



**Yorkshire
Housing**

Sustainability Reporting Standard

Financial year 2024/2025

Welcome to our latest Sustainability Reporting Standard report

We're proud to share our fourth annual report as part of the Sustainability Reporting Standard for Social Housing (SRS), which first launched in November 2020.

The SRS gives housing providers like us a clear and consistent way to show how we're doing on Environmental, Social, and Governance (ESG) issues. It also helps us stay in step with the 17 United Nations Sustainable Development Goals - a global call to action for a fairer, greener future.

ESG isn't just a checklist for us - it's part of how we work. From the way we support customers to how we manage our homes, these principles guide us everyday. And by reporting in the same way as other housing providers in the sector, we're helping to make social housing more open and accountable.

This year's report also reflects our updated business strategy, built around three key priorities:

- **Customer obsessed** – Putting people at the heart of everything we do
- **Homes and places to be proud of** – Delivering safe, affordable, and sustainable homes
- **Pre-emptive** – Anticipating challenges and acting early to make a positive impact

We publish this report every September to share our progress and update our responses. If you've got questions or feedback, we'd love to hear from you at: communications@yorkshirehousing.co.uk

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Executive summary

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Executive summary:



This report shows how we're making a difference for our customers and the communities they live in. Everything we do is built on strong governance and good practice, so we can deliver on our promises with transparency and trust.

Here's what we've been focusing on through our refreshed business strategy

Customer obsessed: We give people the support they need - whether it's help with bills, debt, benefits, or tough situations like hoarding, self-neglect, abuse, addiction, or finding work. Through our engagement groups, we also listen to our customers and involve them in shaping and improving our services.

We also know great service starts with our colleagues. Their health, wellbeing, and sense of belonging matter to us, which is why we keep investing in the right support and development, so they feel valued and confident to make a difference.

Homes and places to be proud of: We provide safe, affordable homes across Yorkshire, and we're making them more energy-efficient. We're also investing in local spaces, projects, and volunteering to help our communities thrive.

Pre-emptive: Our shift to a pre-emptive service delivery model means we'll use real time customer insight and sentiment analysis, coupled with great data and knowledge about our homes and customers to predict future events. This new approach will be revolutionary for the business and our colleagues but evolutionary for our customers.

We're cutting carbon emissions and making homes greener, aiming for at least Energy Performance Certificate (EPC) Band C across all homes by 2030. We've got solid governance in place, following the 2020 NHF Code and backed by a skilled, diverse Board. But we know there's still work to do. The cost-of-living crisis and shortage of affordable homes are big challenges. Our updated strategy keeps us focused on what matters - our customers, our homes, and making a bigger social and environmental impact.

Section:

Environmental

Sustainability and
reporting standard



Environment T1: Climate change



C1. What are the Energy Performance Certificate (EPC) ratings of our existing homes?

By the end of the 2024/25 financial year, 83% of our homes met the EPC Band C standard - a 4% increase from 2023/24.

The average SAP score across existing homes is 74.

C2. What are the EPC ratings of our new homes?

100% of our new homes were rated A or B. We're committed to making sure every new home we build meets at least a B rating.

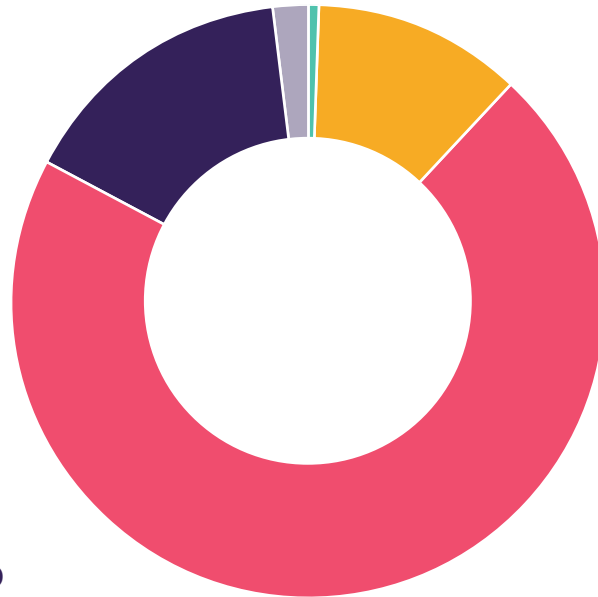
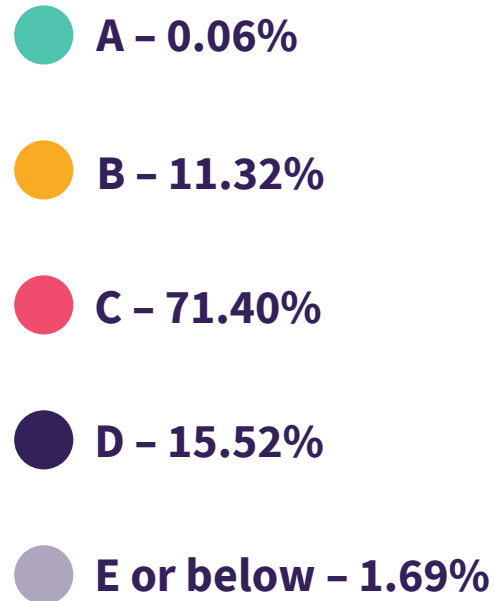
The average Standard Assessment Procedure (SAP) score for new homes is 83.



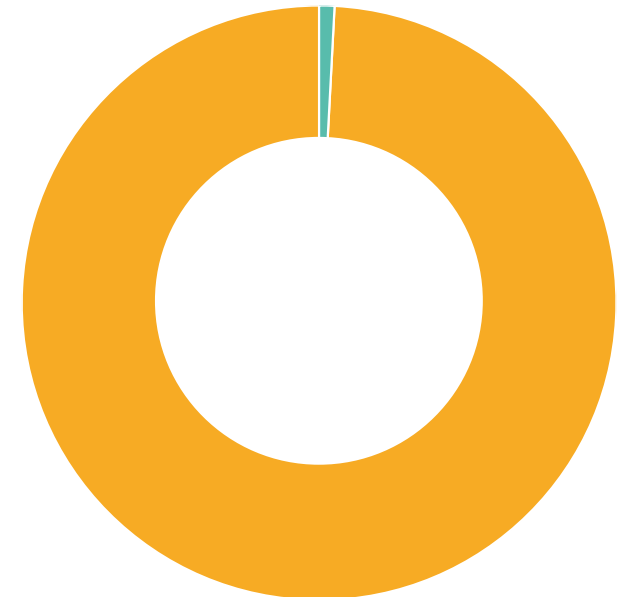
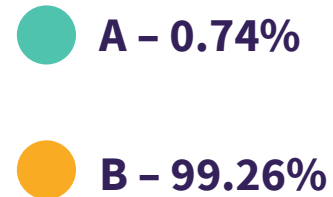
Environment T1 : EPC ratings of our homes



EPC rating of our existing 16,950 homes



EPC rating of our 270 new homes built in 2024/25



Environment T1 : Climate change

C3 Our journey to net zero

Back in 2021/22, we launched our Active Asset Management Strategy, setting out our top priorities for the coming years. It includes two big goals on our journey to net zero:

- Make sure every home reaches at least an EPC C rating by 2030
- Become a net zero business by 2050

In 2024/25, we really picked up the pace with our retrofit and asset investment programmes. With the launch of our YH Homes 2.0 standard for existing homes and our commitment to not relet any empty home below band C EPC, we're making energy efficiency and net zero part of everyday business.

From solar panels as standard in our re-roofing work, to projects like the Warm Homes Fund and ECO 4 retrofits, we're turning ambition into action.

What about everything else?

With our asset plans well underway, we're now focusing on the next steps to becoming a net zero business. That means looking more closely at our environmental impact and making sure our teams have the right skills to lead the way.



Environment T1 : EPC Climate change

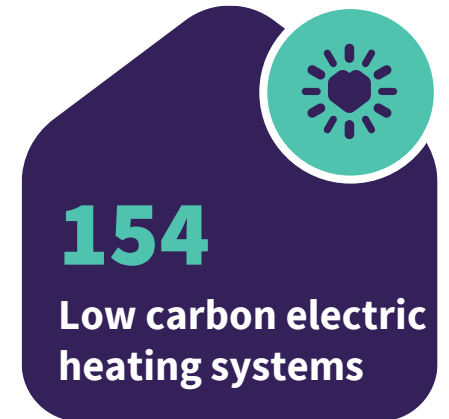
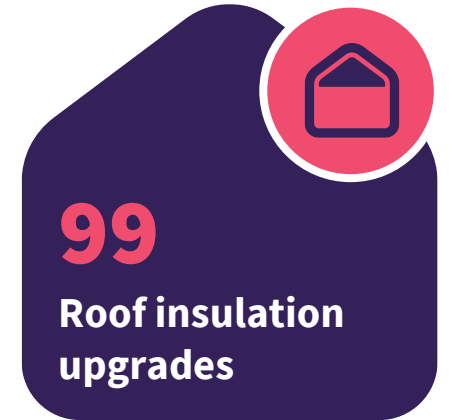
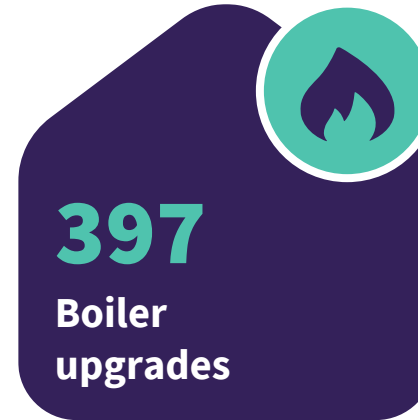
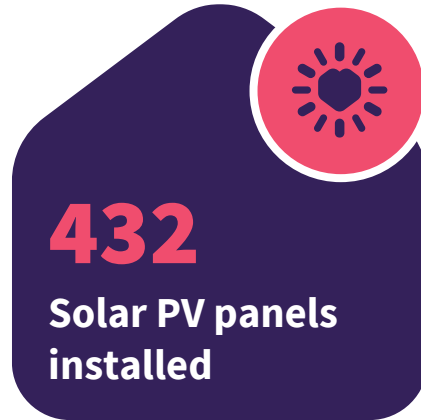
C4 What retrofit activity has Yorkshire Housing undertaken in the last 12 months?

This year has been our biggest yet for retrofit!

Working closely with key partners in Yorkshire and beyond, we've maximised funding and delivered real benefits for our customers.

We've upgraded **880 homes** - and **365** of those now meet the EPC C standard.

That means **27% of our below band C homes** have had energy efficiency improvements this year alone. A big step forward on our journey to net zero - and we're just getting started.



Environment T1 : Climate change



C5: Carbon emissions

1 Scope 1 emissions (Tonnes CO2e)

1,935



Gas from our business
and landlord supplies

1,230



Fleet vehicles

2 Scope 2 emissions (Tonnes CO2e)

636



Electricity from business
and landlord supplies

3 Scope 3 emissions (Tonnes CO2e)

48



Electricity transport
and distribution

39



Waste disposal

336



Employee
business travel

38,378



Our homes

Environment T1: Climate change



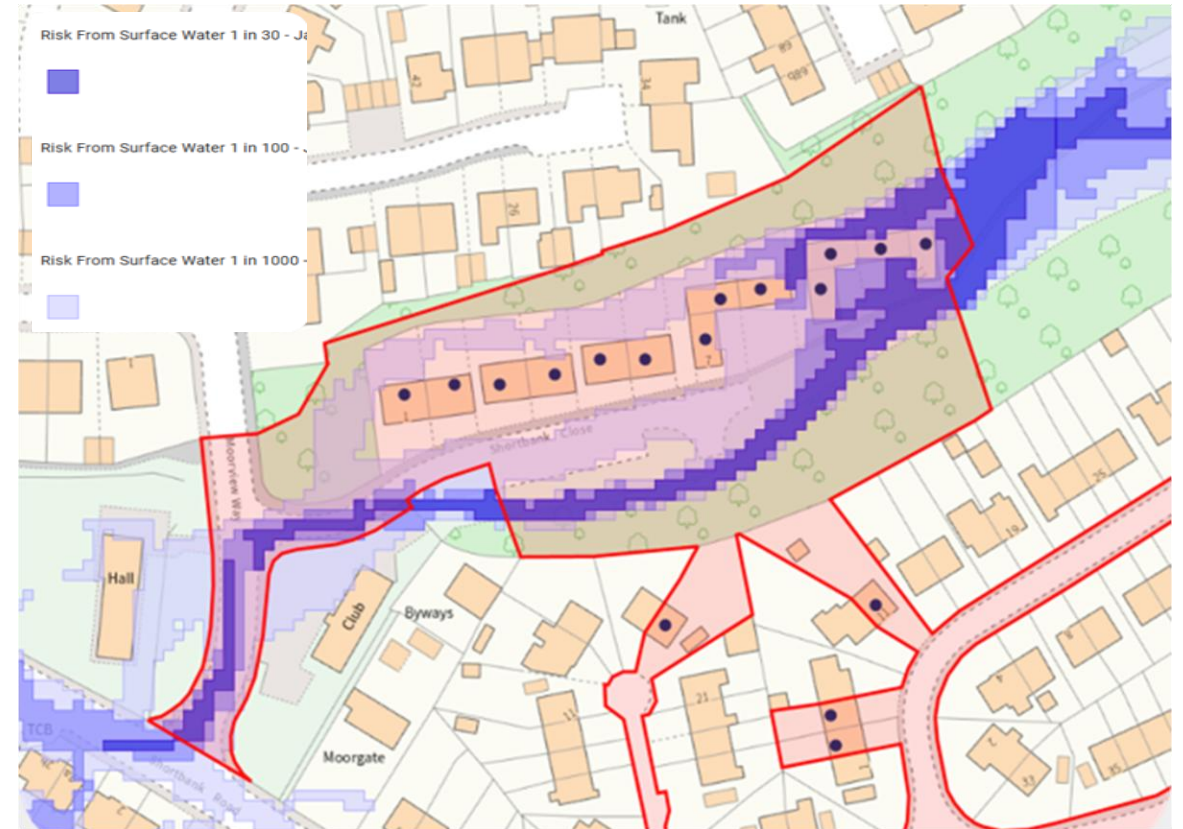
C6 How are we mitigating the following climate risks: Increased flood risk, Increased risk of homes overheating?

We hold a lot of valuable information about our customers' homes. This helps us assess which homes might be at risk of flooding. We store this data in our asset management system and combine it with other datasets to improve how we predict and manage flood risks.

Every new development we work on is also assessed for flood risk, in line with National Planning Policy and Building Regulations.

In 2024/25 we've made some important progress, including:

- We've introduced a new Geographic Information System (GIS) to help us map climate risks more accurately.
- We've identified homes that could be at risk of flooding and started making changes to reduce that risk.
- We've installed environmental monitoring devices in retrofitted homes to help us spot risks early and support our customers - especially around overheating.
- We've also signed up to the Yorkshire and Humber Climate Action Pledge, showing our commitment to climate action



Environment T1: Climate change

Case study: SHDF W2.1 Duggleby & Amotherby

As part of our joint work with the West Yorkshire Combined Authority and other social housing providers across Yorkshire, we successfully secured funding from the Social Housing Decarbonisation Fund 2.1 for this project.

Homes upgraded

- 31 rural, 2-3 bedroom houses with EPC ratings of D, E and F.

Investment

- £728,382 total, including £464,579 from Yorkshire Housing and £263,806 from SHDF 2.1

Impact

- Every home now meets EPC band C.
- Customers are seeing big reductions in energy use.
- Solar panels and battery storage are helping them get the most from renewable energy.
- We've made a major cut to carbon emissions and improved air quality in one of our most rural communities.

What we did

- Installed air source heat pumps, solar panels, battery storage and environmental monitoring.
- Removed 31 solid fuel and oil heating systems.
- Provided independent post-install energy and billing advice through our partnership with YES Energy Solutions.



Environment T2: Ecology



C7 Green space and Biodiversity strategy

Starting from February 2024, all our new build sites are delivering at least a 10% net gain in biodiversity, maintained for a minimum of 30 years.

Although our 2024/25 developments were planned before this became a requirement, we're proud to have achieved a biodiversity net gain of 12.36% at our Broad Oak Farm development in Linthwaite, Huddersfield.

Because we hold our assets long-term, we're in a great position to deliver most of this work directly on site. And when that's not possible, we use nearby land owned by Yorkshire Housing.

In our existing green spaces, we focus on planting native species that support local wildlife. We're also increasing our wildflower meadows every year, plus we work with local community groups on planting schemes to help boost biodiversity. When we maintain trees, we reuse the chippings and wood sustainably with a local farm.

Some of our sites have balancing ponds, which we look after each year to prevent weed growth and keep them working properly to reduce flood risk. These ponds also provide natural habitats for wildlife and plants.

We're also teaming up with customers to create allotments on selected sites – giving them the chance to grow their own veg and enjoy community gardening.

C8 How do we actively manage and reduce pollutants?

This continues to be a key focus for us. We're committed to improving our environmental impact every year through our Business and Active Asset Management Strategies.

We've got clear management plans in place for asbestos and legionella, making sure inspections and risk assessments are up to date.

We follow all health, safety and waste regulations, and we're focused on reducing the use of hazardous substances and managing them safely. That includes having emergency response procedures in place and carrying out regular audits at our depots and sites.

We're also making progress on our climate goals. By 2027, we'll have removed all solid fuel boilers from our homes to cut CO₂ and improve air quality.

In 2024/25, we removed 73 solid and oil fuel systems - that's 45 more than the previous year.

Environment T3: Resource management



C9 Our strategy to use or increase the use of responsibly sourced materials for all building and repair works and how we target and measure performance.

One of our top priorities in our Business Strategy is creating homes and places we can all be proud of. And a big part of that is reducing our impact on the environment - starting with measuring and cutting our carbon footprint.

We're working to use more responsibly sourced materials in all our building and repair work. We'll set targets and track our progress to make sure we're improving year on year.

For every new development, we ask contractors to use materials with an "A" rating from the Green Guide for Housing. At least 75% of timber used should be certified by the Forest Stewardship Council (FSC), or 95% by the Programme for the Endorsement of Forest Certification (PEFC). Suppliers must provide chain of custody certificates, and we use Key Performance Indicators (KPIs) on each site to measure how we're doing.

Our main contract for supplying materials to our in-house repairs team makes sure the full supply chain, including third-party specialists, is assessed before they're approved. We use a statement of expectations that sets out what we need from suppliers, covering things like environmental responsibility, health and safety, ethical standards and product compliance.

The environmental responsibility includes requirements around:

- Timber stewardship
- Reducing carbon, energy and water use
- Cutting waste and improving efficiency
- Using natural materials responsibly

We also make sure all formal tenders for building and repair work include requirements for responsibly sourced materials. This helps us stay aligned with our procurement policy and procedures, and the Procurement Act 2023.

Environment T3: Resource management



C10 Our strategy for waste management incorporating building materials and how we target and measure performance.

We continue to work with our suppliers, contractors and operatives to make sure we stick to the waste hierarchy and meet our duty of care.

In 2024/25, we recycled an average of 97% of waste from our business and operational activity - and 53% from our housing development sites.

C11 Our strategy for good water management and how we target and measure performance.

We don't currently have a dedicated water management strategy. Right now, our focus is on preventing legionella, and that remains our top priority when it comes to water safety.

All our repairs, maintenance and development work includes a requirement to fit appliances that meet the Water Supply (Water Fittings) Regulations. These help make sure water is used safely and efficiently, without unnecessary waste.



Section:

Social

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Social T4: Affordability and security



C12 How do our affordable properties compare to the Local Housing Allowance (LHA) and median private rental sector (PRS) by local authority?

We manage nearly 15,000 properties that fall under the rent regulation regime, spread across 18 different local authorities.

On average, these properties are rented at 80.1% of the Local Housing Allowance (LHA) and 64.8% of the median private rental rate.

This table shows how average rents compare to both the LHA and median private rental in each authority. Our homes are affordable across all areas, though the comparison to LHA and private rental rates does vary by location.

We've excluded a small number of properties with five or more bedrooms from this analysis.

Local authority	Average % of LHA	Average % of median PRS
Barnsley	90.0%	77.9%
Bradford	83.0%	66.5%
Calderdale	86.5%	73.0%
Craven	90.4%	68.0%
Doncaster	83.1%	72.0%
East Riding of Yorkshire	104.7%	80.2%
Hambleton	87.3%	75.0%
Harrogate	71.7%	64.0%
Kirklees	85.1%	72.3%
Leeds	67.2%	52.4%
Pendle	76.8%	83.8%
Rotherham	85.2%	74.0%
Ryedale	83.5%	66.9%
Scarborough	94.1%	76.1%
Selby	73.2%	58.9%
Sheffield	66.0%	55.9%
Wakefield	86.7%	69.9%
York	65.3%	52.4%

Social T4: Affordability and security



C13 & 14 How many homes and what types of tenancies do we have?

Housing	Existing homes	New homes
Type	Number	Number
General needs	9456	87
Supported housing	391	8
Housing for older people	837	0
Intermediate rent	1454	84
Affordable rent	4808	95
Low-cost home ownership	1343	228
Care homes**	0	0
Private rented sector	341	0
Total	18,630	502

C15 How are we trying to reduce the effect of fuel poverty on our residents?

We continue to prioritise energy efficiency of our homes through our active asset management strategy and now our YH Homes 2.0 standard. We've committed £18 million from our business plan to help our homes reach EPC band C by 2030 and net zero by 2050.

Each year, we're reducing the energy demand of our homes - helping customers manage their energy costs.

In 2024/25, we've:

- Installed 350 solar PV systems, including 96 with battery storage to help customers make the most of the energy they generate.
- Trialled Smart Export Guarantee payments for customers with solar PV, so they can earn money back from their energy provider.
- Used smart monitoring to spot where customers might need support with energy use and costs.

We also share tips and guidance on our website and social channels - covering low carbon tech, energy saving, staying warm, bill support and keeping a healthy home.

Our dedicated money and tenancy coaches are also on hand for our customers who may be experiencing financial, health or wellbeing difficulty because of high energy cost.

Social T4: Affordability and security



C16 How do we provide security of tenure to our customers?

- Where a customer has already been a social housing customer (YH or otherwise) – They're automatically placed on an assured tenancy.
- Where a customer hasn't been a prior social housing customer (YH or otherwise) – A starter tenancy is issued for 12 months.
- If the customer adheres to the starter tenancy this is then converted to an assured tenancy.
- Where a customer doesn't adhere to the start tenancy terms, an extension can be issued.
- In the last 12 months 1138 customers have moved from a starter tenancy to an assured tenancy.
- In the last 12 months 191 customers have had their starter tenancy extended, to give opportunity to adhere to the terms.



Social T5: Building safety and quality



C17 What % of relevant homes have an in-date, accredited gas, Fire risk and electrical safety checks?

- Gas 100%
- Fire risk 69.2%
- Electrical safety checks 98.9%

***Fire Risk Assessments returned to 100% compliance from 3rd June 2025.*

C17 What % of relevant homes have had asbestos, legionella and lift safety checks

- 100%

C18 What % of our homes meet the Decent Homes standard?

- 100%

C19 How are we managing the risk of damp and mould?

Easy Reporting: Customers can report damp and mould concerns easily through our usual contact channels.

Prioritising Urgent Cases: Reports are RAG-rated when received, so the most severe cases are dealt with first.

Specialist Team: We have a dedicated Damp and Mould team who handle all cases with care and expertise.

Rapid Response: First responders are available to tackle immediate risks and ensure safety.

Practical Support: We provide clear, helpful advice to customers on how to manage and prevent damp and mould.

Smart Technology: In some homes, we use smart tech to monitor conditions and better understand how our properties are performing.

Every Contact Counts: All frontline teams are trained to spot signs of damp and mould and act quickly.

Proactive Surveys: Damp and mould risks are built into our stock condition surveys to help us identify and fix issues early.

Root Cause Resolution: We don't just treat the symptoms; we investigate and fix the underlying causes.

Accessible Information: Advice and guidance are readily available to customers, and we offer additional support where needed.

Regulatory Compliance: We're working towards the introduction of Awaab's Law and follow all relevant guidelines to keep our homes safe and healthy.

Social T6: Resident voice



C20 What are the results of our most recent tenant satisfaction survey & what action have we taken as a result?

Our most recent Tenant Satisfaction Measures (TSM) survey was conducted as a rolling survey between April 2024 and March 2025. The survey covered both Low-Cost Rental (LCR) and Low-Cost Home Ownership (LCHO) tenures, in line with NROSH reporting requirements.

- **Overall Satisfaction Score:** 65% (combined for LCR and LCHO)
- **Survey Response Rate:** 15% of tenanted households, based on the number of tenanted properties as of 31st March 2025. Only one response per household was collected.
- **Survey Methodology:** Surveys were conducted via telephone and online throughout the year.

C21 What arrangements are in place to enable residents to hold us to account for the provision of services?

We’ve put a range of policies in place to give our customers more insight and make sure our services are transparent. These cover key areas like allocations, repairs and other core services. All policies are accessible via our website and internal intranet, enabling customers and colleagues to understand how we’re made accountable.

C22 In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place?

During the 2024/25 financial year, we closed a total of 2,290 complaints. Of these, 23 cases were reviewed by the Housing Ombudsman, resulting in 46 determinations.

All orders issued by the Ombudsman were fully complied with within the required timeframes. This included finishing any outstanding repairs and paying compensation where needed.

To keep improving, we carried out a self-check against the Housing Ombudsman’s Complaint Handling Code and published the results on our website on 30 June 2025. We also work with teams across the business to put Root Cause Analysis Action Plans in place, helping to stop complaints from reaching the Ombudsman.

Overall determination	Count	%
Severe Maladministration	1	2%
Maladministration	14	30%
Service Failure	13	28%
No Maladministration	9	20%
Out of Jurisdiction	2	4%
Reasonable Redress	5	11%
Mediation	2	4%

How have these complaints resulted in change of practice within Yorkshire Housing?

We’ve rolled out a service improvement plan to address key issues raised in customer complaints. These include poor communication, delays with appointments, complaint handling, anti-social behaviour, and work standards. We’ve also set out clear actions, introduced Salesforce - a customer relationship management tool - to help us build stronger connections and work more efficiently, and delivered team training to improve service quality.

Social T7: Resident support



C23 What are the key support service we offer to our customers?

We offer the following services to all customers, Tenancy Coaching, Money Coaching, Scheme Managers for housing for older people, a dedicated supported housing team for our supported living properties.



Tenancy and money coaching

Tenancy Coaching:

- 934 referrals in 2024/2025
- Claimed income to customers £76,969
- Claimed income to YH £120,291
- Social Value £621,805

Money Coaching:

- 927 Referrals in 2024/2025
- Income to YH - £618,598 in 2024/2025
- Income to Customer - £1,263,555 in 2024/2025



Outcomes for Yorkshire Housing customers

Tenancy Coaching: Our Tenancy Coaching team have achieved some great financial results in 2024/2025, helping to secure funding for our customers to purchase essential items, pay off arrears and debts, increase their budgeting skills and become more financially resilient.

But this is just a small part of the impact that they achieve with our customers. Our Tenancy Coaches work with some of the most vulnerable people in our communities by helping them access local services to improve their mental and physical wellbeing, reduce social isolation, provide support to customers who have experienced domestic abuse, assist with decluttering hoarded properties and joint working with other agencies to provide a holistic approach to tenancy sustainment.

Money Coaching: During 2024/2025 the Money Coaching team contacted and worked with over 1000 YH customers and had over 500 successful financial claims. Over 200 customers who received Money Coaching saw an increase in finances towards housing costs coming into the household.

As well as the financial increases the Money Coaches had an impact on resolving customers urgent needs, improving their well being, increasing customer financial skills and signposting to debt support services.

Social T8: Placemaking



C24 Some practical examples of where we have been involved in placemaking and making a difference to the lives of people who live in our communities.

Our Community Independence team works with other teams across our organisation, as well as local partners to support placemaking and community-led projects.

Community centres

Following customer consultation, we closed seven underused community centres in December 2024. We engaged with customers through letters, drop-in sessions and phone calls, making sure their views shaped the decision. This change removes unwanted service charges, redirects resources to services they value, and supports our growth strategy by turning unused spaces into much-needed homes. These community centres included:

- Woodlands Road and St Leonards, Malton
- Winston Court, Norton
- Manor Close, Kirkbymoorside
- Orchard Close, Pickering
- Princes Drive, Skipton
- Lower Greenfoot, Settle

Nine community centres remain open, and refurbishment work is planned for three of them in 2025/2026.

School engagement

The Community Independence team delivered a housing-themed careers session at Ballifield Primary School in Sheffield, engaging Year 2 pupils through interactive activities focused on housing types and community building. The initiative received positive feedback and strengthened local partnerships.



Social T8: Placemaking



Our Community Independence Team have also focused on school engagement in Bradford around apprenticeships, as part of Project Flourish. This project led to more applications from underrepresented groups and our customers, showing the value of tailored outreach and collaboration.

Community days... Throughout the year, we held several community events across Yorkshire in response to customer feedback. These focused on improving shared spaces and building stronger resident relationships.

- At Millers Chase in York, woodland paths were improved, bins installed, and wildflowers planted to help bring new and existing communities together.
- In Holme on Spalding Moor, a summer event tackled garden maintenance, anti-social behaviour, and repairs, while encouraging open conversations and resident involvement.
- At Queens Court in Malton, a task day refreshed the communal garden with new pergolas, flowers, and furniture, including the respectful replacement of memorial solar lights.

All these events helped build trust, boost neighbourhood pride, and showed our commitment to safe, welcoming environments.

Project work... The Community Independence team delivered a range of initiatives focused on wellbeing, inclusion, and youth engagement.

- In Skipton, weekly wellbeing café sessions at Greatwood & Horseclose, run with Pioneer Projects, supported vulnerable residents through creative activities and peer support.
- In Ryedale, the Thursday Lunch Club at Ings Garth Community Centre helped reduce isolation and provided hot meals. It also created 12 volunteering opportunities and built community spirit.
- In Bradford, a partnership with Centrepont supported young people experiencing homelessness to complete their Duke of Edinburgh volunteering by producing a podcast about their experiences. This helped develop valuable skills and strengthened youth engagement.

Volunteering... Our Volunteer Development Officer continued to grow volunteering opportunities for both customers and the wider public across our communities. This year, 62 customer and community volunteers gave a total of 3,645 hours. They helped run coffee mornings, lunch clubs, and wellbeing cafés, teamed up with corporate partners to deliver safety sessions, and supported young people working towards their Bronze Duke of Edinburgh Award.

These efforts helped bring people together and boost wellbeing across our neighbourhoods. Colleague volunteering also grew, with our Volunteering Development Coordinator encouraging more colleagues to get involved in meaningful community projects that build connections and support personal wellbeing.

Social T8: Placemaking



Number of colleagues taking part – 72
(279% increase from previous year)

Hours given – 609
(263% increase from previous year)

Charities/organisations supported – 24

Types of activity:

- Formal specialist talks - 2
- Environmental / outdoor maintenance - 6
- Charity warehouse support - 2
- Animal welfare - 2
- Food bank support - 6
- Kings Award for Voluntary service assessment - 1
- School careers event - 1
- Job Club support - 1
- Fundraising walks - 5
- Heritage event support - 1
- School support - 1
- Charity shop support – 1

Community Grants

This year, our Community Grants programme continued to support grassroots and customer led initiatives across Yorkshire, with 16 applications received, requesting a total of £30,881. Of these, 12 grants were awarded - plus one additional project funded through alternative budgets - resulting in a total investment of £21,962 into local communities.

The grants supported a wide range of activities, including gardening projects, community events, support services, arts, and initiatives for young people such as education, food poverty, and physical activity.

Additionally, four charities received match funding via colleague fundraising activity including the National Association for Children of Alcoholics, The Stroke Association, The Darby Rimmer MND Foundation, and Movember, with a combined contribution of £1,333.



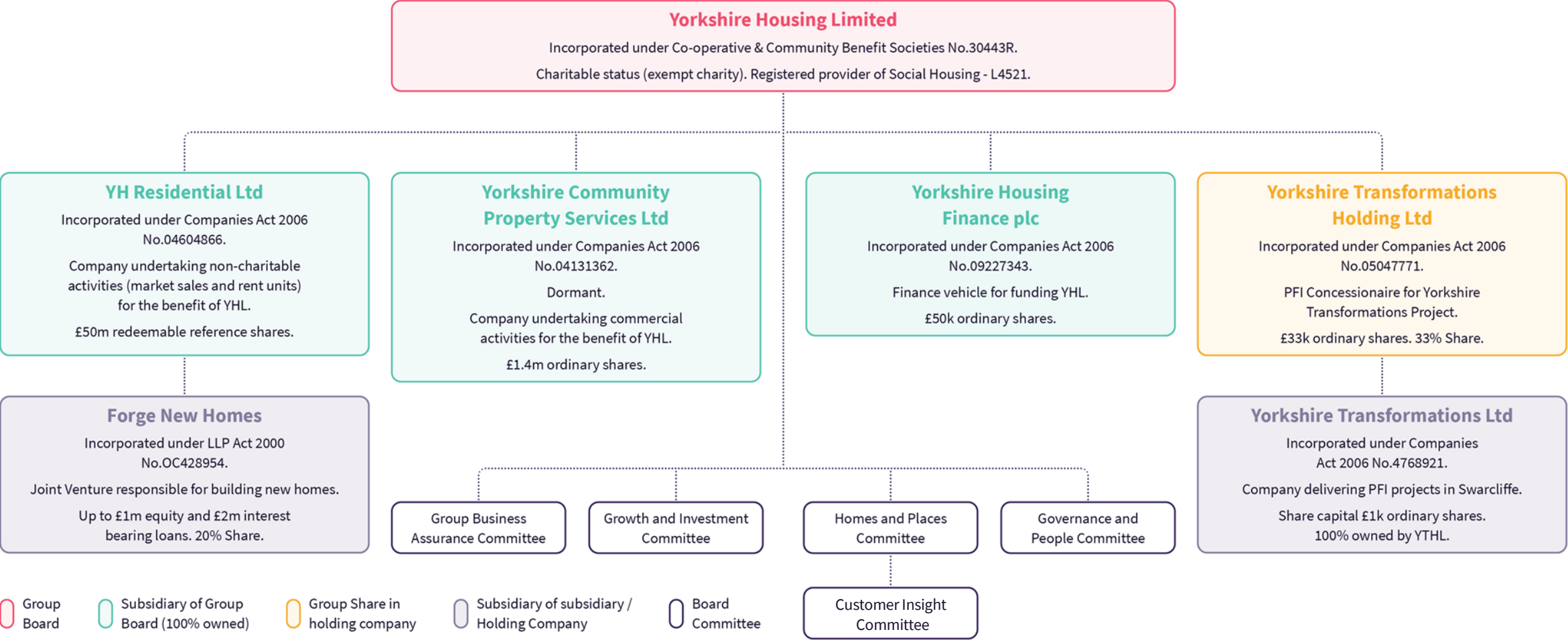
Section:

Governance

Sustainability and
reporting standard



Governance T9: Structure and governance



Governance T9: Structure and governance



We have a straight-forward group structure with three main statutory entities:

- Yorkshire Housing Ltd is the registered provider and parent company and covers all of our social housing activity.
- YH Residential Ltd is a wholly owned subsidiary of Yorkshire Housing Limited and covers all of our non-social housing activity, principally market sale and market rent.
- Yorkshire Housing Finance plc is a wholly owned subsidiary of Yorkshire Housing Limited and is a vehicle to allow the group to issue bond debt.

C25 Are we registered with the regulator of social housing?

Yes.

C26 What's our most recent viability and governance regulatory grading?

G1 / V2.

C27 Which Code of Governance do we follow?

The National Housing Federation (NHF)
Code of Governance 2020.

C28 Are we Not-For-Profit?

Yes.

C29 How is our Board managing ESG risks? Are ESG risks incorporated into our risk register?

Our risk management framework is an established methodology designed to support the timely identification, evaluation, management and reporting of significant external and internal risks facing the business. Additionally, every Board report specifically considers and documents any environmental or social sustainability impacts.

G1 / V2
Regulatory
grading

Governance T10: Board and trustees



C30 Have we been subject to any adverse regulatory findings in the last 12 months that resulted in enforcement or other equivalent action?

No

C31 What are the demographics of our Board and how do they compare to our customers and the area that they operate in?

Diversity is a key part of our Succession Planning Strategy. It's something we actively consider whenever recruiting new Board or Committee Members. Each year, our Boards and Committees also reflect on diversity as part of their annual Effectiveness Reviews.

Currently, 33% of our Board are from ethnically diverse backgrounds and 64% are women. From both an ethnicity and gender perspective, this is broadly representative of our customer base.

We also recognise the importance of diversity of thought and experience. Having a wide range of perspectives helps strengthen decision-making, and we're committed to continuing to build on this over time.

Customer voice plays an important role at Board level. Through regular reporting and engagement, we make sure our governance reflects the communities we serve.

C32 What % of our Board and management team have turned over in the last two years?

10% Board Members and 23% senior management team turnover.

C33 How many Board Members on our Audit Committee have recent and relevant financial experience?

Our Audit and Risk Committee oversees both audit and risk, helping to ensure strong governance and accountability.

The Committee is chaired by a professionally qualified Chief Financial Officer, who brings extensive experience as both a senior executive and non-executive in the social housing and social care sectors. One of our Board Members on the Committee has a background in financial services, adding valuable insight. We also have two independent members with relevant financial qualifications and experience, who bring an external perspective and help strengthen the Committee's oversight.

C34 What % of our Board are non-executive directors?

100%

C35 Has a succession plan been provided to the Board in the last 12 months?

Yes

Governance T10: Board and trustees



C36 How many years have our current external audit partner been responsible for auditing the accounts?

4 years

C37 When was our last independently-run, board-effectiveness review?

February 2022

C38 How do we handle conflicts of interest at the Board?

To make sure decisions are always made in the best interests of our organisation, disclosure of interests is a standing item at every Board and Committee meeting.

Colleagues on Boards and Committees are also expected to declare any interests at any time, as outlined in our Code of Conduct Policy and Member Service Agreements. This helps maintain transparency and trust across the organisation.

Every year, all Board and Committee Members complete an Annual Declaration of Interest form. In line with our chosen Code of Governance, the Register of Interests is available to the public on request, and we make this clear on our website.



Governance T11: Colleague wellbeing



C39 Do we pay the Real Living Wage?

Yes, we pay our employees at least the Real Living Wage and commit to increasing pay to at least the RLW rate annually.

C40 What is our gender pay gap?

-3.94%.

C41 What is our CEO-worker pay ratio?

1 : 6:45



Governance T11: Colleague wellbeing



C42 How do we make sure equality, diversity and inclusion (EDI) is promoted across our colleagues?

Embedding EDI

Equity, Diversity and Inclusion (EDI) is part of everything we do. It's embedded in our strategy, culture and everyday working life. Nearly 90% of colleagues say they feel they can be themselves at work and that inclusion is genuinely championed here.

Inclusive practices and holistic approach

EDI is supported through inclusive recruitment, values-led induction and targeted training, including management development. This helps colleagues at all levels feel confident supporting diverse communities. Our approach is holistic and goes beyond raising awareness. It's about tackling inequalities and making inclusion part of how we work every day.

Colleague networks and external collaboration

Our colleague networks represent underrepresented groups including LGBTQ+, disability, cultural backgrounds and gender equality. These groups help shape internal initiatives, raise lived-experience concerns with senior leaders and work with external partners to deliver meaningful events. One example is the multi-housing association event during Pride, where colleagues and customers from Rainbow Roofs came together to discuss how we can better support LGBTQ+ communities. We are a signatory of the LGBTQ+ pledge and are working towards formal accreditation, alongside partnerships with organisations that promote inclusion.

Zero tolerance and supportive policies

We take a zero-tolerance approach to discrimination, whether it affects colleagues or customers. Our 'Call It Out' policy has been strengthened with a more robust reporting system, backed by HR and Health and Safety, to make sure colleagues feel supported and that action is taken when needed.

Positive action in recruitment

We're also taking positive action in recruitment to help break down barriers for underrepresented groups. While we have a positive gender pay gap overall, we know there's more to do across different parts of the organisation. Our ethnicity pay gap is improving, and we're using data to guide our next steps. Targeted coaching and support, especially for customers, women in trades and ethnically diverse candidates, helps build confidence before assessments and encourages colleagues to bring their whole selves to the process.

Governance T11: Colleague wellbeing



Pathways for diverse talent

We're continuing to open up new pathways for diverse talent. Outreach through schools, colleges, and community networks has helped broaden the diversity of apprenticeship applicants - and we're building on that. Following the success of Project Flourish, which supported a candidate through a homeless charity into a role, we've expanded the project to offer more opportunities through our partnerships and customer connections. It's already making a difference - not just for future applicants, but for colleagues too.

Inclusive tools and manager support

Colleagues are supported by an inclusive culture and practical tools like the BeYourself Profile - our inclusion passport. It's designed to spark conversations around learning styles and reasonable adjustments and was developed with input from our colleague networks. It's now being rolled out across the organisation and promoted through induction, with plans to embed it into manager development and EDI training to help foster inclusive leadership.

Embedding inclusion in policy

We've introduced an Impact Assessment Framework, currently being trialled on key policies with input from colleague networks. This helps bring in different perspectives and challenge thinking - benefiting not only customers from diverse communities but also helping us embed inclusion into how we work.

Communications and community partnerships

We keep colleagues updated on EDI progress through regular internal communications and share our work across social media and the intranet. We're also building relationships with community groups, which open up volunteering opportunities for colleagues and strengthen our local impact.

Board-level engagement and D&I strategy

Our Board is actively involved in inclusion work, including reciprocal mentoring. Plans for 2025/26 include expanding this, alongside opportunities for shadowing frontline teams and attending customer voice events to better understand lived experiences. This work is backed by colleague and customer data, helping us focus on what matters most.

Governance and accountability are key, and our D&I Strategy includes ambitious goals - like increasing the number of women in trades. Progress is tracked through regular reporting and strategic oversight, keeping us focused and moving forward.

Governance T11: Colleague wellbeing



C43 How do we support the physical and mental health of our colleagues?

We're all about creating a workplace where colleagues feel supported, appreciated, and encouraged to look after their wellbeing.

Wellbeing isn't just a policy - it's part of how we work every day. Our approach is proactive, inclusive, and built into everything from our culture to our day-to-day practices.

We've got a flexible Hub, Home, Roam working model that gives colleagues the freedom to choose how and where they work. It's a great way to support a healthy work-life balance and has been shown to boost mental health. Our Health and Wellbeing Policy makes it easy for colleagues to find support for mental, physical, and financial wellbeing whenever it's needed.

To help with everyday wellbeing, colleagues have access to a dedicated Wellbeing Hub full of tools and resources. Our Occupational Health provider works closely with managers to offer tailored support - whether colleagues are at work or coming back after time away. Everyone gets Level 1 HealthShield membership, and there's access to Physio Med for help with physical injuries.

Our Employee Assistance Programme (EAP) offers confidential counselling, with up to 12 sessions funded by us. It also includes legal advice, financial guidance, and debt support. We're proud to promote a culture where colleagues feel comfortable asking for help, so support can be tailored to what's needed.

We also offer reasonable adjustments, including phased returns to work, and provide on-site health checks and massages that colleagues can book themselves. Annual team sessions give space to reflect and reconnect - especially important in a hybrid or remote setup - and help colleagues feel part of something bigger.

To strengthen our internal support network, we've grown our team of Mental Health First Aiders, so trained peers are always nearby. There's also a wide range of training and e-learning on topics like mental health awareness, building resilience, and wellbeing strategies - designed to help colleagues feel confident, manage stress, and keep a healthy balance.

All of this reflects our commitment to building a safe, supportive, and healthy place to work - where colleagues can truly thrive.

Governance T11: Colleague wellbeing



C44 How do we support the professional development of our colleagues?

We offer a comprehensive and inclusive approach to professional development, designed to support colleagues from their first day through every stage of their career.

“We Are Yorkshire” Welcome Session (Onboarding)



All new colleagues begin their journey with the “We Are Yorkshire” welcome session which includes:

- Introduces Yorkshire Housing’s vision, values, and business strategy.
- Highlights key priorities and colleague benefits.
- Helps new starters feel part of the culture from day one.

Local Onboarding



The onboarding process is tailored to ensure a smooth transition into YH:

- First 3 months focus on essential skills and mandatory training compliance and in role development.
- Manager checklists guide local onboarding, including introductions to systems, policies, and the YH Live platform.
- Senior Leader Onboarding Packs provide strategic context and leadership expectations.

Subject Matter Expert and Local Training



Yorkshire Housing leverages internal expertise through:

- Subject Matter Experts (SMEs) who deliver localised training including toolbox talks, team briefings.
- Team development sessions that focus on collaboration and shared learning.
- Coaching and mentoring programmes, both internal and external, tailored to business areas and cross-functional needs including reciprocal mentoring with the YH board.

Qualifications and Certifications



Yorkshire Housing supports colleagues in gaining formal qualifications:

- External certifications from local housing training providers or specific training providers eg IOSH, NEBOSH, ACCA, CIMA, CIH, CIPD
- Apprenticeships and funded qualifications are available, with guidance on how to apply which range from housing management to trade roles.

A variety of learning opportunities delivered through lunch and learns including:

- EDI Specific sessions eg, show racism the red card, LGBTQIA+ people and housing
- Wellbeing eg, Mental health awareness week
- Pensions
- Health and safety
- Digital fluency.

Governance T11: Colleague wellbeing

Learning and development opportunities



We offer a wide range of learning opportunities to help colleagues grow, build confidence and develop new skills.

- **POD platform:** Online eLearning courses covering mandatory compliance, wellbeing, diversity and inclusion, project management, mindfulness, negotiation skills and more.
- **Workshops and courses:** Covering human skills including growth mindset, stakeholder mgmt. and engagement, mentoring, coaching, handling change, building adaptability, conflict, crucial conversations. It also includes technical skills development like using equipment specific to their roles, other role specific learning for home ownership, income collection, welfare benefit, green skills, future construction skills, change mgmt., communication, crisis mgmt. and much more.
- **Career development:** Including mentoring, coaching, and personal development planning which includes reciprocal mentoring, 121 transformational coaching with internal qualified coaches and external coaching relationships too.
- **Leadership pathways:** From aspiring managers to executive development, we include opportunities for aspiring managers supported by their line manager to attend development, 1st time managers delivered internally as a “Managing the YH Way” programme, senior manager > heads of service and director and exec level development with external training providers.

Systems training



Systems trainers design guides, face to face and virtual training for all colleagues who access business systems. They also create videos and share these as a series.

Raising the Roof Podcast



We have a podcast, Raising the Roof, where industry experts from housing and beyond chat with our CEO about best practices and emerging trends on topics such as:

- Productivity
- Wellbeing
- Sustainability
- Neurodiversity.

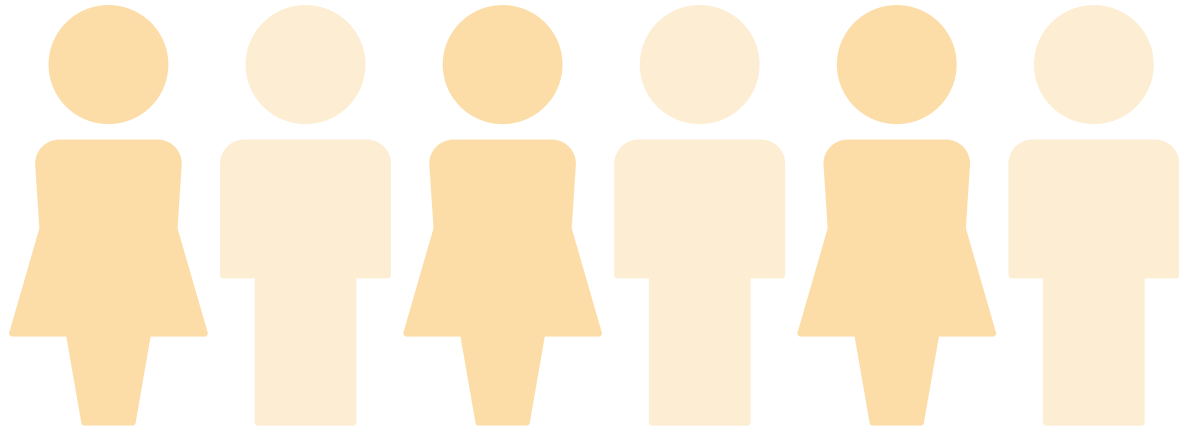
Governance T11: Colleague wellbeing



Our Learning Team are there to help people grow and feel confident in their roles. We offer tailored training, coaching and support that's built around what teams need and what the business is aiming for. We use tools like our LMS system - 'POD', workshops and career conversations to make learning easy to access. Our internal trainers work closely with teams to design learning that fits, and we support personal development through everyday chats and planning.

We also help shape the People Plan, setting learning priorities based on feedback, business goals and what's happening across the organisation. Our Learning Leads meet with senior teams to spot skills gaps and plan what's needed - whether that's coaching, leadership development or digital learning.

It's all about making learning practical, inclusive and part of everyday work.



Governance T12: Supply chain



C45 How is social value creation considered when procuring goods and services?

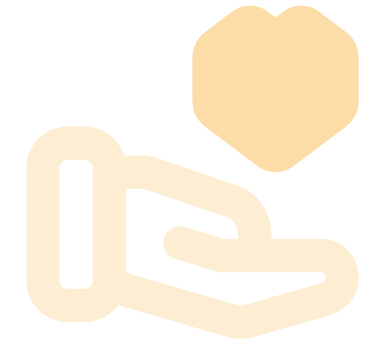
We've fully embedded social value into our procurement approach. It's a practical way to support key priorities that improve social and environmental wellbeing for customers and communities across Yorkshire.

Social value is a core part of our tender process. We work closely with our PACE (Places and Customer Engagement) team, who've developed a tailored social value contribution calculator. This forms part of the final bid scoring, with a typical weighting of 5–10%, depending on the type and scale of the contract.

By asking suppliers how they deliver wider benefits to society, we're seeing meaningful results that directly support our customers and residents. These include improvements in digital access, community spaces, employment and training, financial inclusion, equality and diversity, health and wellbeing, environmental impact - and more.

Over the past 12 months, we've secured around £238,000 in social value contributions through our supply chain contracts. We've got more tenders in progress that are expected to deliver similar results over their contract terms, continuing on a rolling annual basis.

Social value is tracked through a twice-yearly report and monitored by our PACE team. As it becomes a regular part of procurement and training workshops, any changes in legislation or regulation will be built into the social value work delivered with the PACE team.



Governance T12: Supply chain



C46 How do we make sure sustainability is considered when procuring goods and services.

We build sustainability into everything we buy—through both our policies and how we work day to day. In 2024/25, green electricity and gas were sourced for over 500 sites using methods that don't harm the environment.

A new procurement policy and procedure, aligned with the Procurement Act 2023, launched in February 2025. It sets out a clear framework to track sustainability across the supply chain when buying works, goods or services.

We know the supply chain affects the environment, so we're working to reduce that impact. Sustainability is considered early on in every formal tender. When it's relevant, we include it as part of the scoring, with advice from our Sustainability Lead. Depending on the contract, we aim to give sustainability a 5–10% weighting. This can include things like meeting environmental standards, cutting CO2 emissions, using less energy and water, reducing waste and plastic, improving material efficiency, and lowering noise pollution.

We look at supply chain risks, including sustainability, right from the start of the procurement process. Every formal tender includes service level agreements (SLAs) and key performance indicators (KPIs) to help drive stronger sustainability performance throughout the contract.

Sustainability is often part of the scoring in tenders, usually weighted between 5–10%. This can include things like cutting CO₂ emissions, using less energy and water, reducing waste, and improving how materials are used.

Our Sustainability Lead is involved in all relevant tenders to make sure environmental standards are met. Plus, we also use an ethical risk platform called Sedex to manage supplier relationships and keep track of ethical risks.

