



PARTNERING FOR **IMPACT**

Learnings from an International
Corporate-NGO Collaboration

A Home for a Home

Heimstaden



SOS
BARNEBYER

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Executive Summary



In July 2021 Heimstaden Bostad (Heimstaden) and SOS Children's Villages Norway (SOS) launched A Home for a Home, the biggest corporate partnership SOS had ever seen, and Heimstaden's first big philanthropic collaboration. After three years the partnership has created significant impact for vulnerable children alongside providing valuable insights into working in partnership.

This report sets out to share how we built the partnership and our key learnings, so that others may take forward what we did well and learn from our mistakes. We hope our experiences can prove valuable to companies looking to create philanthropic partnerships, NGOs looking to work with corporates, and others working in the social impact space who are looking to facilitate large scale partnerships for impact.

Our Big Wins

Over the past three years we have deployed over 37 million EUR to support vulnerable children and families, reaching over 96,000 people. We did this in record time, starting the partnership in 2021 and getting funding out to programmes within that same year. With the urgent needs of the world

today, we have shown how partnerships can take action quickly.

One of the key strengths of our partnership was the freedom given to SOS to develop and fund programmes based on their expertise and experience. This empowered SOS to make significant strategic progress by creating room for testing and learning with innovative new programmes.

We also saw how the partnership resulted in improved reporting. Through funding for better data collection and a dedicated focus on improving reporting practices, we were able to influence reporting not only within the partnership, but throughout SOS, enabling improved evaluation and decision making.

Recommendations from Our Experience

While we think it's important to celebrate our successes, we would be remiss not to include our learnings for improvement. Working in a partnership of this scale and size was not without its challenges, and as we dove into it, we learnt by doing.

Focus on getting to know your partner and getting your set up right. This spans from your organisational set up and culture, to the work you plan to do together, your expectations, and setting specific goals. Had we spent some more time here, we could have avoided some frustrations and misalignments along the way.

Building a true partnership takes time. We learnt that clear and frequent communication was key. This was particularly apparent where we collaborated on entirely new initiatives. Here we would recommend to start small and gradually scale up. It is also crucial to be clear in what is an ambition versus a concrete commitment. When it comes to creating impact for vulnerable groups, reliability is essential.

In any donor-partner relationship there is an inherent power dynamic, be certain to address this from the start. Work to spend time in the same room, build the trust and personal relationships that are core to any partnership. We also saw that we could have kept senior NGO leadership more

engaged, particularly when it came to strategic decisions.

Creating value for the donor can come in many forms. It works best if you link the concept to the brand and get buy-in from all levels of the organisation. We recommend having a plan for how you will measure the created value and if that value is stakeholder engagement, be patient, it takes time.

As the partnership evolves, we continue our strong commitment to learning and adapting. Our future efforts will focus on sustainable funding models, scaling successful programmes, and continuing to share insights to inspire and guide other corporate-NGO collaborations.



Background

The partnership began with Heimstaden’s ambition to share the company’s success and to make a positive social impact beyond their daily operations. With that ambition in mind, our organisations started initial discussions in 2020, and it was in the very early stages that the overall concept was created.

For every home that Heimstaden owned, SOS would provide a safe home for a child in need – “A Home for a Home”. This meant an annual commitment of 100 EUR per apartment Heimstaden owned towards SOS’s programmes supporting children without, or at risk of losing, parental care. The initial agreement was for a three-year period, with high ambitions to continue for long-term impact.

In December 2020 both organisations agreed to support the partnership and an official launch date was set for July 2021.

We then developed a strategic framework for the partnership based on SOS’s target group and Heimstaden’s core business of providing safe homes.



SOS CHILDREN'S VILLAGES

is the world’s largest non-governmental organisation focused on supporting children and young people without or at risk of losing parental care. Locally led, we work in 136 countries and territories to strengthen families at risk of separation, provide quality alternative care, and advocate for change so all children can grow up in a supportive environment. In 2023, our global reach included:

- 549,800 children, youth, and adults in family strengthening programmes
- 1,385,800 people with humanitarian response
- 69,000 children in alternative care

Heimstaden

is a leading European residential real estate company with a mission to acquire, develop and manage Friendly Homes. The business is founded in Scandinavian values with a commitment to environmental and social sustainability. We aim to develop safe and inclusive homes, neighbourhoods and societies. In 2023 our business spanned:

- 162,000 homes
- 2,200 employees
- 9 countries

The Partnership Framework

Vision

All children grow up in a safe home and get a solid foundation for adulthood.

Mission

Maximise impact by setting a new gold standard for NGO/Corporate partnership.

Goal

Give as many children as possible a safe home and a good start in life.

Long-term commitment

Common goals

Integrate in daily operations

Share knowledge and expertise

Co-create initiatives

Scalable over time and geography

Access to a safe home when growing up

Access to a safe home when leaving care

Access to activities for social integration

Build skillset to become self-sufficient

The initial goals were to:

1. Contribute significant funding to SOS's core programmes to support the most vulnerable children globally
2. Use Heimstaden's resources and expertise to create additional impact
3. Create value for Heimstaden through employee engagement, employer branding, customer opinion, and positive media

To achieve our goals, we developed two separate funding streams.

The majority of the funding went towards a global portfolio that supported SOS programmes around the world, optimised to support vulnerable children succeed in life. These programmes were fully planned, developed, and executed by SOS.

The second funding stream went towards developing co-created activities in Heimstaden's local markets, focussed on supporting children to succeed in life and on engaging Heimstaden's employees and customers. These activities were jointly planned, developed, and executed by local Heimstaden and SOS teams. The activities were selected and approved by a joint central steering committee.

Organisational Set-Up & Responsibilities

Steering Committee

- Equal representation and voting power from SOS and Heimstaden
- Oversee and support the partnership
- Allocate funding between the global portfolio and co-created activities
- Approve co-created activities for implementation
- Review and evaluate partnership

Local Country Teams

- Team composition decided locally, consisting of employees from local SOS and Heimstaden offices
- Co-create, plan, and implement local activities

Partnership Managers

- One from SOS and one from Heimstaden
- Manage and develop the partnership
- Coordinate activities and information sharing across countries & functions
- Report to Steering Committee, Management and Board of Directors

See Appendix for further details on governance.



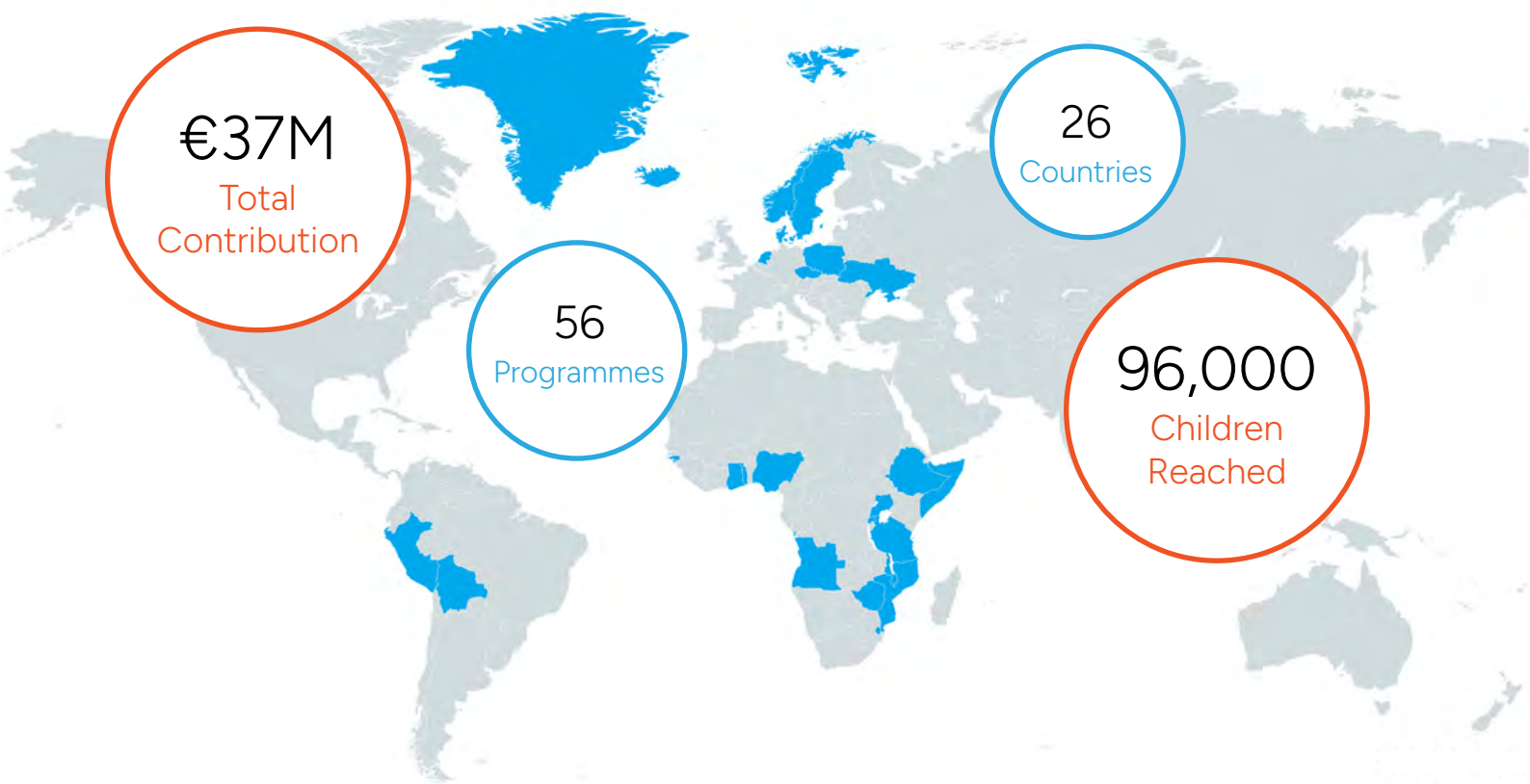
Key Achievements

Empowering SOS' Strategic Shift and Innovative Pilots

From the beginning, the SOS programme team was given complete freedom in their area of expertise to build the global portfolio. This approach ensured that we supported programmes aligned with SOS's strategic shift from caring for children who have lost parental support to preventing family separation, which could improve the conditions for more children overall. Additionally, it enabled us to fund new pilot programmes across multiple countries, such as addressing child labour in Ghana, supporting street children in Ethiopia, and investing in innovative farming techniques in Somalia, to learn more about what works best to help children across the world. If any of these pilots turn out to beat the current benchmark, that is very valuable information for the future, making sure our resources are better spent.

The pilots were planned, developed and executed by the SOS organisations in the respective countries, highlighting SOS's commitment to revert power back to the countries who execute the programmes. These pilot programmes were made possible thanks to A Home for a Home and show what can be achieved when freedom is given in funding.

The Big Numbers



“What you often see is that we already have the strategic thinking, but the implementation is hard due to lack of funds. From the start, Heimstaden took the position that the global portfolio was our role, it never felt donor driven. This allowed us the freedom to create and support the most effective programmes, giving us better learnings and ultimately creating better impact.”

Sandra Sahusilawani, Head of International Corporate Partnerships & Philanthropy, SOS International

Driving Improved Reporting

Thanks to the size of our partnership, we were able to put substantial time and resources towards improving data collection and increasing the quality of reporting. This was reflected both in how the reporting was put together and by investing in resources that enabled better data collection. 104 offline tablets were funded and accompanied by training for programme workers. This initiative alone led to a remarkable 45% increase in data collection within our African portfolio.

Data and results tracking is key to ensuring quality programmes and enabling continuous improvements. Improved quality in reporting was also a key driver in the concentration of the portfolio over the three years, giving priority to the programmes that make the biggest impact.

“ One of the biggest successes of the partnership was having Heimstaden pushing us on reporting. This challenged us to improve and enabled us to put the time and resources in to make that happen. This was reflected both in the collection of data and the overall clarity of the reporting and was a big positive from the partnership. ”

Markus Grieg, Partnership Director, SOS Norway

Leveraging Our Combined Resources and Skills

In our second year of the partnership, we started to learn how we could effectively use each other's strengths in co-creating local activities. This led to the development of programmes that created impact in ways unique to this partnership. Examples include the Prevention & Response Trainings that we piloted in Norway and subsequently spread to more countries, and the Family Visitation Apartments that will be taken over by local authorities in Norway. See Appendix for more details on these programmes.

Deploying Large Funding in Record Time

Many large-scale partnerships take years to create. While we discuss learnings later in the report, it was remarkable to have such a large amount of funding deployed so quickly. We used the early energy and enthusiasm to get the partnership up and running and were able to start supporting children, youth and families less than a year after the partnership was agreed upon.



Key Learnings

Knowing Your Partner & Getting the Set-up Right

Take the time to really understand each other's organisations and expectations

Heimstaden's fast-paced nature made it possible to launch A Home for a Home in just six months. However, this quick launch didn't make room for creating a deep understanding within Heimstaden of the complexity of SOS's organisation and work, or within SOS of Heimstaden's fast-paced nature, ability to quickly make changes, and emphasis on clear KPIs.

One of the implications of this fast start that became clear over time, was that we were premature in setting up local teams and expecting high-quality co-created activities in all Heimstaden's markets from the start. SOS operates as a federation, with varying organisational setup and focus across countries, some primarily focused on fundraising with limited experience in programmatic work. Similarly, Heimstaden's local organisations vary in operational size and capacity. This disparity made co-created activities challenging in certain markets and a deeper understanding of these organisational parameters would have prompted a different approach to how we set up the co-created activities, not starting in all markets at once.

Another aspect we have reflected on is taking more time to fully understand each other's expectations. We should have spent more time with the key stakeholders from each side to deep dive into what both parties wanted to get out of the partnership, and the expectations of how it would develop. As a result, we experienced frustrations when things did not go exactly as expected, mostly from simply not understanding where the other side was coming from.

Prioritise personal programme visits to fully grasp the scope and nature of the work being done

The partnership was launched during the COVID-19 pandemic, which meant that we were unable to physically visit SOS programmes as the partnership was being established. It wasn't until much later, in November 2022, that we had the opportunity

to visit programmes on the ground in Rwanda and Tanzania. This visit proved instrumental in providing Heimstaden with a holistic understanding of SOS's operations and challenges, offering opportunities to speak to SOS employees on the ground and meeting communities and families supported by SOS. Having a more in-depth and personal understanding allowed Heimstaden to grasp the complexity of the work being done and provided a much better platform to discuss the partnership. It's one thing to hear about the programmes, it's another to experience them in person. We highly recommend donors to visit programmes in person for any major partnerships. That said, acceptable cost and time spent for travels needs to be proportional to grant sizes. With the amounts at stake in our collaboration, this made sense.

Be specific in your shared goals and ambitions

When setting up the partnership, we moved forward quickly and straight into operational aspects. We established local working groups, a steering committee, focus areas, communication strategies, and supporting documentation. Although our shared ambition was clear - to support as many children as possible - we lacked specificity in how this would be measured and reported. Reflecting on our journey, we see that dedicating additional time to defining more precise partnership goals and measurements would have made future discussions around programme selection and reporting much easier.

For the global portfolio, this would likely have prompted more discussions on how to set up a results framework and the time needed to deploy the funding to the right type of programmes. With the rapid influx of a large amount of funding and no clear results framework the funding was initially spread over 20 programmes in 17 countries, and not necessarily to the most effective programmes. In terms of the co-created activities, the lack of clear priorities made local collaboration more difficult. In the beginning, it was unclear if the most important goal was to create engagement with Heimstaden's stakeholders or to create local social impact. This translated into less impactful

activities during the first year and our local teams felt that a clearer direction at the onset would have helped them to use their time and resources more efficiently.

Now, as we move forward, we are working on establishing a clear results framework and specific indicators that align with how each programme fits into that framework.

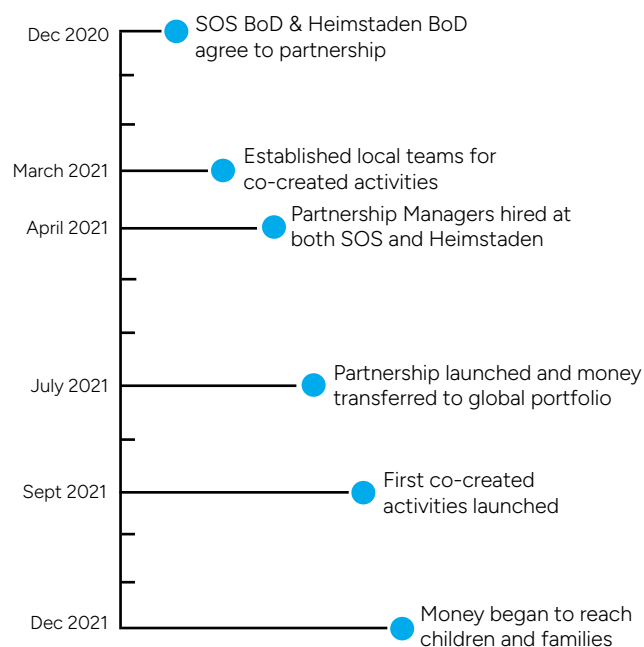
Harness the early enthusiasm and energy to make things happen

Despite the learnings described above, deploying 5 million EUR to vulnerable children, families and communities within six months stands as a significant achievement. The rapid start meant that we learnt quickly and adapted as we went along. There was a large amount of energy and enthusiasm as this was Heimstaden's first philanthropic venture and SOS Norway's biggest partnership, and we made the most of that energy to get the partnership up and running in record time.

While advocating for a more deliberate approach in strategy and reporting setup, we proved that setting up new ways of working and deploying the

funding can be done quickly. We recommend using your time wisely by investing most of the initial time in building a strong mutual understanding and then harnessing the internal energy to move quickly to implementation, responding to the urgent needs across the world today.

Our First Year



Building a True Partnership

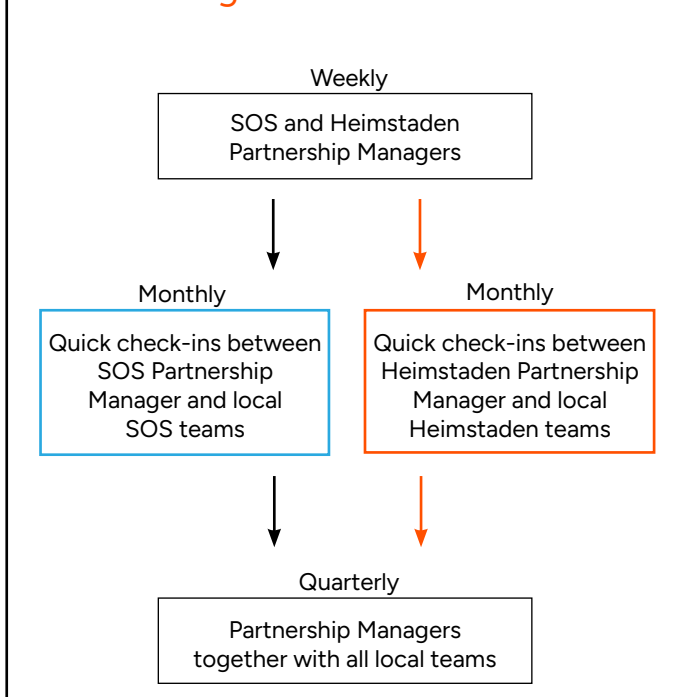
Establish clear communication channels and regular points of contact

In the early stages of the partnership, multiple stakeholders from both Heimstaden and SOS engaged independently with each other, resulting in a high volume of meetings and an inefficient flow of information. In April 2021, dedicated Partnership Managers were hired in both organisations, vastly improving communication and relationships. Assigning clear owners of the partnership facilitated more streamlined meetings and trust-building. Structured and regular communication made open and honest dialogue easier, allowing both sides to address challenges transparently.

Further progress came when we established regular meetings across all teams and limited participation to those directly involved in the activities. While we wanted to foster broad engagement, we saw that being too open was not efficient.

From a central level, emphasis was placed on information sharing and the partnership managers set up bilateral monthly meetings with their respective local teams, providing necessary support and troubleshooting challenges that came up through the collaboration. Additionally, quarterly meetings with all local teams from both sides provided a platform to share challenges and successes, fostering a collaborative learning environment for continuous improvement.

Our Meeting Schedule



Effective collaboration requires time and patience - start with smaller initiatives and gradually scale up

When co-creating activities from scratch, the common reflection was that developing meaningful activities requires considerable time for analysis, development, and implementation. This also impacts the time frame over which results can be tracked and measured.

As our goal in our local markets was to create social impact through collaboration, prioritising a long-term perspective and patience in implementation and results proved crucial. If we were to do something similar again, a phased approach starting with smaller pilots and gradual expansion over time would be preferred.

“Think small – act big. Make it concrete and measurable.”

Marie Honoré, Head of Communications, Heimstaden Denmark





Do not confuse ambition with commitment

When the partnership began, Heimstaden was in a period of significant growth. As a company, Heimstaden is known for daring to dream big, and so we began the partnership with a bold vision for long-term, large-scale growth.

Two years into the partnership, market conditions had fundamentally changed and long-term funding at the same ambitious level became challenging. While the commitment to the partnership remained strong, Heimstaden saw a need to revise the funding model at the end of the initial three-year commitment. Moving forward, the contribution will be decided on an annual basis.

This change has had major implications for the global portfolio, which had been planned for a longer time period with sustained funding, based on Heimstaden's communication of their long-term ambition. This taught us our most valuable lesson: plan only for what is known and be crystal clear in all communications about what is a commitment and what is an ambition.

“While long-term commitments are always better, the best thing a donor can be is predictable and reliable. That predictability and security is key when working with vulnerable groups.”

Katrine Vincent, Head of International Programmes,
SOS Norway

Addressing the Power Dynamic



Understand and accept the inherent power dynamics and work to mitigate the effects

In any partnership between an NGO and a large donor, an inherent power dynamic exists. However, while all NGOs are strongly aware of this, many corporate donors are not. This was the case for Heimstaden who, having limited experience in philanthropy, entered the partnership as a business relationship between equals.

We believe that if the power dynamics had been addressed from the start, ensuring that all voices felt comfortable to speak up and push back, we would have avoided some of the mistakes we made in the rapid launch of our partnership.

Creating a safe environment for discussions took time and deliberate efforts where we talked openly about the power dynamic and how we could address it. This also meant accepting that we will never be able to eliminate it altogether, but that we can be better about setting up meetings with the right people who can make the tougher calls, and structuring meetings in ways that ensure all voices are shared.

“ In hindsight, it seems strange that we did not reflect on the power imbalance. Heimstaden is a fast-moving company and we are used to going from idea to action very quickly. We simply assumed that if our counterparts did not agree with us, they would say so and we would move forward together to find the best solutions. ”

Anette Konar Riple, A Home for a Home Partnership Manager, Heimstaden

Spend time together to build trust

Building trust is key for addressing the power dynamic and we learnt that this does not happen by good intentions alone. One important element to building trust was spending time together in person, both in meetings and importantly through our programme visits in Rwanda and Tanzania. Developing personal relationships helped us hugely when it came to having an open dialogue. In this era of digital meetings, we strongly recommend investing the time for in-person meetings and social interactions.

Keep senior NGO leadership actively engaged

Reflecting further on the power dynamics, we believe that involving senior SOS leadership in pivotal decisions would have made a significant difference. Senior leaders tend to have more authority and ability to push back to donors. While recognizing that NGO leaderships' time is a scarce resource, closer involvement would have empowered SOS to assert their position more confidently, and potentially saved us time and resources.

While the primary responsibility to address the power dynamic lies with the party holding more power, we encourage NGOs to exhibit more confidence in their expertise. In our experience, when we challenged each other, the results were better.

“ Looking back, I would really recommend spending more time in the initial phase to understand each other's perspectives and to really stand for them, even though the power sits on the donor side. Particularly for NGOs, keep your senior leadership involved in the major decision making. It's the easiest way to counteract the power imbalance. ”

Sissel Aarak, National Director, SOS Norway



Creating Value for the Donor



Link the partnership to existing brand values

When launching A Home for a Home, our goal was to also to generate value for Heimstaden through employee and customer engagement, as well as positive media attention. Connecting A Home for a Home to the company values and mission was key to create credibility and achieve these objectives.

The tie-in began with the name, symbolising that for every Heimstaden-owned home, 100 EUR would be allocated to SOS to create a safe home for a child - A Home for a Home. Heimstaden is rooted in Scandinavian values and has society contribution as one of their five strategic goals. Through this we made A Home for a Home a key pillar of Heimstaden's social sustainability strategy and not a standalone initiative.

Ensure buy-in from all levels of the organisation

Securing buy-in across all organisational levels at Heimstaden was pivotal to enable the execution of the co-created activities across seven markets in record time. The commitment from Heimstaden's owners effectively secured the buy-in from upper

management and provided A Home for a Home with essential time and resources. Engaging the CEO, Chief Sustainability Officer, Business Development, and an Owner representative in the steering committee reinforced the partnership's importance within the company.

Launching co-created activities across all countries further demonstrated Heimstaden's commitment beyond the donation. Witnessing enthusiastic responses from local teams who embraced A Home for a Home as a meaningful part of their daily roles underscored the initiative's significance. By involving numerous individuals across various organisational tiers, A Home for a Home became an integral part of Heimstaden's identity, adding substantial value to the company.

“It's been a fantastic addition for our employees, they love that we do it, and we have successfully created understanding in our group management that these kinds of things are important.”

Helge Krogsbøl, Chief Executive Officer, Heimstaden

Allow time and creativity to create stakeholder engagement

The key method we used to create engagement was through communications. Heimstaden's internal channels included the employee intranet, internal newsletters, and online webinars. External channels included customer magazines, customer newsletters, LinkedIn and other social media channels.

We initially made broad announcements about the overall ambitious partnership, but as tangible programmes emerged, we shifted to sharing individual and programme-specific stories. We saw that personal narratives were more effective for creating engagement than emphasising large-scale figures or the partnership itself.

Garnering positive PR proved challenging, especially in the initial stages. We recognised the risks of excessive promotion amid prevalent greenwashing concerns and opted to let our work speak for itself, acknowledging that positive achievements often receive less attention. Czechia stood out as an exception, where we received a lot of positive media attention.

Generating awareness among employees was effective but not without its challenges given the different communication channels and languages across Heimstaden's nine markets. Additionally, as the donation was already at such a significant level, Heimstaden was not able to launch employee engagement programmes where employees could impact the donation size. This is different than most SOS corporate partnerships which often have some element of employee participation that links to the contribution. This constraint challenged us to explore more creative engagement approaches. See Appendix for details on how we did this.

When it came to tenants, we saw that being aware of A Home for a Home significantly increased their positive opinion of Heimstaden as a company. On the flip side, it was quite difficult to create high levels of awareness. More local activities helped, but we have a better understanding now, that building awareness of a partnership like this takes time.

Prepare to measure soft values

Measuring value for Heimstaden proved to be challenging. There were expectations that we would generate value through employee satisfaction, talent attraction, positive customer opinion, and media perception. However, Heimstaden did not have processes in place to measure all of these metrics from the start. Over the two years, we have

developed methods to measure this (see Appendix for more details), however this remains a work in progress.

While we know that A Home for a Home has significantly benefited Heimstaden, with the multitude of factors influencing stakeholders, metrics like satisfaction, attraction, or opinion cannot be attributed solely to A Home for a Home. As stakeholder demands on companies to contribute further to society increases, we see how important partnerships like this continue to be. Therefore, establishing quantifiable reporting remains a priority, and we recommend that if value for the company is part of your strategy, that you are clear on what you mean by this and how you will measure it.

Engagement Highlights

41%

New Hire Employees aware of A Home for a Home after onboarding (Jan 2022-June 2024)

15%

Total New Hires agree that A Home for a Home influenced their decision to start working with Heimstaden (Jan 2022-June 2024)

91%

Customers that are aware of A Home for a Home agree that it positively impacted their opinion of Heimstaden (Sustainability Tracker 2022)

5%

Customers aware of A Home for a Home (Sustainability Tracker 2022)

Going Forward



The first three years of this partnership were a huge learning experience. We were able to achieve a lot together, most importantly supporting a large number of vulnerable children and families in a short amount of time. We remain committed to our strong partnership and continue to learn as we go, working hard to maximise our impact.

Through our partnership we have been able to show that creating positive social impact can go hand in hand with creating value for a company. We hope that by sharing our learnings others will be inspired to create their own partnerships and to learn from what we have experienced.

We have made some mistakes, but we have also done a lot of things right. Because of the large amounts of funding involved in our work, we've been able to invest significant resources from both sides into the partnership. For other companies interested in similar work, but at a smaller scale, we encourage seeking partnerships with a simpler set-up.

Above everything, we encourage others to start the partnerships for impact they are considering. No partnership of philanthropic work will ever be perfect, the important thing is to get started and learn along the way. There are many urgent needs around the world, **together we can make a difference.**

Appendix

Steering Committee Mandate and Members

To govern the partnership, we created a joint steering committee governed by mutually approved Terms of Reference containing the following mandate:

- Review existing programmes and activities on a yearly basis to allocate funding for the coming year. Review was based on reports provided by SOS.
- Allocate funding between global programmes and local activities.
- Decide which co-created activities would be executed in local markets.
- Approve reporting standards and other procedural structure for the programmes and activities.
- Ensure organisational anchoring and support of the partnership and facilitate collaboration.
- Address any barriers to the effective delivery of the partnership.
- Consider and rule on any ethical questions around activities or campaigns around the activities.

The Steering Committee included 10 members, with equal representation from Heimstaden and SOS.

Heimstaden

- Chief Executive Officer
- Owner Representative
- Chief Sustainability Officer
- Investment Director
- A Home for a Home Partnership Manager Heimstaden

SOS

- Secretary General SOS Norway
- Head of International Corporate Partnerships & Philanthropy Fund Development SOS Children's Villages International
- Director of Programmes SOS Norway
- Head of Business Development SOS Norway
- A Home for a Home Partnership Manager SOS Norway



Example Programmes - Global

Children in Street Situations, Regional Project, Ethiopia, Tanzania, Rwanda

Many factors, such as poverty, neglect, and abuse, cause children to live or work on the streets, where they face violence, abuse, gangs, drugs, and mental health issues. According to a 2011 ILO-UNICEF estimate there are 100-150 million street children globally, and 30 million in Africa.

In 2022, we launched a pilot project in Ethiopia to protect and reunify street children with their families. Based on the learnings and success of the project, we expanded to Rwanda and Tanzania. The projects have reached over 4,200 children with information and alternatives to street life, and 4,038 children have received basic needs in temporary shelters. 1,018 children have been reunited with their families. The lessons from the three countries are now being used to scale up and impact more street children in the region.

Youth Vocational Training and Support, Zimbabwe

This programme helps young people who lack meaningful employment by building skillsets for self-sufficiency through tailor-made training. The vocational training-packages are shorter, more agile and market-oriented than regular education. The programme supports youth-led enterprises with start-up kits and prepares those who seek formal jobs. The programme also works on strengthening the collaboration between the supply and demand of jobs and businesses, reaching over 1,500 indirect beneficiaries by advocacy, lobbying and media campaigns.

Hydroponic Farming, Somalia

In 2022, SOS Somalia partnered with Hydroponics Africa to pilot their hydroponic farming technology as a new way to combat the effects of extreme droughts and flooding. Droughts and floodings are becoming more frequent and severe because of climate change, causing widespread food shortages, environmental damage, scarce economic opportunities, and social instability. This technique grows food and animal fodder with higher amounts produced than traditional farming, while also using less water and fertilizer. The system uses 90% less water than traditional methods by recycling the water in a closed system. It also allows farmers to precisely control nutrient levels in the water to optimise plant growth and save money on fertilizer costs. Due to the high levels of food grown with this farming system, families can produce enough food for themselves and then sell the excess at local markets, providing a stable income source.



Example Programmes - Local Co-Created Activities

Family Visitation Apartments, Norway

In Norway, under certain conditions, Child Protection Services (CPS) can separate children from their families and place them with suitable caregivers. Often, these children have visitation sessions with their parents to reduce trauma and maintain family ties. These visits typically occur in inadequate spaces like CPS offices or busy cafés, causing distress to the children.

In response, we collaborated with local CPS offices in Oslo to provide a Heimstaden apartment for these visits. These spaces are well-equipped with a kitchen, furnished lounge, bedroom, and toys, offering children a comfortable and normal family experience, resulting in more positive visits. Starting as a pilot in 2022, this unique programme had great results in 2023. This has proved the model, with CPS taking over the lease and costs.

Youth Transitional Homes, Czechia

This programme aimed to support eight young adults leaving foster care per year to live semi-independently in a transitional home, integrated in the local community. Heimstaden provided the apartments and SOS Czechia provided psychosocial support to the youth, helping them transition to independency. Through their stay, the youth received support based on their individual needs. This included social therapeutical activities, support in connecting with the wider society, and help with finding a job or going into further study. After a successful stay, monitored and evaluated by SOS' social workers, the youth moved on to independent living in flats supported by NGO Portavita in cooperation with Heimstaden.

Prevention and Response Trainings, Norway, Netherlands, Germany

Through their day-to-day work interacting with tenants, Heimstaden employees sometimes face challenging situations involving addiction, mental health issues, child abuse/neglect, and domestic conflicts. This programme utilised SOS's expertise to develop a training for Heimstaden employees in how to handle these difficult scenarios effectively and manage their own reactions, benefiting both tenants and employees. Originally piloted in Norway in 2022, the programme had a great response and we have now begun to replicate it in other Heimstaden markets.



Ways for Heimstaden to Measure Engagement

Employees

- New Hire Survey: Survey given to all new employees six weeks after joining the company, employees were asked questions on their awareness of A Home for a Home and whether it influenced their decision to work at Heimstaden
- Peakon scores: Peakon is Heimstaden's monthly employee survey, we included a question about A Home for a Home to monitor employees' opinion
- Participation in local activities
- Follow-up surveys for specific activities
- Engagement on employee communications: tracking unique views, likes, and comments

Customers

- Sustainability Tracker: A detailed customer survey sent out to customers across Heimstaden's markets. The survey included various questions on A Home for a Home, including awareness and affinity

External

- LinkedIn/SoMe engagement
- External media mentions
- Engagement on media articles

Employee Engagement Campaign: Step Up

Step Up reached 700 of our 2,200 employees. This was the highest reach we were able to get from any one activity and was a good way to spread information about A Home for a Home in a fun and engaging way. Proving to both increase the awareness of A Home for a Home and positively influence participants' opinion of Heimstaden.

- 8 week activity campaign based on number of steps and fitness activities
- Through the competition, participants 'walked' around a virtual Heimstaden map, with pop-up boxes coming up at each location with information about A Home for a Home
- Participants competed individually, in teams and for their country to win vouchers for local fitness stores or a team dinner



For more information about A Home for a Home visit our website [here](#).

If you have any further questions or would like to know more please contact:

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