



# EUROPEAN RESPONSIBLE HOUSING **AWARDS**

H A N D B O O K 2 0 1 6





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HOUSING **AWARDS**

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## INTRODUCTION

Confronted with growing economic, social and environmental challenges, more and more public, cooperative and social housing organisations are enhancing and demonstrating their capacity to innovate and meet diverse needs. Providing affordable, good quality housing and services, guaranteeing security of tenure, non-discrimination, empowering residents, thus contributing to sustainable local communities and people's wellbeing... this is the core of responsible housing. These principles are stressed in our common European Declaration on Responsible housing and in the CSR Code of Conduct, which were agreed in 2014 by all the stakeholders who took part in the ERHIN project.

In 2016, public, cooperative and non-profit housing providers have competed in the second edition of the European Responsible Housing Awards. Jointly organised by Housing Europe, Delphis and the International Union of Tenants, the competition showcases innovative best practices and pro-

motes exchange of knowledge between local housing providers who promote local, social and environmental sustainability, good governance and responsible HR management.

After the successful first edition in 2014, this year public, cooperative and non-profit housing providers from different European countries have been competing and putting forward 62 best practices. The final selection has been difficult as the projects were of high quality and extremely diverse.

This Handbook provides key highlights of the 20 shortlisted projects. Find out more by visiting: [www.responsiblehousing.eu](http://www.responsiblehousing.eu)

We hope that these examples will provide a valuable source of inspiration to carry on and develop Responsible Housing in Europe.

Enjoy the read!



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Chair of the European Responsible  
Housing Awards Jury



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## LOCAL SOCIAL SUSTAINABILITY

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## GOEDKOPE WONING

**Location:** Nieuwstraat 13, 8500, Kortrijk, Belgium  
**Number of staff:** 7  
**Number of dwellings managed by the organization:** 1.500  
**Website:** [www.kortrijk.be/adressen/cvba-goedkope-woning](http://www.kortrijk.be/adressen/cvba-goedkope-woning)



## ⌘ OBJECTIVE:

The objective of Venning ECO-Life was to transform the most disadvantage district in Kortrijk into the most sustainable, not just focusing on energy performance, ecology and CO2 neutrality, but also on a turning Venning into a pleasant place to live, stripping it of its social stigma. We wanted to use this project to show that extensive sustainability in construction is also feasible in the social housing sector, and not just for the environmentally-aware and wealthy middle class. Discussing issues such as energy consumption and ecological lifestyles with residents is a far cry from the traditional operating methods in the social sector, and it was a refreshing experience for all parties involved. This social engagement is a great opportunity to address healthy living and living together in a neighbourhood. As a result, the residents and even the designers underwent a transformation along with the district. Thanks to the European programme ECO-Life, it was possible to implement this project in collaboration with a range of partners, and to also pay sufficient attention to research and monitoring, both at universities and with the residents themselves, while keeping an eye on the local policies in the participating countries.

## CONTEXT

The neighbourhood of Venning was built in 1960 in a low-lying area beside of the canal. With its 163 residences, this district looked like a garden city, but this pleasant surface hid the fact that many of the cute little homes offered less than 30 m<sup>2</sup> of living space and were barely habitable. Under-investment for over led to homes falling into disrepair, low standards, neighbourly disputes and vandalism.

Interviews with the residents, many of whom were quite senior and were often the original tenants revealed a lot of enthusiasm for a thorough neighbourhood upgrade with 90 per cent pledging to

return after renovation, even if this meant moving out for 2 years. A building team was put together and asked to shape the strategy. The team partners successfully submitted an application to the EU Concerto programme to secure vital additional finances to add to the limited funds at the disposal of the Flanders social housing programme. The project was called ECO-Life.

## Tools used

### Social:

- ▶ Large, general meetings and small informal workshops with tenants;
- ▶ Development team and a local and international Coordination board, local and international;
- ▶ International meetings: 'Training the trainers' and others;
- ▶ The 'Commons' platform;
- ▶ University research and PhD on energy monitoring in Venning;
- ▶ An online tool to track energy consumption in two or more comparable apartments with the same number of inhabitants. Tenants can learn about their energy behaviour by comparing and competing with their neighbours.
- ▶ Coordination and guidance of the planners in the other districts
- ▶ Demonstration and discussion with other social housing companies in Flanders, Belgium and France.
- ▶ Communication and dissemination, interviews, reports



## INNOVATION

ECO-Life Venning is a ground-breaking project at technical level. The objectives went beyond building standards applicable at the time of kick-off. Collaboration with the supposedly 'unworkable' factor - the residents - turned out to be easier than working with the different administrations, with their enthusiasm growing over time. For most administrations, the new approach remains difficult as it breaks in many ways with the traditional way of working.

The social tenants were asked to participate in the realization of a project for the future, not as social tenants but as conscious citizens. In all kind of discussions about energy consumption, respect for nature, healthy lifestyle... they were regarded as mature interlocutors and treated with respect by the partners. As a result, the residents were able to get rid of the social stigma. They now live in the only ecological district in Kortrijk, which was achieved thanks also to their own contribution.

## Key results and benefits

Gent University runs an energy monitoring program over a period of 2 years. The results are also discussed with the residents, in order to work together on improving the performance of the district and are reported back to the EU programme managers.

The approach (and results) followed in the neighbourhood is shared with the different design and engineering offices engaged for renewal of the other districts being managed by the housing provider Goedkope Woning. Technical, financial and social aspects are considered in parallel. The ECO-Life partners have a new role as supervisors and promoters of the approach for the entire stock.

The social impact of the project in the neighbourhood is also monitored. This involves mapping the changed opportunities resulting from the sustainability-centred approach, making adjustments where necessary and tracking developments. This was not an element included in the EU program. A so-called 'COMMONS' platform was set up to creatively capture and capitalise on all the initiatives that in combination create ecological neighbourhoods. These initiatives are mainly focused on promoting good neighbourhood relations among residents of all ages and cultures. The platform brings together a diverse range of partners, building on experience and input from across the public and private sectors.

The emphasis is shifted from the notion of building costs for the owner to living costs for the tenants. Living costs include the effects of low standards: not only the energy and water costs, but also the bill for the doctor and the pharmacy. The living cost decreases as a result of the project because of the lower energy bill and the healthy environment, including contribution to the maintenance of the community garden.



## + WHAT THE JURY LIKED

- + Complex project addressing vulnerable people and the elderly
- + Courageous investment in a very deprived neighbourhood
- + Decreasing living costs for the local population
- + Demonstrated positive environmental impact, especially in terms of energy savings
- + Collective garden as a meeting place



SPACE-S



WOONBEDRIJF

**Location:** Wal 2, Eindhoven, Netherlands  
**Number of staff:** 430  
**Number of dwellings managed by the organization:** 32.000  
**Website:** www.woonbedrijf.com



OBJECTIVE:

- ▶ To deliver over 400 homes within an area of 0.8 ha for regular housing and for student accommodation.
- ▶ To renovate the design and development in co-creation with residents.
- ▶ To build a sustainable and future-proof community.
- ▶ To have completed all homes within four years after commencing the process, for a pre-determined amount.
- ▶ To provide housing for residents which encourages involvement in their local community.

The objective of Woonbedrijf is to involve residents in the physical development of the building and the homes. The so-called

‘Space-S’ which will be the focus of the co-creation project. In the planning process, they addressed the questions: How should we live together, what should we share? Woonbedrijf does not choose the residents, the residents choose each other!

Space-S is a place where residents not only live, but where they can also work, relax and meet, which is green but urban. Clarity with regards planning and living costs is key; but Space-S also wants to offer the flexibility to residents to give shape to their own community and home.

The DNA of Space-S is the interface between:

- ▶ Green - Urban
- ▶ Together - Self
- ▶ Flexibility - Framework

CONTEXT

Residents live in a home; however, the quality or perception of that home is defined to a large extent by the neighbourhood in which it stands. But what is a good neighbourhood exactly and how do you create one? This question was the starting point for the Space-S project, or Create Your Own Space-S. Space-S is part of a transformation development project of a former Philips factory site where old factories are transformed into lofts, shops or cultural venues. This area is named Strijp-S and is the city’s

primary development area, with a very high residential concentration and a vibrant community. Woonbedrijf is a social housing corporation, with over 30,000 homes in the Eindhoven region. Woonbedrijf, together with its tenants, its residents, provides tailor-made solutions. The first months of the project were dedicated to working on the DNA of Space-S together with residents. The DNA served as the basis for the development of the spatial and social evolution.

SPACE-S

Tools used

- ▶ Offline-labs for 10 to 100 people, to tackle new topics creatively;
- ▶ Meetings every 2 to 3 months in which decisions are made concerning all matters that have taken place over the last period;
- ▶ Excursions to visit reference projects;
- ▶ Workshops to bring experts together for further learning;
- ▶ Resident-judged competitions for the design of a component (e.g. the main entrance) names and photos;
- ▶ To-scale polystyrene models of buildings displayed during the preliminary-design stage;
- ▶ Graduate research projects: evaluate and inspire;
- ▶ Living room: monthly evening, by residents for residents, with the aim of getting to know your neighbours (well) before moving in;
- ▶ On-line tools included a website with all information about the project. From how to register, to the technical details of the homes, Facebook for reaching out to all involved, but also for sharing information for third parties; Twitter + Instagram

INNOVATION

The use of the co-creation on a large scale, in new build rental social housing is not common in the Netherlands and is an innovative feature of this project. Woonbedrijf strongly believes that a lot can be learned from residents concerning new construction. With this large experiment, Woonbedrijf has learned what is important and what is less important for the group involved. Their heard from resident about their views on what a good home is in this day and age and what sustainability measures they consider important.

To find residents and communicate with them, innovation is required as this is different to the usual approach. In the event of disputes or business agreements, the formal roles of tenant and landlord and developer are of course maintained, but this is only a small part of the relationship.

The projects is innovative not technically but in terms of the process. The approach used has inspired other projects in the Netherlands. Together with residents, several presentations have been given every month. And Space-S has won the Vanenburg Award for the most customer-driven process of corporations in the Netherlands.

A large work method book describing these working methods has been created; A kind of reference guide and aid for new projects.



Key results and benefits

Woonbedrijf reports that all apartments and lofts were rented out one year before completion. The development includes a group accommodation facility for ten people with mental disabilities and 30 studio apartments to facilitate assisted living of young people with autism. Areas for communal use include five collective courtyard gardens, three roof terraces two larger and three smaller indoor. The project was completed within the planned period of four years and within budget. It has more than 4000 followers on Facebook.

Woonbedrijf learned that:

- ▶ Designing a process delivers different results than designing a building.
- ▶ The residents of Space-S find social or sustainable aspects significantly more important than the architectural outward appearance of the building.
- ▶ Residents are very capable of making choices, while also taking the landlord or the next tenant into account. They are critical and realistic.
- ▶ The choices that were made for SPACE-S differ fundamentally from what we would have chosen ourselves, had we not used a customer-driven approach. Here is an overview of the main choices, each of which has led to an improvement of the planning:
  - ▶ significance of common values and outdoor space.
  - ▶ Type of outdoor space and urban mass-building development
  - ▶ Mix of housing types for each floor
  - ▶ number of lofts bigger, and number of student studio apartments smaller

With the goal of turning residents into co-creators, the staff at Woonbedrijf learned how to work in a ‘customer-driven’ environment and become aware of different levels of involvement – from those who inspire, those who influence to those who bring effort.



WHAT THE JURY LIKED

- + Inverse decision making: residents design their living space before it is built
- + Strong involvement of future residents in the governance
- + Integration of the elderly and people with disabilities
- + Social mix in the estates
- + Large-scale impact



# Local Social Sustainability

## STAUDENHOF – PROJECT FOR HOUSING AND COMMUNICATION



### PROPOTSDAM GMBH

**Location:** Pappelallee 4, 14469, Potsdam, Germany  
**Number of staff:** 300  
**Number of dwellings managed by the organization:** 17.500  
**Website:** [www.propotsdam.de/unternehmensverbund/](http://www.propotsdam.de/unternehmensverbund/)



### OBJECTIVE:

The Staudenhof-Project for Housing and Communication is centred around the accommodation of refugees in Potsdam and their integration into the society.

Objectives /Overarching goals:

- ▶ Refugees, who arrive in Potsdam, should not be accommodated in large, 100 + community shelters. Where possible, they should be accommodated in a more personal environment and receive their own flats, next door to German, local neighbours. The aim is to support and enable a better integration process from the start.
- ▶ Though refugees should receive their own flat, they should also have access to other facilities and the possibility to meet in small or big groups to practice their religion and native traditions. Those community spaces should also allow for education, language course and individual counselling.
- ▶ There should be an opportunity for refugees, their neighbours and surrounded community to meet one another in a comfortable environment such as a community centre in order to spend time together, get to know one another and create joint projects.
- ▶ Overall, the housing project should be integrated the existing community, should attract and invite people across the city. Creating an open-minded, tolerant and welcoming community sits at the heart of the campaign.

### CONTEXT

Since 2014, the number of refugees in Potsdam is constantly increasing. In 2015 alone, Potsdam accommodated over 1.600 refugees. Most of them are housed in large, shared community shelters. To enable a faster integration process, the city strives to provide separate flats and better living standards upon their arrival. With the limited number of available flats for rent in the city, this process has proven very challenging. In previous years, around 4% of Potsdam's population were foreigners and refugees. With the refugee crises in 2014/20 15,

the city was suddenly faced with operational but also psychological challenges. The facilitation of adequate housing and facilities for refugees does therefore also require additional services: The care of social workers, neighbourhood and community activities, city fairs and additional occasions allowing the community to meet and get to know one another, and the availability of international councillors and mediators.

### STAUDENHOF

#### Tools used

- ▶ Open work meetings for all interested organisations to develop this project;
- ▶ Day of „open doors“ for tenants, residents and neighbours;
- ▶ A-two-months -long city festival in the residential area in collaboration with a lot of partners was an important key event for the public;
- ▶ Work activities with partners, local authorities and other stakeholders;
- ▶ Community gardening in front of the house, where the refugees live.

### INNOVATION

- ▶ The creation of 'housing associations' in mature neighbourhoods is the first step towards a successful and seamless integration of refugees. Therefore, housing associations are a model for refugee accommodation that can also be implemented in other places.
- ▶ The collaboration of a variety of stakeholders like artists, companies, associations, non-profit organizations, volunteers, neighbours, citizens, etc. as a concept itself but also the fact that all entities of the cooperation where part of the preparation-phase, the implementation and now, the transfer to additional locations, is unique to this project.
- ▶ The rapid implementation of the project was only possible through dialogue-based, network-like cooperation and communication between all parties. It should serve as an example for projects that rely on the alignment of administrative, political, business and civil-society processes.

#### Key results and benefits

Currently, the housing project is comprised of 30 flats and 77 residents with migration background. It is supported by numerous volunteers, including several ProPotsdam employees. The Partners include the City of Potsdam, Soziale Stadt Potsdam e.V. and ProPotsdam GmbH while Project-based partners were the Fachhochschule Potsdam, Neue Nachbarschaften e.V., IKEA (furnishing the kitchen areas), Atelier Farbknall, 1. VfL Potsdam, Arbeiterwohlfahrt Potsdam and Ref Connect. Numerous events in the community centre such as advanced training course for ProPotsdam-Belegschaft/employees worked as opportunities to create the sense of a community. At the same time, the establishment and operation of an "Open-invitation-institute" enhanced the networking opportunity for people in the neighbouring community. Nationwide, the project is considered a model for housing and seamless integration of refugees. Many people from Germany as well as other countries have visited the community centre and reached out regarding the project and its positive impact.

#### + WHAT THE JURY LIKED

- + Housing refugees through the creation of a dedicated agency to find free apartments in among the local population;
- + Integration of refugees through the setup of a community centre;
- + Involvement of local stakeholders for the design of a multi-dimensional project;
- + It serves as a model and an inspiration to other housing and integration initiatives for refugees.







ÖREBROBOSTÄDER AB

**Location:** Drottninggatan 33, 700 08, Örebro, Sweden  
**Number of staff:** 408  
**Number of dwellings managed by the organization:** 22.687  
**Website:** www.obo.se



⌘ OBJECTIVE:

In the district of Vivalla and the surrounding neighbourhood, the rate of employment and levels of education are low compared to Örebro as a whole. ÖBO wanted to be involved in the efforts to reduce this problem when the time came for a major renewal project in the area.

Instead of just having construction workers from other parts of the city rebuilding Vivalla, the objective was to find a way to allow the new job opportunities that come with a major renewal project to be of benefit to the residents of Vivalla itself.

The dream was that the children of local residents in the area who had previously been out of work would now be able to say with pride, "My dad, or my mum, has got a job renovating our house!" We chose to call this labour market initiative "Home builders" ("Boendebyggarna").

The Municipality of Örebro, the Adult Education College, and the Labour Market Administration, together with the local Job Centre, collaborate and communicate with job seekers who might, in various ways, be included in the team during the project. The aim is to provide trainee positions or apply other labour market measures to job seekers in the area, thereby involving them in the renewal work.

CONTEXT

With high levels of unemployment, such labour market initiatives can create contacts with employers in sectors like the construction industry, thereby leading to employment. To ensure good contact, each Home builder has a mentor; a person closely connected with the project, either as a client or a contractor. While the practical, concrete participation in district development has positive effects on personal development, it is also good for the neighbourhood and the district to create active role models for other people there. We estimate that the Home builders project will raise the employment rate from 53% to 65%.

One important step towards making this venture possible was the public procurement ÖBO carried out in 2012, where by contractors were invited to quote a price to renovate the area in question. The process stipulated that the contractor who won the tender would also have to run a social project, namely the Homebuilder project. SKANSKA Sweden won the contract and presented a very ambitious proposal for the way in which they, along with ÖBO, would implement this project. SKANSKA also set out their goal of giving, during the four-year life of the contract, 50-80 long-term unemployed people in Vivalla access to trainee positions.

HOMEBUILDER

Tools used

Social procurements: During the procurement process, we required the main contractor on the project to develop an organisation for the home builders. The subcontractor was in the next step obliged to be totally involved in this. Mentorship - Each homebuilder has a mentor. The mentor is one of the employed persons working in the project. To make it work effectively, there is a combination of mentorship (employees followed training on 'how to be a mentor'), follow-up calls and training depending on the need of each home builder. All homebuilders had the same training from start concerning safety and the special security on a construction work. Everyone followed the same sessions on social values to encourage the right attitude between participants.

INNOVATION

The way of working with the procurement process and the cooperation with stakeholders is innovative. Collaboration with the local job centre is an example of this. Applications for the Home builder project are dealt with by the local Job Centre. Staff from the Job Centre are on-site at Visgatan one day each week. SKANSKA and their subcontractors create requirement profiles, based on the personal qualities, experience or education they expect successful applicants to have. These requirement profiles are then matched with applications and some people are selected. The company in question then meets with these applicants, together with a person from the Job Centre, for a short interview where it is explained what the trainee position entails.

The company that takes on a Homebuilder must as sign that person a mentor. Any person who is going to be a mentor must go on a mentor-training course, in order that he /she knows what is expected of a mentor, and so that we can be certain that all Home builders are being looked after properly.



Key results and benefits

After the start of construction, more than people have been given a trainee position in the project. 20 persons a job. The goal is that 50-80 people will get such a position over 4 years and, from where we are today, we estimate that we will indeed achieve this target. People who are actually working instead of taking part in social programmes have a tremendous effect on the overall economic output of society.

An evaluation of the social value of the Home builder project was made by the researchers Ingvar Nilsson and Eva Nilsson Lundmark. The long-term social value of this amounts to about 110 million SEK, of which approximately 22 million SEK goes to the municipality that is the single biggest winner in the project. The real impact of the project is the production values supplied to the community by people long going from unemployment and exclusion to work and support themselves.

In the short term, ÖBO and its owner Örebro are the big winners. If one adopts a strict ÖBO / municipal perspective, one can say that ÖBO's initial investment in the project of approximately SEK 200000 generates a profit for ÖBO's owners, the municipality of eight years, which amounts to 12 million SEK or 60 times your money. The long-term rate of return on the project, 110 million SEK, equivalent to a return of about 36 times the money or different and very rough terms, about 100% return on an annualized basis.



+ WHAT THE JURY LIKED

- + Providing training and job opportunities while building one's own house
- + Impactful in terms of employment creation
- + Economic benefits for local residents as well as home builders
- + Collaboration with wide network of actors and stakeholders
- + Replicability of a "social" public procurement



## Local Social Sustainability

### MAKING NEW CONSUMPTIONS PATTERNS AFFORDABLE IN SOCIAL HOUSING NEIGHBOURHOODS



#### EST MÉTROPOLE HABITAT

**Location:** 53 Avenue Paul Kruger, 69100, Villeurbanne, France

**Number of staff:** 300

**Number of dwellings managed by the organization:** 15.000

**Website:** [www.est-metropole-habitat.fr](http://www.est-metropole-habitat.fr)



#### ⌘ OBJECTIVE:

Est Métropole Habitat (EMH) is committed to going beyond its core missions, i.e. building, maintaining and managing dwellings, by providing to its tenants innovative services improving their living conditions and social bonds. The overall goal is thus to ensure a fair social functioning in the neighbourhoods and buildings as well as to increase the attractiveness of these areas, thereby contributing to the self-esteem of their inhabitants.

This project contributes to:

- ▶ **Access**, both in terms of affordability and proximity. This also has to do with giving back a certain dignity to the inhabitants.
- ▶ **Improving nutrition and health**, which is a shared objective with national and local public policies.
- ▶ **Empowerment and active inclusion**. The initiatives were designed for and by the inhabitants who can participate in different ways depending on their time and competences.
- ▶ **Revamped dialogue between landlords and tenants** in a less formal way and on matters other than everyday problems. Through this kind of projects EMH also aims at identifying and mobilising potential leaders among tenants.

## CONTEXT

The four targeted neighbourhoods are within urban renewal areas and concentrate strong indicators of poverty and isolation with a high proportion of single-parent families and an ageing population.

**The local context** presents:

- ▶ A weak purchasing power due to high rates of inactivity and unemployment, high level of indebted households, leading to consumption of cheap hence low quality products.
- ▶ Severe consequences of a poor diet on health: a study by the Regional Health Observatory from January 2016 shows a rate of diabetes twice higher in these neighbourhoods than in the

rest of the city. Moreover, the percentage of overweight children reaches 23% compared to 15% in other schools.

- ▶ An interest for sustainable nutrition among the inhabitants, diagnosed by a local study and confirmed by partners as well as by the employees of EMH -particularly by the building care takers who also live in these neighbourhoods.

## MAKING NEW CONSUMPTION PATTERNS AFFORDABLE IN SOCIAL HOUSING

### Tools used

Specific tools were developed for each initiative and these evolved over time based on the changing needs in order to better suit the skills of volunteers. These experiences have indeed showed that long-term commitment relies on clear frames of action: volunteers need to know what is expected from them through detailed description of tasks, which also helps the integration of new people in the organisation.

Communication tools, such as leaflets, flyers, posters, Facebook pages, a website, videos etc., were also designed to increase visibility of the actions both in the neighbourhoods and in wider network of potential partners.

All these tools can now be exploited to deploy the same projects elsewhere. For instance, La Ferme des Buers has already expanded in Brosses; a third delivery point in Villeurbanne is on the agenda. With Bordeaux, Grenoble and Strasbourg in the waiting line, VRAC is also prepared to provide similar initiatives with a comprehensive set of advice and tools.

### *Key results and benefits*

In 2015, 1700 boxes were distributed by Légum'au Logis; VRAC counted 700 subscribers after only two years of existence. The financial impact on households' purchasing power is more difficult to measure since prices proposed are similar to those in hard-discount supermarkets. An evaluation of avoided costs-such as less waste due to consuming local and unprocessed food, and, in the longer run, less health expenditures thanks to a better diet- may provide more interesting insights.

On the other hand, a qualitative assessment of such actions often provides valuable observations as the most remarkable impact is, certainly, social: the projects enable tenants, but also people from elsewhere and EMH employees, to meet and thus break social isolation. In the end, the collective empowerment of beneficiaries contributes to the autonomy and self-governance of the actions.

From an internal perspective at EMH, after 5 years of experimentation, this innovative approach is now parts of ordinary practice as each department has progressively taken ownership of the project.



## INNOVATION

The approach of EMH thought and worked out of the box in two key areas:

- ▶ The topics chosen: The three actions are related to nutrition and consumption patterns. It is rather unusual for a social landlord to be interested in these issues, even though an indirect link can be traced to disposable income of households through possible savings induced. EMH's main entry point, however, has been the strengthening of social ties via the encounters proposed.
- ▶ The Methods & Procedures to get to the desired outcome: EMH invested in Légum'au Logis and VRAC by conducting a need assessment study in the targeted neighbourhoods, identifying relevant partner associations, engaging consultants for project development, mobilising its employees for reaching out to potential beneficiaries and finally financing the operating costs until a financially viable model could be found. New solutions had to be invented at every step. This challenged the already established procedures at EMH, the communication practices and finally led to the creation of an internal Social Innovation service.



### + WHAT THE JURY LIKED

- + Focus on improving access to affordable healthy food
- + Economic efficiency in terms of distribution of products
- + Empowerment of residents
- + It promotes a shift to a sustainable living



## ENVIRONMENTAL SUSTAINABILITY

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# Environmental Sustainability

## AN INNOVATIVE COUPLING TO TACKLE ENERGY PRECARIOUSNESS



### ICF HABITAT LA SABLIERE

**Location:** Rue de paradis 24, Paris, France  
**Number of staff:** 619  
**Number of dwellings managed by the organization:** 38.500  
**Website:** www.icfhabitat.fr



### ⌘ OBJECTIVE:

- In order to meet the present economic, social and environmental challenges, ICF Habitat's policies focus on the following objectives:
- ▶ Increase rental offer, especially in zones where it is lacking;
  - ▶ Develop its very social range in order to meet underprivileged people;
  - ▶ Build eco-friendly buildings in order to limit environmental impact;
  - ▶ Encourage the efforts to rehabilitate and propose quality housing;
  - ▶ Develop alternative housing;
  - ▶ Guarantee tranquillity for tenants;
  - ▶ Face population aging and handicaps.

More precisely, the submitted project aims at keeping rental costs low and fighting energy precariousness.

### CONTEXT

France's emission reduction potentials are particularly high in the building sector. The housing stock uses more than 40% of the total energy in the country and is responsible for 20% of the national greenhouse gas emissions. New constructions are subject to ambitious regulations but the main issue is the rehabilitation of existing buildings. Older buildings with high-energy consumption represent more than 90% of France's housing stock.

Additionally, energy precariousness particularly develops in social housing. Disadvantaged households often must choose between payment defaults and comfort with 3.8 million households stating that they suffer from cold when at home. In this context, ICF Habitat La Sablière elaborated its Strategic Asset Plan in 2006 - 2007 and set out the main objective of a sustainable requalification for the obsolete housing stock. Almost 800 refurbishments are carried out each year, improving the overall housing quality and energy performance.

## AN INNOVATIVE COUPLING TO TACKLE ENERGY PRECARIOUSNESS

### Tools used

ICF Habitat aimed to inform and involve tenants during meetings. A survey showed that tenants generally rated the meetings very well. The first meeting with the tenants' association, representatives of ICF Habitat, of prime contracting and of the city council in March 2015 provided general information about the refurbishment. It was seen as a good opportunity, providing clear and precise information. Another meeting in June 2015 was perceived as stimulating and collaborative. Tenants mentioned an unusual high interest from property owners and generally reacted positively that their requests were taken into account. ICF Habitat plans to keep holding those important public meetings and sending out newsletters concerning the operations. In the end, tenants will be asked for feedback. All results will be communicated to them.



### INNOVATION

The main innovation is a domestic hot water production system, operated by a thermodynamic hybrid generator running on natural gas. It consists of four heat pumps with wasted heat recovery, coupled with two gas-fuelled mini-cogeneration units. The components of the system are highly efficient. The heat pumps are used in a preheating phase. The principle rests on the recovery of wasted heat contained in the boiler fumes to preheat the incoming air of the heat pumps. The mini-cogeneration is used for both power supply of the heat pumps and the increase of water temperature from 40°C to 60°C with the released heat. This concept offers a very competitive price for hot water production. The costs are lower than 4 €/m³, compared to 6 €/m³ for a classic solution, which saves 50% for tenants. Beyond the economic performance, the system enables to reach a coverage rate of renewable energies higher than 50%. Eventually, the system should move towards 100% of renewable energies after 2050 with the emergence of biomethane.

### Key results and benefits

The project concerns the rehabilitation of a building of 299 social housing units, built in 1962. ICF Habitat bought this apartment block in January 2013 in the framework of an acquisition-improvement and this operation will be its first major renovation. The program focuses on improving energy efficiency, restructuring the outdoor, enhancing the building's comfort and aestheticism. By improving the thermal performance without increasing the rent, ICH Habitat La Sablière tackles its tenants' energy precariousness.

With an energy consumption reduction of over 70%, the operation promised ambitious results. This thermal efficiency increase coupled with the introduction of renewable energies will avoid the emission of 650 t CO2 eq/year.

This is equivalent to an evolution of the European Energy Performance Certificate label from 'E' to 'B', and as far as emissions are concerned from 'E' to 'D'. Moreover, the installer in charge of the implementation of the systems guarantees results, securing savings for tenants. The installer will be charged for any overshoot of the performance objectives, and any additional savings will be shared with the tenants.

### + WHAT THE JURY LIKED

- + An innovative coupling to tackle energy precariousness
- + Hybrid system of cogeneration and heat pumps for hot water leading to significant energy savings
- + Improving the building energy performance without increasing the rent
- + Additional savings shared with tenants and significant use of renewable energies
- + Upgrade from "E" to "B" energy performance level
- + Open communication with tenants





# Environmental Sustainability

## KLIMATRÄTT: SEE, UNDERSTAND AND CHANGE YOUR DAILY CLIMATE IMPACT



### UPPSALAHEM AB

Uppsalahem AB  
**Location:** St Persgatan 28, Uppsala, Sweden  
**Number of staff:** 276  
**Number of dwellings managed by the organization:** 15.814  
**Website:** www.upsalahem.se



### OBJECTIVE:

Klimaträtt is Swedish for “climate friendly”, literally translated it means “climate appropriate”. Uppsalahem initiated the Klimaträtt Project with the main objective to provide help, support and inspiration for our tenants in their pursuit of a more climate friendly life style. The Lindell family living in a single-family home in Hässelby inspired the project; having reduced their climate impact by 62% within six months in 2011 while maintaining their standard-of-living. The main concept of the project was upscaling the experience of this family: to support customers in their reduction of the climate footprint, without cost increase or other sacrifices for them, but still being commercially viable for companies. To achieve this ambitious idea, an innovative application was developed giving people direct and detailed feedback on their climate footprint. The project was launched together with ICA, Sweden’s largest grocery retailer, which meant that two fundamental parts of daily life were covered. To extend the project’s foundation even further, more partners joined the team covering different types of transportation and other types of consumption patterns.

### CONTEXT

The Lindell family used cutting-edge technology, coaching by experts on food, transport, living, and other consumption patterns; they received custom-estimated feedback on their climate impact on a weekly basis. In the project “the One Tonne Life”, the family demonstrated the huge potential for reducing emissions without any major limitations in daily life but deeper knowledge of the consequences of everyday choices is necessary. With this example in mind, Uppsalahem and ICA carried out surveys indicating that people generally are very interested in living in a more

sustainable and environmentally friendly way. Still, many people do not have sufficient information about how different goods and services affect the climate. These results inspired ICA and Uppsalahem to upscale this experience allowing more people to participate. Can households in apartment buildings cut their emissions in the same way, using smart technology and sufficient information about how their daily choices affect the climate?

## KLIMATRÄTT

### Tools used

A substantial part of Klimaträtt was the development and the usage of the app. The app is innovative and unique combining different kinds of data and enabling participants to receive feedback. Based on a survey, their baseline climate footprint was estimated. The user’s climate footprint summary for the past several weeks, in total and by category, is displayed in the app. Users create their personal goals and check their performance on weekly basis. The main page shows the user’s own polar bear to visualize the current footprint in relation to target. When the user is doing well, a thermometer shows the temperature going down, and a graphic displays the ice expanding and a happy polar bear. When emissions are greater than targeted, the ice floe melts, and the polar bear is in trouble.



### INNOVATION

Klimaträtt is the first example where residents in an apartment building can receive detailed, weekly feedback on how accommodation, food, transportation and other consumption patterns affect their climate footprint. The automatic feedback allows the participants to act, follow up and ultimately change their behaviour with support, information and inspiration from the involved companies. Another unique feature of Klimaträtt is its inclusive nature, in which a number of organisations, NGOs, public sector, private sector and science and education work together. The project also provides a further basis to scale up. The project ran on commercial grounds, i.e. services/efforts/activities were developed from a commercial and scalable perspective. All participating organisations see benefits for the organisation’s own business-like strengthening of the brand, increased knowledge of climate impact from products and/or services, increased loyalty.



### Key results and benefits

The evaluation of the project shows that awareness about daily choices and climate-friendly homes have a significant impact on individual carbon emissions. The climate impact from the active participants started to decrease by 31% on average within the first six months. Some people experienced a positive effect on their personal finances (53%) and some reported increasing costs (27%), others couldn’t tell the effect on their personal finances. Jörgen Larsson and Anneli Kamb at Chalmers University of Technology carried out the evaluation of the participants’ possible sacrifice on changing lifestyle. Positive effects largely make up for the sacrifice that the participants have made in order to reduce their environmental impact. Several participants mentioned throwing away less food due to better weekly scheduling, which was previously seen as a barrier. Improved weekly scheduling allowed some participants to shop less frequently, which also saved time.



### + WHAT THE JURY LIKED

- + A very innovative project with a strong technological component where tenants could monitor their consumption patterns through a smart phone application.
- + A multidimensional project, as it monitored consumption includes food, energy and other utilities.





ÖBO CLIMATE CONCEPT



ÖREBRO BOSTÄDER AB

**Location:** Drottninggatan 33, Örebro, Sweden  
**Number of staff:** 408  
**Number of dwellings managed by the organization:** 22.687  
**Website:** www.obo.se



OBJECTIVE:

ÖrebroBostäder AB (ÖBO) pursues a holistic approach, building and controlling its technology on the organisation's own operation. It therefore can be easily tailored for different needs. The main idea was to guide the regular maintenance and renovation budget towards areas where measures on energy issues will produce the greatest energy savings. In this way, ÖBO aimed to save a lot of energy at a relatively low cost.

CONTEXT

At the end of 2007, ÖBO's board decided to reduce the company's carbon dioxide emissions by at least 20% by 2015, compared to 2005 levels. A project group started climate operations in 2008. ÖBO is today working on a broad front to reduce climate impact and to achieve the targets set for 2015. The goal is, during an 8-year period, to reduce the company's carbon dioxide emissions by 20% in comparison to 2005 levels; a big challenge in such a large housing portfolio. In order to achieve this goal, the company must have:

- ▶ reduced oil consumption by 95%
- ▶ reduced district heating by 15%
- ▶ reduced electricity consumption by 25%
- ▶ reduced emissions from ÖBO's transportation by 50%
- ▶ at least 15% of the company's total electricity consumption coming from renewable electricity supplies, such as wind power.

INNOVATION

This modus operandi also means that the organisation itself is actively and continuously working on energy issues. This work is ongoing throughout the entire portfolio, always being carried out methodically. Everyone is involved and, based upon their role within the company, all employees are encouraged to look for anomalies and thereby contribute with ideas to further improvement. This means that ÖBO is constantly building up its own expertise, which leads to further beneficial development. This differs from the normal method, whereby a third party provides services aimed at improving energy efficiency in the form of projects. A few consultants do the actual work within these projects, and can share their expertise when the work has been completed.

ÖBO CLIMATE CONCEPT

Tools used

ÖBO plans and carries out its own energy efficiency improvements. Using automatic management and control technology, ÖBO created and developed a technology platform. It allows measuring electricity and energy consumption in the property portfolio, monitoring outcomes, and managing consumption. The system ÖBO currently uses to measure energy and water consumption is based on a rugged and open automation solution that provides real-time information to our tenants. The principle allows integration of systems for individual metering of water and energy with solutions for the heating system. The system solution is open; each meter can be replaced with others provided they have the same standardised communication interface. Furthermore, the collection equipment can also be replaced by others, while maintaining system performance. System solution increases competition, providing better prices and more choices for customers. A crucial advantage at a time when trying to minimise technical and financial risks.



Key results and benefits

By working consciously and methodically to reduce energy requirements for heating, and thus the burden on the environment, we will achieve our goals. At the end of 2015, the overall reduction of emissions had reached 38%. In running cost, ÖBO has decreased the energy costs a bit more than €5 Million per year, compared to 2005. At the same time, the value of the housing stock has increased in the long run. The target group for ÖBO is all property owners who either own or manage housing and/or other premises. The method to systematically find where energy is being wasted or consumed inefficiently is simple and the cost relatively low compared to the savings that can be achieved within a relatively short time. The ÖBO concept is transferable and has proven to be efficient. It consists of open and standardised industrial solutions, even in international competition, meaning costs can easily be kept low. The property and energy sectors now use ÖBO as an example of successful improvements to energy efficiency, and several leading companies and organisations have shown considerable interest in taking the ÖBO concept to apply it to their own operations. The concept has proven to work, and that covers both strategy and organisation with standardised technical infrastructure and ready-to-use energy solutions. The system is simple and structured with standardised industrial technology that is freely available across Europe.

WHAT THE JURY LIKED

- A comprehensive strategy to save energy and reduce carbon dioxide emissions through different actions e.g. monitoring of the energy performance of construction contractors and builders.
- The concept is integrated into the city agenda, i.e. it is part of the "Örebro Climate change project".
- Innovative and impactful with important energy savings.





# Environmental Sustainability

## RENOVATION OF 30 APARTMENTS IN ZARAMAGA, VITORIA-GASTEIZ



### VIVIENDA Y SUELO DE EUSKADI S.A.

**Location:** Portal de Gamarra 1A, Vitoria-Gasteiz, Spain

**Number of staff:** 71

**Number of dwellings managed by the organization:** 16.985

**Website:** [www.visesa.eus](http://www.visesa.eus)

### ⌘ OBJECTIVE:

The project is a part of the VISESA and Basque Government strategy to improve the quality of life of citizens, while contributing to the local and regional strategies for reduction of energy use and CO2 emissions in the residential sector. VISESA is a public company of the Housing Department of the Basque Government, whose main objective is to promote high quality subsidized housing, thus contributing to the effort by the Regional Government to make the right to housing in all social sectors a reality.

The proposed building renovation strategy was planned with a view to build an attractive building, with new lifts added in external blocks upon agreement with the city council for occupation of public land for this purpose and with the best possible energy performance. The project was set out as a landmark project for the area, aiming to become an example to be replicated and give rise to a domino effect involving similar courses of action in the district and, by extension, in other districts of Vitoria-Gasteiz.

### CONTEXT

Zaramaga is one of the most densely populated districts in Vitoria-Gasteiz. Energy use and carbon dioxide emissions from buildings in Zaramaga are far higher than legally permitted and they also lack minimum accessibility conditions. Zaramaga is one of the priority areas of rehabilitation in Vitoria.

The chosen 30-unit building had, besides various issues needing repair and lack of accessibility, serious problems in terms of energy efficiency. The thermal behaviour was very poor, with uninsulated walls and roofs and single glazed windows. Thermal installations

were generally inefficient and apartments had very high-energy use, with an "E" energy rating.

The apartment owners managed to get support from the Basque Government. VISESA also signed a collaboration agreement with the property owners allowing the project to enter the framework of a European project as a demonstration building PIME's, representing an additional impetus, particularly on additional energy efficiency and renewable energy measures.

## RENOVATION OF 30 APARTMENTS

### Tools used

During the project, multiple workshops were carried out; from initial design workshops discussing proposals, to energy awareness workshops explaining to neighbours different energy efficiency strategies including different behaviour to reduce energy use as well as to final sessions after refurbishment making sure they understood the building systems and are able to operate them efficiently.

Socio-economic surveys were carried out to compare the situation before and after the refurbishment, with 67% of the respondents agreeing that their standard of living has increased after the retrofiting. Monitoring of technical parameters regarding energy use for heating, indoor comfort, and renewable energy production is also ongoing, and results generally show good performance of the building.

This complete set of documented experience and results will serve as a demonstration of good practices and contribute to the replication of the project.



### INNOVATION

In terms of financing, the project has been realised thanks to funds from various sources, including the City of Vitoria-Gasteiz, the Basque Government RENOVE programme and from the EU as demonstration project within PIMES project (EU FP7 programme). Owners had to contribute with about 33% of own funds, which facilitated financing through a "common loan" to the whole community. Thus, it reduced credit management costs and did not constitute a new mortgage for the apartment owners.

VISESA also provided technical assistance through the building renovation, including mediation with the project architects and the construction company, which is another aspect not common in private building refurbishment. This role of VISESA was highly appreciated by the neighbours, and has served as a pilot experience to be replicated. The technical solution with high efficiency and renewable energy integration is also innovative, and is expected that could be further replicated.



### Key results and benefits

The indoor conditions in the apartments has improved significantly as result of the building renovation. The installation of lifts adds value to the building. The temperature in the apartments is more appropriate for both summer and winter that are also better insulated from outside noise.

In terms of energy use, the building renovation reduced the heating costs in the apartment. From an initial "E" energy label, the building has progressed to an "A" energy label. The situation is being monitored; an annual energy use for heating of 27 kWh/m<sup>2</sup> is expected, very low even when compared to new dwellings in Vitoria. PV production will provide additional savings to the owners.

The increased value of the property is also an indirect benefit to the owners. This action is expected to be replicated in the neighbourhood, improving general appearance and quality of life for the citizens, and contributing to the reduction of energy use and emissions.



### + WHAT THE JURY LIKED

- + Very impressive result of the energy renovation: from an initial "E" energy label, the building has progressed to an "A" energy performance level
- + Organisation of workshops where residents could learn about their consumption and ways to save energy
- + 67% of residents report a better standard of living after the renovation
- + Smart use of public funds including also EU's FP7



# Environmental Sustainability

## INNOVATION AND SUSTAINABLE CONSTRUCTION



### HABITAT 62/59 PICARDIE

**Location:** 520 Bd du Parc BP 111, Coquelles, France  
**Number of staff:** 197  
**Number of dwellings managed by the organization:** 18.321  
**Website:** [www.habitat6259.fr](http://www.habitat6259.fr)

Habitat 62/59 Picardie increased its commitment to sustainable development and intensified the development of exemplary construction operations. These highly efficient operations contribute to the improvement of the overall performance of the organisation's housing stock. Its primary goal is to be innovative and to capitalise on experience gained.

### ⌘ OBJECTIVE:

The innovation management covers every aspect of sustainable construction:

- ▶ Designing and constructing buildings that are simple in terms of energy needs, even positive-energy buildings.
- ▶ Reducing greenhouse gas emissions throughout the life cycle of the buildings.

Each project requires an incubation phase of varying duration to draw lessons and evaluate the reproducibility of the solutions deployed. Feedback is based on various criteria:

- ▶ Environmental impact: energy consumption, environmental benefit etc.
- ▶ Financial impact: extra cost, reduced bills for residents etc.
- ▶ Maintenance and operating conditions
- ▶ The behaviours and habits of residents

### CONTEXT

Habitat 62/59 Picardie has engaged in a proactive effort aimed at reducing its environmental footprint and obtained ISO 14001 certification for its environmental management system in 2006. The aim of the environmental policy is to strengthen the action on climate to reduce greenhouse gas emissions, while addressing the social issue of combating deprivation among the poorest households by reducing energy bills.

Habitat 62/59 Picardie collaborated with property owners, members of the Habitat Réuni social housing cooperative association, to develop a baseline for the situation of the rental stock and to draw up a benchmark scenario targeting the achievement of Grenelle Environment by 2050. This scenario combines interventions on existing building structures and installations, seeking the best return per euro invested, and actions on new builds.

## INNOVATION AND SUSTAINABLE CONSTRUCTION

### Tools used

These projects rely on a close partnership between the project management and the project client. An operation report, including an environmental report, is prepared upon completion of every construction project. Tenant satisfaction surveys measure their perception of comfort and quality of life at home. An internal unit made up of representatives of the project client and buildings maintenance technicians, meets regularly, to discuss the impact of the new products – in terms of usage and service and maintenance costs– and contributes to validating the „design brief” of operations.

### INNOVATION

The innovation effort in new builds fits with the environmental approach of Habitat 62/59 Picardie. It entails putting together a concept, a label, a product or installation and a construction system as well as evaluating the extent to which this affects building the house.

The lessons from the first passive buildings provided the impetus to evolve the internal procedures: reinforcing the assignments of thermal engineering consultants, systematic definition of the heated volume, optimisation of building design. On site, monitoring phases have been bolstered and systematic measurements are now taken on technical systems, ventilation in particular. The trials have also prompted the organisation to remove certain installations from the design briefs.



### Key results and benefits

The development of exemplary and innovative operations is a driver of differentiation for both the property owner and the local authority, while it offers an opportunity to enhance the corporate image. Monitoring the consumption in Passivhaus-certified buildings shows that consumption is in line with the aims defined at the beginning.

Habitat 62/59 Picardie has identified the issue of billing and the communication of consumption to clients as an area for improvement. Meter reading systems are developed in the current project that give feedback to the client in real time. To ensure that the performance of these buildings is sustained over time, there is a need to improve support for residents while introducing new habits and behaviours with the new installations. Training and information for staff on marketing and management of the housing stock also seems essential if this approach is to be promoted in the long-term.



### + WHAT THE JURY LIKED

- + Reduction of the environmental footprint through buildings renovation to low energy or positive energy.
- + Use of triple glazing, PV panels, renewable heat technologies in the renovated estates.
- + It is a comprehensive strategy applied to different housing estates.



# GOOD GOVERNANCE AND FAIR RELATIONS WITH STAKEHOLDERS

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# Good Governance and Fair Relations with Stakeholders

## BIG CONVERSATION



**SHEPHERDS BUSH HOUSING GROUP**



### SHEPHERD'S BUSH HOUSING GROUP

**Location:** Flanders Road, London, UK

**Number of staff:** 230

**Number of dwellings managed by the organization:** 5,200

**Website:** [www.sbhg.co.uk](http://www.sbhg.co.uk)



## OBJECTIVE:

The core idea behind the Big Conversation has been to ask residents to assess the service provided by SBHG, to inform service and business development and ensure robust resident-led governance. Big Conversation supports the "co-regulatory" approach with a real emphasis on involving residents in the improvement and scrutiny of service delivery.

Now in its 10th year, Big Conversation sees all SBHG staff- from the chief executive to apprentices but excluding repairs operatives who visit homes daily- out visiting residents in their own homes. The objective is to have a Big Conversation about their service, levels of knowledge about additional services offered by SBHG and to pick up on any issues or problems which need addressing.

Each member of staff is personally responsible for following through any actions from the visits, helping them engage with the service. The objectives therefore are to fully involve residents in governance, improve services and help staff engage in the improvement journey.

## CONTEXT

As a resident focused housing association, resident involvement has always been at the heart of the SBHG service and foundation of good governance. This has been the approach for more than 20 years when a small group of tenants asked for greater resident involvement in SBHG. This evolved into our SBHG's Independent Tenants' Committee in 1988, a pioneering development for the sector. Tenants now make up one third of the board membership.

The truest measure of satisfaction is the comments residents make and the feedback they give. To make sure that they get a representative view SBHG introduced the annual Big Conversation. Every

member of staff goes out to visit our residents in their homes. This means that staff that might not otherwise come into contact with residents, such as the finance team), get to meet residents in their home, which gives them a greater understanding of the properties SBHG owns and manages, the residents' needs and the communities they live in and they find out first-hand what residents really think of their service. The context therefore is to build on our strong history of involving residents in the delivery and shaping of services and to engage staff in that journey.

## BIG CONVERSATION

### Tools used

Ahead of each Big Conversation there are briefings for all staff, making sure that experienced staff is 'twined up' with new. Survey questions and formats are reviewed each year. There is a wide range of ways for residents to be involved and participate, including paper, online and mobile surveys.

Tea and coffee mornings are also held at the three sheltered schemes (supported accommodation for our elderly residents). This gives them a special chance to take part as well as offering a social occasion. This flexible approach enables it to be deployed anywhere - essentially it can be tailored by an organisation to suit their business needs. It can also be 'scaled' so it can be used by any size of housing association.



### Key results and benefits

As well as engaging staff and residents in their service SBHG has:

- ▶ Seen an increase in overall satisfaction from 70% to 77% since 2010.
- ▶ Seen an increase in residents' satisfaction that their views are listened to and acted on from 50% to 61%; the Big Conversation has been a significant factor in this increase.
- ▶ Used it to target areas of business priority or concern such as the enhanced online facilities launched in 2015.

As a result of Big Conversation SBHG has developed action plans which resulted in:

- ▶ Changing staffing structures and the way it deals with anti-social behaviour cases. This has seen a steady increase in satisfaction and a corresponding lightening of the work needed to be carried out by partner's agencies such as the police and local authorities.
- ▶ Reviewing and restructuring the complaints policy.
- ▶ Reviewing and improving the whole 'repair journey' from reporting the repair to it being carried out. This was in direct response to residents highlighting this was their number one service priority in the Big Conversation.
- ▶ Doubling the size of roofing and window contracts.



## INNOVATION

The Big Conversation has grown in scale to become the most insightful feedback tool for SBHG. While the concept is in itself innovative the organisation keeps adding new dimensions such as:

- ▶ A campervan as mobile consultation unit which has increased engagement.
- ▶ Thematic "Little Conversations" are used as follow ups to dig deeper and gain even more insight.
- ▶ Specialized software allows making the best use possible of the results, integrating them fully into business planning.
- ▶ The relaxed setting encourages people to sign up for services such as computer training.
- ▶ The introduction of tablets increased efficiency and sends out the digital message.

### + WHAT THE JURY LIKED

- + Resident's assessment of the services provided to improve them and ensure truly resident-led governance ("Co-regulatory" approach), 1/3 of board membership consisting of tenants
- + The project doubled the number of assessments returned by tenants
- + The assessments were followed-up by concrete improvements e.g. roofs and windows
- + Significant increase in residents' overall satisfaction
- + Replication of the project in France by Est Métropole Habitat



## Good Governance and Fair Relations with Stakeholders

### INVOLVE THE VARIOUS STAKEHOLDERS IN THE CONVERSION OF A FORMER MILITARY BARRACKS



#### PARIS HABITAT

**Location:** 21 bis rue Claude Bernard, Paris, France

**Number of staff:** 2.959

**Number of dwellings managed by the organization:** 123.136

**Website:** [www.parishabitat.fr](http://www.parishabitat.fr)



#### ⌘ OBJECTIVE:

The overall objective is to make better use of a vast area of almost 20,000 sq. m. that during the construction period will be rendered into a place for encounters, intergenerational exchanges between residents of the neighbourhood, animating the city and offering other cultural and social services for residents and Parisians.

On this site of a former military barracks, on which the first buildings constructed date back to 1665, an ambitious program will take place involving a complex that combines accommodation with care services that best meets the needs and expectations of the residents and the territory, bringing together the neighbourhood citizens, the local authorities and associations.

The project will be harmoniously integrated in the city, leaving the old barracks' walls in place to reconnect with the life and identity of the district while preserving its exceptional, historic character.

### CONTEXT

On the site of a former military barracks sold by the government, in the 12th district on the east side of Paris, Paris Habitat is conducting an ambitious construction project of six new buildings, the demolition of part of the existing buildings and the rehabilitation and renewal of five more.

The 20,000 sq. m. plot will be home to 600 housing units, 50% of which are earmarked to student and family social housing, 20%

to controlled rents units and 30% to private market rents, a day-nursery with 66 cribs, some artists' ateliers, communal spaces, one shop, underground parking spaces, a 4000 m<sup>2</sup> public garden and 3 plots that will help enable the place to open up towards the city.

## INVOLVE THE STAKEHOLDERS IN THE CONVERSION OF FORMER MILITARY BARRACKS

### Tools used

- ▶ To involve the stakeholders: a specific Project house, staffing hours, and public meetings;
- ▶ Communication tools: a project dedicated website, press releases, employee visits under the project "Site Open House" as well as visits open to partners;
- ▶ Focus was given on the reuse of materials concerning the diagnosis of material and scrap.
- ▶ This project contributes to the implementation of a digital material exchange platform internally at Paris Habitat.



### INNOVATION

The teamwork during the workshops by 6 teams of prime contractors, twice a week for 1 year to collectively and concertedly develop an architectural project, was Paris Habitat's first initiative of this type. The off-plan property sale (OPS), for the first time in France, is a new system proposed by the Macron Act of 6 August 2015. This is an innovation not only for Paris Habitat but for all other social housing associations, too.

The establishment of a 'Project house', its staffing, and public meetings from the start to present the project, to inform and obtain expectation feedback, allowed strong involvement and cooperation in terms of its scale and the duration of the project added up to the value of the initiative.

Biodiversity was also taken into consideration with the discovery during construction of the nest of a rare bird, kestrel falcons; hence the adjustment of the building works to preserve this species and the organising of environmental activities in partnership with the League for Bird Protection (LPO).

### Key results and benefits

Success factors identified by Paris Habitat:

- ▶ A shared leadership and a collaborative learning work right from the start of the project with all stakeholders - architects, inhabitants and decision makers.
- ▶ All dimensions were taken into account: urban, architectural, economic, social and environmental.

The benefits include:

- ▶ A participatory citizen approach that put people at heart of the decision making process.
- ▶ The whole project was adapted to the needs of the inhabitants and the territory in a co-productive way.
- ▶ The environmental and economic impact was positive in many ways with a new approach to deconstruction promoting the values of circular economy through recycling waste into new resources thus reducing the purchase of new material, structuring alternative channels for the reuse of construction materials and encouraging the creation of new tools that enable the material-related exchange between the various Paris Habitat programs.
- ▶ The creation of intergenerational social ties through the various events occurring on site.
- ▶ The opening of a vocational rehabilitation centre for vulnerable people housed on the site.

### + WHAT THE JURY LIKED

- + Keeping the historical aspect while adding new elements e.g. public garden, nursery
- + Rent control applied to 70% of the stock in a top location in Paris
- + Focus on co-creation and co-decision through participatory dialogue with residents and stakeholders
- + Opening of the space to the city through cultural events and other initiatives





## Good Governance and Fair Relations with Stakeholders

### DIALOGUE WITH THE HABITAT STAKEHOLDERS IN ORDER TO BUILD A STRATEGIC VISION



#### SOCIÉTÉ DAUPHINOIS E POUR L'HABITAT (SDH)

**Location:** 34 Avenue de Grugliasco, Échirolles, France

**Number of staff:** 219

**Number of dwellings managed by the organization:** 18.364

**Website:** www.sdh.fr

#### ⌘ OBJECTIVE:

The SDH "Unis'vers 2016" project is building up on the organisation's CSR effort and values. It is based on 5 EURO-GR® standard topics:

- ▶ Promote the social balance of the territories
- ▶ Contribute to a sustainable economy
- ▶ Preserve the environment
- ▶ Value the human resources
- ▶ Develop consultations and partners hips with the stake holders

With this in mind, SDH consulted a large number of stakeholders ranging from employees, occupants, tenants, local politicians, associations, suppliers, civil society etc. This approach will allow SDH to better understand the issues of today and tomorrow and prioritize them according to their impact on the community.

#### + WHAT THE JURY LIKED

- + Open and structured dialogue with stakeholders (tenants, employees, suppliers, etc.) concerning the future strategy of the company
- + Well-designed consultation process
- + Very professional project management

#### Tools used

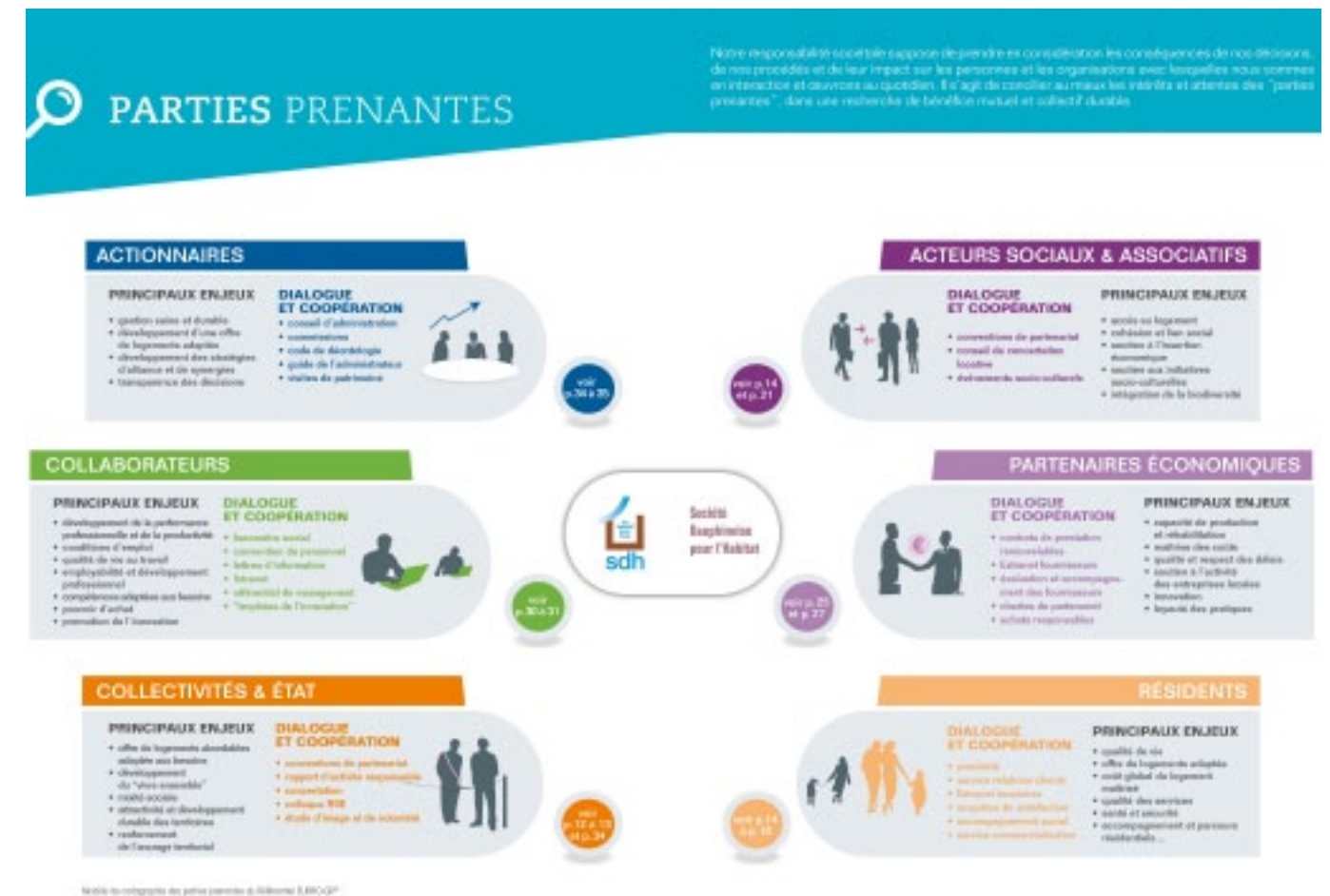
- ▶ grid weighting
- ▶ SWOT
- ▶ matrices of materiality

## DIALOGUE WITH THE STAKEHOLDERS TO BUILD A STRATEGIC VISION

### Key results and benefits

The SDH wanted to consult stakeholders and to gather their needs and visions having a clear and transparent method in order to capitalize in these issues.

This voluntary consultation of stakeholders is a proof of acting responsibly. It opens the reflection to a variety of people impacted by the SDH activity and encourages them to contribute to the project definition. This contribution should facilitate the acceptance of trade-offs and implementation of action plans with stakeholders.



## CONTEXT

Since 2004, SDH is engaged in a Corporate Social Responsibility (CSR) effort. In order to be consistent with its 4 values it set up consultations with its peers and partners bearing in mind a number of key principles:

- ▶ Respect: All stakeholders are taken into consideration aiming at the highest impact for sustainable development.
- ▶ Professionalism: Innovation is core criterion for collaboration.
- ▶ Solidarity: Accessibility goes hand in hand with creating economic value.
- ▶ Ambition: Employees, consumers and suppliers are concerted for the excellence dissemination.

## INNOVATION

Involving a wide range of contributors in a responsible and constructive has been the key to this project. Participants were encouraged to be open and flexible and to compare their ideas. The contributors played in the end of the day a very important role in this process. Each manager, along with his/her team, passed half a day identifying issues related to the basic pillars of CSR that SDH could take into consideration in their next project.



Good Governance and Fair Relations with Stakeholders

HEMSWORTH COURT – DEMENTIA FRIENDLY COMMUNITY HUB



**HELM HOUSING ASSOCIATION**  
**Location:** Helm House 38-52, Belfast, N. Ireland  
**Number of staff:** 130  
**Number of dwellings managed by the organization:** 5.600  
**Website:** www.helmhousing.org



⌘ OBJECTIVE:

To provide essential support services and create a comfortable living environment for those living with Dementia, by developing a world-class facility which meets the needs of those with dementia and their loved ones, and creating Belfast’s first dementia friendly community.

The initial objectives were to:

- ▶ Raise awareness and promote understanding of the supported housing model with Housing, Health and Social Care colleagues, the wider Shankill community and other agencies aiming to reduce stigma associated with dementia;
- ▶ Support tenants living in Hemsworth Court to build links with and feel an integral part of the local community;
- ▶ Develop and offer an educational programme for local business to promote a better understanding and support to customers living with dementia;

Early in the process it was decided that this project must be focused on delivery and outcome, ensuring that the ideals that we set out with were not lost.

CONTEXT

Helm Housing has been since 1975 one of the largest non-profit associations in N.Ireland dedicated to the provision of affordable housing and a range of associated support services. Helm’s key role is to develop and manage rented accommodation for single people, families, the elderly and various models of supported housing for people with special needs. Overall, it provides suitable housing and associated support services for over 10,000 people across Northern Ireland. 40 per cent of Helm tenants are over the age of 60 and many require special support that enables them to live independently. The increasing rate of dementia is a huge challenge in terms of scale and impact for Northern Ireland.

New research by Alzheimer’s Society shows that there are over 20,000 people in Northern Ireland living with the condition and likely to rise to 60,000 by 2050. Hemsworth Court, a 35-apartment development in Belfast’s Shankill area, provides assured tenancies to those with cognitive impairment and dementia and is an innovative scheme which helps to meet this need and first of its kind in Northern Ireland. The scheme is a specialist facility, designed to deliver 24 hour medical care and support services to its residents whilst enabling them to be as active and as independently as possible.

HEMSWORTH COURT - DEMENTIA FRIENDLY COMMUNITY HUB

Tools used

The wellbeing of tenants was paramount but it was also essential that residents are offered a range of social activities to try to combat the progression of dementia and are supported in engaging with their local community. This was not just a home; but become part of a greater social inclusion plan, creating a ‘community hub.’ On-site care for tenants is provided 24/7 by staff from Belfast Health & Social Care Trust. Hemsworth Court also employs an Activity Coordinator who offers a range of social activities for wider engagement within the local Community & beyond.

A Community Integration Group (CIG) was established to work in partnership to secure the integration of the scheme within the community. This CIG attracted membership from a range of local organisations & embraced the concept that Lower Shankill would become the first Dementia Friendly Community in NI. Local residents were involved in a unique project called the ‘Social Sofa’. This large stone sofa was designed by Hemsworth Court tenants & local residents.

92 front-line staff have been trained on dementia awareness, many becoming Dementia Champions who work with others to provide awareness training. Following an environmental audit carried out by Alzheimer’s Society, all Helm public offices have become dementia-friendly compliant.

Key results and benefits

The Dementia-Friendly ethos has been adopted throughout Helm. All staff trained in dementia awareness helping the organisation to become the first Dementia-Friendly Organisation in the housing sector. 12 Dementia Champions completed specialist training & deliver dementia awareness training to new employees & other businesses. The Shankill area, where Hemsworth is located, is a single-identity community surrounded by ‘peace walls’, separating loyalist/nationalist communities in Belfast.

Helm’s Dementia Friendly project & Social Sofa have helped reduce stigma associated with dementia, creating better understanding of the condition within the community. The scheme has won a number of awards and received significant media attention being featured across national, regional, on-line & broadcast media.

Hemsworth Court is an example of successful partnership working, as well as careful & considered involvement of tenants and is a trailblazer in the development of specialised solutions for the needs of a changing population in the housing sector at European level. While this project meets the needs of this specific area in Belfast, it could be replicated anywhere in Europe with the support of relevant partner organisations.

INNOVATION

Hemsworth promotes a person-centred facility that helps maintain independence, normalisation & social inclusion. The service is pioneering as it’s not just a bricks and mortar facility for people with dementia. As well as integrating residents with the local community, the local community also shapes services & promotes a Dementia-Friendly ethos. The Social Sofa tells residents stories the local community helped capture in mosaic tiles.

Working in partnership with new tenants, care providers & other interest groups Helm Housing set about making the Shankill area a Dementia Friendly Community. The Social Sofa became a powerful symbol of bringing people together & represents positive, inter-generational & cross community working relationships. Schools volunteered to work on the sofa & formed friendships with tenants whilst gaining an understanding of people living with dementia.



+ WHAT THE JURY LIKED

- + Dealing with an important issue in a concrete way i.e. residence of 35 apartments answering the needs of people with dementia and the elderly
- + 40% of residents are over 60, guaranteeing security of tenure for them and attachment to the neighbourhood
- + Comprehensive involvement of stakeholders



# Good Governance and Fair Relations with Stakeholders

## WEBSITE FOR CORPORATE GOVERNANCE



**FSM** 

**Location:** 14 avenue Thiers, Melun, France  
**Number of staff:** 145  
**Number of dwellings managed by the organization:** 8,000  
**Website:** [www.fsm.eu](http://www.fsm.eu)

### ⌘ OBJECTIVE:

The stakeholders are at the heart of corporate social responsibility initiatives and the ongoing dialogue between them has become a central feature of their effective governance. As part of its CSR approach, FSM has made a commitment to improving communication with its Board of Directors.

### CONTEXT

FSM's Board of Directors includes many stakeholders from the housing sector including locally elected officials from the Seine-et-Marne department, the Melun Val de Seine Urban Community, the Seine-et-Marne Departmental Council, the municipalities of Melun, Fontainebleau, Provins and Le Mée-sur-Seine, tenants' representatives etc. 65% of FSM's registered capital is held by the municipalities of Melun, Le Mée-sur-Seine and Provins. To facilitate the decision-making process within bodies such as boards of directors, tender committees and other strategic entities, FSM wishes to improve information for administrators and shareholders with a dedicated Intranet. A permanent information



### + WHAT THE JURY LIKED

- + Improving communication between the board of directors and staff by introducing a direct communication tool (intranet).
- + Ensuring greater openness and transparency.
- + Facilitating dialogue with governance structures and improving the communication with stakeholders and tenants' representatives.

platform broadcasts news about the company and directs its users towards the various business information channels. As a result, Committee and Board members can access a significant amount of information, including that relating to the legal developments in the low-income housing sector. In light of their strategic role, improving administrators' information and awareness will give them a better understanding of the potential effects of certain decisions, enhancing the coherence of the organisation's actions. This coherence will have a positive effect on how the organisation is managed and ultimately will allow it to deliver better services to tenants.

## WEBSITE FOR CORPORATE GOVERNANCE

### Tools used

This site is developed on the Wordpress platform that allows simple, quick updates and since it is responsive it is accessible on all types of screens (smartphone, tablet and PC).

### INNOVATION

While Intranets are usually "employee-oriented", for the first time, in addition to the Intranet site for its employees ([www.es-pritfsm.eu](http://www.es-pritfsm.eu)), FSM is implementing a platform 100% dedicated to and designed for governance that facilitates the implementation of best decision making practices for administrators and shareholders.

### Key results and benefits

- This tool helps the FSM:
- Improve relations with the governing body.
  - Make better decisions thanks to better sharing of data.
  - Be better informed to comprehend investment-related issues.
  - Follow up on all meetings at a later date.
  - Provide a platform for listening, exchanging, sharing and answering all questions via an online form.



L'intranet espritfsm a été créé pour :

- Être informé sur les Temps Forts et actualités FSM
- Faciliter les échanges entre acteurs FSM

Au quotidien, toute l'actualité FSM  
le site intranet [espritfsm.eu](http://espritfsm.eu) se décline en [espritfsm.eu/gouvernance](http://espritfsm.eu/gouvernance)

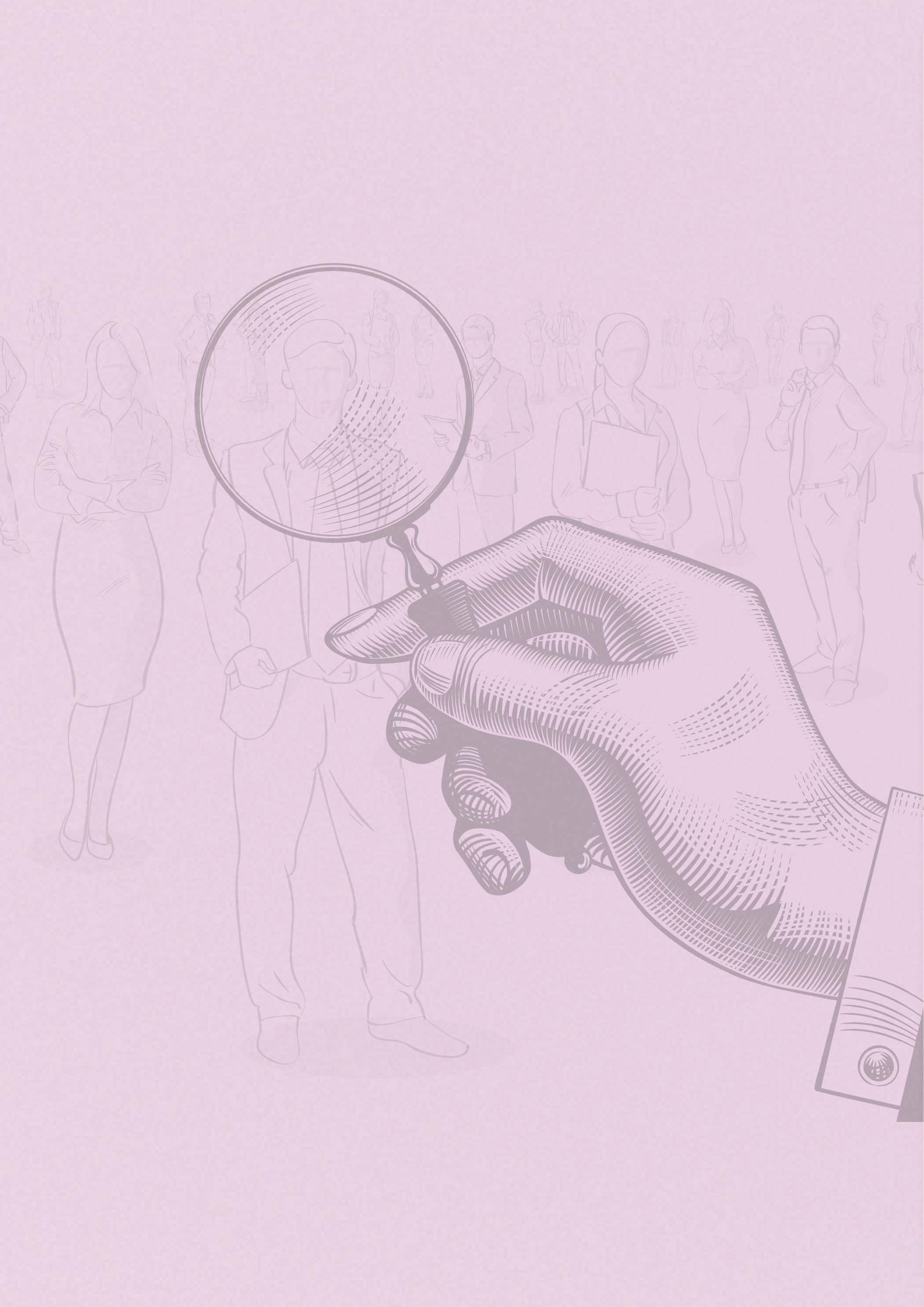


**Le calendrier FSM**  
Restez informé sur les derniers événements de la société.

**Les directeurs & agences**  
Les membres de la direction FSM, les adresses et horaires d'ouverture des nos agences et antennes.

**L'entreprise FSM**  
Historique des 90 ans, ce qui nous rend fort, les cartographies, les réseaux partenaires.

**Le CA**  
La liste des administrateurs, l'ordre du jour annuel des CA, les dates de CA.



## RESPONSIBLE HUMAN RESOURCES MANAGEMENT

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## Responsible Human Resources Management

### VOCATIONAL TRAINING – KEY FACTOR FOR SUCCESSFUL INTEGRATION OF REFUGEES



#### GEWOBAG WOHNUNGSBAU- AKTIENGESELLSCHAFT BERLIN

**Location:** Alt-Moabit 10 1 A, Berlin, Germany

**Number of staff:** 583

**Number of dwellings managed by the organization:** 58.500

**Website:** [www.gewobag.de](http://www.gewobag.de)



### ⌘ OBJECTIVE:

Central goal of the project is the successful integration of refugees through the individual development of their vocational and professional qualifications. Learning the language is vital. With this project, Gewobag acknowledges its corporate social responsibility and at the same time, sets an example for other companies to follow. Therefore, transparent reports will be made available to the relevant committees, various networks and internal and external media.

The recently launched integration project marks another stage in the conscious expansion of Gewobag's strategy and guiding motto "die ganze Vielfalt Berlins", in other words "All the Diversity of Berlin".

## CONTEXT

Around the world, some 60 million people have been displaced and last year alone, 80,000 refugees arrived in Berlin. The Federal State of Berlin has identified integration as an important task. Gewobag is active on a diverse market both as an employer and as a landlord and its holdings also reflect this trend: nearly one in three of Berlin's inhabitants has at least one parent who was born outside Germany. Against this background, diversity in human resources acquires an important added value, for employees with foreign roots can transcend barriers and build bridges. Non-discriminatory treatment of

other cultures can also help to stabilize neighbourhoods. Apart from learning the language there are other essential factors for successful integration, which include making people employable and providing them with vocational qualifications. Gewobag can create the necessary structures, contributing to the further development of Berlin as a motor of integration because only a systematic and professional integration concept can lead to long-term success.

## VOCATIONAL TRAINING – KEY FACTOR FOR SUCCESSFUL INTEGRATION OF REFUGEES

### Tools used

Competence profiles are being drawn up in cooperation with the Employment Agency for the shortlist of potential project participants. Applicants will also take part in structured interviews. An assessment centre will prepare practical exercises to reflect daily commercial life. Project-oriented training courses will impart the knowledge and ability for professional activity. On the one hand, acquiring this knowledge is an important step towards project-oriented training within Gewobag and on the other hand, it is indispensable for further professional and career development.



### Key results and benefits

Gewobag created a job especially for the pilot project. The position of "coordinator" underlines the importance the company attaches to the task. Learning the language is an essential part of integration. In addition to state-sponsored German courses, the refugees also need opportunities to speak the language in everyday life. This is where the patrons and mentors come in. They will help develop language tandems that can make a decisive contribution to learning the language. In the first stage of patron and mentor programme, more than five per cent of our employees offered their services. This success confirms our expectation that the project has the support of Gewobag staff. Trade jargon and specialised language skills will be taught in German courses organised by Gewobag. The expertise and results of the project may also apply to other sectors. Therefore, Gewobag will report regularly to the relevant committees and networks on the achievements and challenges involved. In addition to new, qualified staff, Gewobag will also benefit from the new cultural stimuli.



## INNOVATION

The integration project for refugees will improve the company's cultural diversity. With this 'openness', Gewobag aims to counteract the social 'introspection' that appears as a result of citizens' insecurity. This trend has also been apparent in urban Berlin.

In the future, diverse staff structures will be the key to innovation and creativity. In a knowledge-based society, these are essential factors for success on the market. The integration project for refugees can offer valuable stimuli. Gewobag is shaping integration process in cooperation with its employees– they are invited to play an active role which increases the acceptance rate while promoting innovations that can enhance the project.

Furthermore, through the creation of networks and platforms, other participants' ideas can be eventually introduced as well.

### + WHAT THE JURY LIKED

- + A successful example of integration of refugees through an active policy helping the beneficiaries to enter the local labour market
- + A comprehensive program including internships from 6 to 12 months, mentorship, language courses and diversity training
- + Multi-stakeholder approach involving local authorities, employees, students and media





## Responsible Human Resources Management

### POEI - INDIVIDUAL OPERATIONAL PREPARATION FOR EMPLOYMENT



#### GROUPE 3F

**Location:** 159 rue National, Paris, France

**Number of staff:** 3.800

**Number of dwellings managed by the organization:** 245.000

**Website:** [www.groupe3f.fr](http://www.groupe3f.fr)



### ⌘ OBJECTIVE:

Aiming on the one hand to anticipate its recruitment needs for caretakers' positions, while contributing to retraining of the long-term unemployed, the Human Resources Department of Groupe 3F developed a recruitment system along with the training department of the organisation. This system, undertaken in partnership with Pôle Emploi (French employment agency) and Afpols (training organisation), gives job seekers access to a nationally recognised certified training course and guarantees job offer within Groupe 3F. So, it meets a number of key requirements:

- ▶ facilitating personnel recruitment with a large number of recurring job vacancies;
- ▶ assessing the applicants' abilities before hiring them;
- ▶ making the recruitment process more reliable;
- ▶ ensuring personnel are operational as soon as they take up a position and trained within the company's business procedures and needs;
- ▶ developing the employability of job seekers.

With this approach, 3F contributes to public employment and integration policies by going far beyond regulatory measures but also responds to the training policy adopted by 3F to strengthen the skills of its employees, enhancing their employability.

### CONTEXT

Local personnel represent nearly half of the company's staff, i.e. 1,300 caretakers in 2015. This situation requires increased flexibility by the Human Resources Department (HRD) in terms of the recruitment processes for this position.

The role of the caretakers is even more crucial as 3F has decided to turn them into a highly versatile stakeholder, requiring specific skills and abilities, and entrusted with a broad variety of tasks such as

managing relationships with tenants, managing technical interventions and supervising service providers, housekeeping and waste management etc.

In light of these two observations, job versatility and volume, the HRD regularly finds it difficult to fill certain positions, hence this project to implement a new recruitment approach.

### POEI

#### Tools used

The process unfolds in a number of steps:

- ▶ Collective information meeting for a presentation of the company and of the caretaker job with around 150 participants per session
- ▶ Pre-selection by Pôle Emploi via the Simulation Recruitment Method validating the key skills
- ▶ Selection interview based on the candidates' motivation
- ▶ Steering committee to monitor training
- ▶ Evaluation grids at different stages of the theoretical and practical training.



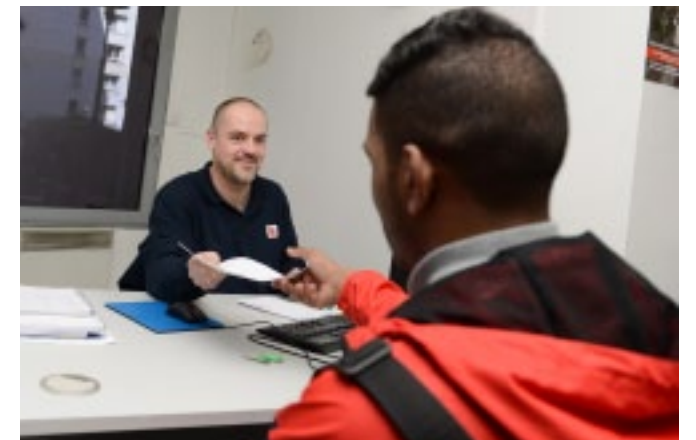
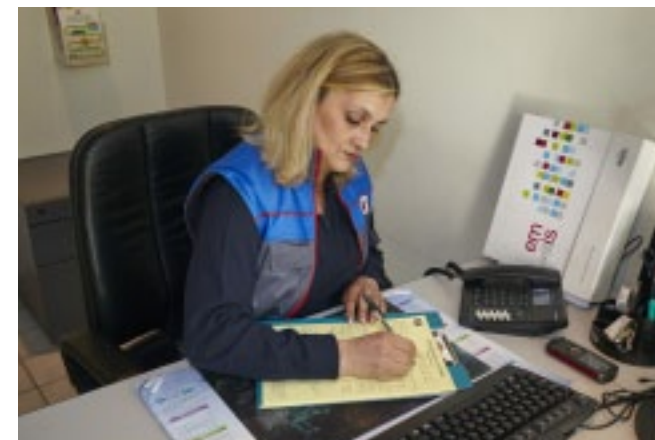
#### + WHAT THE JURY LIKED

- + Comprehensive training for caretakers including the management of relationship with tenants
- + Improving the employability of the training participants
- + Impressive results in terms of job creation and opportunities in the local community
- + Focus on the long term unemployed

### INNOVATION

POEI is an innovative mechanism for the low-income housing sector and the caretaker profession in the Ile-de-France region. 3F is the region's only social landlord to organise these training and recruitment programmes devoting part of its training budget to them (a total training budget of €47,000).

3F also invests in trainees who are given a fully funded training course and the option of a permanent job from which they are free to withdraw at any time. 3F has established a contract of confidence with the participants, committing to wait for them for nearly three months so that, in return, they can be more operational when they take up the position.



### Key results and benefits

Based on the positive feedback from the first POEI three additional mechanisms have been set up since, i.e. on average 2 per year, with a very satisfactory recruitment rate of 90%. Every new caretaker fully completed their trial period.

Several success factors have been identified:

- ▶ Access to a training programme adapted by 3F and the training organisation, resulting in the award of a nationally recognised certification;
- ▶ Coherence between job seekers and the company's needs in terms of positions;
- ▶ Synergy between the Training department and the Employment department;
- ▶ Individual monitoring;
- ▶ Significant trainee involvement due to a strong sense of belonging to the company from the start of the process, and the prospect of a permanent job;
- ▶ Motivation of 3F's personnel associated with the training of their future colleague and creation of a network of caretakers from the same POEI cohort.

On the other hand, there is room for improvement as far as the following issues are concerned:

- ▶ Burdensome administrative management due to multiple partners involved;
- ▶ The trainees' significant involvement highlighted above can be a constraint, resulting in impatience and high expectations when the jobs are actually offered.



# Responsible Human Resources Management

RECOGNIZE AND VALUE EMPLOYEES  
WHILE ALSO ENGAGING THEM  
IN THE PRESERVATION  
OF THE ENVIRONMENT



## PARIS HABITAT

**Location:** 21 bis rue Claude Bernard, Paris, France  
**Number of staff:** 2.959  
**Number of dwellings managed by the organization:** 123.136  
**Website:** [bienvenue.paris/en/](http://bienvenue.paris/en/)



## OBJECTIVE:

The recurring project "Talents of Paris Habitat" aims to pay tribute to artistic talent and improve relationships between employees. It brings together employees and organisations that do not usually work together. In 2016 objective of the initiative was to raise employee awareness about environment preservation from the perspective of consumer behaviour. It puts forward values related to the impact of waste management on state of the environment and well-being of future generations; the importance of improving biodiversity, quality of the air, water in cities and value added of these investments in terms of health and the quality of life overall. This is increasingly important in a densely populated city like Paris.

## CONTEXT

Paris Habitat has 2959 employees, including 1200 building care-takers spread throughout the Greater Paris Regional Area and its suburbs. Twice, in 2012 and 2014, Paris Habitat organised an exhibition of its employees' artistic productions, "Talents of Paris Habitat". The initial objective was to promote their creativity and to encourage encounters between employees scattered throughout Paris or nearby towns, and sometimes with those isolated such as the building care takers.

The latest edition that began with the COP 21 at the end of 2015 lasted until July 2016 focused on the environment in line with the global issues of the climate conference, the objectives of the city of Paris, its 'zero' waste ambition, targets for housing agencies to develop urban nature projects, to preserve biodiversity, and incite Parisians to re plant their environment, as well as other issues internal to the Agency: Paris Habitat updates its environmental charter and commits to a circular economy approach within its strategic project.

# RECOGNIZE AND VALUE EMPLOYEES WHILE ENGAGING THEM IN THE PRESERVATION OF THE ENVIRONMENT

## Tools used

- Several tools ensured the desired visibility and effectiveness of the project:
- ▶ A Dedicated website
  - ▶ The Corporate intranet
  - ▶ A Tutorial on the making of vertical garden walls was recorded to enable the participants as well as those having not participated in the workshops, to make them by themselves.
  - ▶ Information flyers and posters
  - ▶ An exhibition

## INNOVATION

The innovation lies in the global dimension and the meaning given to the project in relation to the preservation of the environment, whilst developing the talents and creativity of employees; the diversity of actions allows anyone to be involved in the way he/she prefers.



## WHAT THE JURY LIKED

- + Raising the issue of economic responsibility towards waste
- + Improving waste management through the creation of furniture with the use of company's waste
- + Circular economy approach
- + Promoting biodiversity and artistic talents of employees through creation of vertical gardens
- + Partnership with field associations and NGOs

## Key results and benefits

- Key factors such as:
- ▶ Committed and flexible like-minded partners and associations
  - ▶ A global project and a variety of awareness raising methods and actions
  - ▶ The distribution of teaching tools (mugs, bottles) reusable at the company, to help change behaviour.
- led to the desired results, including:
- ▶ Raised awareness of the environmental impact of waste and plants, exemplifying how everyone can act at their own level while expressing their creativity.
  - ▶ Development of cohesion between collaborators and a corporate culture based on individual and collective environmental responsibility.
  - ▶ An explanation of the organisation's economic responsibility towards
  - ▶ Setting up a local alternative circuit: partnership with associations recovering waste, donation of material to a firm of committed innovative architects, who created a circular pavilion that was exposed on the square in front of the Paris City Hall during the COP21, and who will use them to construct a renowned Parisian cultural place.
  - ▶ 600 plastic cups collected, approximately 200 participants at the workshops and visitors, 70 individual and collective works were carried out.





## Responsible Human Resources Management

### RESPONSIBILITY AND LEADERSHIP IN SAFETY AND HEALTH IN CONSTRUCTION WORKS



#### VIVIENDA Y SUELO DE EUSKADI S.A.

**Location:** Portal de Gamarra 1A - 2ª, Vitoria, Spain

**Number of staff:** 71

**Number of dwellings managed by the organization:** 16.985

**Website:** [www.visesa.eus/tudecides/](http://www.visesa.eus/tudecides/)

#### ⌘ OBJECTIVE:

To improve working and safety and health conditions in housing developments, raising awareness among agents participating in the process in order to bring about a domino effect on other construction works developed by other public entities and/or private companies.

### CONTEXT

VISESA is a public company managed by the Basque Government that reports to the Department of Employment and Social Policies for the development of territorial housing and land management policy, in collaboration with other institutions. VISESA works on the continuous improvement of management processes and exercises a leading role in the important work of incorporating innovation into the building sector in the Basque Country.

In order to do so and in line with the commitment to being a socially responsible company, in 2005 VISESA decided to go beyond the regulated functions of the developer, serving as a driving force for other companies, earmarking the means and necessary resources, in order to have the best work and safety conditions in their housing developments, promoting awareness among all responsible agents and boosting training for workers.

#### + WHAT THE JURY LIKED

- + Significant reduction in work accidents rate, which means that construction workers' awareness is effectively raised
- + Involvement of trade unions and significant improvement of working conditions
- + Reduction of disloyal competition in subcontracting
- + A leading example for other companies, replicable in other countries

### RESPONSIBILITY AND LEADERSHIP IN SAFETY AND HEALTH IN CONSTRUCTION WORKS

#### Tools used

This project is applicable by all construction developers that wish to take part in the change in preventive culture in the sector. The key tools that made the change possible included:

- ▶ Periodical visits and meetings of the Heads of Safety and Health
- ▶ Agreements with social agents
- ▶ Procurement specifications for the coordination of safety and health
- ▶ Procurement specifications for the execution of work
- ▶ An Awareness campaign

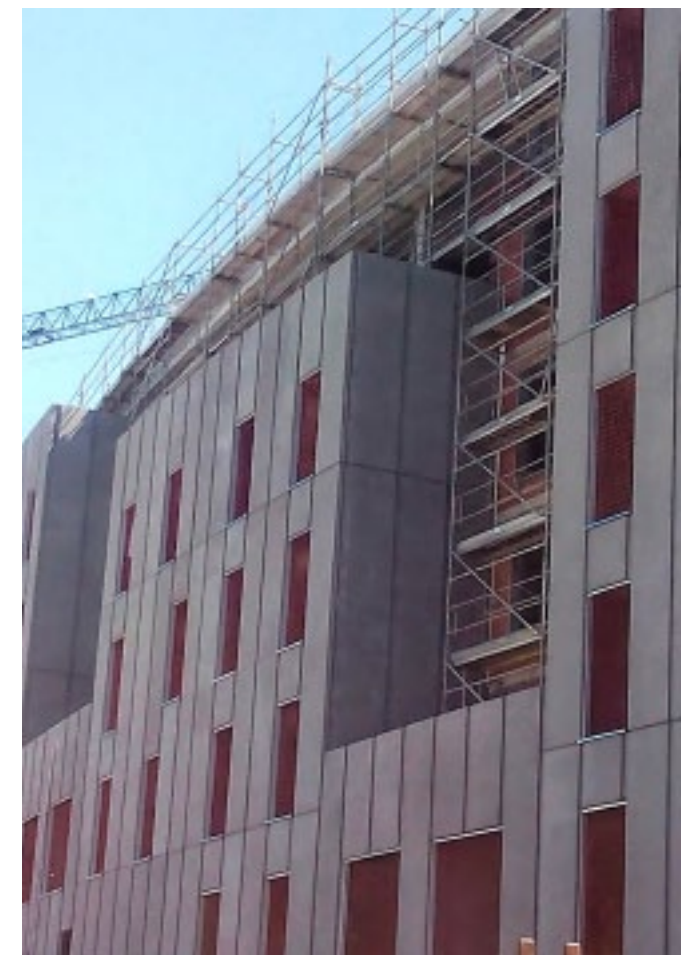
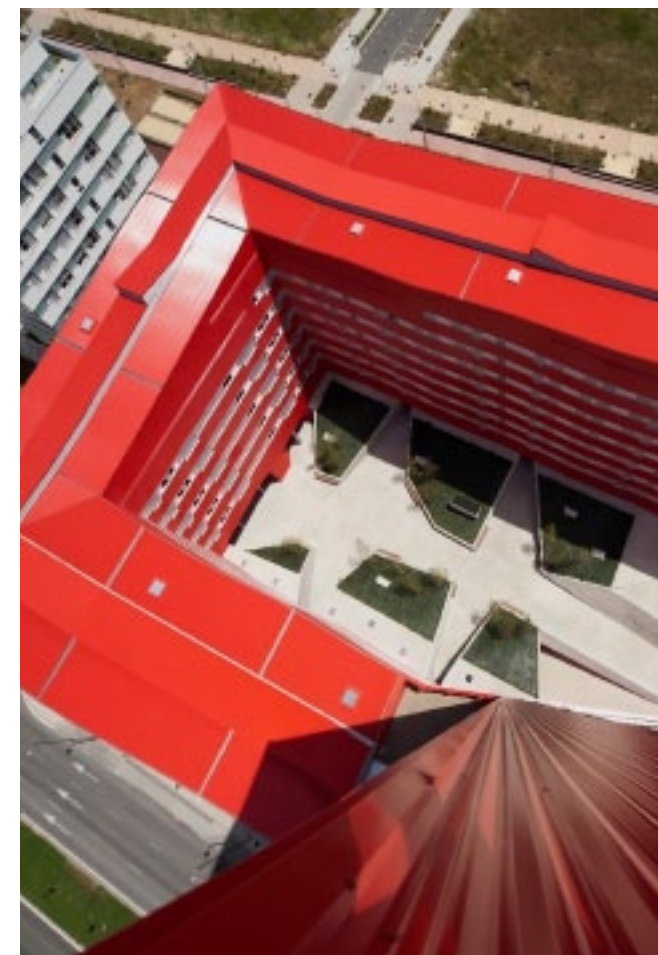
### INNOVATION

Current Spanish regulations in construction attribute to the developer a series of obligations with regard to safety, from a passive point of view in safety at work, which after all do not guarantee optimum safety conditions in construction works.

VISESA supervises and supports the work on site of the coordinator through their own human resources, getting involved with the workers through the protection of labour rights, contributing to the reduction of the accident rate in the sector, leading in this change of role of the developer in safety and labour rights.

#### Key results and benefits

- ▶ **Reduction in accidents:** The construction works present an accident rate index in 2014 of -41.54% with regard to the national index and -51.56% with regard to autonomy data, while the data for 2015 were -81.63%, pending publication of the respective figure at national level.
- ▶ **Improvement in working conditions and reduction in disloyal competition:** Since 2013 close to 100% compliance has been achieved with the application of agreements following the intervention by VISESA, reaching the highest percentage in 2015 for companies that comply with the sector and provincial agreements in our construction works. (+ 0.34% compared to 2014).
- ▶ **Limiting the subcontracting chain:** a percentage of incompliance lower than 2.5% was achieved at all times and since 2013 there has been a progressive increase in the percentage of compliance in Visesa developments reaching the maximum value in 2015 (100%).
- ▶ **Contribute to the survival and stability of social housing companies:** In a first analysis of the effectiveness of the introduction of the procedure to monitor payments to subcontractors carried out during the first quarter of 2015, general compliance for the periods of payment in the housing developments is to be observed.







# HABITAT 62/59 PICARDIE

**Location:** 520 Bd du Parc BP 111, Coquelles Cedex, France  
**Number of staff:** 197  
**Number of dwellings managed by the organization:** 18.321  
**Website:** www.habitat6259.fr



## OBJECTIVE:

Habitat 62/59 Picardie identifies the wellbeing of colleagues as a crucial issue for the company and has decided to introduce specific measures aimed at enhancing their quality of life, helping them improve stress management. The measures increase motivation and contribute to reducing absenteeism and sick leave, in particular. At the same time the organisation's initiative boosts social cohesion and reinforces team spirit and interpersonal relationships between staff and management.

## CONTEXT

This event focuses on actions related to colleagues' physical activity, well-being, healthy life style and diet, continuing a long-established practice within the company. Habitat 62/59 had already installed a fitness room in the basement of the head office at Coquelles. This room is available to all colleagues, free of charge. Fitness and yoga

classes are held three times a week at the company headquarters at a very affordable rate for colleagues. Finally, financial support is offered to local associations that organise sports activities, in which colleagues are encouraged to take part such as inter-company football competition etc.



## WELL-BEING AND FITNESS MEETING

### Tools used

The tools used were designed by the Institut des Rencontres de la Forme: Diagnoform®, Bilan Mode de Vie and Diagnofood®.

## INNOVATION

The individual assessment sheets provide each colleague with a confidential indication of their "fitness quotient" which is a reliable tool. The results are consolidated for all colleagues and filtered (according to sex, age etc.), offering information concerning the state of fitness of colleagues across the board and shaping a tailored action plan to address the problems identified.

- The actions include:
- ▶ Continuing the yoga and fitness classes at the headquarters
  - ▶ Encouraging participation in sports through the organisation of an inter-department sporting challenge
  - ▶ Encouraging the running sessions initiated by colleagues, and participation in walks, running races etc.
  - ▶ Organising healthy breakfasts and meeting local producers
  - ▶ Organising a conference on healthy life style to raise awareness among colleagues concerning issues such as nutrition, addictions, physical activities and sleep.



### + WHAT THE JURY LIKED

- + Innovative way of taking care of employees' health
- + Comprehensive approach including physical training, alimentation, daily habits
- + High participation rate (92%)

### Key results and benefits

The participation rate is 92% with almost 170 participating colleagues. This event was an opportunity to bring together all colleagues based at head office, agencies and local staff and to strengthen cohesion among the teams.

With regard to physical activity, the results show poor core strength, which could be the cause of back problems, and a clear decline in physical condition among the over-40s. Inactivity is high: 36% engage in no recreational physical activity whatsoever.

**Figures provide with a valuable profile** of the staff. As far as diet is concerned, women are in line with national recommendations while a significant number of men are overweight.

With regard to well-being, only 20% of participants sleep well, and 15% of them sleep very badly. 20% of colleagues are smokers.





# THE JURY

The Awards Jury is composed of members of the European Responsible Housing Stakeholder Forum set up in the framework of the ERHIN Project as well as experts on Corporate Social Responsibility (CSR) from other sectors. A first pre-selection took place in July 2016 when five best practices were identified in each category. The winners were selected in September 2016.



## Heike Zuhse, Deutscher Mieterbund e.V. (DMB)

The German Tenants' Association, represented by Heike Zuhse, is the roof organization of 15 state and 322 regional tenants' associations in Germany, with more than 500 counselling centres. About 3 million tenants are members of a tenant association. Heike Zuhse is the scientific advisor of the organization since many years.



## Andrea Colantonio, European Investment Bank (EIB)

Andrea is a senior economist at the European Investment Bank, responsible for the financing of urban and regional development projects. Prior to this, Andrea was at the London School of Economics, leading projects for major European cities on integrated urban development and institutional governance, sustainability policy, planning and evaluation methods. He holds a PhD in Economic Geography and is the main author of Transforming Urban Economies: Policy Lessons from European and Asian Cities (2013); Urban Regeneration and Social Sustainability: Best Practice from European Cities (2010); and Urban Tourism and Development in the Socialist State: Havana during the Special Period (2006).

### EIB at a glance

The EIB is the European Union's bank. As the largest multilateral borrower and lender by volume, the EIB provides finance and expertise for sound and sustainable investment projects which contribute to furthering EU policy objectives. More than 90% of its activity is focused on Europe but also supports the EU's external and development policies.



## Claire Roumet, Energy Cities

Claire Roumet is Director of Energy cities, the European association of local authorities in energy transition. Energy Cities initiated a process aimed at making and debating proposals for accelerating the energy transition of European cities, with the example of its pioneer 1000 members located in 30 countries. She joined 2 years ago the team of Energy cities after 12 years as Secretary General of Housing Europe, the Federation of social, public and cooperative housing providers. She is French and graduated in economics. She has done a post-graduate in European policies in Strasbourg after a year of econometrics in Mainz, Germany. She has been member of the board of the EU coalition for energy savings, Vice-President of the Social Platform.



## Gyorgy Sumeghy, Habitat for Humanity

György Sümeghy received his MA in English and Hungarian Literature in 1995 in Budapest. He spent ten years in public education and later at a private business college. Based on his management experience in education and volunteerism and interest in social development he joined Habitat for Humanity Hungary as National Director in 2005. Under his leadership, Habitat for Humanity Hungary has become an advocacy led organization where field projects support strong awareness raising and advocacy initiatives to change housing policies in the country. Gyorgy joined HFHI/EMEA in 2013 to lead regional advocacy initiatives and support national advocacy programs in EMEA region. He represents HFHI in Brussels and all over Europe at regional conferences and meetings.



## Barbara Steenbergen, International Union of Tenants (IUT)

Barbara Steenbergen has been working more than 15 years for the protection of tenants. She started in 2001 as head of the president's office of the German Union of Tenants (Deutscher Mieterbund) in Berlin and as political coordinator for energy policy and international affairs. In 2007 she was elected as head of the IUT EU Office in Brussels. Since 2013 she is member of the IUT General Secretariat. She is responsible for the political relations and the lobbying towards the EU institutions. From 2009 to 2012 she chaired the European Housing Forum; since 2013 she chairs the 'European responsible housing' stakeholder forum and jury. Barbara is a German national and holds a master's degree in political sciences of the University of Bonn, Germany, and a bachelor in public administration.



## Eddie Jacquemart, Confédération Nationale du Logement (CNL)

National President of Confédération Nationale du Logement (CNL), France. Eddie's commitment to tenants' rights began in 1995, when he founded a local tenants' association in the suburbs of Lille. In 2013 he was elected National President of CNL, the biggest tenants' organisation in France. Son of a docker and a housekeeper, he knows the importance of solidarity and social fights. To him public housing, where he discovered the bathroom, is a symbol of social progress. Interested in international debates on housing, since 2006 he cooperates with the International Union of Tenant, of which CNL is Board member.



## Ronald Paping, Nederlandse Woonbond (Dutch Tenants' Organisation)

Ronald Paping is general director of the Nederlandse Woonbond (Dutch Tenants Organisation) since January 2007. He studied economics in Groningen. Afterwards he worked at the University and at the trade union ABVAKABO FNV. From 2002 to 2007 he was a member of the executive board of this union. The Woonbond is the national advocate of tenants in the Netherlands and was founded in 1990. The Woonbond organizes individual tenants (7000) and local tenants' organisations (400). Through those member organisations the Woonbond organizes 53% of the Dutch tenants. The **Woonbond** has 60 employees who are working for instance to help the local organisations, to give juridical advice, to give advice and do the national political lobby for tenants.



## Orna Rosenfeld

Dr. Orna Rosenfeld is an adjunct professor at Sciences Po – Paris Institute of Political Studies, she holds a doctorate from the University of Westminster in London. Dr. Rosenfeld serves as a Housing Expert for the United Nations Economic Commission for Europe since 2013. In 2016, she has been appointed scientific adviser on matters of housing to the European Commission's Directorate-General for Regional and Urban Policy.



## Conny Reuter, SOLIDAR

Conny Reuter has been Secretary General of SOLIDAR since October 2006. He is also serving as: Co-Chair of Liaison Group of the European Economic and Social Committee's (EESC); Co-founder and Board member of Social Service Europe (SSE) since 2012; Member of the Executive Committee of the International Federation of Workers Education Associations (IFWEA) since 2008. Before moving to Brussels, Conny worked in Paris and Berlin heading the Franco-German Youth Office (FGYO) Department for School and Youth Exchanges (1998-2006), working at La Ligue de l'enseignement in Paris on European projects (1990-1998) and heading the liaison office of La Ligue in Germany working on Franco-German youth exchanges in professional and vocational training (1985-1990). From April 2008 to April 2013 he was President of the Social Platform, the platform of European Social NGOs.



## Sander Scheurwater, RICS

Sander Scheurwater is a Dutch national and studied Economics at the Erasmus University of Rotterdam where he achieved his Masters in 2000. He majored in sociological economics. In 2006, he joined RICS, where his responsibilities included urban and housing issues, valuation and finance and environmental related issues. Between 2009 and 2012 he was the RICS Head of the EU Policy & Public Affairs team. As of 2013 he became the Head of External Affairs & EU Liaison for the RICS Europe region. Besides EU Affairs, his current responsibilities include market recognition of RICS, national policy & public affairs and the development and adoption of international standards. In the recent past, Sander has chaired the European Housing Forum for three years as well as the RICS Europe Sustainability Task Force.



## Klaus Niederlander

Klaus worked until recently as Director of Cooperatives Europe, in order to defend the interests of European cooperative enterprise towards the European institutions and to promote the cooperative enterprise model across Europe. Cooperatives Europe represents around 160.000 cooperative enterprises from across the economy in 33 European countries and is part of the International Cooperative Alliance.

With an academic and professional background in private sector development he has worked before as financial analyst, as strategic management consultant and as SME development manager. Klaus has gained experience in many different economic sectors ranging from investment banking in Luxembourg and the US, in SME support in textile & leather sector in Sub-Saharan Africa to consulting to logistics, pharmaceutical and chemical companies in Germany, France and Switzerland.

Convinced about the crucial role of enterprises as agents for economic and social change, Klaus devotes his work in Cooperatives Europe to supporting cooperative development in Europe and internationally, in particular with regard to emerging sectors such as renewable energy and with regard to promoting bottom-up participation in enterprises.



# ORGANIZING PARTNERS



Housing Europe is the European Federation of Public, Cooperative and Social Housing.

Established in 1988, it is a network of 44 national and regional federations which together gather about 43.000 public, social and cooperative housing providers in 23 countries. Altogether they manage over 26 million homes, about 11% of existing dwellings in the EU.

Social, public and co-operative housing providers have a vision of a Europe which provides access to decent and affordable housing for all in communities which are socially, economically and environmentally sustainable and where everyone is enabled to reach their full potential.

[www.housingeurope.eu](http://www.housingeurope.eu)



DELPHIS is a French professional association gathering 27 non-profit social housing companies. Its mission is to promote innovation and contribute to continuous improvement in the social housing sector. DELPHIS has been actively supporting CSR in the social housing sector since 2006.

DELPHIS is the founding member of Eurhonet, a network of 31 public and social housing companies from the United Kingdom, France, Germany, Italy and Sweden, dedicated to experience sharing and dissemination of good practices. DELPHIS is the coordinator of Eurhonet's CSR Topic Group.

[www.delphis-asso.org](http://www.delphis-asso.org)



IUT is a Non-Governmental Organisation, founded in 1926 in Zürich, Switzerland, with the purpose of safeguarding the interests of tenants. IUT is a non-party political organisation, working along democratic lines. IUT gathers 66 member associations in 45 countries. The activities of IUT include: information through its website ([www.iut.nu](http://www.iut.nu)) and quarterly magazine "The Global Tenant"; Seminars; Partnership with UN agencies, such as UN Economic Commission for Europe, ECE, and UN Center for Human Settlements - Habitat, Nairobi, Kenya; Partnership with the ENHR - European Network for Housing Research and APNHR - Asia-Pacific Network for Housing Research; Partnership in the EU network "European Housing Forum (EHF)", Brussels.

[www.iut.nu](http://www.iut.nu)

# EUROPEAN RESPONSIBLE HOUSING AWARDS TEAM

## Housing Europe

Sorcha Edwards, Michalis Goudis, Edit Lakatos

## Delphis

Francis Deplace, Olivier Penaud

## IUT

Barbara Steenbergen, Pasquale Davide Lanzillotti

The full text of the shortlisted projects is available at [www.responsiblehousing.eu](http://www.responsiblehousing.eu)





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