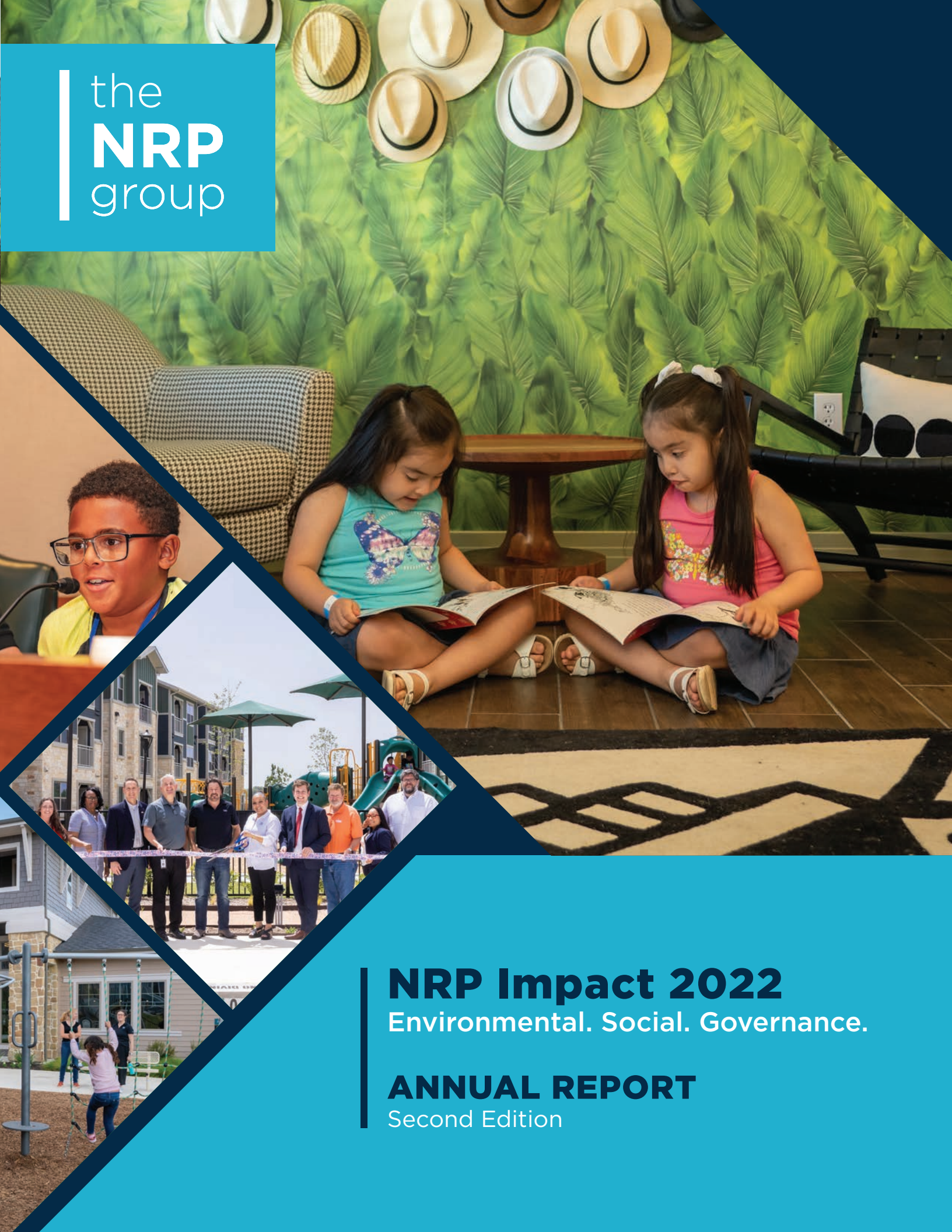




the  
**NRP**  
group



# **NRP Impact 2022**

Environmental. Social. Governance.

## **ANNUAL REPORT**

Second Edition

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# NRP IMPACT

A Message from CEO J. David Heller

At NRP, we have always strived to do well by doing good, and through our Environmental-Social-Governance (ESG) initiatives, we continue to pursue positive developments in our triple bottom line – People, Profits, and Planet. Since we began compiling our initial report in 2021, we have made substantial progress, including the following highlights:



**First ESG Report:** Released the first edition of the NRP Impact ESG report in February 2022. Launched a new corporate website in May 2022 with individual sections devoted to ESG and Diversity, Equity and Inclusion (DEI).

**Environmental Impact Committee:** Formalized the NRP Environmental Impact Committee (EIC), including goals, subcommittees, and action plans.

**Energy Star:** Became an Environmental Protection Agency (EPA) ENERGY STAR partner.

**100% Green Certification:** Made a commitment to achieve green certification for 100% of all future developments.

**Solar Energy:** Added 750 kW to our pipeline, which augments the 408 kW potential output for the existing installation of solar panels.

**EV Charging Stations:** Increased our commitment to Electric Vehicle (EV) infrastructure, projecting at least 400 EV charging stations over the next three years.

**Environmental Impact Dashboard:** Developed an Environmental Impact Dashboard to track individual property and portfolio performance capturing key sustainability metrics.

**Diverse Interns:** Achieved 48% diversity participation in our 2022 NRP intern class.

**Female Partners:** Named first two female partners in NRP history.

**DEI Committee Activity:** Continued to expand our DEI Committee and Employee Resource Group activities, including a focus on mental health and poverty and homelessness.

**YouthBuild Apprenticeship Program:** Advanced a construction apprenticeship program for opportunity youth and progressed from one participant in 2021 to five participants in 2022.

**First NRP Impact Volunteer Day:** Held our first annual NRP Impact Day on July 20, 2022, a day of corporate volunteerism at a variety of local Cleveland nonprofit organizations.

**Construction Supplier Diversity Program:** Launched a major supplier diversity initiative designed to support the development of qualified minority and women-owned businesses.

In addition to helping make the world a better place, we firmly believe that pursuing ESG initiatives enhances product quality, process orientation, and team collaboration. As we improve along all dimensions, we will continue to develop, build, and manage high quality beautifully designed communities that people are proud to call home.

We are very encouraged by our steady progress on these exciting initiatives, and we hope you feel as much joy reading the second edition of our annual ESG report as we did compiling it for your thoughtful review.

Sincerely,

**J. David Heller**  
Principal, CEO & Co-Founder, The NRP Group

# MEET THE NRP GROUP

The NRP Group is a vertically integrated developer, owner, builder, and manager of best-in-class multifamily housing with 1,000+ employees working across the NRP footprint. NRP’s mission is to create exceptional rental opportunities for individuals and families regardless of income. Since its founding in 1994, the company has developed more than 50,000 apartment homes and currently manages 26,000 residential units. We are honored that The NRP Group has been consistently listed in the Top 10 largest developers and builders in the U.S. on the NMHC “Top 50” lists, the Top 5 on the AHF “Top Affordable Developers” list, has won the MHN Top Developer award, and has won NAHB Pillar awards for Development, Construction, Safety, and One-to-Watch.



### Our Mission

To create exceptional rental opportunities for individuals and families, regardless of income.

### Our Vision

To be the best-in-class vertically integrated developer, owner, builder, and manager of multifamily housing.

To grow our lead as the No. 1 multifamily developer in the U.S. that creates both affordable and market rate communities at scale.

### Our Credo

We will be innovators. Our talented professionals will set the pace for our industry through their collective ambition to succeed where others may not.

Our relentless approach to problem solving, honed by years of collaborating with the most sophisticated community and financial partners, will continue to create the highest-quality communities that improve the lives of the residents and enhance the neighborhoods in which they are located.

### Our Core Values

-  **Integrity**
-  **Teamwork**
-  **High Performance**
-  **Sense of Purpose**
-  **Open + Approachable**
-  **Professionalism**
-  **Respecting Individuals**
-  **Fun**

# THE NRP GROUP

By the Numbers



The NRP Group currently manages **145 properties** across **12 states** (as of October 15, 2022)

**26,000** luxury rental units for individuals, families and seniors

**1,000+** team members in **15** offices across the country

Groundbreaking on **17** multifamily communities with a **record-breaking 5,024 apartment** homes in 2022

**2,720** unit starts for third-party construction, which brings total NRP construction starts to **7,744** – both historic records

**\$1.6 Billion** in capital deployed, a record for NRP

**17** Community Starts:

<b>8</b> Market Rate	<b>2</b> Moderate/Mixed Income	<b>7</b> Affordable
-------------------------	-----------------------------------	------------------------

**22** Community Openings in 2022:

<b>9</b> Market Rate	<b>3</b> Moderate/Mixed Income	<b>10</b> Affordable
-------------------------	-----------------------------------	-------------------------

**\$757 Million** in 2022 Dispositions. Exceeded Proforma Targets

Current Portfolio: **\$2.6 Billion** in multifamily real estate, **144 properties**

Award-winning culture of **Excellence, Integrity and A+ Talent**

*\*Numbers include year-to-date through November 28, 2022, plus projected performance through end-of-year.*



# NRP RESIDENTS

## Share Their Experience

Our end product at The NRP Group is the living experience of our residents. Whether the community is market rate, affordable, or moderate/mixed income, our mission is to create exceptional rental communities for individuals and families, regardless of income. We strive to build the highest quality at every level, and we get great satisfaction when we hear people say, “I can’t tell if this is a market rate or affordable community...it’s all so beautiful.” Here are some resident profiles from communities across the NRP footprint.



### Sherelle McGowan

Resident at The Independence  
McKinney, TX, Affordable, 205 Apartment Homes

While on her daily run, Sherelle McGowan noticed a new development being built. Little did she know she was looking at her future home. McGowan is now a proud resident, along with her adolescent son, at The Independence located in McKinney, Texas.

Before moving into The Independence, McGowan lived close by with her mom. After applying to move in and being approved, McGowan surprised her son. “At first, I told him we were going to a friend’s house,” she said. “And then, I was like, surprise! We’re going to live here. He was like, ‘Oh, I got my own bathroom! It’s so

big!’ We’ve both been so excited to be here and to be a part of the community.” The location was convenient not only for McGowan, but also for her son because he could remain in the same school district with his favorite teachers and friends.

She describes her experience living in the community with just one word: “Wonderful! The whole team has taken care of me since day one,” said McGowan. “When I moved in, we were given a welcome packet and I still keep the welcome card on my little mantle. My experience so far has been amazing. It’s definitely been a blessing for both me and my son.”



### Lessie Wiltz

Resident at The Nightingale  
San Antonio, TX, Affordable, 74 Apartment Homes

Lessie Wiltz had relocated to San Antonio in March of 2022 to be closer to her children and extended family in Texas. After spending months searching for a high quality, affordable apartment to call home, Wiltz found The Nightingale. She felt that the community team made her feel seen and respected during the application process.

Before finding The Nightingale, Wiltz drained much of her savings in a three-month period in which she lived in a hotel and searched for the right affordable community.

“The hotel was beginning to cost too much for me. When I got the call from The

Nightingale, I have never been more thankful. It came exactly when I needed it most.”

After finally securing an official home in the city, Wiltz was able to begin a new remote job and truly settle into living in San Antonio. She describes her experience living in a safe and supportive community like The Nightingale as “remarkable.”

“I tell all my friends across the country to look up NRP and to apply for their apartments. This kind of housing is something everyone should have in their city, and I am grateful to live here.”



### Darryl Fore

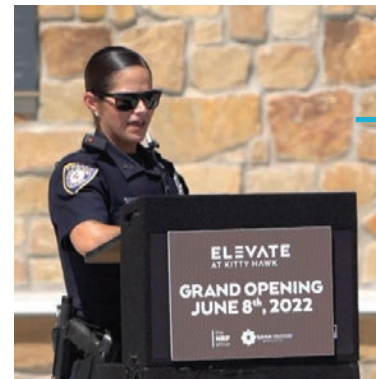
Resident at A Place for Us  
Cleveland, OH, Affordable Senior, 55 Apartment Homes

Darryl Fore, a senior native Cleveland resident and member of the LGBTQIA+ community, heard about A Place For Us when he read about the groundbreaking announcement on the front page of Gay People’s Chronicle. After living on the west side of Cleveland for three decades, Fore was eager to move into a community that supported an older LGBTQIA+ generation and was centrally located with a walkable neighborhood.

Fore was just the third resident to call A Place for Us home. Believing that all residents deserve a voice, he created a residents’ association in conjunction with the community management team, with the goals of addressing potential resident issues and brainstorming resident events with the activities coordinator. “I really enjoy using our community room space for events,” Fore said. “There are so many residents in the building who are dealing with food insecurity, so most of our events provide food. Residents should never have to pay for events.”

Fore appreciates the central location and community amenities, such as the lounge, exercise and meditation rooms. He shared that one major draw was the prime location. A Place For Us is located on Madison Avenue, on the Cleveland/Lakewood border near a major thoroughfare of 117th, providing access to many retailers and restaurants. The community is immediately across from the Greater Regional Transit Authority train station, near Target, three grocery stores, coffee shops and many full service restaurants lining the neighboring streets.

“It’s what a neighborhood should be,” Fore said. “Things should be accessible and within walking distance. Ultimately, everything is a stone’s throw away here.”



### Katrina Sizenbach

Resident at Elevate at Kitty Hawk  
Converse, TX, Affordable, 212 Apartment Homes

Katrina Sizenbach faces obstacles every day, not only in her profession as a detective, but also as a single mother of five adopted children with disabilities. When initially inquiring about an apartment home at Elevate at Kitty Hawk, the community team was quick to assist with her request for a first floor apartment while also making her feel calm during the application process.

“I spoke with the community team – Issac and Leah – and they’ve been so helpful and understanding with me. Everyone wants a first floor apartment because they don’t want to walk up three flights of stairs, but with my children’s disabilities, it’s critical for us,” explained Sizenbach. “As a detective in the city of Kirby, I risk my life and take the chance of not coming home to my children, but I enjoy my job and I don’t do it for the money. So, with the community team being able to understand that, and take that into consideration, while not being able to make the money a normal police officer would make, it helps tremendously.”

After a long day of being on duty, Sizenbach shared that she can come home to a safe and welcoming environment and she so appreciates the community team’s kindness and approachability. Elevate at Kitty Hawk is a place that Sizenbach can call home with close proximity to health, education, retail, and recreation facilities. “I appreciate everyone in the office and all your help. Thank you so much for being kind and open and humble. I appreciate it greatly from the bottom of my heart.”

## NRP RESIDENTS

Share Their Experience



### Andrei Pimentel de Carvalho

Resident at Grayson Lofts  
Wakefield, MA, Market Rate, 184 Apartment Homes

Andrei and his partner moved into Grayson Lofts in April 2022 after touring the community and noticing, "... the easy access to the Wakefield station and the brand new and outstanding quality of the property." Andrei also shared that, "The community has a cool modern vibe that I love! The fact that the building is pet friendly and has its own dog park was definitely a plus. We also love the location, we have easy access to supermarkets, the lake, restaurants, and the train station." Andrei appreciates that, "Wakefield is a nice city to live in. We have easy access to I95 and I93, it is close to Boston, and it is also very peaceful."

Andrei uses the gym and dog park the most, but also takes advantage of the other amenities like the grill, fire pit, the big TV outside, and the clubroom. Andrei and his partner shared that, "We have loved the Grayson Lofts team from Day 1! They have always been very knowledgeable, thoughtful, and patient. We could not be happier with our arrangement here."



### Jannet Garcia

Resident at Legacy at Alazan  
San Antonio, TX, Affordable, 88 Apartment Homes

Jannet Garcia, originally from El Paso, Texas, is a resident of The Legacy at Alazan, as well as a passionate community member of San Antonio. Garcia was a past volunteer for the Opportunity Home San Antonio, an organization that provides housing assistance to more than 57,000 children, adults and seniors. In her role there, she learned about Legacy at Alazan and decided to make it her home. "I wanted to be part of this (Legacy at Alazan) because I knew I could show people that when you speak and use your resources, things can happen for the better."

Garcia lived in western San Antonio for approximately five years, and came to the area when she became ill with sepsis. According to Garcia, the area can have its challenges – drugs, shootings or security concerns – however, "I've seen the neighborhood's challenges and learned to make negatives into positives. I am able to be a part of a beautiful change for our community, and for that I am eternally grateful."

As a resident of The Legacy at Alazan, Garcia has noticed not only a change in her life, but in her children's lives as well. Simple items that most people take for granted, such as laundry facilities or central air, are vital to the people of her community and often not available. "Living here has changed my life and my children's lives completely," she said. "I want that feeling of change for everybody, not just me. Everybody deserves to live in a safe environment and not be scared."

Garcia is still an active member of her community, including being employed for Avenida Guadalupe, a community development corporation serving San Antonio neighborhoods. She also is part of a local nonprofit that helps better children's education in San Antonio. She is now advancing her advocacy efforts and is actively working with the city to receive aid for activity funding, such as a yoga or zumba instructor for The Legacy at Alazan.

"I'm very involved in my community because I know what the needs are for my fellow residents," she said. "There are new opportunities that we have now that we didn't have before and I want to be part of the transformation."

## RECENT AWARDS & RECOGNITIONS



**Developers & Builders - Ranked #9**  
NMHC Top 25



**#3 for Top 50 Affordable Housing Developers of 2021**  
Affordable Housing Finance



**Top Workplaces - #2 Midsize Employers in Northeast Ohio**  
Cleveland Plain Dealer/Cleveland.com



**Top Workplaces**  
San Antonio Express-News



**Top Employers**  
National Apartment Association



**Best Overall Community up to 50 Acres - Flats at River North**  
**Best Website - Flats at River North**  
Texas Association of Builders Star Awards



**Finalist: Excellence in Workforce Development**  
**Finalist: Excellence in Safety**  
Procore Groundbreaker Awards



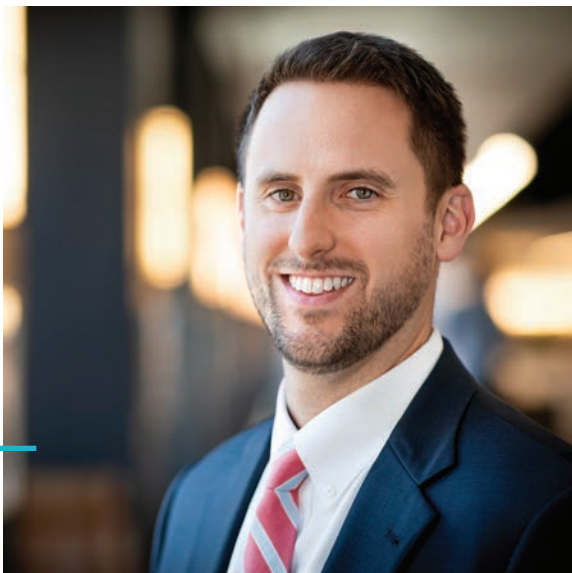
**Affordable Multifamily Community, The Markson**  
Building San Antonio Awards



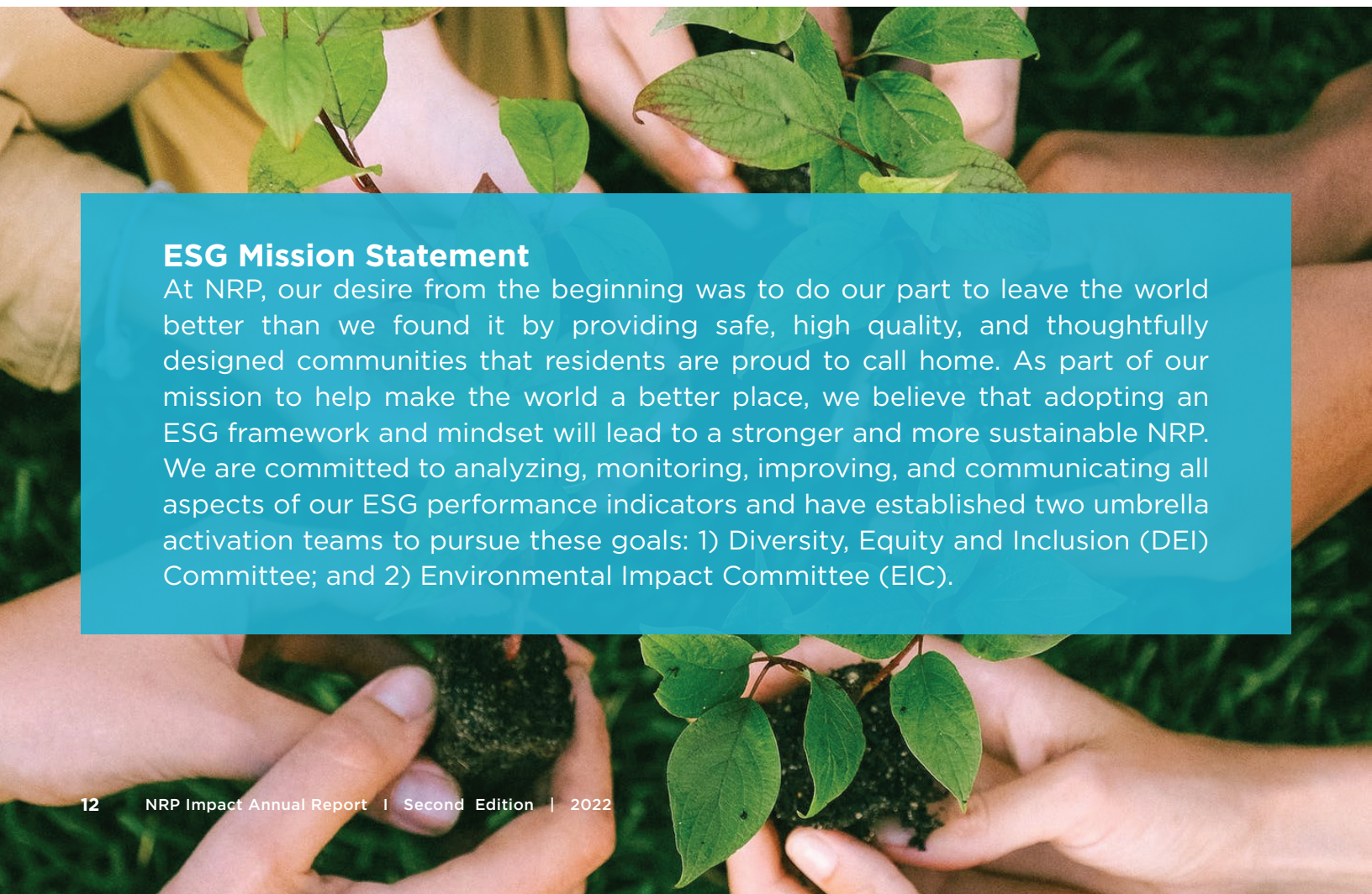
# NRP IMPACT & SUSTAINABILITY



**Noam Magence**  
NRP Impact Leader  
Executive Vice President  
and General Counsel



**Bryan Glosik**  
NRP Impact Co-Chair  
Director of Energy and Water



## ESG Mission Statement

At NRP, our desire from the beginning was to do our part to leave the world better than we found it by providing safe, high quality, and thoughtfully designed communities that residents are proud to call home. As part of our mission to help make the world a better place, we believe that adopting an ESG framework and mindset will lead to a stronger and more sustainable NRP. We are committed to analyzing, monitoring, improving, and communicating all aspects of our ESG performance indicators and have established two umbrella activation teams to pursue these goals: 1) Diversity, Equity and Inclusion (DEI) Committee; and 2) Environmental Impact Committee (EIC).

# NRP IMPACT

## Environmental Impact Committee Mission Statement

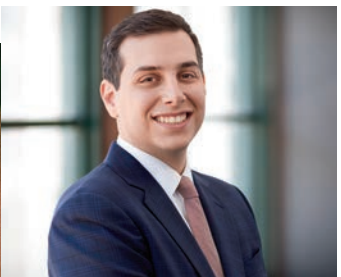
The Environmental Impact Committee (EIC) at NRP aims to create more environmentally sustainable communities by upholding sustainability initiatives across all aspects of the company, including education and engagement, office operations, property operations, and design and construction. We believe that making environmentally responsible choices leads to healthier communities for our residents and a stronger bottom line.

The EIC consists of four subcommittees, each with a specific focus:



**Anna Rose Redgate**  
Leader: Education & Engagement Subcommittee  
Content Marketing Specialist

**Education & Engagement Subcommittee**  
Mission: To collaborate with the other subcommittees to reach corporate offices, residents, and the broader community, with the goal of increasing awareness across NRP through internal and external communication efforts.



**Ari Feiger**  
Leader: Property Subcommittee  
Senior Asset Management Analyst

**Property Subcommittee**  
Mission: To focus on sustainability efforts at the property level by engaging on-site teams and residents to improve efficiency and positively impact the surrounding communities.



**Alyson Cameron**  
Leader: Corporate Office Subcommittee  
Project Manager, Development

**Corporate Office Subcommittee**  
Mission: To focus on improving sustainability within NRP's corporate offices.



**Bryan Glosik**  
Leader: Design & Construction Subcommittee  
Director of Energy and Water

**Design & Construction Subcommittee**  
Mission: To focus on new construction/development and integrating sustainability into the design process.



# NRP IMPACT

## Our Commitment to A Sustainable Environment

At The NRP Group, we believe that it is critically important to protect and preserve the environment. To achieve this goal, we are continuing our efforts to improve environmental sustainability in all of our communities at all lifecycle stages beginning with development and continuing all the way through management and operations. Since our initial report, we have continued to make steady progress on all of our sustainability activities, including the following programs and initiatives:

### 2022 NRP Sustainability Initiatives

#### Energy Star

The NRP Group has joined the U.S. Environmental Protection Agency's (EPA's) ENERGY STAR program as a partner and is making a fundamental commitment to protecting the environment through the continuous improvement of the energy performance of our facilities and operations. This includes a specific commitment to: 1) Measure and track energy performance; 2) Develop and implement a plan to achieve energy savings; 3) Promote the importance of energy efficiency, and the value of the partnership with ENERGY STAR; and 4) To highlight our achievements by pursuing ENERGY STAR recognition and publicizing our program's accomplishments and recognition received.



#### Increased Commitment to Greenbuilding

In future NRP developments, 100% of all assets will receive a green certification.

#### Renewable Energy Investment

Current: On track to complete 408 kW solar system at The Halden

Future: Plans for additional 750 kW in our closing pipeline, which will prevent 17 million pounds of CO<sub>2</sub> over 25 years - or equivalent to 21,692,000 gallons of gasoline being used.

#### Increased Commitment to EV Infrastructure

We have made current commitments to provide 400 Electric Vehicle (EV) charging stations to be installed over the next three years, and we are actively planning to increase that number as EV adoption continues to grow.

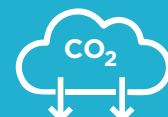
The NRP Group is energized around our sustainability progress and initiatives, and we will continue to expand our efforts in the coming years.

### 2022 Operating KPIs



9,253

Green Building Certified Units currently, plus 2022 pipeline



2000+

metric tons of CO<sub>2</sub> emissions avoided annually



7.5M

gallons of water saved

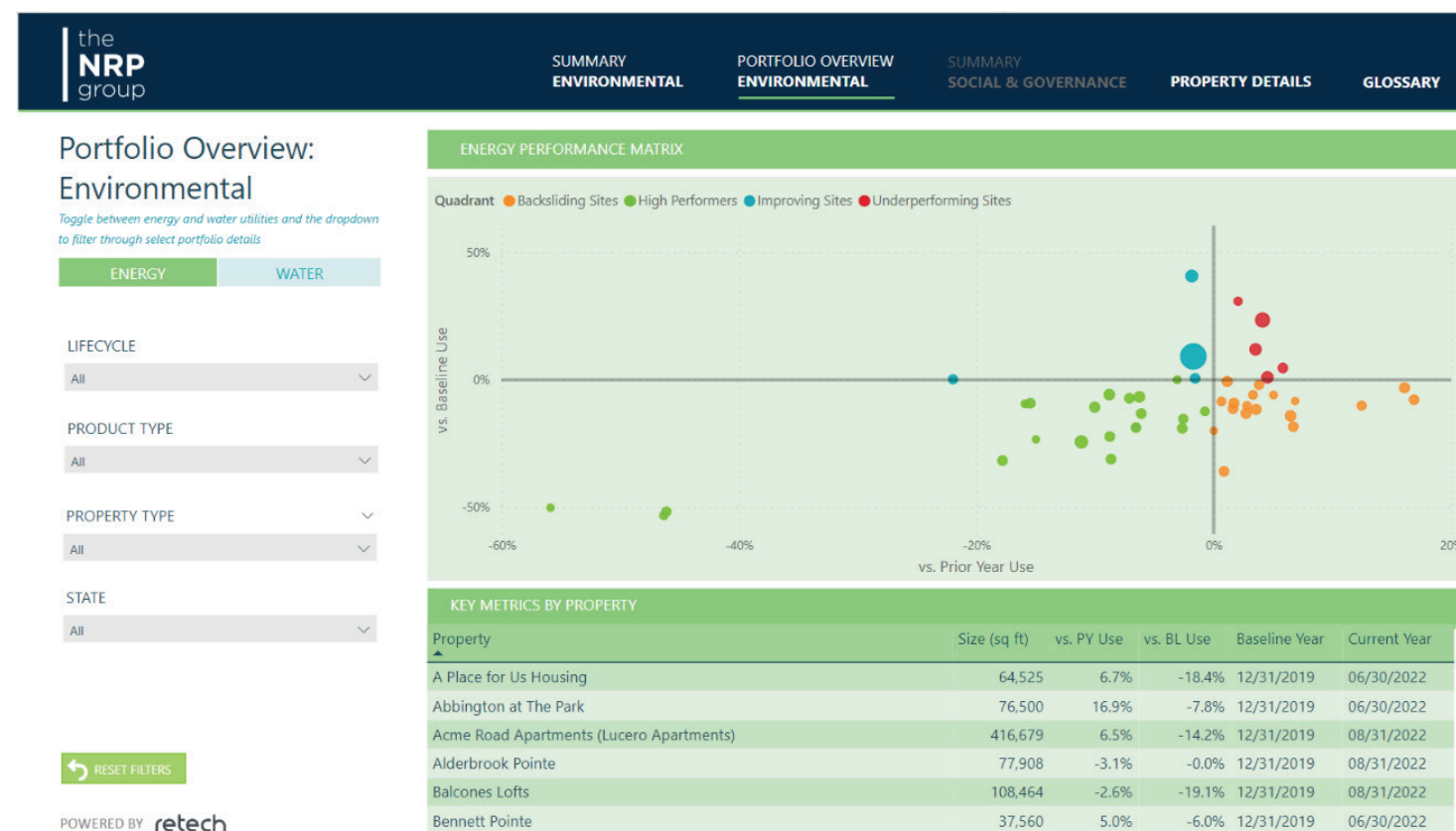
# NRP IMPACT

## Sustainability Dashboard

In order to facilitate improved environmental performance across our operating communities, the NRP Environmental Impact Committee (EIC) has built a dashboard to track individual property and portfolio performance around key metrics like water and energy use cost, greenhouse gas emissions, and other factors that drive environmental impact. This dashboard will be integrated as a part of NRP's internal communications network and will be accessible to properties and leaders across the entire company.

### NRP Environmental Impact Dashboard

The EIC Dashboard will show metrics for energy and water at the property, region, state, and portfolio levels, and will allow users to drill down to many levels of operational detail. Here is a screenshot of our beta pilot version.



*We are targeting 2023 to have the EIC Dashboard fully up and running with target metrics and property-level action planning.*



## CASE STUDY

### Bringing Renewable Energy to Residents - Community Solar at The Halden

#### The Halden

1133 Westchester Ave.  
White Plains, NY

The Halden is a market rate development with 303 apartment homes, built with three large rooftop surfaces that are outfitted with photovoltaic panels. The solar panels in this project will contribute over 500,000 kWh of carbon-free electricity to New York's community solar program, which will allow residents onsite to purchase the electricity at a rate lower than typical market conditions.

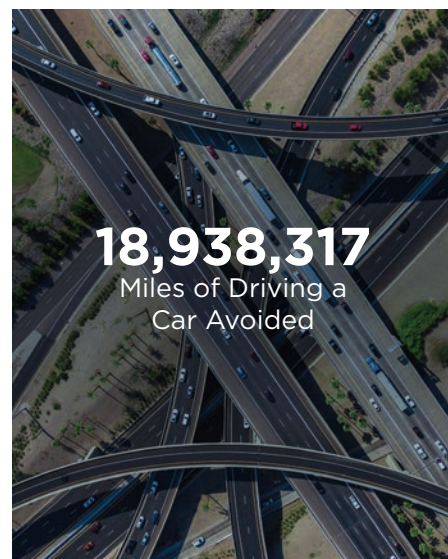
This solar panel installation represents NRP's most significant investment in renewable energy to date and is the culmination of efforts by our NY/NJ NRP Developer, Jonathan Gertman, in collaboration with our Director of Energy and Water, Bryan Glosik, and our amazing NRP Construction Team.

The results of this single project will be quite substantial, with many more to come!



#### Environmental Benefits

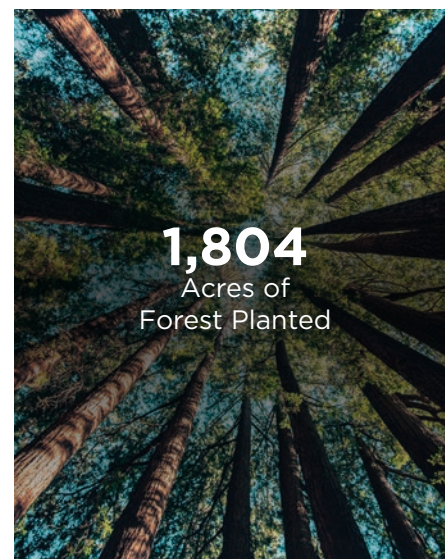
Over its life, the system will achieve:



**18,938,317**  
Miles of Driving a  
Car Avoided



**8,962,093**  
Tons of Carbon Dioxide Saved  
from Being Released into the  
Atmosphere



**1,804**  
Acres of  
Forest Planted

## DIVERSITY, EQUITY & INCLUSION

Opening Doors of Opportunity for All

#### Diversity For a Better Workplace

At NRP, we are committed to diversity, equity, and inclusion (DE&I) in the workplace because we believe a wider range of viewpoints leads to a more robust and compelling company culture, better decision-making, and better business results. We work hard to create a diverse working environment where team members feel respected, valued, and encouraged to bring their unique perspectives to work every single day. We value diversity of viewpoints, life experience, race, ethnicity, sexual orientation, gender, and age, and we work to ensure that all team members have equal opportunities to grow and thrive.

**Diversity  
Equity +  
Inclusion**



#### Leading the Way

The Diversity Leadership Council is chaired by CEO J. David Heller and includes an amazing and diverse cross-functional mix of executive team members, senior leaders, and influencers. The Diversity Leadership Council initiates, expands, oversees, and monitors DE&I activity ensuring alignment with the company's mission and goals while driving accountability across the organization.



# DIVERSITY, EQUITY & INCLUSION

## Diversity Leadership Council



**David Heller**  
President and CEO  
NRP Enterprises



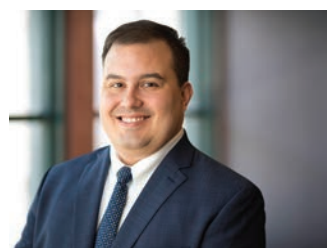
**Tracy Miller**  
Senior VP of  
Human Resources



**Aqeel Brown**  
Senior HR  
Business Partner



**Dan Brenner**  
Senior VP of  
Construction  
Administration



**Jason Arechiga**  
Senior VP of  
Development



**Jennifer Baus**  
EVP of Design &  
Entitlements



**Jonathan Gertman**  
Senior VP of  
Development



**Lori Young**  
Talent  
Manager



**Malory Sanchez**  
Divisional Programmer  
and Early Talent  
Manager



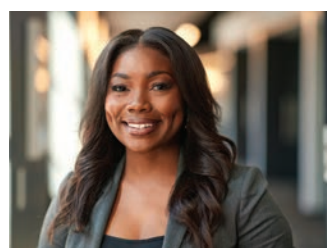
**Noam Magence**  
Executive VP and  
General Counsel



**Phillip Boatwright**  
Executive VP of  
Property Management



**Becky Bertram**  
Director of Talent  
Acquisition



**Shanice Settle**  
Director of Content  
and Communications



**Suzette Silk**  
Director of Learning  
and Talent Management



**Tiffany Montgomery**  
Director of Leadership  
Development & University  
Relations



**Tony Gonzalez**  
Senior VP of  
Construction

# DIVERSITY, EQUITY & INCLUSION

## Workforce Diversity Strategy

### A Three Pillar Approach to DEI

We are committed to pursuing diversity, equity, and inclusion with the same passion and discipline we bring to our core business because welcoming diverse voices is key to our long-term success. We have deployed a three-pillar approach to enhance our diversity, equity, and inclusion efforts to maintain or improve representation, engagement, and retention of a diverse talent pool. Sub-teams for each pillar have been established to identify and implement actions across the organization.



### Talent Acquisition & Development

Implementing a strategy for the acquisition and development of diverse talent driving dual accountability with leaders and HR Partners

### Leader Accountability & Communication

Set expectations for managers and sustaining a process for measuring, monitoring, and communicating ongoing progress



### Education, Awareness & Engagement

Driving ongoing awareness and building DE&I IQ by creating opportunities for dialogue, experience-sharing, and training





# DIVERSITY, EQUITY & INCLUSION

## Progress on the Three Pillar Approach



### Pillar 1: Leader Accountability & Communication

#### 2022 ACCOMPLISHMENTS

- **Council Infrastructure and Sustainability** – Established a cross-functional Council, which includes three sub-teams focused on critical components of our Workforce Diversity Strategy. Three pillars are led by subject-matter experts/leaders in that space. Instituted quarterly Council meetings and year-round sub-team meetings as needed.
- **DE&I Scorecard** – Identified key metrics for measuring and monitoring progress. Metrics include tracking representation, hiring and turnover trends for minorities and women for NRP overall and each major division. Scorecard produced and distributed to senior leaders bi-annually.
- **Leader Accountability** – Established leadership education and training to drive accountability and ownership for advancing diversity, equity and inclusion.

#### 2023 INITIATIVES

- **Infrastructure & Process** – Evaluate and apply continuous improvement to outputs and processes around Leadership Council, DE&I Scorecard, and leadership accountability programs.
- **DE&I Scorecard** – Continue monitoring progress and identify opportunities for improvement through the creation and distribution of the Diversity Scorecard.
- **Inclusive Practices** – Enable and equip leaders to engage in inclusive practices when making critical talent decisions related to hiring, developing, and promoting team members.



### Pillar 2: Education, Awareness & Engagement

#### 2022 ACCOMPLISHMENTS

- **DEI Survey** – Conducted annual DEI survey and analyzed results to determine additional future educational topics.
- **Established DEI Theme** – Used survey results to determine 2022 DEI theme of homelessness and poverty and worked with Committees to align programming to theme.
- **Annual Program Calendar** – Partnered with DEI Committees to create annual programming calendar and determine strategies for additional visibility of programs.
- **Unconscious Bias Training** – Launched “Recognizing and Addressing Unconscious Bias” training with Council, Committee Chairs, Human Resources, and Executive Leaders.
- **REI Program** – Provided five seats per month to the 2022 two-day Racial Equity Institute (REI) program for employees in management roles.

#### 2023 INITIATIVES

- **DEI Survey** – Conduct annual DEI survey to understand ongoing informational and educational needs as well as to determine annual DEI theme.
- **DEI Theme** – Partner with DEI Committees to create annual programming calendar and determine strategies for additional visibility of programs.
- **Unconscious Bias Training** – Deliver “Recognizing and Addressing Unconscious Bias” training for all managers.
- **On-Demand Learning** – Develop on-demand learning covering multiple DEI topics identified as priorities for our employees, based on the annual survey.



### Pillar 3: Talent Acquisition & Development

#### 2022 ACCOMPLISHMENTS

##### Recruitment Marketing

- **Online Employer Branded Pages** – Successfully partnered with Corporate Marketing team to include NRP’s DE&I information on our Employer Branded Pages -- LinkedIn, Glassdoor and Indeed -- to allow for potential candidates to learn more about our initiatives.
- **Other Targeted Posting** – Partnered with Pride at NRP to post roles to the Plexus job board.

##### Early Talent Recruiting

- **Internship Program Progress** – Summer 2022 Internship Program consisted of 48% minorities and 30% females.
- **Black Professionals Association** – Hired one HR intern through the Black Professionals Association Charitable Foundation for our Summer 2022 program.
- **YouthBuild** – Increased our YouthBuild apprenticeship program from 1 (2021) to 5 (2022) apprentices. One apprentice completed program and although he needed to relocate due to family reasons, he was able to secure a full-time construction position at his new location.

#### 2023 INITIATIVES

- **Women in Construction** – Establish a partnership with Women in Construction and attend the annual conference.
- **ERG Engagement** – Increase Employee Resource Group (ERG) engagement in the recruiting process.
- **Early Talent Recruiting** – Further explore opportunities like Project Destined and CORE to attract early talent to internships or entry-level positions.
- **Data & Targeted Recruiting** – Increase tools and skills around diversity data and use findings to determine strategies and tactics to address diversity gaps within teams through targeted diversity recruiting.





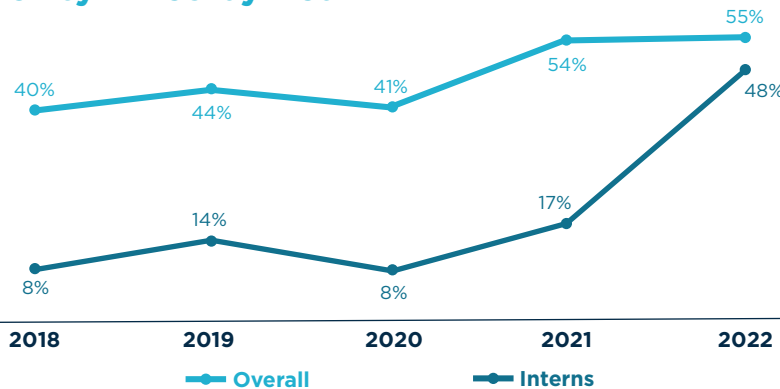
# TRACKING DIVERSITY

## at The NRP Group

At NRP we are committed to diversity and inclusiveness because we recognize that different backgrounds provide different perspectives that strengthen our diversity profile. We have made steady progress over the past few years, and we are committed to continuing to improve in this area.

We value diversity of viewpoints, life experiences, race, ethnicity, sexual orientation, gender, and age, and we work to ensure that all team members are on equal footing. Our goal is to foster an environment that is inclusive and one where all team members feel respected and valued.

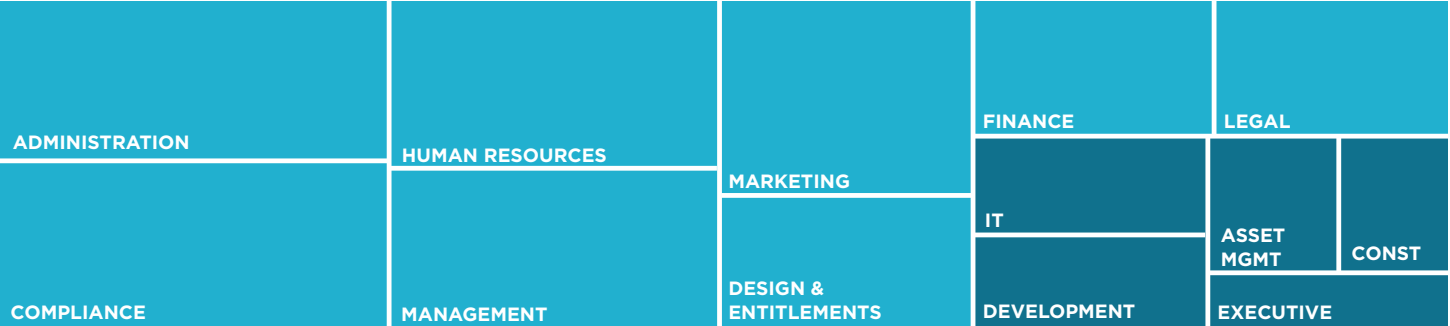
### Minority Hires by Year



**44%**  
Overall Diversity of our  
Executive/Senior Leadership  
(combined female and  
minority representation)

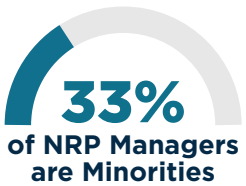
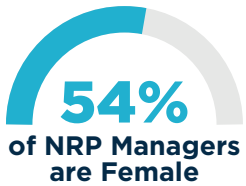
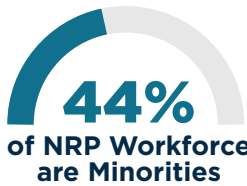
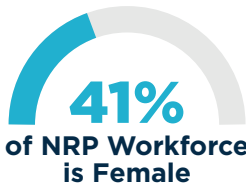
### Overall Diversity by Department

(Combined female and minority representation)



### Female and Minority Representation

(as of October 2022)



# NEW PARTNERS

## Exciting New Perspective

At The NRP Group we strive to enhance representation at all levels of the organization, and in 2022, we are proud to announce that we named our first female partners -- Rachel Johnson and Jennifer Baus.

In a press release announcing this exciting development, CEO David Heller commented, “Not only have these two A+ Players shown continuous professional growth and individual success, but their vision and passion for innovation, collaboration, and team development have helped us achieve success as a company.”



### Rachel Johnson Chief Information Officer, Principal

Rachel Johnson came to The NRP Group as an Asset Manager in 2010, and in just two years, she was promoted to Chief Information Officer. In 2022, she was elevated to Principal and Executive Team Member.

For the past decade, Johnson has led all aspects of NRP technology, including NRP Infrastructure, Operations and Security, Business Solutions & Software Applications, and Property Technology.

*“I continue to rely on my successes, my confidence, and believing in myself. I explain to the people I mentor and the women we talk to, ‘If you believe in yourself and you know that you work hard and you execute and do great work, it speaks for itself. You don’t have to worry what other people think about you. You really have to rely on who you are and what you do.’”*

- Rachel Johnson, CIO, Principal, The NRP Group

### Jennifer Baus

**Executive Vice President of Design & Entitlements, Principal**  
Jennifer Baus joined The NRP Group in 2005 as a Project Manager for affordable housing development and after steady growth in scope and responsibility, in 2022, she was elevated to Principal and Executive Team Member.

In this expanded role, Baus now directs all activities related to horizontal and vertical design and entitlements at The NRP Group, in addition to overseeing all development project management.

*“I love the fact that when we layer women into the team, you’re always adding a different perspective. When you have women at the table, their leadership style, the way they solve problems, the way they approach things is typically quite different from the way men do ... And so I think that’s what makes our company even more valuable, in that we have the leadership from women at the table.”*

- Jennifer Baus, Executive Vice President  
Design & Entitlements, Principal





# NRP PROFILES

## in Diversity

The NRP Group strives to bring diverse A+ players into our organization and to provide all team members with the opportunity to grow while feeling respected and included. All applicants are considered for employment without attention to race, color, religion, sex, sexual orientation, gender identity, age, national origin, veteran status, or disability status. In 2021-2022, we celebrated the hiring and promotion of several diverse A+ players including these valuable team members:



### **Tony Gonzalez**, Senior Vice President of Construction

When Tony Gonzalez first heard about The NRP Group in 2007 through a colleague, he had been working construction for a few years at a variety of projects across Texas. At the time, NRP had only been in the San Antonio market for a year or two. Tony felt that joining the company at this point seemed like a growth opportunity. *“You don’t find that very often in the construction industry, so I felt lucky to join NRP at the time I did,”* he recalls. He was very young at the time and felt fortunate to be hired on as a project superintendent.

Tony rose through the NRP construction ranks over 15 years, which he says is an unusually long time at one company. *“It’s almost unheard of in the construction business,”* he says. His current role leading the operations department involves overseeing all aspects of quality control, production, and scheduling, in addition to recruiting new hires. He enjoys the fast pace and variety, and says the most rewarding part of his job is providing opportunities to new team members and watching them grow in their roles.

**Best career advice ever received:** You get what you put into it: Hard work pays off.

**Words to live by:** Be honest with yourself.



### **Malory Sanchez**, Early Talent & Diversity Program Manager

After graduating from Penn State with a master’s degree in human resources, Malory Sanchez landed her first job at an international food and beverage company. Her work as a talent acquisition specialist involved sourcing new employees from college campuses and job fairs. When a recruiter suspected that Malory was the perfect candidate for a new NRP position, she was intrigued. *“Making the move from manufacturing to real estate was a complete 180, but I realized I was ready for a change,”* she recalls.

Malory began her role at NRP in April 2021. As a first-generation college graduate with parents from the Philippines, she didn’t grow up around the real estate industry, but says her time at NRP has been amazing. Her job involves a lot of variety along with a busy travel schedule to college campuses in the spring and fall to scout summer interns. What she enjoys most about her work is talking to students and helping open the door to future opportunities. She also appreciates that she is not siloed in just one area of the company as she works to build a pipeline of future NRP employees.

**Best career advice ever received:** Always have someone in your corner.

**Words to live by:** This too shall pass.



### **Wycliffe Odhiambo**, Director of Management Accounting

Wycliffe Odhiambo grew up in Kenya before moving to the United States in 2008 to finish high school. After earning his MBA from John Carroll University, he started his career at a Big Four accounting firm doing audit work for mergers and acquisitions. More than seven years later, he was presented with an opportunity in the affordable housing business. He was impressed with the team he would be part of, as well as the chance to grow and evolve professionally in the new position. He also liked the idea of using both his CPA accounting knowledge and his CFA finance expertise in the same job, so he joined The NRP Group in February 2022.

Wycliffe’s days involve meetings with both internal colleagues and outside investors, forecasting, creating and reviewing budgets, conducting monthly financial closings, and dealing with any financial issues that may arise from more than 150 NRP properties. *“It can be a breaking news kind of job at times, and I enjoy the variety,”* says Wycliffe. As the newest team member, he greatly appreciates his colleagues showing him the ropes.

**Best career advice ever received:** Money is great, but time is better.

**Words to live by:** Always be self-aware.



### **Jasmine Baldwin**, Senior Applications Manager – LIHTC

Jasmine Baldwin says she was born for the affordable housing profession and could not imagine doing anything else. In 1980, her mother founded a community development program to make an impact in low-income neighborhoods, and Jasmine worked at some of the related housing properties during high school. After graduating college with a bachelor’s in finance and a master’s in real estate development, she began working in the affordable housing field in Miami. In 2021, a recruiter contacted her about a position focused on low-income housing tax credit (LIHTC) applications and it sounded like a perfect fit. She was thrilled to find out the company was NRP and she

began her new job in March 2021.

Jasmine’s work involves the early phases of affordable housing development where she helps secure financing through tax credit applications. Daily tasks include understanding numerous guidelines from different agencies and tracking applications from start to finish. Jasmine enjoys working to piece together project funding while serving as the key organizer of the application process. *“At NRP, you’re allowed to be very good at your specific role, which creates a highly efficient process,”* she says.

**Best career advice ever received:** Do not fall in love with your deal.

**Words to live by:** Your life is bigger than you.

## NRP PROFILES

### in Diversity



#### Grace Evans, Vice President of Development

Once Grace Evans graduated from The University of Alabama with a degree in finance and economics, she started working at a major investment banking firm where she had her first introduction to affordable housing—equity investing in low-income housing tax credits (LIHTCs). She eventually took another position on the LIHTC property side, at a smaller firm where she was responsible for all phases of a development project. She wasn't looking for a new job, but a recruiter convinced her to consider a role at NRP developing the Tennessee market.

Grace accepted the position and started in September 2022. As a woman working in the male-dominated finance field, she greatly appreciates how NRP supports its female employees. Working remotely in Nashville, Grace also appreciates the friendly support of other NRP teams. Her days involve speaking with brokers, building connections with city officials, architects, and engineers, and looking for new development opportunities. She says she enjoys getting to know her colleagues, all of whom *“are great at what they do.”*

**Best career advice ever received:** Ask as many questions as possible when you start a new job.

**Words to live by:** Be intentional about where you spend your time.



#### Aqeel Brown, Senior Human Resources Business Partner

Upon earning a bachelor's degree in finance followed by an MBA, Aqeel Brown entered the world of private banking. After several years, his professional growth led him into the human resources field at a large national bank. His roles included talent acquisition, campus recruitment, and most recently working as an internal business consultant. When a former colleague moved to The NRP Group, she kept in touch with Aqeel and he eventually looked into joining NRP as well. The job seemed like an ideal fit and Aqeel started at NRP in September 2021 to support both the Design & Entitlements and Construction groups.

Aqeel appreciates working around people who have passion and pride in the real estate products they build. His days involve making progress on large-scale initiatives, putting out fires, acting as a sounding board for company leaders, and reviewing organizational effectiveness. *“My job is to support our people and make their lives easier,”* he says. Aqeel also enjoys being a thought partner for NRP leaders who call him for a fresh perspective.

**Best career advice ever received:** Understand and utilize emotional intelligence.

**Words to live by:** Be prepared. It's better to have it and not need it than to need it and not have it.

## SUPPLIER DIVERSITY

### at The NRP Group



*Building partnerships  
focused on inclusion*

#### VISION

At NRP, our mission is to create exceptional multifamily rental communities for individuals and families, regardless of income. To further that mission, NRP Construction looks for every opportunity to uplift and improve the economic health of the communities we build - both directly and indirectly - by promoting the inclusion of diverse vendors and suppliers in the design and development of each building project.

By including more diverse suppliers in each stage of our projects, NRP will continue delivering best-in-class multifamily housing and also create significant community and economic impact in the process. We believe strongly that diversity in all aspects of our business leads to better decision-making, stronger community engagement, and better business results.

#### OBJECTIVES

Our supplier diversity initiatives focus on the following objectives:

- **Representation** - Increasing the inclusion and participation of minority and women-owned businesses in both affordable and market rate developments. We believe that our commitment to applying voluntary requirements across our market rate and affordable portfolios is the first of its kind for national multifamily developers and general contractors.
- **Measuring Success** - Setting, tracking, and achieving inclusion goals in each of the regions in which we operate.
- **Proactive Mentorship** - Providing assistance to diverse subcontractors in growing their companies and achieving greater success.
- **Active Engagement** - Participating in supplier diversity events, trade shows, and conferences that provide opportunities to engage, identify, and build relationships with diverse businesses.

Although certification is not a prerequisite to conduct business with NRP Construction, it is recommended with a particular emphasis on businesses that are MBE/WBE certified. NRP Construction accepts the following certifications, among others:



National Minority Supplier Development Council (NMSDC) and its regional chapters



Women's Business Enterprise National Council (WBENC) and its regional chapters



National Women Business Owners Corporation (NWBOC) and its regional chapters



# SUPPLIER DIVERSITY

at The NRP Group

## RESOURCING FOR SUCCESS

In order to become the gold standard for supplier diversity among multifamily developers and contractors, we have invested substantial time and resources into the Supplier Diversity initiative to ensure our success.

- **Euell Group** – Rather than pay for a ready-made, off-the-shelf plan, we engaged a consultant who could teach us best practices and work with us side by side to create a customized program.
- **NRP Supplier Diversity University** – With the help of The Euell Group, our construction team formed a committee of 12 team members from different regions and different positions throughout the company and embarked upon a yearlong journey – which we called “Supplier Diversity University” – to learn everything we could about the subject. We met every three weeks for three hours, logging over 50 hours of training. Many of our plans and strategies emerged from this experience.
- **Access & Visibility** – We have formed a relationship with B2Gnow, the nation’s leading diversity procurement software provider. B2Gnow provides NRP access to a searchable database with over 4.4 million certification records that will help our teams identify certified subcontractors and suppliers.
- **Customized NRP Database** – We are working with the B2Gnow data and our internal IT team to create a custom database to track how much we are spending with diverse subcontractors by project, region and as a company.
- **Community Engagement** – A key part of activation of our diversity initiatives is community outreach and developing relationships with municipalities and other regional stakeholders. We have met with city government representatives, held regional “Meet and Greet” events in Cleveland, New York, the Mid Atlantic and Texas, and established corporate memberships with WBENC and NMSDC – two of the largest private certification agencies in the country and universally recognized as the “gold standard” of supplier diversity organizations.



# DEI COMMITTEE & ERG LEADERSHIP

The DEI Committee provides leadership, structure, and organization to the many social initiatives in the NRP Impact ESG program. The leadership of the DEI Committee and subcommittees is composed of diverse and vibrant leaders throughout the organization.



## DEI Subcommittee Leadership



**Tiffany Montgomery**  
Chair, DEI Committee  
Co-Chair, WIN Employee Resource Group  
*Director of Leadership Development & University Relations*



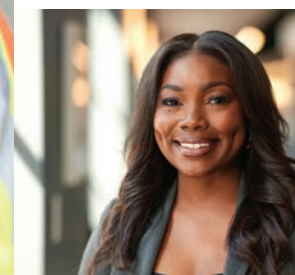
**CeAra Styles**  
Co-Chair, Cultures Connected Employee Resource Group  
*Senior Accounting Manager*



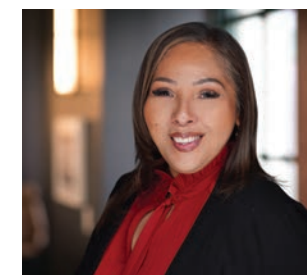
**Jennifer Baus**  
Founder and Co-Chair, WIN Employee Resource Group  
*Principal, Executive Vice President, Design & Entitlements*



**Malory Sanchez**  
Co-Chair, Cultures Connected Employee Resource Group  
*Early Talent & Diversity Program Manager*



**Shanice Settle**  
Founder and Co-Chair, Cultures Connected Employee Resource Group  
*Director of Content & Communications*



**Mary Aguilar Cortez**  
Co-Chair, PRIDE Employee Resource Group  
*Instructional Coach*



# EMPLOYEE RESOURCE GROUPS

## Mission

### Employee Resource Groups

The Employee Resource Groups (ERGs) are the activation forces for creating vibrant programming and initiatives through The NRP Group. Under the umbrella of the DEI Committee, these groups turn goals and strategies into real-life programming and outreach. Each ERG has a unique mission that shapes their strategies and tactics on the ground.



#### Cultures Connected

The mission of Cultures Connected is to elevate, support, and create equitable opportunities for multicultural communities at NRP and beyond through educational programming and advocacy.



#### PRIDE at NRP

The Pride at NRP Affinity Group strives to enrich the professional livelihood of its LGBTQ+ and allied employees through education, outreach, and advocacy. We strongly believe that celebrating this community elevates our culture for all parties, empowering tangible growth and pride in our work.



#### WIN: Women's Inclusion Network

WIN's mission is to hire, develop, and promote women at NRP through education, awareness, and programming. Our committee also works to advance visibility, equality, and women's initiatives within the communities NRP serves.



#### NRP Cares

The mission of NRPCares is to increase awareness, provide education, and coordinate programming to foster overall community involvement and to improve the health and wellness of team members, residents, and other stakeholders throughout the extended NRP family.

# DEI COMMITTEE

## Umbrella Themes for 2022

### PEOPLE, PLACES, AND DREAMS

THURSDAY, MAY 19<sup>TH</sup> 12:30 PM - 1:30 PM EST

- Join **Nafisah Alim** and **Terri Williams** from *People, Places, and Dreams* as they discuss how poverty and homelessness affect marginalized communities.
- Learn how members of the LGBTQ population are adversely impacted by lack of resources and community support.
- Hear how incorporated housing into future planning assists underrepresented individuals.

Learn more: [peopleplacesanddreams.com](https://peopleplacesanddreams.com)

\*This is a Hybrid event.  
Please let us know when you accept/reply if you will be in person  
PLEASE RSVP BY MAY 16TH AT NOON

Sponsored by:



CULTURES CONNECTED AT NRP



### Poverty & Homelessness

In 2022, The NRP Group focused on “Poverty and Homelessness” as a uniting theme for all the Employee Resource Groups. In the United States alone, 37.2 million Americans live below the poverty level, and 44 million Americans are at risk of suffering from hunger. One in six children in the U.S. live in poverty, and 580,000 Americans are homeless on a typical night. Here are a few highlights of programs to bring awareness to these important and difficult issues:

- **Cleveland and San Antonio Offices Food and Clothing Drives** – Throughout the month of November, we collected food and clothing donations for the local food banks, Haven For Hope (San Antonio) and People Places and Dreams (Cleveland).
- **Women of Color Health Event** – NRP's Cultures Connected and WIN committees held a special luncheon focused on understanding and addressing racial disparities in maternal health outcomes for women of color.
- **People Places and Dreams Event** – Speakers discussed how poverty and homelessness affect marginalized communities including the LGBTQIA+ population, and how incorporating housing into future planning can help underrepresented individuals.
- **PRIDE at NRP Book Club** – The Q3 meeting discussed *No House to Call My Home* by Ryan Berg, with the material addressing homelessness, poverty, and the hardships queer youth often face.

### Mental Health Awareness Month

Mental Health Awareness Month was established in 1949 to increase attention to mental health and wellness. During May 2022 and throughout the year, The NRP Group joined this national movement to raise awareness and fight the stigma of mental illness. Some recent highlights include:

- **Are We Burning Out Too Quickly?** – This special event on May 5 discussed burnout as a medical condition, why it should never be ignored, and methods to reduce anxiety.
- **Women's Wellness Workshop** – Sponsored by WIN, this informative workshop on May 12 was part of National Women's Health Week and served as a reminder for women to pay attention to their mental health and manage stress to improve overall well-being.
- **Mental Health Action Day** – May 19 was set aside as a national day to inspire people to talk about personal experiences and galvanize a movement to drive cultural, political, and policy changes around mental health—moving from awareness to action.
- **Suicide Prevention Month Event** – On September 27, speakers discussed “Mental Illness & Friends” in support of suicide education and prevention.





# CULTURES CONNECTED

Employee Resource Group

## Mission

Cultures Connected is the new name of NRP's Multicultural Committee. The mission of Cultures Connected is to elevate, support, and create equitable opportunities for multicultural communities at NRP and beyond through educational programming and advocacy.

## 2022 Initiatives:



**Black History Month** - "Black Health and Wellness" was the theme of Black History Month for 2022. In support of this topic, NRP's Cultures Connected team planned and facilitated weekly events to celebrate. This year's topic also embraced bridging the past with the present and moving forward into the future. Events included a "Fitness with Soul" exercise class, a special performance by former Cuyahoga County Commissioner Peter Lawson Jones, and a mental health discussion about creating a healthy mental space while succeeding at work. The work-life balance meeting was part of the DEI Committee's ongoing initiative of focusing on mental health for all NRP team members.

**National Hispanic Heritage Month** - From September 15-October 15, 2022, NRP joined a nationwide effort to pay tribute to generations of Hispanic Americans who have positively influenced and enriched our nation and society. To celebrate, NRP's Cultures Connected team decorated the Cleveland and San Antonio offices, provided traditional Hispanic foods for employees, and did a feature on Via Sana apartments on NRP News Live, the company news live broadcast. Via Sana, meaning "healthy way" in Spanish, is located in the heart of Cleveland's Clark-Fulton neighborhood on The MetroHealth System's main campus. The project has been a collaboration between MetroHealth and The NRP Group and brings high quality, affordable housing to the Latino community in the MetroHealth footprint.



**Women of Color Health Event** - On April 28, 2022, NRP's Cultures Connected and Women's Inclusion Network (WIN) committees held a special luncheon focused on understanding and addressing racial disparities in maternal health for women of color. Da'na Langford, MS, CNM, spoke about the history and current experiences of Black women regarding maternal outcomes, acknowledged the racial disparities that continue to exist, and discussed potential solutions to address these challenges.

# PRIDE AT NRP

Employee Resource Group

## Celebrating LGBTQIA+

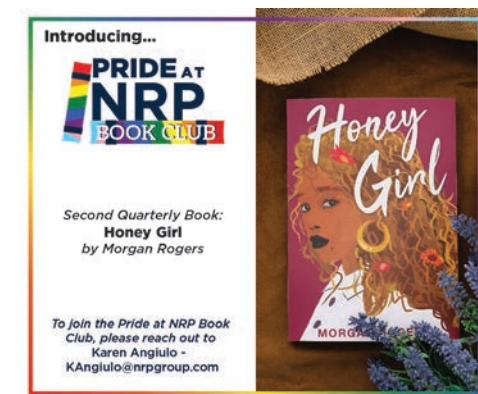
The mission of the PRIDE at NRP Affinity Group is to enrich the professional livelihood of its LGBTQIA+ and allied employees through education, outreach, and advocacy.

## 2022 Initiatives:

**Mental Health Action Day: People, Places, and Dreams** - On May 19, 2022, speakers Nafisah Alim and Terri Williams from People, Places, and Dreams discussed how poverty and homelessness affect marginalized communities. Attendees learned how members of the LGBTQIA+ population are adversely impacted by a lack of resources and community support. Discussions focused on how incorporating housing into future planning can help underrepresented individuals. This special event was cosponsored by the PRIDE at NRP and Cultures Connected committees, and tied directly into the 2022 DEI theme of poverty and homelessness.

**Pride Month 2022 Curiosity Conversation** - During the Curiosity Conversation event on June 24, 2022, Jeanette Vela of the San Antonio LGBT Chamber of Commerce discussed the concept of being a better ally to marginalized groups in order to make a stand against the rise in aggressive and violent acts toward "others." Later in the event, Aubrey Wood, Beth Asbury-Langrill, and Randy Hoover shared personal experiences around coming out to family, feeling safe, and issues regarding gender identity. This unique conversation was sponsored by PRIDE at NRP and the Women's Inclusion Network (WIN).

**PRIDE at NRP Book Club** - Launched in January 2022, the PRIDE at NRP Book Club strives to bring awareness to LGBTQIA+ authors and topics. Our first meeting featured the author of "Once a Girl, Always a Boy," Jo Ivester, and her personal experience with her son's transgender journey. A later meeting discussed "No House to Call My Home" by Ryan Berg, with the material addressing our DEI theme of the year—homelessness and poverty—and the hardships queer youth often face. VP of Development Scott Skinner introduced NRP's newest Cleveland development, The Davis, and the impact it will have on the Glenville neighborhood, which has experienced racial discrimination, high infant mortality, and persistent poverty. A food pantry at The Davis along with telehealth options and other community services are now focusing on early intervention.





# WOMEN'S INCLUSION NETWORK

## Employee Resource Group

### Empowering Women at NRP and Beyond

The mission of the Women's Inclusion Network (WIN) is to hire, develop, and promote women at NRP through education, awareness, and programming. Our committee also works to advance visibility, equality, and women's initiatives within the communities NRP serves.

### WIN Celebrates 5 Years!

In October 2017, NRP's Diversity, Equity & Inclusion Committee was formed. At the same time—and with the same leadership—WIN was formed. WIN was the first Employee Resource Group under the DEI umbrella and served as a springboard and mentor for the others, including Cultures Connected, PRIDE at NRP, and NRP Cares. As we continue to support women by adding new programming and initiatives, we look forward to what the next five years will bring.



**Go Red for Women Campaign:**  
Cardiovascular disease is the No. 1 killer of women, causing 1 in 3 deaths each year. That is approximately one woman every minute! The first Friday each February during American Heart Month, the nation comes together, igniting a wave of red from coast to coast. The American Heart Association's Go Red for Women movement unites millions of people for a common goal: the eradication of heart disease and stroke.

**Join NRP and the Women's Inclusion Network in support of Go Red for Women by:**

♥ Donating today to the Go Red for Women Campaign

♥ This year, we will have a friendly competition between the Cleveland and San Antonio Offices - East vs. West! Which office can raise the most funds in support of Go Red for Women?

Visit NRP's Team Page to Donate - EAST

Visit NRP's Team Page to Donate - WEST

**On Friday, February 4th:**

♥ **Wear Red** - Send photos of you and your team going Red on 2/4 to [WIN@nrggroup.com](mailto:WIN@nrggroup.com) or by posting on Inspire!

♥ Change your Microsoft Teams background in support of Go Red for Women. You can get the background [HERE](#)

**To Change your Teams background before a meeting starts:**  
1. While your setting up your video and audio before joining a meeting, select Background Filters. It's just below the video image. Your background options will display to the right.  
2. To use the provided NRP Go Red for Women image select ADD NEW and then select the saved background to upload from your computer. Make sure it is a JPG, PNG, or BMP file.  
3. Your new background will persist in all of your meetings and calls until you change it again.  
4. To turn off background effects select [X]

**To Change your Teams background during a meeting:**  
1. Go to your meeting controls and select MORE ACTIONS...>Apply background effects  
2. To choose the NRP Go Red for Women image, choose upload an image of your own. Select ADD NEW then select the saved background to upload from your computer. Make sure it is a JPG, PNG, or BMP file.  
3. Select preview to see how your chosen background looks before you apply it, then select apply.  
4. To turn off background effects select [X]

♥ As a thank you to the first 100 people who donate at least \$25 to the American Heart Association's Go Red for Women, we invite you to attend:

Go Red for Women Event - presented by WIN  
featuring Halle Adams with the Wardrobe Consultant  
February 4th, 12:30-1:30 PM EST

\*\*\*Zoom Link will be provided following your donation.

**NRP WIN**  
Women's Inclusion Network

### 2022 WINS:

**Go Red for Women: Annual Campaign** - Because cardiovascular disease is the leading killer of women, WIN is part of the American Heart Association's annual Go Red for Women fundraising campaign to combat this illness. This year's effort included a friendly competition between NRP's Cleveland and San Antonio offices, with nearly \$4,500 raised—setting a new record.

**Women's Equality Day** - Voter registration and "Get Out the Vote" initiatives were the focus of this special day in 2022 across many of NRP's properties and on NRP News Live, the company news channel, with a spotlight on the League of Women Voters.

**Domestic Violence Awareness Month** - WIN facilitated a Curiosity Conversation on domestic violence on October 27 featuring award-winning film producer and survivor Tracy Rector. USA Today called her film, "No Ordinary Love," one of the biggest summer movies of 2021. Tracy also spoke about her PROJECT #RaiseAwareness, created to bring the film to college campuses.

**Pregnancy and Infant Loss Awareness Month** - As part of addressing this sensitive topic, NRP employees shared personal experiences of loss in an effort to make other women feel less alone. NRP also made a significant change to its Bereavement Policy, which now recognizes miscarriage and still birth as qualifying events to take personal time.

**NRP Impact Day** - WIN launched and facilitated this important day of employee volunteerism under the NRP Cares umbrella. See NRP Cares for a full description of this special day of giving.

## TRACY RECTOR

SPEAKER | PRODUCER | WRITER  
GENDER-BASED VIOLENCE ADVOCATE

You are a very effortless speaker, it comes naturally to you. You're in command, you're captivating.

- TRICIA BROUK  
Director, Author, Producer  
Founder of The Big Talk Academy  
Former Executive Producer of TEDxLincolnSquare NYC

Tracy Rector, an award-winning film producer, author, speaker and survivor, uses her voice to raise awareness of gender-based violence. USA Today recognized her film, *No Ordinary Love*, as one of the "biggest summer movies" of 2021. She created the program PROJECT #RaiseAwareness to offer the film to college campuses and organizations to raise awareness of domestic violence. She's shared her passion and message to audiences in the US including Guam, Asia/Pacific, and United Kingdom. Tracy served as board chair of SafeHaven of Tarrant County, the second largest domestic violence agency in Texas.

**TOPICS**

**Gender Equality:** Would a Matriarchal World Give Us Gender Equality?  
**Gender Based Violence:** Using Art to Raise Awareness, Start Conversations  
**Spiritual Abuse:** When Faith is Used to Abuse  
**Faith Community as a Safe Space:** Building Partnerships with Faith Communities and Domestic Violence Advocates

AS SEEN ON

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### Mission

Cultivating a sense of community is a core value at The NRP Group. We believe communities are shaped by open communication between residents and our property and support staff, and productive relationships with the surrounding neighborhood. We actively seek opportunities in our own backyards and across the country to help individuals and families in need. The mission of NRPCares is to increase awareness, provide education, and coordinate programming to improve health and wellness for employees, residents, and other stakeholders throughout the extended NRP family.

### 2022 Initiatives:

**NRP Impact Day** - On July 20, 2022, NRP held its first annual NRP Impact Day, a day of corporate volunteerism at a dozen local Cleveland nonprofit organizations who fight poverty and homelessness on a daily basis. More than 140 NRP employees dispersed to area food banks, shelters, and other community organizations to help with preparing meals, sorting food and clothing donations, painting, mulching yards, and more. NRP’s Women’s Inclusion Network (WIN) Committee was instrumental in spearheading, launching, and facilitating this important day of employee volunteerism.

**NRPCares Individual Community Action Day** - In late October, 35 NRP Team Members from the greater San Antonio area participated in an NRPCares site cleanup of Lucero Apartments, a 324-apartment-home affordable property developed, built and managed by NRP. Improvement projects included power washing buildings and trash enclosures, preventative maintenance in units, painting benches and playground equipment, trash pickup, and file-audit preparation for compliance inspections. These individual community action days uplift the spirits of residents and staff alike and have become a key element in our annual NRPCares community outreach activities.

**ICC22 Vendor Show Donations Program** - At the ICC22 annual NRP meeting held in Nashville, NRP featured a special DEI Committee booth at the vendor show. Several boxes were displayed at the booth, each representing a local nonprofit dedicated to addressing poverty and homelessness. Conference attendees were invited to place tokens representing a certain dollar amount into the box of their choice. After the meeting, NRP made donations to the nonprofits on behalf of attendees. The program was a huge hit with attendees and will be repeated at future ICC meetings.



The NRP Group has been making charitable contributions since its founding in 1994, and as part of the NRP Impact program, we have become even more intentional about the process. Here are the broad categories of giving and examples of organizations supported in 2022.

OBJECTIVE	DESCRIPTION	EXAMPLES
Education Initiatives	Educational organizations that directly or indirectly support the advancement of the housing industry.	College Now Greater Cleveland, Cuyahoga Community College, CSU Foundation, Jacob Butze Memorial Run, MAP Program, The Ohio State University Foundation, ORT America, Seeds of Literacy, University School, Johnny Hernandez Grant Foundation
NRP Team Member and Partner Causes	Charitable causes in which NRP employees and partners have demonstrated personal commitment through volunteerism and board involvement.	Adoption Network Cleveland, AJC Cleveland, Anshe Chesed Fairmount Temple, Greater Cleveland Food Bank, Greater Cleveland Partnership, Human Rights Campaign, JPRO Network, LiveOn NY - Beyond Bricks, Maltz Museum, Menendez Sponsorship, NA'AMAT, Neighborhood Family Practice, Neighbors Together, Selfhelp Community Services, Spanish American Committee, Westside Christian Academy, YWCA Greater Cleveland, RECSA Fight Night
HQ Corporate Citizenship	Large long-standing non-profit organizations that are making meaningful impacts in the city of Cleveland and Northeast Ohio, and their related diversity and inclusion initiatives.	BPACF, Cleveland Habitat, Engage Cleveland, Global Cleveland, Playhouse Square Foundation, UJA Federation
NRP	Neighborhood and community causes in markets where NRP is active in development, construction and/or management.	Cleveland Metroparks, Cleveland Public Theater, FRONT International, HFLA of Northeast Ohio, Khnemu Juneteenth Sponsor, Any Baby Can, Brackenridge Park Conservancy, CECLEF: NRP Group Bronze Eagle, Classical Music Institute, Guadalupe Cultural Arts Center, Mission Heritage Partners, San Antonio Area Foundation, SA2020, S.M.A.R.T, Southwest School of Art, Tarrant County Black Historical Society, Urban Champions Academy
Health & Housing	Hospitals and healthcare organizations that can help advance NRP's healthcare and housing initiatives.	Cleveland Clinic Foundation, JDRF Diabetes Foundation, Medworks' Medfest, MetroHealth Foundation, University Hospitals, University Health System
DEI	Organizations that can help advance NRP's diversity and inclusion initiatives.	Diversity Center, Djapo Cultural Arts Institute



# COMPREHENSIVE LEADERSHIP

## Development Programs

At The NRP Group, investing in the development and growth of our rising A+ players is a top priority. With this in mind, we created and implemented three distinct programs in 2022 to recognize, engage, and retain high-potential employees at various stages of their careers: Emerging Leaders, Senior Managers, and Key Executives. At all levels of leadership development, our major goals and aspirations include:

### Invest & Grow

Invest in high potential A+ talent and provide a transformative experience for participants

### Expand Personal Tool Kit

Equip A+ talent with the tools to continually develop and improve their impact and results

### DEI

Deliver on our commitment to diversity, equity and inclusion by continuing to develop and grow our diverse talent at NRP

### Internal Networking

Build cross-organizational partnerships and provide opportunities to deepen networks



# NRP LEADERSHIP

## Foundations of Leadership: Emerging Talent

In 2022, NRP executives carefully selected 21 emerging leaders from across the company to participate in a highly specialized career development program. A series of self-assessments was followed by four in-person sessions focusing on self-awareness, leading others, leading the organization, and a capstone experience. Each session consisted of two days of critical skill building and training, including a group visit to NRP's San Antonio properties. Monthly meetings between emerging leaders and their executive mentors are ongoing, helping reinforce new skills and offering continuous support.



## Leadership Forum: Senior Managers

Our 2022 class of nine senior-level leaders participated in four in-person learning sessions that included a site visit to NRP's Charlotte market. Each two-day course was designed to provide specialized skills development as well as build a support network to enable these leaders to take on broader roles and responsibilities at NRP. Key outcomes included fostering and deepening connections with colleagues, developing a personal leadership philosophy, and applying critical skills that encourage team building and contributing to NRP's growth.



## Executive Network: Experienced Leaders

Introduced in 2022, NRP biannual executive retreats for ongoing leadership development are designed to support collaborative and strategic leadership, enhance organizational talent, advance strategic and innovative thinking, and deepen connections among colleagues. These two-day retreats will be held twice a year in different NRP markets, with the inaugural meeting of nine NRP executives held in Manhattan in September 2022. Guided tours of NRP properties, roundtables led by participants, and facilitated discussions on executive leadership topics are all part of the immersive experience.





## PARTNERS IN EDUCATION

The NRP Group believes that part of being a good corporate citizen is investing in the education of our future leaders to ensure the ongoing vitality of our industry. With this goal in mind, NRP is involved in several programs that serve college students and young professionals.



From left: Dr. Heidi Meier of CSU, NRP CEO J. David Heller, Millennia CEO Frank Sinito, CSU President Dr. Laura Bloomberg, Millennia CHRO Michael Pico, and Erick Waller, NRP President of Property Management.

### Cleveland State University

In 2019, The NRP Group made a historic gift to Cleveland State University (CSU) to expand education and research in real estate and property management. NRP and The Millennia Companies donated \$1.2 million toward this vision. On September 20, 2022, CSU's Monte Ahuja College of Business dedicated the space for the new NRP & Millennia Property Management Center and celebrated the launch of the Bachelor of Business Administration program in Property Management for the Fall 2022 semester. The space will serve as a hub for student engagement activities, including employer visits, open houses, and more. The new major will prepare graduates for careers in real estate and property management. A Minor in Property Management and Certificate in Real Estate & Property Management are also offered.



### University of Michigan

Partnering with the University of Michigan's Ross School of Business, The NRP Group is an active sponsor of the Living Business Leadership Experience (LBLE) course, part of the Ross Experiences in Action-Based Learning (REAL) portfolio. Beginning in fall 2022, the LBLE student group is collaborating with NRP's development team to analyze the impact of stabilized affordable housing developments on local communities. NRP will use the project findings as part of its overall effort to develop high-quality affordable housing across the country. Another initiative is the Ross Multidisciplinary Action Project (MAP) sponsored by NRP, with a focus on analyzing the lease-up process and making recommendations for marketing, operations, financial, and technology improvements. Scott Skinner, VP of Development, explains, "With the 2022 MAP, we're analyzing lease-up data at some of our larger properties in Texas and assessing how we can improve service by getting residents into apartment homes faster."

### Award Winning Internship Program

At NRP, we are big believers in the power of internships to help shape the future of our industry. Although our interns come from diverse backgrounds, they all share a common desire—to learn about real estate and property management as a potential career. NRP interns are sourced through LinkedIn, Handshake, campus career fairs, student organizations, and referrals by current employees. NRP's recent emphasis on bringing more diversity to its internship program has achieved noteworthy results: In 2022, 48% of NRP interns are people of color, and 30% are female—and based on 2021 data, 42% of interns convert to full-time NRP employees!

**NRP**  
**INTERNSHIP**  
**PROGRAM**

## YOUTHBUILD CONSTRUCTION

### Apprenticeship Program



The NRP Group has created an apprenticeship program in collaboration with YouthBuild, a nonprofit that seeks to form partnerships primarily with construction vendors to work with opportunity youth to build the skill sets and mindsets that lead to lifelong learning, livelihood, and leadership.

The NRP Group has gone from one participant in 2021 to five participants in 2022, and is building programs in Cleveland, San Antonio, Newark, N.J., Tampa, Fla., and Austin, Texas. This program is open to people 18 years old or older with a high school diploma or GED interested in pursuing a career in construction.

YouthBuild projects consist of two distinct phases. In the first six months, the YouthBuild Apprentice works with the Project Superintendent to learn the basics of a construction project from start to finish. Participants also engage in an NRP Learning and Development series covering a broad range of topics including goal setting, accountability, computer skills, public speaking, and self-management.

In the second six months, Apprentices learn more about document support and project administration. They also continue to engage in the NRP Learning and Development Series, including sessions focused on a growth mindset, emotional intelligence, communication styles, and email etiquette.

Following completion of both Apprenticeship phases, participants have the opportunity to join NRP full-time as a Field Engineer, directly responsible for all document control on assigned construction projects.

### Profile: NRP YouthBuild Apprentice Justin Cornier

After graduating high school, Justin Cornier was unsure of his next career steps. Encouraged by his dad to look into pursuing construction, he found YouthBuild. Through YouthBuild, Cornier earned key certifications to create a foundational understanding of construction and was then connected to an opportunity working with The NRP Group near his home in Lutz, Florida.

Since joining NRP as an apprentice in January 2022, Cornier has helped turn over 150 units in three building projects and feels that he has learned a tremendous amount about the construction industry and available career opportunities. He looks forward to growing with NRP.

Said Cornier, "The most rewarding aspect of my experience with NRP is seeing the process of creating a development from start to finish. There's a lot of satisfaction and pride that comes from knowing I've contributed to that outcome."





# HEALTHY HOUSING

means “People First” at NRP

Through our Healthy Housing programs, we first ensure that our residents have a secure place to live, and then we add access to support services that help with everything from health screening to nutrition to job training.

NRP has made significant progress in this area during the past five years. Our strategy is to partner with anchor institutions such as hospitals and non-profits to leverage safe, high-quality affordable housing as a platform for the delivery of additional life-enhancing services. Healthy housing has a positive impact on the social determinants of health — including high-quality affordable housing, nutrition, wellness, food security, career training, financial literacy, and other factors — that have been shown to contribute to 80% of health outcomes. Our work in this area continues to grow.



*“I love this project because I love what Metro and what this housing project understands. It’s all about building affordable housing. The work that Scott and NRP has done is so important, the work of Metro is so important. When they work together, they can help save the world. Thank you.”*

— Sherrod Brown, U.S. Senator

*“NRP’s partnership to bring a place like this into the community that’s too often underserved and overlooked means everything.”*

— Shontel Brown, U.S. Congresswoman

*“...If you walk these apartments, they’re beautiful. They exceeded my expectations.”*

— Jasmin Santana, Cleveland City Councilwoman

## Via Sana Cleveland

Part of MetroHealth’s \$946 million Campus Transformation project

72 residential units plus a 5,000-sq-ft Economic Opportunity Center

Additional housing to be built in successive stages

Held special preview event and tours in fall 2022; lease-up to begin Q4 2022

Healthy Housing Partner:  **MetroHealth**



*“David’s firm can invest and work in any city in the country right now, but they continue to prioritize Cleveland and Northeast Ohio. And this development is a true example of what it means to put people first.”*

— Justin Bibb, Mayor of Cleveland

*“The power of the partnerships will lift hopes and dreams and aspirations and move people forward.”*

— Dr. Michael Baston,  
President of Cuyahoga  
Community College



## The Renaissance at Lincoln Park

New Rochelle, New York

Highest budget affordable housing project in NRP history

\$97 million project

179 units of best-in-class affordable housing plus 350 parking spaces

State-of-the-art, 23,000-sq-ft Boys & Girls Club serving 3,675 children and teens, featuring a gym, basketball court, recording studio, demonstration kitchen, offices, playrooms, and more

Over halfway through construction as of Q4 2022

Healthy Housing Partners:



## EXPRESSING COMMUNITY Through Art

### Legacy at Alazan, San Antonio

NRP strives to create developments that not only respect the integrity of neighborhoods, but also inspire hope by celebrating the unique aspects of individual communities. Inside the leasing office at Legacy at Alazan, a modern affordable apartment community on the west side of San Antonio, is a striking mural by contemporary Chicano artist, Alex Rubio. Known for drawing inspiration from the city's westside history, the mural incorporates iconic images that have impacted the neighborhood. These include the Guadalupe Cultural Arts Center and the Guadal Café, important cultural community spaces in the city. The colorful depiction of his beloved community was inspired by the people, places and culture that shaped his adolescence. Throughout the development, other pieces of Rubio's work can be found hanging on the walls.



*"As I look through the images in the mural, the neighborhood icons are also places that invite community members in. It brings back amazing memories of growing up and finding pride in my neighborhood."*

- Rubio

### 5115 at the Rising


Slavic Village neighborhood, Cleveland

88 unit mixed-use, mixed-income multifamily housing development

\$20 million project

Includes new 20,000-sq-ft facility for University Settlement, a social services agency serving 12,000+ people

Lease-up to begin Q4 2022

Healthy Housing Partner: 



## The Davis

Glenville neighborhood, Cleveland

52 residential units plus a 2,500-sq-ft Community Outreach Center focusing on health education and workforce training

Additional housing to be built in successive stages

Over 40% through construction as of Q4 2022

Healthy Housing Partner:



*"These compelling Healthy Housing projects represent an ever-expanding effort by The NRP Group to be a national leader in Health & Housing initiatives that seek to improve social determinants of health in order to create greater pathways of hope and opportunity in the communities we serve."*

— J. David Heller, CEO, The NRP Group





# NATIONAL ADVOCACY

## Affordable Housing

As a top affordable housing developer in the U.S., The NRP Group has taken a proactive stance in advocating for the development of affordable housing. From our experience, we know firsthand the positive impact that safe, quality affordable housing has on both residents and neighborhoods. We also know that current macroeconomic factors including rising inflation, supply chain backlogs, and interest rate hikes will only exacerbate an already critical shortage of affordable housing options. Securing additional gap financing through innovative partnerships with local, city and state governments and deploying funds from programs like the American Rescue Plan Act of 2021 has become critical in preventing an even sharper decrease in the affordable housing supply across the country.

*“I’ve been doing this for 18 years. I’ve never seen this level of uncertainty or this level of complexity to get anything done,”* Aaron Pechota, Executive Vice President of Affordable Housing, told The Wall Street Journal. *“The issue will become even more apparent in two years when delivery numbers drop significantly based on the lack of starts today.”*

In June 2022, NRP set out to bring awareness to this issue and call on governments to prioritize spending on affordable housing to alleviate this potential disruption. Partnering with our public relations firm, we leveraged the expertise of Aaron Pechota, Debra Guerrero, Senior Vice President of Government Relations and Strategic Partnerships, Scott Skinner, Vice President of Development and Director of Public Policy, and several other affordable developers across our footprint to establish NRP as a thought leader on this important topic. The six-month campaign garnered interest from several media outlets including The Wall Street Journal, Bloomberg, Bisnow, Affordable Housing Finance, and others.



# NRP IMPACT

## Social Responsibility Timeline - Recent Additions

- September 2021**
  - First recognition of Suicide Prevention Month
  - First programming around National Hispanic Heritage Month
- November 2021**
  - Formation of formal steering body NRP Diversity Leadership Council led by CEO David Heller
- January 2022**
  - Hired first Supplier Diversity Manager in NRP Construction
  - Created PRIDE book club with quarterly programming
- February 2022**
  - Released First Edition of Environmental, Social, Governance (ESG) Report
  - Celebrated Black History Month with Peter Lawson Jones performing monologue of Carl Stokes
  - Change in Bereavement Policy to include miscarriage and still birth as qualifying events
- April 2022**
  - Beta version of NRP Environmental Impact Dashboard complete
- May 2022**
  - Launched new NRP corporate website with individual sections devoted to ESG and DEI
- July 2022**
  - First Annual NRP Impact Day - Coordinated volunteerism across NRP
- August 2022**
  - First major recognition of Women’s Equality Day
- October 2022**
  - First recognition of Domestic Violence Awareness Month
  - First recognition of Pregnancy & Infant Loss Awareness Month
  - Diversity, Equity & Inclusion (DE&I) Committee celebrates Five-Year Anniversary
  - Women’s Inclusion Network (WIN) celebrates Five-Year Anniversary
- November 2022**
  - First recognition of National Homelessness Month programming





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