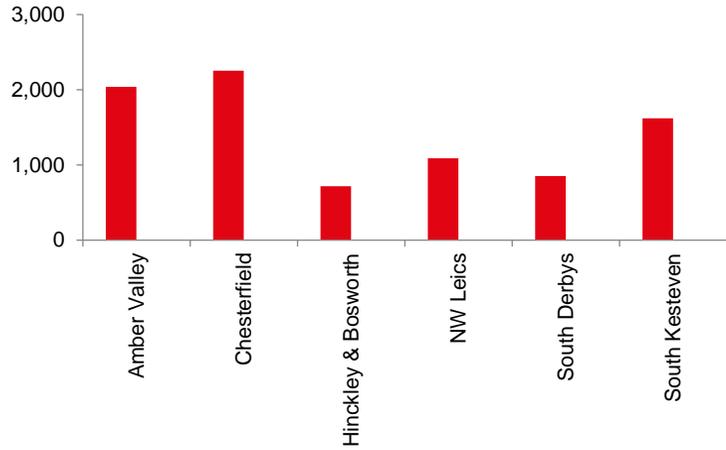
- Maintaining top quartile performance for total social housing cost per unit
- Good business health despite recent changes in the operating environment
- Delivering 343 new homes achieving 1.8% growth in units maintaining top quartile performance for reinvestment.
 - Under the Homes England definition this number increases to 405 new homes.
- 81% satisfaction that services provides value for money
- Strong rent collected (99.8%), low voids (1.58%) and arrears (3.26%) despite challenging operating environment

3. Development Programme

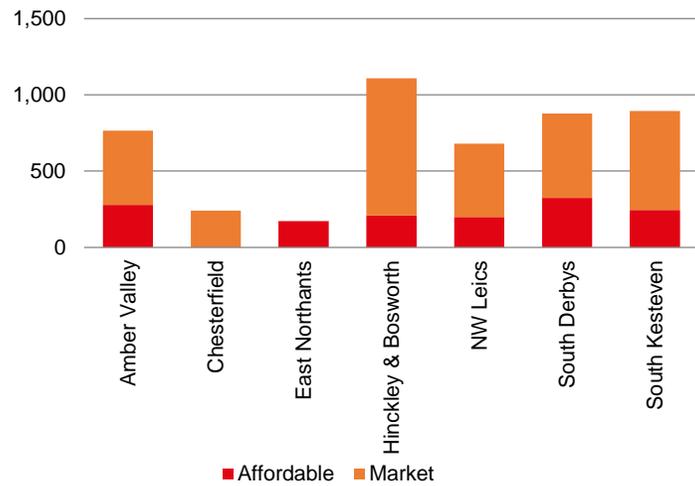


emh Demand Data

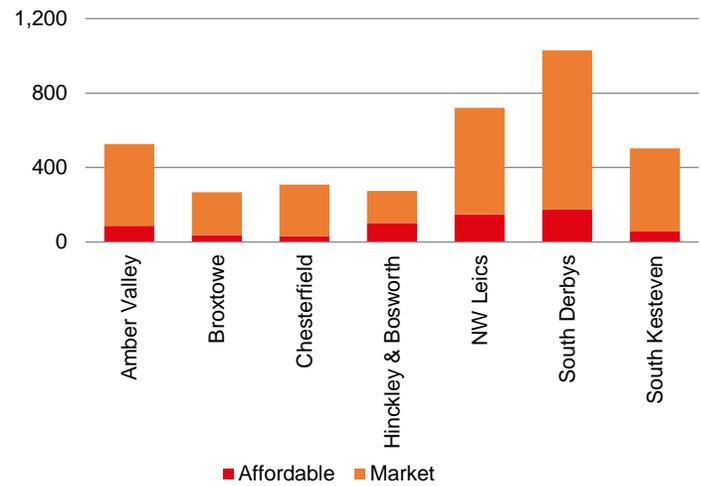
No. on Register / Waiting List



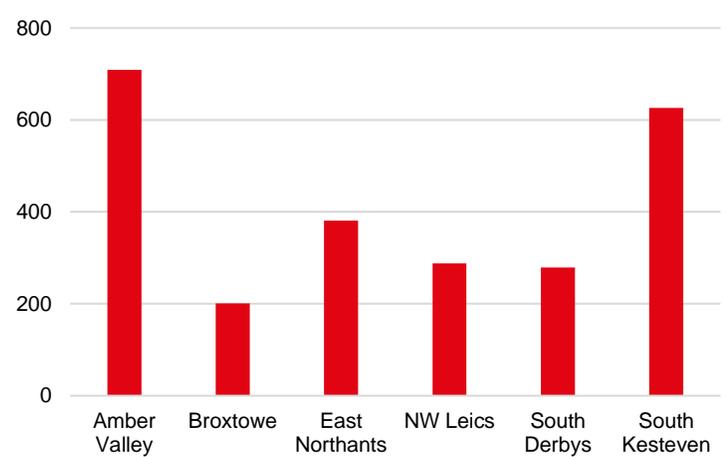
No. of homes required



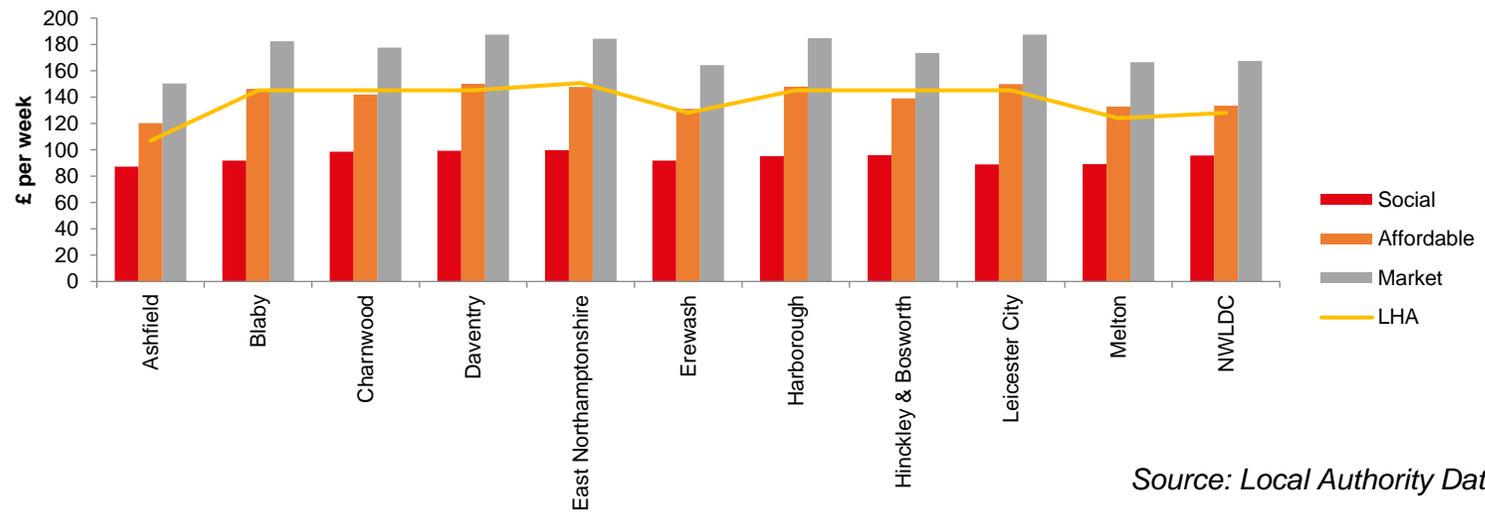
No. of Homes delivered 20-21



No. presenting homeless in 20-21



Social / Affordable / Market Rents & LHA

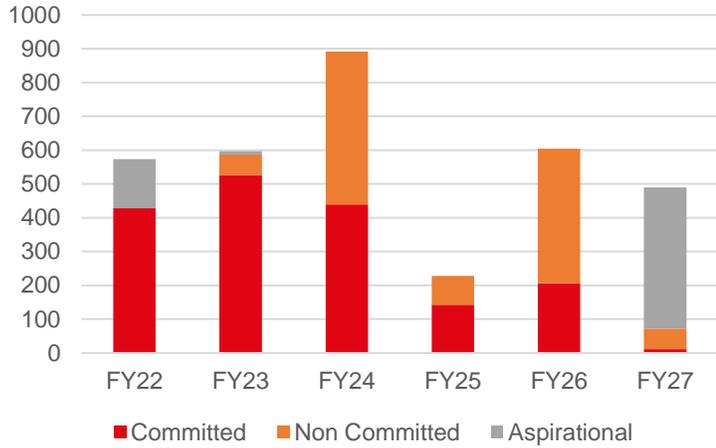


Key development achievements – FY22

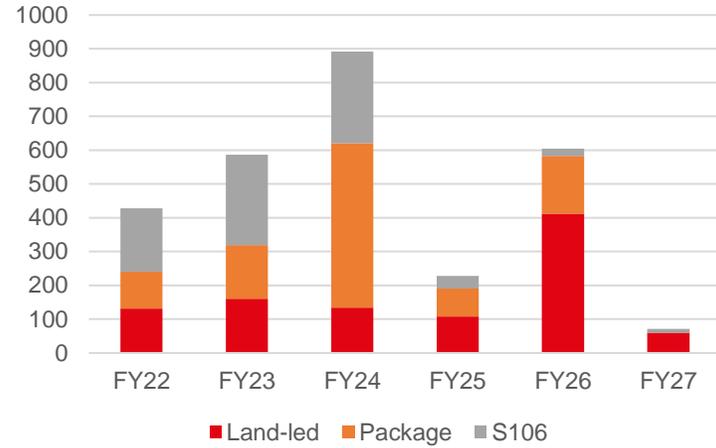
- ▶ Achieved over 60% of our targeted completions with 343 new homes being delivered on behalf of the Group, achieving annual growth of 1.8%
- ▶ Realised proceeds of £12.9m from shared ownership first tranche sales and £8.7m from other sales including asset disposals, Right to Buy, Voluntary Right to Buy and staircasing
- ▶ We have 1,139 new homes on site which will be delivered in future years
- ▶ Received £5.6m of grant from Homes England including £3.9m of Strategic Partnership, concluding the grant drawdown for the first phase, and £1.7m of SOAHP grant in relation to Court Street, Woodville and Watnall Road, Hucknall
- ▶ **We remain committed to delivering c.550 new units per year**

emh Development Programme

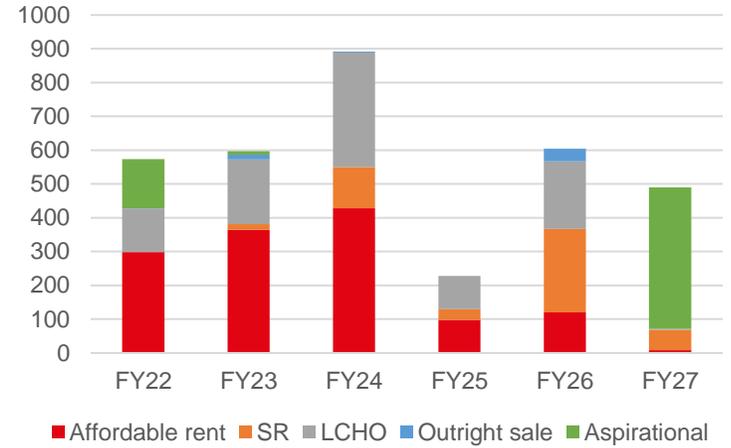
Programme Pipeline - units



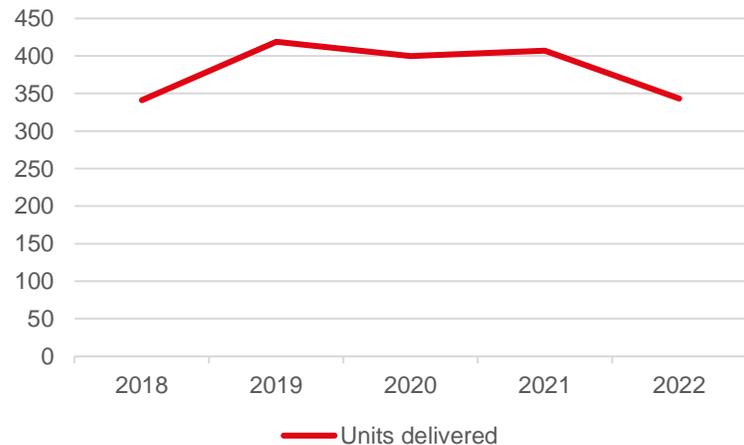
Programme by contract type - units



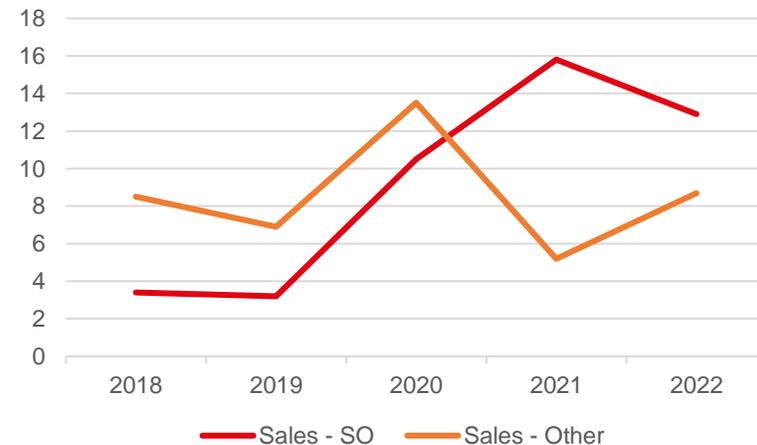
Programme by Tenure - units



Historic: Development – units completed



Historic: Sales (£'m)



4. Environmental, Social and Governance





Environmental, Social and Governance Report - 2021

Social housing begins with social justice – Chan Kataria, OBE

Inaugural ESG report outlining emh’s commitment to ESG was published in 2021:



ENVIRONMENTAL

We pledge to contribute to national and global strategies to protect the environment through sustainable development and decarbonising our homes and working practices

- New homes in partnership with Homes England
- Investment in existing homes
- Working principles



SOCIAL

We’re proud to be a PlaceShaper – a longstanding and active member of the national network of community-based housing associations committed to a wider role for housing in health, wellbeing, education, skills, employment, financial and digital inclusion. We are a long-term stakeholder and partner across the east midlands and in local communities.

- PlaceShaper
- Care & Support Services
- Strong customer voice to shape our services
- Housing initiatives – homeless / refugees



GOVERNANCE

We’re a well-run, open and inclusive organisation that looks after its people, partners and assets. We promote diversity and opportunity and are committed to tackling inequality or unfairness wherever it occurs.

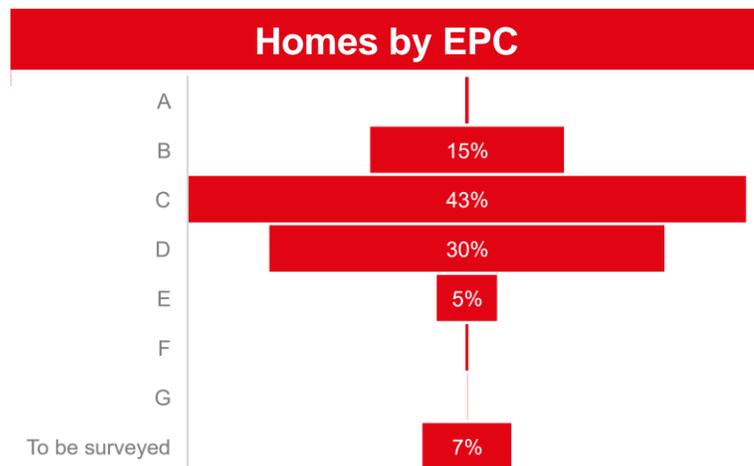
In 2021 our governance arrangements were independently reviewed by Anthony Collins Solicitors and the David Tolson Partnership. In 2022, we retained G1/V1 ratings for governance and viability from the regulator.

- External review of Governance arrangements
- Board trustees of our values, culture & strategy
- EDI awareness
- Partnership working with LA’s, EM Chamber & clinical commissioners

emh Existing Homes: Asset Management Priorities

Delivered in line with our ESG goals

- ▶ Around 60% of our existing homes have an EPC rating of C and above.
- ▶ **Partnership with Blaby and Erewash Councils** to secure 'LAD 2' funding to improve the energy efficiency of 85 homes
- ▶ **Strategic alliance for building materials with Travis Perkins Group**. Travis Perkins is accredited to ISO 14001 and has reduced its carbon emissions by 45 per cent over the past seven years.



Our **Asset Management Strategy** sets out our five-year priorities and is our framework for making decisions about investment, disinvestment and divestment. These include:

- ▶ Increased investment in existing stock to address net carbon zero
- ▶ Improving 5,600 homes to achieve Energy Performance Certificate C energy efficiency rating by 2030, the estimated cost of which is £80m net
- ▶ Digital technology to manage stock
- ▶ Future proofing our supported housing
- ▶ Addressing Building Safety – although we have no High Risk Blocks
- ▶ A continued focus on achieving value for money through procurement
- ▶ Asset disposals remain a key part of our active asset management strategy with 10 units (£1.1m) disposed in the current year

emh ESG in 2022

At emh we are promoting and pursuing the UN goals.

- ▶ Provide more than 21,000 homes for almost 33,000 people across 49 local authorities
- ▶ Own and control housing properties worth £928m (Net Book Value), with an annual turnover of £122m
- ▶ Employ 1,110 full-time equivalent colleagues, including 124 apprentices.
- ▶ Reduced office running costs and mileage from commuting by moving to hybrid working
- ▶ Benefit from strong partnerships with Homes England, funders, county and district councils, health commissioners, the East Midlands Chamber, CBI and an array of other regional and local agencies
- ▶ Beginning to develop homes using modern off-site methods of construction to reduce carbon emissions
- ▶ Emh continues to provide landlord and day care services to adults with learning disabilities and other vulnerable people. In FY22, we completed [Springfields Extracare](#) - our first extra care scheme developed with both rental and shared ownership options.

emh FY 22 was another successful year for emh



**Winner of the Social Housing Award Category,
Insider Midlands Residential Property Awards**



**Winner of the Skills and Apprenticeship
Scheme Award, East Midlands Property Awards**



**HA/Landlord of the Year Award in the
East Midlands Energy Efficiency Awards**

- ▶ Winner of Contribution to the Region award to the CEO in the Nachural Entrepreneurship Awards
- ▶ Commended in the Large Scale Project over £250,000 in the East Midlands Energy Efficiency Awards
- ▶ Finalist, LeicestershireLive Women in Business Awards
- ▶ Finalist, Outstanding Contribution to Work in STEM, East Midlands Chamber Enterprising Women Awards
- ▶ Regional Finalist for the Apprentice of the Year, in the National Apprenticeship Service Awards
- ▶ Shortlisted for Inside Housing Development Awards, for Best Older Peoples' Housing Development (Rural and Suburban) for Springfields





5. Finance and Treasury





Historic Financial Performance – 5 year

	2019	2020	2021	2022
Turnover	103,785	111,068	122,604	121,656
- Sales	7,458	15,290	21,243	12,887
Operating Surplus	34,904	41,346	37,898	31,831
Surplus for the year	15,741	21,652	16,087	11,090
Tangible Fixed Assets - Housing Properties	788,647	848,233	883,812	928,359
Total Loans & Borrowings	433,824	457,330	500,778	492,201
Interest payable and similar charges	18,667	19,879	21,608	20,340
Operating margin (excl surplus on sales)	29.8%	29.0%	28.1%	22.1%
Operating margin – social housing lettings	33.0%	33.2%	31.0%	27.8%
Interest Cover: EBITDA MRI ¹	184.0%	180.2%	177.4%	127.0%
Gearing	51.0%	50.4%	53.1%	48.2%

¹ Definition: Operating surplus less gain on disposal of fixed assets plus interest receivable minus capitalised major repairs plus depreciation, divided by interest payable and financing costs

Financial Highlights – FY22

- ▶ For the year to March 2022, the emh group made an operating surplus of £31.8m (FY21: £37.9m) from a turnover of £121.6m (FY21: £122.6m), which equates to an operating margin of 22% (FY21: 28%).
- ▶ Social Housing lettings turnover amounted to 75% of total turnover (FY21: 71%) and social housing **operating margin was 28%** (FY21: 31%)
- ▶ Delivered **343 new homes** during the year
- ▶ Ongoing demand for 1st tranche sales for our Shared Ownership properties achieving **150 sales** in the year and a **£1.6m profit**
- ▶ Progress on our Strategic Partnership with Homes England is strong with all the grant now drawn down on phase 1 and progress being made on delivery targets
- ▶ Core covenant performance remains strong – the drop in interest coverage is driven by increased major repairs spend in FY22.

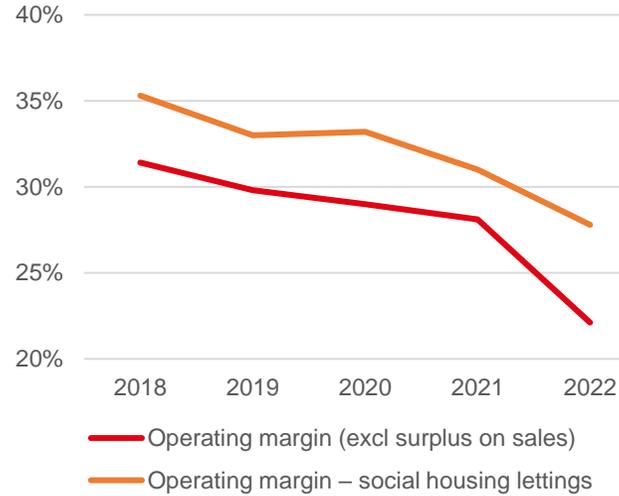


Historic Financial Performance

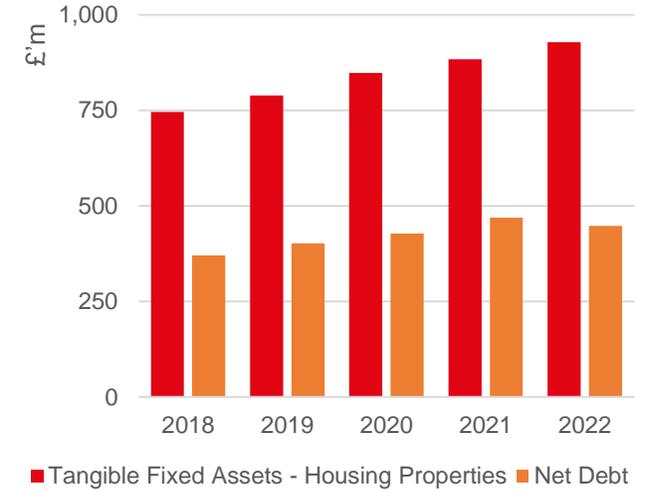
Turnover & Operating Surplus



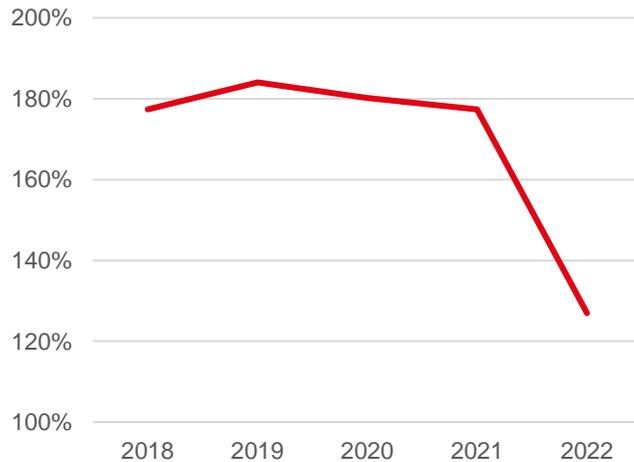
Operating Margin



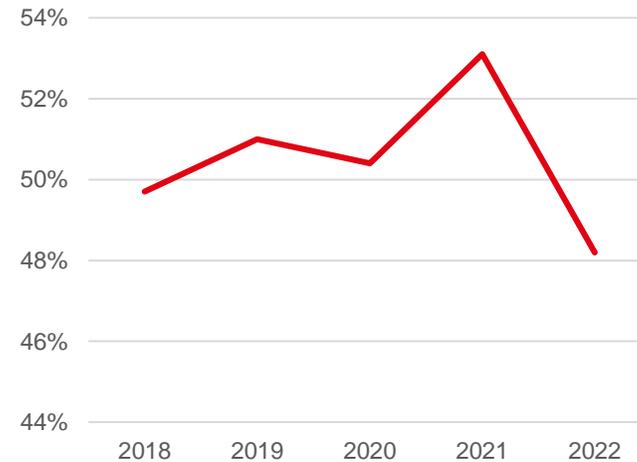
Housing Properties & Net Debt



Interest Cover (EBITDA MRI)



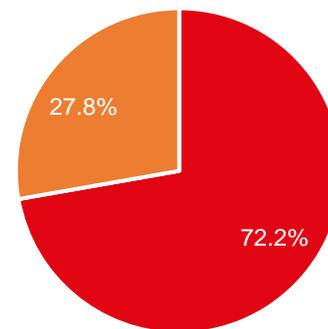
Gearing



emh Treasury Overview

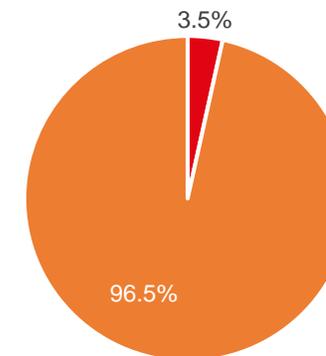
	FY22
Weighted average rate of interest paid	4.44%
Weighted average life	16.86
Fixed debt (%)	96.5%
Drawn debt	72.2%
Interest cover ratio (Banking Covenants)	150.4%
Gearing ratio	49.8%
Net debt per unit	c.£23,000
Asset cover ratio	1.48
Total Secured	£1,013.8m
Headroom on charged properties	£329.6m
Unencumbered security	£128.4m
Available liquidity – undrawn committed facilities	£190.0m
Cash and equivalents (inc. investments)	£63.3m
Credit rating	A+ (Negative)

Drawn/Undrawn



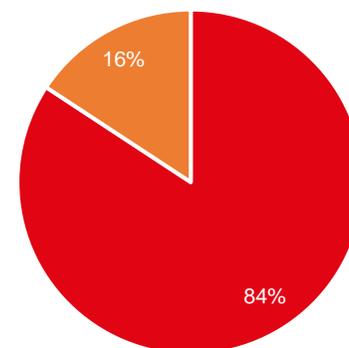
■ Drawn ■ Undrawn

Interest Rate Exposure



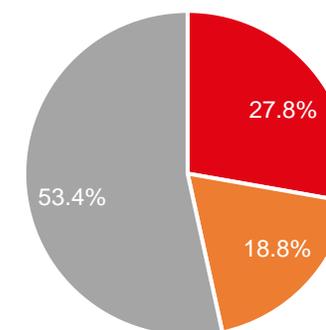
■ Floating ■ Fixed

Security Portfolio



■ Unencumbered ■ Encumbered

Debt Instruments



■ RCF ■ Term Loans ■ Capital Markets



Treasury highlights

- ▶ Total facilities £684m
- ▶ Total drawn £494m
- ▶ 88% of drawn debt repayable > 5 years
- ▶ £190m RCF secured & available to draw with 3 lenders
- ▶ Cash & short-term investments: £63.3m
- ▶ In May 2022, emh Treasury Plc issued a £150m tap of the existing 2044 bond - emh has retained the full £150m.
- ▶ Strong covenant performance at the association level (emh Homes) as shown below.

Debt Maturity (FY)	£m	%
Less than 1 year	17.6	4%
1-2 years	5.0	1%
3-5 years	32.9	7%
6-10 years	25.9	5%
11-15 years	27.6	6%
Thereafter	385.0	77%
Total	494.0	100%

Financial Covenants – emh Homes			Trigger	FY22
Interest Cover – 1 year	EBITDA-MRI ^{1,2}	Min 110%	125% ³	150.4%
Interest Cover – 3 year	EBITDA-MRI ^{1,2}	Min 110%	125% ³	185.9%
Gearing	Debt:Historic Cost	Max 65%	55%	49.8%

¹ Note, covenants on slide 27 (FY22: 127.0%) are calculated at the Group level whereas banking covenants shown on this slide are calculated at the association level (emh Homes). Furthermore, banking covenants also include surplus on fixed assets sales whereas Group calculations exclude fixed assets sales.

² Definition: Operating surplus minus capitalised major repairs minus amortised grant plus depreciation, divided by interest payable and financing costs plus interest receivable

³ The triggers are reviewed regularly by the board and represent the point at which management activate the recovery plan

Appendix



emh Alignment with SDG goals

At emh we are promoting and pursuing the UN goals.



1. No Poverty

- Providing affordable homes
- Financial inclusion service and affordability assessments
- Support for digital skills and inclusion
- Reducing fuel poverty



3. Good health and wellbeing

- Supporting Active Lives programmes for people with learning disabilities, including tennis, karate, dancing, walking football, arts and crafts
- Developing Extra Care Schemes to offer flexibility, choice and community cohesion
- Employee Assistance Programme, Wellbeing Group and initiatives



4. Quality education

- Employing and training apprentices
- Back to work partnerships



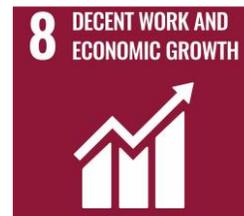
5. Gender equality

- Targeting equal representation of men and women across our leaders and board
- Annual gender pay-gap reporting
- Trans and non-binary awareness and support



7. Affordable and clean energy

- Solar panels and feed-in tariffs for homes and offices
- Renewable energy
- Installing air/ground source heat pumps
- Building low-carbon Passivhaus homes
- Decarbonising existing homes
- 2020 East Midlands Energy Efficiency Awards



8. Decent work and Economic Growth

- Large regional employer
- Workforce policies and practices that support success and reflect our values
- Employing and training apprentices
- Back to work partnerships
- Annual ethnicity and gender pay gap reporting
- Annual 'I DO ACE' colleague values awards
- Groupwide commitment to ISO 45001 to keep people safe at work
- Expanded Health and Safety team

emh Alignment with SDG goals

At emh we are promoting and pursuing the UN goals.



10. Reduced inequalities

Equality and diversity partnership with East Midlands Chamber
Target for at least 11% of our workforce to be from ethnic minorities
Homes and support for people sleeping rough and refugees
Homes and support for ethnic minority communities
Specialist supported housing for vulnerable people
Annual ethnicity and gender pay gap reporting
'Rooney Rule' for senior appointments
Board lead for equality, diversity and inclusion
Adopting and annual assessment against the [2020 Race Equality Code](#)
Black and ethnic minority colleagues group and listening teams



11. Sustainable cities and Communities

Building new homes to reduce housing need and Homelessness
Investing in existing homes
Social Housing Decarbonisation Fund Partnerships with Blaby and Erewash Local Authorities
Target of 90% customer satisfaction with services, home condition and neighbourhood
Sustainable rates of tenancy turnover



12. Responsible consumption and production

Procurement strategy and practice
Modern methods of construction and business operations
Construction waste disposal and management partnership with Travis Perkins



13. Climate action

Our Workspace Project to repurpose and refurbish emh's head office, Memorial House

emh Development: Case studies

Springfields Extracare



Local authority:	North West Leicestershire District Council
Procurement	Land led
Developer:	Wilmott Dixon
Architect:	BRP Architects
Homes:	130 Affordable and Care homes <ul style="list-style-type: none"> • 65 extra care apartments with associated facilities • 50 social rented apartments • 15 shared ownership apartments
Background:	First extra care scheme that we have developed with shared ownership. Units are tenure blind so all built to the same spec. Thermaskirt heating and majority of the bathrooms were built off site in Somerset.
Cost:	£15,518,914

Station Road, Beeston



Local authority:	Broxtowe Borough Council
Procurement	Design and Build
Developer:	Ilke Homes
Architect:	Roberts Limbrick Architects
Homes:	42 new homes including <ul style="list-style-type: none"> • 18 shared ownership and • 24 affordable rent which include supported housing bungalows.
Background:	Former Network Rail owned land – Brownfield Emh's first modular development
Cost:	c. £9.7 million

emh Development: Case studies

The Plough Inn, Ravenstone



Local authority:	Northwest Leicestershire
Procurement	Design and Build
Developer:	Lindum BMS
Architect:	Corporate Architecture
Homes:	14 shared ownership properties
Background:	Completed with funding from Homes England
Cost:	c. £2.6 million

Gallows Inn Close, Ilkeston



Local authority:	Erewash Borough Council
Procurement	Land led
Developer:	Geda Construction
Architect:	Corporate Architecture
Homes:	22 Affordable Rent
Background:	Former Network Rail owned land – Brownfield Emh's first modular development
Cost:	c. £3.9 million

Development: Case studies

Annersley Road, Hucknall



Local authority: Ashfield District Council

Procurement	Land Led
Developer:	Lindum Group
Architect:	Brooklyn Ellis
Homes:	56 affordable homes: <ul style="list-style-type: none"> • 23 affordable rent • 23 shared ownership
Background:	Brownfield
Cost:	£10,492,768

Court Street, Woodville



Local authority: South Derbyshire District Council

Procurement	Design and build
Developer:	Jessup Brothers
Architect:	Walker Troops Architects
Homes:	72 new units including <ul style="list-style-type: none"> • 47 affordable rent and • 25 shared ownership properties.
Background:	The Court Street site comprises of open field land. It sits close to the town centre of Woodville.
Cost:	c.£9m