

The logo for 'thirteen' is displayed in a bold, lowercase, sans-serif font. The background of the entire page is a photograph of a man and a young boy standing in a yard. The man, on the right, has a beard and is wearing a white t-shirt. He is holding a green garden hose with a spray nozzle, and a fine mist of water is being emitted from it. The boy, on the left, is wearing a blue t-shirt with a colorful toucan and 'TROPICAL JUNGLE' text, and black athletic pants. They are both smiling at the camera. In the background, there is a brick house with a gabled roof and a clear blue sky.

thirteen

Homes. Communities. Support.

Environmental, Social and Governance Report

2025/26

Who we are and what we do

Thirteen provides homes and support services to people across the North East, Yorkshire and Humber.

Today we own and manage over 36,000 homes, with over 1,600 colleagues providing services for around 100,000 customers.

Our vision is to be the most trusted housing association, with happy customers.

We keep our homes safe, secure and well-maintained and we have an excellent track record of building high-quality new homes for rent and shared ownership too (we're a strategic partner in Homes England's Affordable Homes Programme).

In 2025/26 we invested £125m to deliver 668 affordable new homes, and a further £126.4m to maintain our existing homes.

All three of those figures represent record highs for Thirteen.

We delivered a strong surplus of £38.8m, despite increased demand and cost pressure.

But we don't just manage and build homes.



We help people into work and training.



We deliver services to prevent homelessness and support people affected by domestic abuse.



And we continue to take decisive steps towards net zero, as we reduce our impact on the environment.

Environmental, Social and Governance (ESG) is at the very heart of so much of what we do.

In this report, we'll set out how we're making a difference.

United Nations Sustainable Development Goals

Thirteen was an early adopter of the Sustainability Reporting Standard, which provides a framework for consistent, comparable and transparent reporting by housing providers on their ESG performance.

This report is the sixth summary of our performance against the standard. We've structured it to respond to the criteria within the standard.

We continue to align our ESG reporting to the UN Sustainable Development Goals too. These goals helped to form the standard.

UN Sustainable Development Goals (key)



How we've structured our report

This report outlines our work in line with the themes in the sustainability reporting standard for social housing, taking each area in turn and showcasing our achievements in line with each theme.

ESG Area	Theme	Theme Name	Theme Description
Environmental	T1	Climate change	Prevents and mitigates the risk of climate change
	T2	Ecology	Promotes ecological sustainability
	T3	Resource management	Sustainable management of natural resources
Social	T4	Affordability and security	Provides affordable and secure housing
	T5	Building safety and quality	Resident safety and building quality are well managed
	T6	Resident voice	Listens to residents' voice
	T7	Resident support	Supports residents and the local community
	T8	Placemaking	Supports residents and the wider local community through placemaking
Governance	T9	Structure and governance	Legal structure of the organisation and its approach to governance
	T10	Board and trustees	High quality board and trustees
	T11	Staff wellbeing	Supports employees
	T12	Supply chain management	Procures responsibly





Environmental

We've committed to reaching net zero on our direct business emissions by 2035. We're reducing our energy use, planting trees, supporting biodiversity and cutting waste. But sustainability is bigger than any one initiative. It's something we consider in everything we do.

In this chapter

Theme 1: Climate change

Theme 2: Ecology

Theme 3: Resource management

Theme 1: Climate change

This theme assesses how our activities impact climate change and how we are mitigating the physical risks of climate change. This theme considers the current practice and the changes being made to improve performance in the future.

The theme is made up of six criteria, including the distribution of EPC ratings, emissions data, climate risk mitigation plans and environmental strategy.

EPC ratings in our homes

We continue to improve the energy efficiency of our homes through our investment programmes, alongside trialling new technologies and accessing funding routes to install energy efficiency measures in our homes.

At 31 March 2026, 79.9% of our homes had an Energy Performance Certificate (EPC) rating of C or above.

We continue to meet our internal target to increase the number of homes meeting or exceeding EPC C by 5% each year (31 March 2025 75.13%). This means we're on track to meet 100% of homes at EPC C or above by 2030.

Benchmarking against 2024/25 Sustainability Reporting Standard (SRS) for similar sized landlords shows we're performing above the national average, which is 78.8%, for homes with an EPC rating of C or above.

The data also shows that in 2024/25 we had a higher proportion of homes rated EPC C than our peers, but a lower proportion rated EPC B. This meant our overall performance was lower than the peer average in 2024/25.

Nationally of properties with an EPC C rating of 3.7 percentage points, we were 6.6 percentage points lower on properties which were rated B. This at the time made us underperform against our peers nationally.

For new homes, we performed strongly on EPC B ratings, outperforming our peers by 6.1 percentage points. However, we had 5.1% less homes achieving the higher EPC A rating than our peers.

Table 1 details the EPC ratings of our existing homes, or those completed before the start of the previous year and demonstrates our continued improvement in EPC ratings across our homes year on year.

Data quality is key to meeting our target. We use Parity Projects Portfolio to collate our EPC data, model the improvement works required in our homes, and ensure the data we hold on our homes is robust and evidenced based. Enhancing the data we hold continues to be a key priority, and our data confidence score increased from 7.7/10 to 8.0/10 throughout 2025/26.



Theme 1: Climate change

SAP ratings in our homes

During 2025/26, the average SAP rating for our existing homes was 71.3, compared with 72 in 2024/25. New homes achieved an average rating of 88. The introduction of SAP10 in June 2025 changed how SAP scores are calculated, resulting in a small reduction in average scores. This reflects the updated methodology rather than a significant change in the energy performance of our homes.

This was consistent across the sector and doesn't present a risk in terms of meeting EPC C by 2030, as the average is minimal. Where the scores may have dropped between bands for individual homes, these will have already been identified and picked up as part of our retrofit planning and programming.

The energy use intensity increased to 149 Kwh/m²/yr (147.18 in 24/15). Our retrofit work will support the ongoing reduction of carbon emissions from our residential assets, in line with our net-zero strategy to achieve net zero emissions by 2050.



Works undertaken in 2025-26

- Insulated lofts in 856 homes
- Installed 414 A-rated windows
- Installed 1065 A-rated gas boilers
- Installed 255 Solar PV systems
- Completed 2034 new EPC surveys to bolster our data

We are committed to maximising funding opportunities to support our retrofit activity. In 2025/2026 we installed solar PV systems to 255 homes, with a total of £1.5m of ECO4 funding accessed.



Theme 1: Climate change



Case Study: ECO4 funding/ green upgrades

In 2025/26 we partnered with GEC Power to deliver energy efficiency improvements to homes across the North East and Yorkshire through the government's ECO4 scheme.

The programme has already seen early success in Middlesbrough and forms part of a wider £1.2m investment that could benefit up to 300 homes.

The partnership is helping bring additional investment into our communities while making it easier for eligible customers to access improvements to their homes. The improvements will help our customers to cut their energy use, help to lower household bills and reduce carbon emissions.

This makes up wider plans to improve energy efficiency of our homes, with a goal to bring every property up to EPC C by 2030.

Theme 1: Climate change

Greenhouse gas emissions

We are committed to ensuring all our homes achieve a minimum rating of EPC C by 2030 and net zero by 2050. We understand the targeted investment works needed to get 100% of our homes to EPC C or better. Through regional partnerships, we are actively engaging with other social landlords to find innovative and sustainable ways to invest in our homes for the future and understand the opportunities we have to work together on decarbonisation.

We're also committed to reaching net zero for our direct business emissions by 2035. Since establishing our approach in 2020, we've measured our environmental impact, set clear targets and taken steps to reduce our carbon footprint. As we look ahead, we're reviewing and refreshing our environmental strategy to make sure it reflects changing regulations, emerging opportunities and our long-term ambitions for people, homes and places.

Taking control

Our Take Control campaign sets out how colleagues, customers and partners can play their part in helping us achieve our goals and become a much greener organisation.

Take Control



Theme 1: Climate change

Scope 1 Direct Emissions

Emissions from sources we own or control directly.



Gas used for heating and hot water in our own buildings (offices, community centres, depots)



Fuel used in our own vehicles (vans, cars, grounds maintenance equipment)



Refrigerants used in our air conditioning and heat pump systems

Scope 2 Indirect Emissions

Emissions from the generation of purchased energy we use.



Electricity we purchase for our buildings, including:

- Offices and depots
- Communal areas (lighting, lifts, door entry systems)
- Electric heating or hot water in our properties

Scope 3 Indirect Emissions

All other indirect emissions that occur in our value chain.



Construction of new homes and major refurbishments



Goods and services from our suppliers (repairs, maintenance, materials, IT, etc.)



Waste generated in our operations and in our tenants' homes



Emissions from tenants' energy use in their homes



Business travel in employee vehicles, taxis, trains, etc.



Employee commuting



Upstream activities (extraction and production of purchased materials and fuels)



Water supply and treatment



Investments and financial activities

Theme 1: Climate change

Our focus

We have the most control over Scope 1 and 2 emissions.

We can influence Scope 3 emissions by working with our suppliers, residents and partners.

By working across all three scopes, we can build more sustainable homes, reduce our impact, and create a better future for our residents and communities.

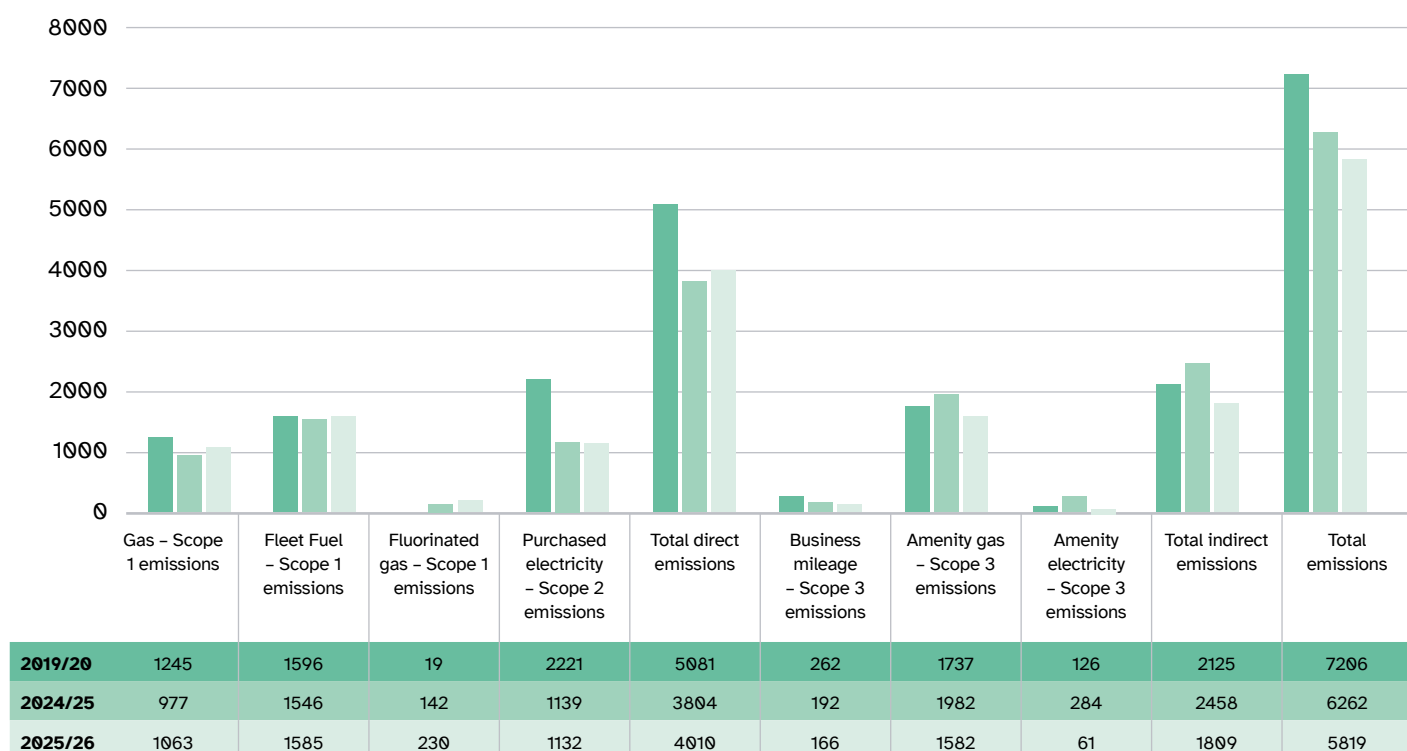
Measuring our emissions

We use the tCO₂e measure – tonnes of tCO₂ equivalents – to calculate and express greenhouse gas emissions. We also use the intensity ratio of tonnes CO₂ equivalent over £Million Turnover (tCO₂e/£MT) to track emissions against the growth of the business.

In 2025/26, we emitted 4010 tCO₂e Scope 1 or 2 emissions, with an intensity indicator of 16.51 tCO₂e/£MT. Adding Scope 3 emissions brings the total to 5,819 tCO₂e with an intensity indicator of 24.8 tCO₂e/£MT.

These measurements are detailed in table below:

Emissions in tCO₂e



Theme 1: Climate change

Between 2019/20 and 2025/26 our Scope 1 and 2 emissions have fallen by 21.08.1%, based on total tCO₂e. When we factor in the Scope 3 emissions this results in an overall 19.25% reduction in emissions.

We measure our carbon footprint against both the previous year's performance our 2020 baseline.

Scope 1 and 2 emissions increased slightly during 2025/26, rising by 5.4%. However, emissions remain 21.1% lower than our baseline year. Although fleet fuel use and gas emissions increased compared with 2024/25, all other emission sources, except F-gas emissions, have reduced since 2020.

We're working to reduce fleet emissions by moving to electric vehicles, with a target completion date of 2028. This has been shaped by existing vehicles lease agreements and will help reduce our Scope 1 emissions further.

When Scope 3 emissions are included, our total emissions were 19.3% lower in 2025/26 compared to 2020 and 7.1% lower than the

previous year mainly due to reduced stock energy use. The development of a Thirteen Environmental Sustainability Strategy (to be published early 2027) will provide us with a clear and defined approach to how we deliver our commitments in relation to reducing our environmental impacts and delivering net zero for our customers, homes and within the business. We will continue to build on the success of our 'Take Control' approach to underpinning environmental change.

PV power generation

In 2025/26, the solar PV systems across our properties generated 944,433.03 kWh of electricity, preventing the emission of 195.54 tCO₂e into the atmosphere. We continue to utilise solar PV as one of our key methods to generate clean electricity for our offices and properties.

Managing environmental risks

In May 2026, Thirteen commissioned a Climate Resilience Assessment from Zurich to help us understand the impact of climate change on our homes. The assessment considers risks including flooding, overheating, high winds and more, to help us identify where we may need to take action in the future.

As global temperatures continue to rise, the UK is experiencing more extreme weather events. For our homes in the North East, some of the biggest climate-related risks include flooding, subsidence and overheating.

We have worked diligently to better understand how these risks could affect our homes. The findings will help the Asset team shape future development, and its plans for the future development plans, supporting long-term resilience across our portfolio.



Theme 1: Climate change

Flooding

By 2050 eight million properties in the UK are said to be at risk of flooding (Climate Change Committee, 2050). Owing to a former partnership with flood futures, alongside utilising open-source flood risk data and government provided information, we have assigned a flood risk value to all our individual properties; considering risk from coastal, pluvial and fluvial sources. Additional information for customers on how to sign up for flood risk alerts is made available on the Thirteen website.

Overheating

The UK experienced approximately 3,000 additional deaths in the 2022 heatwaves, when temperatures reached 40 degrees. Overheating is a risk to both our customers and our properties. We have identified a number of risk factors that highlight customer qualities, geographical and site characteristics, and dwelling designs, will help us target retrofit measures to minimise that risk. As part of this,

we are considering a multitude of aspects including geographical and local context, site characteristics, dwelling design and customer demographics.

Subsidence

According to British geological survey climate-change driven subsidence, will cost the UK economy £600m by 2050, exacerbated mostly in those with clay-based soil geology (common in Tees Valley) and increased amount of tree planting carried out without prior planning of safe zones. Subsidence can damage homes, foundations and structures, devalues properties, increases insurance premiums, and can impact the long-term sustainability of our assets.

We've identified properties that may be at greater risk of subsidence due to factors such as geological conditions, nearby tree roots and historic mining activity. We'll use this information, together with records of previous subsidence incidents, to help shape future investment and development plans for our homes.



Theme 2: Ecology

This theme assesses how we protect the local environment and ecology. The theme is made up of two criteria around managing pollutants and increasing biodiversity.

We aim to provide beautiful green spaces for our residents to enjoy, as well as creating healthy habitats that can support wildlife, sequester carbon dioxide and create a healthier atmosphere for everyone.



Our trees

We have planted 2,239 new trees since 2021. Our Arboreal team manages around 6,000 trees across the communities we work in. Health and safety around our trees is of utmost importance and will only be disturbed if they are dangerous or likely to cause harm, blocking safe access or to carry out any maintenance essential for the overall health and structural integrity of the tree. A further 5,489 trees were estimated to exist in our customers gardens.

Using guidance from the Field Studies Council, we estimate that the trees across our land absorb an average of 987 tonnes CO₂e each year, helping to reduce overall environmental impact.

Through a partnership with Forest Carbon, we have purchased 2,362 trees across 1.02 hectares of new woodland on the outskirts of Crook, Durham, named Jon's Wood. From the growth of these trees, we have purchased a potential 727 tonnes of carbon capture credits. This equates to 16.8% of our Scope 1 and 2 emissions for the year of 2020/21. These credits are registered and independently audited in line with the Woodland Carbon Code.

Our green spaces

We have developed a number of green space metrics based around ecosystem services of vegetation and habitats on our estates. We are able to place an average air purification, carbon storage, noise reduction and run off retention value based on metres of habitat or vegetation. We continue to monitor scientific research as these values improve.

We partnered with the University of York on several projects to help us improve our knowledge of our green spaces. Projects have examined advance habitat mapping to help us improve carbon sequestration estimates, studied vegetation success in relation to footfall density to identify the most resilient species for our green spaces, as well as examining the green spaces that are most successful at reducing the impact of urban heat island effects.

Theme 2: Ecology

Biodiversity Net Gain

Following the implementation of the biodiversity net gain policy, which sees housing developers uplift sites biodiversity by 10% post development than predevelopment, we have been working collaboratively to establish a rigorous and effective strategy to ensure compliance.

An interdisciplinary working group has been put together to ensure comprehensive planning and management. The group made up of specialists from; development, investment, procurement, environmental sustainability, community and estates, aims to;

- Ensure sufficient resource is available for creation and delivery
- Promote the upskilling of staff to meet the management requirements
- Create successful delivery that benefits both for the environment and our customers



Biodiversity audits

We're leading projects that are having a positive impact on biodiversity through teams of volunteers – champions, customers and colleagues – working together to protect their local environment.

In Middlesbrough, we've left the grass to grow on selected sites within our back lands, while planting trees and wildflowers to open up a whole new habitat. Biodiversity audits have identified an increase in species and numbers of butterflies, moths and insects that rely on long grasses to survive.

We will be looking at the types of plants within the grasses including stinging nettles, which butterflies thrive on. We're seeing bees and insects buzzing from one flower to the next, collecting pollen. An increased number of insects means an increased food source for birds and bats too

Increased bird calls can be heard and there are sightings of blackbirds, thrushes, tree sparrows, blue tits and goldfinches flittering through the hedge lines, accompanied by robins and dunnocks

The newly planted trees are doing very well, with some of the faster growing ash reaching a few feet already. The grass around them has been left long – this encourages the trees to grow and also protects them from harm during in their first year on site. Those long grasses will die back in the winter, giving us the opportunity to carry out a thorough inspection of the trees while we can see them more clearly.

Theme 2: Ecology

Case Study: Research is helping us to build greener more resilient neighbourhoods

As part of our partnership with the University of York, we hosted three Master's students to carry out research into biodiversity, climate resilience and green spaces across our communities.

The students explored different environmental challenges, helping us to build a stronger evidence base for future investment and decision making.

They used GIS mapping to identify habitats across Middlesbrough, measure how much carbon they absorb and track seasonal changes in vegetational cover.

This research is helping us to understand which areas may be more vulnerable during periods of extreme heat and where additional support or investment may be needed in the future.

The students also explored how different types of vegetation can help cool local areas. The research looked at the impact of features such as long grass, trees and hedgerows, helping



us make informed decisions about future landscaping in areas most at risk of overheating.

They also looked at how footfall affects plant diversity in green spaces. The findings will help us balance access to green spaces with protecting habitats supporting our approach to biodiversity and Biodiversity Net Gain.

The projects are providing valuable insight that will help to shape future environmental planning and investment across our communities.



Theme 2: Ecology

Environmental management system

We continue to maintain our ISO14001:2015 certification standard following a five-day recertification audit by an external accreditation body.

The environmental management system exists to support the business with mitigating environmental risk across all activity. The system begins with our environmental policy, which sets out how we address risk through our environmental manual. It identifies risk within our aspect registers, setting out operational controls and assurance processes.

The system also ensures that we are legally compliant with environmental legislation and regulation. We are always looking to improve it and reduce our negative impact on the environment wherever possible. Thirteen is now the greenest it has ever been, and we will continue to strive for improvement year on year.

“This is our strongest environmental performance to date, but we’re not stopping here. We’ll continue to build on this progress and look for new ways to reduce our impact year after year”.

Matt Forrest,
CEO Thirteen Housing Group

Take Control training and environmental champions

We introduced training for colleagues in 2021 called Take Control Training. Since then, 883 staff and 32 external stakeholders have completed the course. It is a comprehensive custom environmental training programme, that aids staff in understanding Thirteen’s environmental ambitions and gives context to our goals, as well as encouraging colleagues to make their own Eco pledges at home and in the workplace.

So far, 36 colleagues have completed our environmental training. We’re now looking to roll this out more widely so all colleagues have the knowledge and confidence to play their part in helping us reach our net zero ambitions.

24 staff within Thirteen are also designated Environmental Champions. These individuals are from across the business and have volunteered to act as the business’s environmental consultants; they feedback into business initiatives and support the planning and delivery of environmental awareness events such as; earth day or national green week.

This year the group have supported a review of the take control campaign priorities, offered feedback to environmental students as part of the University of York partnership and volunteered across national green week. Future consultations and events are in the pipeline.

Theme 2: Ecology



Case Study: Green skills development

In 2026 we launched our first Green Skills Bootcamp with four geography students from Queen Elizabeth Sixth Form College in Darlington, helping young people explore sustainability, regeneration and green careers.

Over the week, students worked with colleagues to analyse emissions data, plan a sustainable housing estate, learn about furniture upcycling and biodiversity, and visit our recycling centre and Union Village regeneration site.

They also received employability advice and presented ideas that could support social housing, including fungi-based ashtrays that break down cigarettes and saltwater-powered emergency lighting for coastal areas.

Environmental Impact Advisor Sammie Bradley said: “The students were engaged, enthusiastic and took every opportunity to learn more. They should be proud of themselves and how they represented their college. We cannot wait to see where they go next in their careers.”

Read more here about Union Village regeneration site.

Managing and reducing pollutants

Our environmental management system identifies where environmental risk sits within our activity and how that risk can then be mitigated. This includes the risk of polluting

the natural environment we work in. The system is audited annually and is externally certified to ISO14001 standard, to ensure continual improvement is evidenced and that we continue to reduce the risk of any contaminants escaping our control.

Theme 3: Resource management

This theme identifies the extent to which we have a sustainable approach to materials in the construction and management of properties. The theme is made up of three criteria that cover sourcing materials, water management and waste management.

Our strategy for responsibly sourced materials

By working more closely with partners and using greater interrogation, we now have a deeper understanding of the environmental credentials of our materials suppliers, and the sustainability of the materials themselves.

As part of our review of our Environmental Strategy, we will also be looking at how we expect our suppliers and partners to help us to increase the use of responsibly sourced materials. At present, environmental considerations and carbon reduction will be a factor in most, if not all, contracts. It is expected that in the majority of cases, there will be an environmental element to the tender.

Some examples of this are:

- Contracts which have a direct impact on the environment
- Contracts which require the use of buildings by staff engaged in the delivery of the contract
- Contracts which require the transportation of goods or people
- Contracts which require the use of natural resources

We plan to revise our Environmental Strategy by early 2027.

Our strategy for waste management

We opened a state-of-the-art environmental centre in Billingham in 2020, called the Thirteen Recycling Centre (TRC). It gives us control over how we manage and process our waste. The centre is unique in the region and the housing sector.

Since opening the centre, we have gained control over the waste generated in day-to-day housing management. Waste generated through planned maintenance work, repairs, environmental improvements, and getting homes ready for the next customer is now redirected through the centre. This has significantly reduced the amount of waste going to landfill. In the first year of operations, 98.4% of all waste was diverted from landfill, which exceeded our original goal, recycling has increased from 17% to around 40% and re-use is at 2%. Further work is ongoing to maximise waste reduction, reuse and recycling.

We have developed our environmental management system to provide a clear reporting mechanism for our performance on waste, providing assurance via the Aspects, Legal and Risk Register that all legal and waste management controls are in place.

The Tees Valley and the wider North East region have a well-established, high-quality waste management industry. We have made a conscious decision to partner with the industry where possible to ensure our waste is managed locally and to support the development of a circular economy.

Materials ranging from wood and mattresses to fluorescent tubes and plate glass are recycled. A full list is shown in **Table 4**.

Theme 3: Resource management

Our upcycling and re-use project

We launched our furniture upcycling workshop and warehouse project at the TRC in February 2022. This scheme has two huge benefits. It helps customers facing severe financial challenges to furnish their homes with clean, restored, attractive furniture. It also prevents hundreds of tonnes of unwanted furniture going to landfill.

The UK currently discards around 22 million pieces of furniture and bulky waste, most of which goes to landfill, only 17% is currently recycled. People often leave items behind in our empty properties when they move on, and some of it is ideal for recycling.

Living in Furniture Poverty can have a devastating impact on your physical and mental health, and your social and financial wellbeing. Yet over 6m people in the UK are living without essential furniture and appliances, floor and window coverings.

It is estimated that 400,000 children in the UK do not have their own beds, and beds and wardrobes are the most requested items. The upcycling team is creating 'starter packs' for customers, providing essential items to support those who need them and help get their tenancies started comfortably from day one.

We provide beds, cooking equipment, sofas, chairs, dressers, and things that may be considered non-essential, like mirrors, soft furnishings and pictures – things that make a house a home. This project will support our customers and has the added benefit of reducing our waste in landfills.

Since the scheme started in 2022, we have supported over 366 customers and their families with upcycled furniture. Analysis in October 2025 shows that 88% of all customers who have been provided with furniture had sustained their tenancies.



We have also specific targets for the TRC:

- **Achieve a 97% diversion of waste to landfill** – in 2025/26 the TRC diverted an average of 98.4% of waste from landfill, hitting our targets month on month.
- **Achieve greater efficiencies and environmental performance through improved separation and reclamation of waste materials** – the TRC has increased recycling rates from 18% (external provider) to an average of 40%, and re-use to around 2%.
- **Reclaim and upcycle furniture and household items from our empty homes and provide them to our most vulnerable customers to sustain tenancies** – more than 100 tonnes of furniture items have been reclaimed and upcycled to provide 'furniture packs' to over 366 customers and their families, with an associated social value of £2,368,752 and savings of up to £30,000 in waste disposal costs.

Theme 3: Resource management

Case Study: Supporting families with sleep essentials

In 2025/26 we teamed up with IKEA Gateshead who donated a year's worth of sleep essentials to help tackle furniture poverty and support families to have a safe and comfortable night's sleep.

The initiative, which sees IKEA Gateshead supply our upcycling team with pillows, duvets and bed linens, as well as new cots and junior beds, will enable us to support 106 families taking up new tenancies and enable them to have a safe and comfortable night's sleep.

Driven by the IKEA vision to create a better everyday life for people, IKEA is working to support people experiencing, or at risk of experiencing, homelessness and social exclusion by increasing access to better homes; using the brand's unique business strength and capabilities, expertise in home furnishing solutions, voice, products and financial support to add value to partnerships.



Thirteen has previously worked with IKEA Gateshead to repair and upcycle slightly damaged, unsellable items to provide furniture donations to families that have low incomes, have previously been homeless, or have lost possessions fleeing dangerous circumstances. The project diverts furniture that would otherwise go to waste, supplying essential items that help recipients feel at home. The latest initiative has been developed to help meet a pressing need for sleep items, to create comfortable beds for families and children.

In 2025, we opened the doors to our brand-new upcycling pop-up shop, which has helped to raise funds to provide furniture packs and essential household items to support even more customers who need a little help in setting up their home.

All funds raised go straight back into the scheme to buy essential, high-demand items such as mattresses, bedding, household items for its furniture starter packs, as well as materials for future upcycling projects.



Theme 3: Resource management

Water management

We are working to improve our understanding of the quality and availability of our data to develop our approach to water management. Once we have a greater understanding, we will then be able to measure and report on the environmental impacts of our water management as part of our environmental management system. This will allow us to target improvement and report on performance against our targets.

Due to water management infrastructure in the North East of England, water shortage on Thirteen properties is less of a risk in comparison to the rest of the UK.





Social

We are a caring landlord and housing developer. We're here for anyone who needs a home and maybe a little help to get it. We're about investing in neighbourhoods and communities across the Tees Valley, North-East, Yorkshire and Humber regions.

In this chapter

Theme 4: Affordability and security

Theme 5: Building safety and quality

Theme 6: Resident voice

Theme 7: Resident support

Theme 8: Placemaking

Theme 4: Affordability and security

This theme seeks to assess the extent to which we provide long-term homes that are genuinely affordable to those on low incomes. The theme comprises five criteria, including the tenure mix of new and existing properties, the security of tenure, and fuel poverty.



Providing affordable housing is a core purpose of regulated housing providers. They exist to help provide housing to people who cannot afford to rent or buy in the open market. Standardised measures to demonstrate affordability are difficult to define and vary depending on local market housing costs.

The Sustainability Reporting Standard (SRS) suggests two metrics – rent levels compared to private market rents or compared to Local Housing Allowance (LHA). In the first two SRS reports, we compared rents against the private rented sector due to the difficulties in calculating the LHA across a broad geographical area.

It has now been possible to compare against LHA rates. LHA rates are used to calculate Housing Benefit for tenants renting from private landlords. They are decided by the Department for Work and Pensions (DWP) and are based on private market rents being paid by tenants in a Broad Rental Market Area (BRMA). This is the area within which a person might reasonably be expected to live.

Our rents are lower than the LHA. Thirteen customers living in general needs and housing for older people accommodation pay approximately £3.79m per week (social and affordable rents). If they were paying LHA rent levels, then this figure would be approximately £3.89m. Thirteen rents are around 97.54% % of the LHA.

It should be noted that LHA has been frozen for four years until 2027.

In April 2025, the current UK government announced that it will freeze LHA rates again in 2026 and 2027. This means the gap between our rents and LHA continues to close.

As people move through life, they may want more choices, so as well as homes for rent, we provide homes for shared ownership. Shared ownership is another way to buy a home. The customer buys a percentage and pays rent on the rest. Buying a percentage means a smaller deposit and a smaller mortgage. It's a quicker and less daunting first step on the ladder for many people, and customers can carry on buying shares until they own their home outright.

Theme 4: Affordability and security

Our homes by tenure type

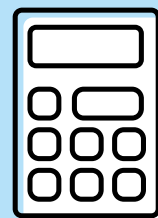
We own and manage over 36,000 homes and 96% are provided at social rent or affordable rent. **Table 5** provides a detailed breakdown of our homes by tenure type.

We place enormous importance on building new homes. If we don't build we don't meet the pressing housing needs of our communities. As part of our strategic plan, we intend to invest in new builds for affordable rent to ensure that we have the right mix and quality of homes to meet the expectations of our customers now and in the future.

We invested £125m in building new homes, and completed 668 properties (24/25 £136.6m and 650 properties) all of them for either social rent, affordable rent or low-cost home ownership.

Table 6 provides a detailed breakdown of our new homes by tenure type. In terms of losses and gains our net increase in properties owned if you excluded managed was 501.

We also recognise our wider impact. With a turnover of £234.9m the Gross Value Added (GVA) impact of our activities is £194m in the North East, and £258m in the UK. By building 668 homes (social rent, affordable rent, and low cost home ownership) we contributed £58m of GVA to the North East and £65m to the UK.



In building 668 homes, the National House Building Federation calculates that:

- We supported the employment of **2,317** people
- Provided **28** apprentices, graduates or trainees
- Increased open space community sport and leisure spending **£600,300**
- Generated **£30,015,000** towards new affordable housing
- Generated **£4,168,750** towards infrastructure including **£1,881,093** towards new and improved schools
- Generated **£17,786,668** in tax revenue, including **£1,342,337** in council tax revenue

Theme 4: Affordability and security

How we reduce the effects of fuel poverty on our customers

We recognise the impact of fuel costs on our customers and are taking proactive steps to maximise the energy efficiency of our homes. Initially, we focus on a 'fabric first' approach, improving insulation, replacing double-glazed windows with triple-glazing, replacing doors and installing ventilation with heat recovery. We take a forward-thinking approach to retrofitting properties to increase their thermal efficiency as we work towards our sustainability goals. We have already completed small-scale pilots on individual properties. The learning from the initial pilot projects will be applied across the rest of our homes.

Our rolling investment programme helps reduce customers' energy bills and includes replacing windows, doors, roofs and heating systems. Wherever possible, we also upgrade loft insulation and cavity wall insulation. This year we insulated lofts in 856 homes.

We're improving the energy efficiency of our homes to help reduce energy costs for customers and are on track to achieve a

minimum EPC rating of C across our homes by 2030.

We continue to invest in energy efficient technologies, including occupancy-sensor lighting in communal areas and Air Source Heat Pumps. These investments help reduce energy use and keep heating and electricity costs lower for our customers.

We've installed 255 solar photovoltaic panels (PV) systems across customers' homes, helping lower household energy bills and generate renewable electricity.

We provide customers with advice and support on energy saving and choosing the most suitable energy tariffs.

Alongside this, we're exploring opportunities to connect our communal heat networks to lower-cost heat sources and improve network efficiency. This helps us to keep heating costs affordable for customers while reducing environmental impact.

Comparison with previous years is shown in **Table 8**.



Theme 4: Affordability and security



Reducing the impact of high energy costs

Thirteen's Energy team have led on a range of initiatives designed to help customers manage energy costs while improving the energy efficiency of our homes, including:

1. Proactive Energy Procurement

We procure energy for our communal areas at least one year in advance, helping to reduce our exposure to fluctuations in energy prices. This approach helps keep costs more stable and reduces the impact of rising energy prices on customers.

2. Reduction in energy demand:

- a. We're investing in improvements that reduce energy demand and help customers use less energy in their homes by upgrading insulation to improve energy performance and reduce heating costs. We're also on track to achieve a minimum EPC rating of C across all our properties by 2030.

- b. We continue to install energy efficient technologies, including lighting with occupancy sensors in communal areas and Air Source Heat Pumps, helping customers benefit from lower energy use than would otherwise be possible.

3. Education

We provide customers with advice and information on saving energy and choosing the most suitable energy tariffs, helping them make informed decisions about their energy use.

4. Use of lower-cost energy sources

We're exploring opportunities to connect our communal heat networks to lower-cost heat sources while continuing to improve the energy efficiency of our existing networks. This helps us maintain affordable heating tariffs for customers and improve the long-term sustainability of our heating systems.

Theme 4: Affordability and security

Security of tenure

Security of tenure, or how long someone stays in their home, is a key differentiator between social housing and the private rented sector. Evidence suggests this security makes a huge difference to people's lives and their ability to find work, access informal and formal local support networks and services, and build family lives. Offering long-term tenancies to general needs residents where possible is considered good practice in the housing sector.

Because we want to provide a home for life, we only offer assured (or lifetime) tenancies for new customers moving into general needs accommodation. Before 2019 we offered fixed-term tenancies. We are working closely with those customers to extend their tenancy agreements into assured tenancies, provided they are happy with the change and do not have any issues that prevent this.



We have around 1,099 assured shorthold tenancies that are usually for a fixed term. This represents around 2.98% of our tenancies (2024/25 – 2.80%). It should be noted that there are several reasons why a tenancy may be included in this category. For instance:

- Properties designated for a particular specialist need (e.g. properties with floating support, move on temporary accommodation)
- Privately-owned properties
- Student accommodation
- Properties used to assist the local authority with interim accommodation for homeless households
- Customers living in a home where Thirteen is the leaseholder
- Buildings where we are not the owner but leaseholder
- Where the buildings use may have been repurposed
- Where customers have limited leave to remain in the UK

Table 9 provides a breakdown of the type of fixed term tenancies.



Theme 5: Building safety and quality

This theme comprises three criteria, disclosing gas safety checks, fire risk assessments and meeting the Decent Homes Standard.

The safety and wellbeing of our customers is our absolute priority, and our ongoing commitment to building safety is rigorous and thorough. We take our regulatory obligations, compliance and management of associated risks seriously.

What percentage of our homes with gas appliances have an in-date, accredited gas safety check?

We have 99.9% gas appliance compliance. A compliance report is compiled weekly which shows the following:

1. The total number of properties that have expired certification
2. The number of no access properties that have been forwarded to our legal team
3. The number of properties that could expire in the next 30 days

As a landlord we need to be sure that we have taken all reasonable steps to gain access to our properties to meet our legal obligations and responsibilities

What percentage of buildings have an in-date and compliant Fire Risk Assessment (FRA)?

We have a carefully planned programme of fire risk assessment (FRA) inspections, with the frequency of inspections being determined by our higher-risk building (HRB) matrix. All

inspections are completed within legislative timeframes, and our standard inspection cycle is over and above the recommendations in the Local Government Association (LGA) guidance, meaning we are going above and beyond to ensure our buildings are kept as safe as possible.

Our approach is underpinned by a complex buildings risk matrix, which includes assessing customer vulnerabilities as well as the height and layout of our buildings.

As part of the Building Safety Act, we have implemented a programme to inspect fire doors annually and communal doors every quarter. These inspections help us identify any fire hazards and determine what improvements can be made, looking at multiple aspects of how the building is managed and maintained. Our building safety team works with colleagues across the business to reduce the likelihood of a fire occurring and to keep customers and homes safe.

Through our regular visits we quickly identify and record defects along with the actions or repairs undertaken to keep our customers safe. More importantly, we have ensured 99.70% of post inspections were also completed on time, ensuring that works have been carried out safely and efficiently. In 2025-26, 599 Fire Risk Assessments were carried out. Further details are shown in **Table 10**.

We organise and promote a year-round programme of building safety events in high rise buildings to update customers on our building safety activities and answer any questions they may have. We publish our **calendar of building safety events** on our website and for full transparency, we also publish all of our **fire risk assessments**.

Theme 5: Building safety and quality



Electrical safety

All domestic and commercial electrical installation condition (EICR) reports are 99.74% within the agreed 10-year target.

Legionella risk assessments

Although the risk is low for domestic properties and regular risk assessments are not required, we have committed to completing around 2,000 domestic legionella risk assessments each year. 100% of homes have had these assessments.

Communal passenger lift safety

We have carried out Lifting Operations and Lifting Equipment Regulations (LOLER) inspections of 100% of our communal passenger lifts to ensure their continued safety. The frequency of lifts being serviced is based on a survey of their condition.

What percentage of homes meet the Decent Homes Standard?

The Decent Homes Standard (DHS) is a government-agreed technical definition of the statutory minimum requirement for a home to be classed as 'decent'. We maintain an excellent

record on Decent Homes compliance at 99.96%, for those properties that failed, component works will be carried out in 2026 to address this issue.

In 2025/26, we invested a record £126.4m in maintaining our existing homes. Examples of the work carried out are detailed in **Table 11**.

Our investment programme is set to improve the quality of thousands more homes in the coming year. We're continuing to invest because we know it's vital to our existing customers and our prospects of attracting the customers we want in the future.

Read our **Investment Plan 2025/26** on our website.



Theme 5: Building safety and quality

Damp and mould

We take our responsibility to help customers with damp or mould very seriously and have produced information to help customers understand why it happens, how they can prevent it, and how they can report any issues.

To ensure that we respond effectively to any reports and reduce the likelihood of reoccurrence we have:

- A dedicated Damp and Mould Team supported by a system that enables us to log and follow all appointments, tracking and linking the whole customer journey.
- A dedicated Awaab's Law team, supported by appropriate technological solutions to enable written summaries and Follow works to be tracked through to completion, with customers kept informed.
- Produced information for customer to understand why damp, mould and condensation occurs and what they can do to help.
- Made it simple and easy for customers to report damp and mould issues through a variety of communication methods.
- Trained all appropriate colleagues, including technical officers and surveyors, to increase their knowledge of the problem and the solutions available. Including at Empty Homes stage.
- Implemented a new contractor framework in place to help us to respond to the works that are needed.
- Agreed new timescales, including a matrix to help diagnose issues quickly and accurately.
- Initiated monthly progress meetings with all contractors to ensure progress and quality monitoring.
- Ensured 'call backs' to customers are carried out after two months to ensure the issue is resolved.
- Maintained contact with customers through Voicescape, a system that texts customers awaiting works, to check how they are doing and to make sure they are around when we need access to the property.
- Introduced an independent 'Quality team' who carry out post inspections of the Damp and mould remedial work and Empty Homes in 100% of cases, as well as a proportion of responsive repairs.
- Made use of damp and mould sensors in properties to take a proactive approach to preventing damp and mould. No properties were identified to have severe hazards at the end of the year.



Theme 6: Resident voice

This section is made up of three themes that cover board scrutiny, complaint handling and resident satisfaction.

We listen carefully to our customers because we need to know what's important to them and whether our services meet their expectations. We involve our customers in developing our services and welcome their ideas and views on where we can improve our performance. Our customers are at the heart of everything we do.

Our Tenant Satisfaction Measures (TSMs)

Feedback from our customers is important to everyone at Thirteen. It's important that we gather their views so that we know what we're doing right, what we're getting wrong, and where we can improve.

In April 2023, the Regulator of Social Housing introduced performance measures, known as Tenant Satisfaction Measures. These measures aim to hold housing providers to account for their actions and give customers greater visibility of their performance.

There are 22 measures in total, and all social housing providers must report on them. The measures are split into two parts:

- Customer perception survey measures – these are collected through surveying customers directly and are detailed in Table 12.
- Performance measures – these are collected through management performance information and are detailed in Table 13.

What does involvement look like?

We are committed to consulting on policy and strategy development, ensuring compliance with the regulatory consumer standards, and involving customers in the scrutiny of our services and performance to hold us to account.

Our customer involvement framework provides a flexible, adaptable, value for money approach designed to support the delivery of our strategic plan and the objectives that sit within it.

Our framework is based on the following principles:

- Customer involvement is embedded in the organisation and integral to our culture and development.
- Customers are supported and trained to participate in activities based on their interests and skills.
- Customers are at the heart of our decision-making.
- We provide a wide range of flexible opportunities for customers to be involved so that we can reach more customers and engage with hard-to-reach groups to influence and shape the services they receive.
- Involved customers are overseeing our community fund, supporting tenancy and community sustainability.
- We maximise and report the effectiveness of our customer involvement activities.
- Ensuring we meet regulatory requirements concerning customer involvement.
- We develop and maintain a sense of ownership and responsibility with our customers, specifically for building safety and regulatory compliance.

Theme 6: Resident voice

We have developed a database of customers who want to be involved; giving the time they can and in the area they choose. The projects are mapped out in a series of work streams, with a customer taking on the stream lead role, keeping projects on track. The work streams include:

- Compliance with consumer standards: reviewing the requirements of each of the standards and testing the organisation's compliance to provide assurance to customer committee and the board.
- Performance monitoring: reviewing operational and financial performance, customer satisfaction, complaints and the customer involvement recommendations tracker.
- Policy consultation: all policies are developed in consultation with customers before being signed off by the board.
- Strategic and service reviews: getting involved in reviewing, developing and shaping services.
- Community fund: we have a community fund dedicated to supporting local initiatives and groups to add value to local areas.
- We invite customers to open days twice a year to promote the work that our involved customers have been doing and encourage more people to share their views with us.
- The customer voice is very much heard and well received by the Thirteen board. In person presentations take place to present their consumer standards reports and performance stream reports to customer committee. The chair of the involvement framework attends every customer committee and board meeting and takes an active part in discussions.



Theme 6: Resident voice



In 2025/26 the involved customers:

- Had 140 opportunities to be involved including:
 - o 89 meetings
 - o 19 colleague interviews
 - o 10 Customer Open Days
 - o Attended 4 conferences
 - Stigma Regional Conference
 - Chartered Institute of Housing
 - How to Tackle Stigma
 - Northern Housing Consortium
 - National Resident Involvement Conference
 - Westminster Insight – Tenant Engagement Digital Conference
 - o Contributed to 1284.5 volunteer hours given by our involved customers
 - o 389 customers on our involvement database
- 30 recommendations for change made – including Customers were involved in the development of the new website, met with potential website developers and carried out testing to ensure the website was suitable for customer use.

Thirteen Community Fund

Through our Community Fund, we offer grants of up to £600 to support groups and partner agencies that help improve wellbeing and sustainability in our neighbourhoods. In 2025/26, the fund provided £50,000 of support.

We welcome applications from groups and organisations working in our communities, including community groups, charities, residents' associations, voluntary organisations, public sector partners, local authorities and our own service teams.

During 2025/26, we received 153 applications and approved 113. The funding helped local groups secure an additional £125,290.48 in match funding, increasing positive impact for customers and communities.

In 2024/25, the full £50,000 was allocated by December. To make funding available throughout 2025/26 and support more groups over the course of the year, we introduced three key changes.

These were:

- We reduced the maximum amount that a group can apply for from £750 to £600
- We allocated a maximum amount of £300 to only 20 sports clubs
- We allocated a maximum of £5 per unit for Thirteens sheltered schemes

There has been a positive impact following the introduction of these changes, which includes:

- We've been able to fund 24 more applications than we did in 2024/25.

Theme 6: Resident voice

- The total requested for sports clubs was £13,741.94. We allocated a total of £5,950 meaning the difference of £7,791.94 could be allocated to other projects.
- The total requested for Thirteen sheltered schemes was £10,670.68. We allocated a total of £3,905 meaning the difference of £6,765.68 could be allocated to other projects.

Our customer group agreed that some changes were needed for the next year of Community Fund (2026/27). We held a meeting to discuss these changes.

Moving forward, we have changed the format for groups to apply to the fund. The application forms will now be completed on the consultation platform 'Your Voice'. This will help to streamline the processing of applications and make it easier for groups to complete the forms and submit their supporting evidence.

We have added some more items to our exclusions list.

These are:

- Subscriptions
- Computer software/website domains



Theme 6: Resident voice



Case Study: Helping children cope with loss - community fund supports Teesside Hospice

We've donated funds from our community fund to Teesside Hospice - helping to support the hospice's children's bereavement service.

Around £600 has been donated to provide materials such as pens, paper, jars and other creative resources used to help children express their feelings and cope with grief in their own way.

The service offers specialist counselling and emotional support to children and young people aged seven and above who have lost a parent, grandparent or someone close to them.

Support usually begins around six months after a loss, helping children to explore their emotions, continue bonds and learn about feelings and grief in a sensitive and healthy way.

Between April 2024 until March 2025, 57 children and young people received counselling sessions, including one-to-one support and group activities. Every child is unique, and support is completely individualised.

The team of specialist counsellors use creative, person-centred approaches such as making memory jars with coloured sand, memory rocks to keep close, night lights, baubles that represent continuing the bond and "comfort boxes" to help children feel less alone and remember their loved ones in a meaningful and positive way.

Theme 6: Resident voice

Complaints and how we deal with them

We believe that every relationship matters, choices can make a difference, and we can change things for the better.

We are proud to hold the Customer Services Excellence Award, and on several visits, the assessor has noted that:

“There is a very clear commitment to deal with problems fully. Staff have carried out customer journey mapping of their processes to ensure they are efficient, effective and speedy. There is an escalation process for informal complaints that cannot be resolved at the first point of contact. Staff responding to informal complaints work to the maxim of ‘own it and fix it’.”

“The speed of resolution shows that Thirteen takes complaints very seriously and recognises the value of speedy resolution. The very quick average resolution time merits Compliance Plus.”

In 2025/26 we received 2,403 Stage 1 complaints which is an increase of 27 (1.1 %) compared to 24/25 2,376. We responded to and resolved 90.4% of these within our target of five working days (in 2024/25 98.3).

In 2025/26 we received 314 Stage 2 complaints (2024/25 279), an increase of 35 on the previous year. We carry out analysis of complaints every

month and the information is shared with our Leadership team, Service Directors and Head of Service. This information is also shared and scrutinised quarterly with our involved customer group, Member Responsible for Complaints, Chair of Thirteen Board, and Customer Committee so that all stakeholders are kept informed of complaints performance, as well as any trends and learning. As part of our commitment and drive to improve continuously, we also invite our Board Chair and Customer Committee to the scrutiny meetings to keep the voice of the customer at the forefront of all our discussions and decisions.

As is standard across the housing sector, if we're unable to resolve a complaint through our two-stage complaints process, customers can ask the Housing Ombudsman to review their case.

In 2025/26, we received 28 determinations from the Housing Ombudsman. Four cases were assessed as severe maladministration and 16 as maladministration. The Ombudsman highlighted areas where we need to improve, including complaint recognition and escalation, repairs timescales, our approach to damp and mould and pest control issues, and the quality of communication with our customers.

We take every Housing Ombudsman decision very seriously and are committed to learning from the issues identified. When things go wrong, we want to put them right and make sure the same issues don't happen again.

It's important that our customers have access to an independent service that can review complaints fairly. We continue to work with the Housing Ombudsman, cooperating fully with investigations their feedback and recommendations to improve our services and strengthen the experience we provide for customers.

Theme 7: Resident support

This theme assesses the effectiveness of our initiatives to support individual residents. The theme comprises two criteria covering what support is provided and how successful it is.

Our support services offer

We go beyond bricks and mortar to develop targeted help and support, so people in need can be the best they can be. Our ever-growing range of services includes support to get into work or training, help for young people leaving care and homeless support. In 2025/26, our support services helped 9,625 people in total.

1. Support for Young families

We work with young families, providing tailored support based on their individual needs. Through our accommodation-based services, young parents can develop the skills and confidence they need to live independently and care for their families. We support them to build their parenting and independent living skills, before helping them move on to their own tenancy and towards a positive independent future.

2. Support for ex-offenders

We deliver two services that support people with experience of the criminal justice system, helping them to find and keep safe, stable accommodation.

One of the services is Resettle North East, which we deliver on behalf of the Ministry of Justice. The service provides personalised accommodation support to men on remand and serving custodial sentences, both in prison and in the community.

Through one-to-one and group- support, we help people to:

- Make progress in obtaining accommodation
- Access social housing, supported housing, or private rented homes, to sustain their accommodation and avoid homelessness retain their tenancies
- End tenancies appropriately when needed
- Develop the skills and confidence needed to find, manage and maintain a home independently

By providing tailored support, we help people build stable foundations for the future and reduce the risk of homelessness when moving on from the criminal justice system.

Customers can access the service offer multiple times, as their circumstances can change. Since June 2021, 20,559 cases have been supported. Demand for the service remains high and in the last financial year, we supported 4,853 new cases.



Theme 7: Resident support

We have delivered **Future Steps** across Tees Valley and Durham, supporting males and females with sourcing accommodation, sustaining accommodation, wellbeing, employment and skills. This service provides long-term support in the community and is funded through Achieving Real Change in Communities.

Since the service commenced in February 2022:

- 563 individuals have been supported.
- Of these, 454 were supported with tenancy set-up and sustainment, with additional wellbeing and employment/skills support.
- 109 were also supported to source and sustain new tenancies.
- 82.75% of individuals accessing the service have sustained their tenancies to date.
- The service supports a reduction in reoffending through weekly personalised support, with only 10.66% of individuals reoffending and returning to prison.

We have worked closely with partners including the police, prisons, the National Probation Service, community rehabilitation organisations, offender management services, local authorities, housing providers and other partners, to provide a holistic service offer for individuals. Collectively, this work has contributed to reducing reoffending and has supported customers to move forward successfully with their lives.

In 2025/26, via the Ministry of Justice Support Service, we supported 4,853 people and, via Future Steps, we supported 176 people.

Future Steps



3. Tenancy Support

We offer personalised support to help customers set up and sustain their tenancies. Our person-centred approach ensures individuals receive the right help to establish or maintain their home, including:

- Support to set up or sustain your tenancy
- Help to manage property condition
- Benefits advice and guidance to maximise income
- Support with health and wellbeing

In addition, we connect customers with longer-term services to support their future aspirations and needs, including referrals to employability support.

As part of this offer, we focus on maximising customers' incomes. During 2025/26, we achieved £862k in positive financial outcomes and supported over 1,200 customers. We also provided £111k in Hardship Fund payments in 25/26 to help customers manage financial difficulties or obtain essential furnishings needed to set up their tenancies.

Theme 7: Resident support

We made use of our internal Local Discretionary Housing Fund of £1.1m, supporting over 1,300 customers facing financial hardship due to bedroom tax and rent shortfalls.

We provide a range of support to our residents to help reduce the effects of high energy costs:

- Upgrading insulation of our properties
- Install efficient energy systems such as lighting with occupancy sensors (in communal spaces in flats)
- Air Source Heat Pumps
- CO4 funding used to install 255 Solar PV systems
- Provide education/advice on energy conservation measures, and tariff choice
- Exploring opportunity to connect our communal heat networks to cheap heat sources, while continuously improving efficiency of all our communal heat networks



Theme 7: Resident support



4. Domestic abuse support

We understand that domestic abuse can affect anyone. We support people both in their own homes and within our specialist accommodation, providing a person-centred approach that recognises and responds to the individual needs of those experiencing or recovering from domestic abuse. Our support is risk-based, ensuring that safety remains the priority at all times.

This may include helping individuals to remain safely in their current home by using our target hardening funding to improve security, supporting moves to alternative accommodation where it is unsafe to stay, and assisting access to emergency or supported accommodation for those who need to leave quickly.



During 2025/26, we supported **416 households** affected by domestic abuse.

5. Support for Vulnerable and Older people

We provide specialised accommodation and support for older people, people with learning disabilities, neurodivergent people and those living with long term mental health conditions. Our services help people live independently, stay connected to their communities and achieve their goals.



In 2025/26, we supported **3,012 people** across 2,214 properties.

We work with a range of partners to provide accommodation, care and support for customers with learning disabilities and enduring mental health conditions. We also offer a variety of affordable housing options, including extra care and sheltered housing schemes for older people.

To help customers live safely and independently for longer, we're continuing our transition from analogue to digital technology, introducing modern falls technology. We've also invested in our schemes to improve shared spaces, modernise shared buildings and enhance outdoor areas for our customers.

Theme 7: Resident support

Case Study: More than just a device

Over the last five years, 560 of our retired laptops, phones, PCs, monitors and tablets have been given a second life. It's all thanks to a brilliant partnership we have with furbd.

Like all the best ideas, it's simple. We send furbd our redundant IT equipment, they refurbish it and pass it on to local charities, councils and community groups. Those organisations pass it on to people in need.

It can make such a difference, and, in fact, we know of a couple of laptops that have changed people's lives.

Alongside this, a further 478 devices that were unsuitable for redistribution have been recycled or salvaged for parts, helping to reduce waste and maximise the value of our technology.

The impact goes far beyond the devices themselves. Refurbished laptops have helped people apply for jobs, build confidence and stay connected. One recipient used a donated laptop to secure employment after struggling to complete applications on a mobile phone, while another was able to reconnect with long-lost family members.

This year, we relaunched our partnership with furbd and we're proud to receive its Supporter Award. Recognising our commitment to digital inclusion and sustainability, the award reflects the difference that can be made when organisations work together to support people, strengthen communities and reduce environmental impact.



Theme 7: Resident support

6. Support for refugees

Our Resettlement Service supports over 260 vulnerable refugees in the Redcar and Cleveland area. We provide a range of support for families or individuals arriving in the country under the UK Resettlement Scheme to help them integrate and live independently here. We take a multi-agency approach to support including health, schools, local religious institutions, employability and colleges.

In 2024/25, we developed a bespoke employability programme with female refugees utilising existing sewing machine skills, which has resulted in customers successfully gaining employment with a local textiles company and worked with community leaders to develop mobile mosque offers. In 2025/26, we supported 164 refugees to resettle.

7. Employment support

We offer a range of employability services for our customers and the wider public across the Tees Valley. We're here to help them achieve their career goals and hit personal targets.

Our employability service helps people to take the next step towards work, training or education. We support people who are unemployed, looking for a career change or ready to explore new opportunities. Alongside the employability support we fund for Thirteen customers, we also deliver a range of commissioned services.

One of our most successful programmes is Tees Valley Move Forward, which supports people who are economically inactive and may lack the confidence or experience needed to return to work. Through this programme, 239 people secured employment in 2025/26.

We also provided 42 paid 'New Start' work placements, giving people six months of paid employment at the National Living Wage. The programme has been highly successful, with 96% of participants moving into further employment.



During 2025/26, we provided employment support to **1,157 people**, helping them to build skills, confidence and brighter futures.

Theme 7: Resident support

Case Study: Employability service recognised for quality support

Our employability service has successfully retained the Matrix Standard, the international quality mark for information, advice and guidance services.

The assessor praised the team's person-centred approach, highlighting how colleagues support customers at a pace that works for them. The report also recognised the service's strength in helping people overcome barriers, build confidence and develop the skills they need to manage their careers and move into work, learning and training.



During 2025/26 the service helped 934 people into jobs and training.

The assessment also identified opportunities to strengthen the service further, including making greater use of AI tools and using customer feedback to spot trends and gaps in support.

8. Support for single homeless people with complex needs

We provide accommodation and support to single people and couples who are experiencing homelessness or are at serious risk of becoming homeless.

Working closely with local authorities, probation services, and drug, alcohol, and mental health support providers, we offer personalised support to customers who would otherwise be homeless.

Customers can access our support for up to two years, giving them the time and stability they need to move towards independent living. In 2025/26, via our Key Steps initiative helped supported 39 people to avoid homeless. In the same period, we supported a further 33 people through the Rough Sleepers Accommodation Programme in Sunderland, helping them to avoid becoming homeless.

How do we measure success?

In the last financial year, we reviewed how we deliver our support services, including looking at how we measure the success of the services we offer.

We have historically focussed on measuring our outputs. Although this is useful, it only tells us part of the story so we're working to better understand the difference we are making by digging deeper into the stories our customers tell us.

We are getting better at putting a value on the difference we are making i.e. quantifying social value within the activities we deliver directly, such as our care and support service and the benefits expected within our procurement framework.

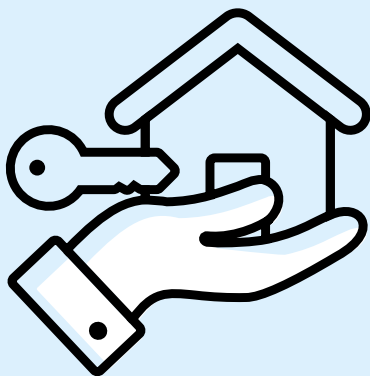
Theme 7: Resident support

Case Study: David's story

David moved into accommodation through our Key Steps project in February 2025, after spending time in temporary accommodation and looking for somewhere he could feel safe and settled. He was referred to the service by Hartlepool Housing Advice and, after assessment, moved into a furnished flat within a week. David said the location and having a furnished home helped him to feel more settled from the start.

Since then, David has made significant progress. He sustained his tenancy for 15 months, improved his financial situation through income and budgeting support, engaged with health services and has developed new interests. He is now preparing to move into a home of his own and feels ready for the next chapter.

Reflecting on the difference the support has made, David said having a safe home and someone who understood his circumstances helped him make positive changes, become more independent and feel confident about the future.



Theme 8: Placemaking

This theme highlights the wider set of activities we undertake to create well-designed homes and places that meet local needs and provide great places for people to live and enjoy. The theme is made up of one criterion – a space for the housing provider to give examples of their placemaking or place-shaping work.

We aim to create engaged, thriving, empowered places where people want to live. More than just designing spaces, placemaking brings together diverse people to improve a community's cultural, economic, social and ecological situation.

Our ambition is outlined in our Community Resilience Strategy 2022-27. This is our five-year commitment to demonstrate how we engage, support and collaborate with others. The strategy sets out a path to help us create quality places and sustainable communities where our customers are proud to live. The approach is underpinned by six key principles:

- Our work will be targeted and evidence-based
- Interventions will be sustainable and community-led
- We'll work in partnership to address community needs
- We'll address inequalities through our projects
- Interventions will help people to live and age well
- We'll embrace our role as an anchor institution



Theme 8: Placemaking

Locality planning

Underpinned by our Community Resilience Strategy, locality planning is our approach to delivering social regeneration alongside our major development and investment programmes.

We create sustainable communities by ensuring our customers and the wider community are at the heart of everything we do. We are targeting six key areas and have brought together colleagues, partners and customers to develop a shared vision and five-year delivery plan for each area.

This work is guided by a toolkit that includes:

- **Estate ranking** – giving us our areas of focus
- **Community resilience mapping** – giving us a clear picture of assets, issues and opportunities
- **Community intervention tracker** – a holistic view of the challenges that our communities face
- **Community consultation in each locality plan area** – listening to what people in our communities tell us about their area. This has helped us to identify our six locality areas:
 - o Grove Hill, Middlesbrough
 - o Pallister Park, Middlesbrough
 - o Gresham, Middlesbrough
 - o Dyke House, Hartlepool
 - o Primrose Hill, Stockton
 - o Owton Manor Hartlepool

Robust consultation across all six areas has been carried out. Each community has told us what they value about where they live and what social, environmental and economic improvements they would like to see.

In 2025/26 through the Community Resilience team we have 2,409 volunteers, this was made up of 435 Thirteen Staff Volunteers, 76 from External Companies and the remainder was made up of Community Volunteers (residents, tenants, community groups, etc.).

Each plan is being delivered alongside colleagues from across the organisation and through a locality community forum with representation from people who live, work or are interested in the area.

You can see the progress we have made on our website in our **Building stronger communities – Year 4 delivery and outcomes 2025/2026** report.





Governance

Thirteen is a registered society under the Co-operative and Community Benefit Societies Act 2014. We are regulated by the Regulator of Social Housing, ensuring we meet the standards they set to protect the interests of our customers.

In this chapter

Theme 9: Structure and governance

Theme 10: Board and trustees

Theme 11: Staff wellbeing

Theme 12: Supply chain management

Theme 9: Structure and governance

This theme assesses our overall structure and approach to governance. The theme comprises six criteria covering the regulator, code of governance, risk management and ownership.

We are a community benefit society registered with the Financial Conduct Authority and under the Co-operative and Community Benefit Societies Act. Thirteen is the parent organisation and landlord of the group and owns all the group's assets.

Our principal activities are:

- The management of social housing
- Developing affordable homes
- Housing-related support and employability services

We have the highest achievable rating for governance, viability and consumer¹.

In November 2025, the RSH confirmed our governance and financial viability grades at C1/G1/V1. This judgement is the highest rating achievable and confirms a continuing culture of strong governance, financial viability and sound financial management arrangements.

Group structure



The Group consists of a parent association with a number of subsidiary companies.

Thirteen Housing Group Limited

Thirteen is a community benefit society registered with the Financial Conduct Authority and a social housing provider registered with

the Regulator of Social Housing (RSH). Thirteen is the parent organisation and landlord of the group and owns all group assets. Its principal activities are managing social housing, developing affordable homes and providing housing-related support and employability services.

¹Thirteen Housing Group Limited (L4522) - Regulatory Judgement: 26 November 2025 - GOV.UK

Theme 9: Structure and governance

Thirteen Commercial Services Limited

Thirteen Commercial Services is a private limited company registered at Companies House and is a wholly owned subsidiary of Thirteen. The main activities of Thirteen Commercial Services relate to lettings and management of commercial and non-social properties on behalf of Thirteen.

Thirteen Homes Limited

Thirteen Homes is a private limited company registered at Companies House and a wholly owned subsidiary of Thirteen. Thirteen Homes is responsible for the delivery of new homes for sale.

Thirteen Property Development Limited

Thirteen Property Development is a private limited company registered at Companies House and a wholly owned subsidiary of Thirteen. The company is responsible for contracting new home delivery for Thirteen.

Thirteen Social Enterprises Limited

Thirteen Social Enterprises is a private limited company registered at Companies House. The company has been dormant throughout the year and remains dormant.



Theme 9: Structure and governance

We follow the National Housing Federation's Code of Governance, issued in 2020. This is designed to help housing associations achieve the highest governance and Board excellence standards and demonstrate compliance with best practices in the housing sector. The code is built around the key values of good governance: accountability, integrity, openness and equality, diversity and inclusion.

Our strategic assurance framework consolidates our approach to assurance. It identifies the critical components of an effective assurance framework, including risk management, stress testing, internal controls, business continuity, internal audit, insurance and governance.

The framework enables our Board and Committee members, as well as our leadership team and service directors, to better understand, manage and review assurance arrangements. It ensures that the outcomes of our assurance activity are used to inform strategic decisions and protect and improve the business.

Regarding strategic risk management, the board agrees on a set of strategic risks at least once a year, considering any risks that could result in us being unable to deliver our strategic ambitions or deliver its core business.

The Thirteen Board reviews the status of these risks each time it meets. It consciously seeks assurance to understand the wider strategic impacts, inform decision-making, demonstrate effective governance and maintain our reputation.

The Board ensures appropriate and effective assurance and risk management arrangements are in place.

The Board has delegated authority to the Audit and Risk Committee to scrutinise risk controls and mitigating actions. We operate a 'three lines of defence' approach to assurance, which incorporates:

- Management controls and oversight.
- Assurance and performance reporting, independently scrutinised by an appropriate body, board or committee.
- External, independent assessments, including internal and external audit and consultant reports where appropriate.

Risk management is embedded across all projects and functions. We have a set of key risk indicators and financial golden rules to act as early warning indicators, triggering an appropriate response.

Thirteen has not been subject to any adverse regulatory findings in the last 12 months that resulted in the enforcement or other equivalent action (this would include data protection breaches, bribery, money laundering, HSE breaches or notices). In contrast, benchmarking data for 2024/25 shows that 59% of Social Housing Providers in the Northeast had been.

ESG is managed through the three specific themes:

- **Environmental** – through our Environmental Strategy and ISO 14001
- **Social** – as a housing provider our business strategy is centred on our social purpose and we work within the regulatory framework and the Consumer Standards
- **Governance** – through the Board Framework and People Strategy

This ensures that ESG risks are incorporated into our overall risk register and overseen by the Audit and Risk Committee.

Theme 10: Board and trustees

This theme assesses the board and trustees' quality, suitability and performance. The theme is made up of 11 criteria, including the board's demographics, experience and independence.

We have developed our governance and customer involvement frameworks to ensure a diverse range of people have input into our governance processes. This ensures that we consider resident voice at board and senior management level.

The Customer Committee

Our Customer Committee was launched in 2022. The Committee brings together customers to have a bigger say in how we deliver our services at Thirteen. It includes three customers, an independent member as well as a Board member who is the chair of the committee.

The Committee reviews customer feedback, performance information and insights gathered through our customer involvement activities. This helps provide independent challenge and assurance to the Board on issues that matter most to customers, including service delivery, performance and compliance with consumer standards.



Theme 10: Board and trustees

The Thirteen Customer Involvement Framework

We are committed to making involvement accessible and flexible, giving customers opportunities to participate in ways that work for them. Customers can share feedback, consult on policy, review performance information, scrutinise services and contribute to service improvement projects.

Our Customer Involvement Framework sets out how we involve customers in decision-making and service improvement and how they hold us to account. The customers provide assurance of compliance with the regulatory consumer standards to the Leadership Team, committees and Board from a tenant scrutiny and perspective.

The framework provides a flexible and adaptable approach designed to support the delivery of Strategic Plan objectives and emphasise the importance of the tenants' voice through customer involvement as outlined within theme 6 'residents voice' within the social section of this report.

All of our customers can be involved in any way they choose, giving the amount of time they can and selecting to be involved in areas of specific interest. This can include giving feedback on services, documents and publications, attending meetings, carrying out surveys and being involved in task and finish project groups.



Theme 10: Board and trustees

Some examples of what customers are involved in:

- They are consulted before any customer facing policy is sent to committee or board for approval.
- They review operational performance information, and complaints to identify any areas of concern.
- They are involved in monitoring the implementation of customer involvement action plans and any recommendations resulting from involvement activity.
- They review reports from the Housing Ombudsman using them to make recommendations.
- They review our complaints self-assessment by the Housing Ombudsman.
- They have sight of our learning report that we send to the Housing Ombudsman.
- They support the development of services across Thirteen, being a consultation panel for proposed service and system changes, seeking the views of other customers when necessary.
- They undertake post project reviews to ensure the objectives have been achieved.

Board and Trustees

Thirteen's Board is committed to achieving the highest standards of corporate governance. It oversees the delivery of the strategic plan and priorities, providing assurance that risks are managed effectively, our values are upheld and we operate ethically. During the year, we continued to comply with the National Housing Federation Code of Governance 2020.

The Group is governed by a Board comprising 11 non-executive directors and one executive director, the Chief Executive.

This means **92%** of Board members are non-executive directors, compared with **85%** across social housing providers in the North East.

The Board is supported by one subsidiary Board, Thirteen Homes, and five committees – Customer, Audit and Risk, Remuneration, Finance, and Development and Investment. Day-to-day management is delegated to the Executive Team.



Theme 10: Board and trustees

The Chairs of all each committee are non-executive directors on the Board. The remaining positions are held by six independent non-executive directors, including the Chair of Thirteen. The roles of Board Chair, Audit and Risk Committee Chair and Chief Executive are held by different individuals, ensuring a clear separation between governance and executive management responsibilities.

The Chief Executive becomes a Board member at the start of their employment.

Board and Committee Members are appointed with support from external consultants to ensure an appropriate blend of skills, experience and diversity. This is supported through induction, training, succession planning,

annual performance reviews and regular skills assessments. A skills audit of Board and Committee Members was last completed in March 2026.

Non-executive directors are appointed for fixed three-year terms and may be reappointed for up to two further terms, giving a maximum tenure of nine years. Service beyond six years is only permitted in exceptional circumstances and in line with governance requirements. The average length of Board service is three years, compared to 3.8 years across social housing providers in the North East. Board member turnover was 25% between 2023 and 2025, helping to create opportunities to introduce new skills, experience and perspectives.



Theme 10: Board and trustees



We carry out annual Board effectiveness reviews and recommendations are reported to the Remuneration Committee. The next report will be made in November 2026. We also commission an independent review every three years.

External advisers, including internal and external auditors, consultants and specialist advisers attend Board and Committee meetings where appropriate to provide independent challenge and insight. KPMG as appointed as Thirteen Group's auditor in 2021 following a competitive tender process.

Board succession planning is done and considers the diversity of the Board, and recruitment is focussed on areas of under representation including diversity characteristics and skills. In contrast, 93.9% of all Social Housing Providers across the North East have considered a succession plan.

We have a clear process for managing conflicts of interest, set out in our Transparency Policy and Code of Conduct for Board Members. All Board and Committee Members complete a declaration of interest when they join and review

it annually, or sooner if circumstances change. Members are asked to declare any interests at the start of each meeting and throughout discussions where relevant. Where a conflict arises, the Chair determines whether the individual can continue to participate or should withdraw from part or all of the discussion. Our Register of Board and Committee Member Interests is published on Board directors page of our website.

The Board is committed to improving its diversity profile, with a particular focus on representation of women, younger people and people from minority ethnic backgrounds.

Benchmarking against other social housing providers in the North East shows that the proportion of women and BAME Board members at Thirteen is higher than the regional average. The average age of our Board members is in line with the regional average. However, the proportion of resident representation is below the North East average.

At the end of the reporting period, the Board included five female members and the average age of Board members was 57.

Theme 10: Board and trustees



Board diversity data shows:

- 58% of Board members are male, compared with 54% of the operating population.
- 83% of Board members are aged 45-65+, compared with 44.4% of the operating population.
- No Board members reporting having a disability, compared to 7.2% of the operating population.
- 100% of Board members identified heterosexual, compared with 95.8% of the operating population.
- 83% of Board members identified as White, compared with 94.36% of the operating population.
- 50% of Board members identified as Christian, compared to 45.2% of the operating population.

As part of our Equality, Diversity and Inclusion Framework, the Board has adopted the National Housing Federation's Chair Challenge which sets out a number of objectives including:

- Understanding the current make-up of Thirteen workforce, including all staff executives and board members, and to measure future success.
- Run a workshop with the board to co-create a vision.
- Prioritise diversity in succession planning.
- Applying the inclusive recruitment toolkit.
- Considering an associate board member programme.
- Holding the chair to account via annual appraisals of progress in creating a culture of inclusion and encouraging a more diverse and equal Board.
- Monitoring progress through annual reporting and utilising the NHF EDI data tool to assess how representative our Board is of the communities where we have homes.

Over a two-year period from 2023 to 2025, Board member turnover was 25%. From May 2025, the Executive Team comprised a Chief Executive and four Chief Officers.

The Audit and Risk Committee provides assurance to the Board on compliance with our statutory duties. One member of the Committee has recent and relevant financial experience. Further information is available on the **Committee Members page** of our website.

There are no executives on the Remuneration Committee, reflecting our approach that executive representation on committees is not appropriate.

<https://www.thirteengroup.co.uk/page/board-directors>

Theme 11: Staff wellbeing

This theme assesses how colleagues are supported and how their wellbeing is considered by Thirteen. The theme is made up of five criteria, including salary information, additional support for colleagues and the average number of sick days.



We're building a values-led, customer-focused culture where colleagues feel supported, empowered, and proud to make a difference. Our Better Together Strategy helps us to do this, by giving our colleagues the skills mindset and environment to thrive. Together, we're creating a stronger, more connected Thirteen – one that delivers for customers and is a great place to work.

We're focusing on three key areas:

- Our brilliant culture – building trust, inclusion and customer excellence through our values
- Skills and rewards – attracting, developing and rewarding the right people for our customers
- High-performing services – transforming experiences and empowering people to succeed

We are committed to ensuring all our colleagues are fairly rewarded for their work. We involve colleagues in shaping recognition and make sure leaders use it meaningfully. Rewards are fair, inclusive, competitive and motivating.

In developing our pay offer, we benchmark our salaries against other housing providers and major local and national employers, considering pay trends to ensure we can attract and retain the best talent in our business.

Living Wage and median gender pay gap

While we are not currently an accredited Living Wage Employer, benchmarking data for 2024/25 shows that 83% of social housing providers in the North East hold this accreditation. However, we continue to take a fair and evidence-based approach to pay. As part of our most recent pay review, we aligned our entry-level salary with the Living Wage Foundation rate, helping to ensure all colleagues receive a minimum level of pay that reflects the cost of living.

According to the 2025 Office for National Statistics (ONS) Labour Market Profile for Middlesbrough, the median full-time salary in the area was approximately £34,988 per annum. This provides an important local benchmark when considering pay competitiveness and affordability.

At Thirteen, our median salary is £43,067, which is above the local benchmark. This reflects our commitment to paying competitively which helps us to attract and retain a skilled workforce, while balancing affordability and value for money. For comparison, the national median full-time salary is £39,973, while the median salary across the North East is £36,088.

Theme 11: Staff wellbeing

The gender pay gap measures the difference between the average earnings of male and female colleagues across the organisation. Workforce composition across different roles and levels is the main influencing factor influencing this measure. As of 2026, our mean gender pay gap is 3.4%, meaning female colleagues earned, on average, slightly less than male colleagues, this is the same as April 2025. Benchmarking data for 2024/25 shows that the gender pay gap across social housing providers in the North East was 7.9%, more than double our reported figure.

We continue to monitor pay and workforce data to help identify and address disparities. This includes reviewing job design, recruitment processes, and workforce composition to ensure that our practices are fair and do not inadvertently disadvantage any group. We also continue to focus on addressing structural workforce imbalances, particularly in operational and technical roles where some groups remain underrepresented.



CEO salary

The CEO-to-worker pay ratio provides an indication of pay distribution across the organisation, comparing CEO remuneration to the median earnings of the wider workforce.

Our CEO pay ratio remains 4.1:1, unchanged from 2024/25. Benchmarking data for 2024/25 shows that this is lower than the CEO pay ratio for all social housing providers across the North East. This comparatively low ratio reflects a balanced and proportionate approach to executive remuneration, ensuring that leadership pay remains aligned with organisational performance and stakeholder expectations, while maintaining fairness across the wider workforce.

Equality, Diversity and Inclusion (EDI)

Thirteen ensures Equality, Diversity and Inclusion (EDI) is embedded across its organisation through a clear strategic commitment, underpinned by policy, leadership accountability, and measurable activity. EDI is positioned as a core organisational value rather than a standalone initiative, with a focus on building a culture where colleagues feel respected, valued and able to thrive.

Over the past 12 months, activity has focused on strengthening workforce diversity, improving data and insight, and embedding inclusive practices. This has included the rollout of an EDI dashboard linked to the recruitment journey, targeted initiatives to increase underrepresented groups (such as women in trade roles), and enhanced support for colleague-led diversity networks and neurodiversity awareness. The organisation has also continued to deliver training to promote respectful behaviours, including sexual harassment prevention and wider inclusion training, with strong completion levels achieved.

Theme 11: Staff wellbeing

Case Study: TIDE Silver Award

We received the Silver award in the Talent Inclusion and Diversity Evaluation (TIDE), recognising the steps we're taking to build a more inclusive workplace for colleagues and customers.

TIDE is a national award and benchmarking programme that helps organisations measure their progress on equality, diversity and inclusion. It gives us a clear view of where we're doing well, and where we can keep improving.

Our award reflected a range of practical changes. This included rolling out Equity and Respect training to more than 1,300 frontline colleagues, helping teams have fairer, more respectful conversations every day.

We have also started sharing interview questions before all job interviews. This gives candidates more time to prepare, which can support people who need extra processing time, people experiencing brain fog due to menopause, perimenopause or medical treatment, neurodivergent candidates, and candidates whose first language is not English.

To support fairer recruitment, we introduced mandatory training for hiring managers, with a focus on inclusion and recognising bias. We also

marked Neurodiversity Celebration Week through a series of podcasts and internal updates, where colleagues shared lived experiences and talked about the support available for people seeking a diagnosis.

In addition, structured programmes such as equity and respect workshops, neurodiversity awareness training, and campaigns linked to national health awareness days have further reinforced inclusive behaviours. These initiatives are complemented by mechanisms to strengthen colleague voice, including confidential "Speak Up" channels, enabling early identification of concerns and continuous improvement.

This approach has contributed to measurable progress in workforce diversity and strengthened inclusion outcomes. For example, there has been a positive increase in ethnic minority representation and continued improvement in gender balance in traditionally underrepresented roles. More broadly, the organisation has enhanced its organisational culture, with greater awareness, confidence and capability amongst colleagues and managers to support diverse needs. External recognition, including EDI awards and TIDE accreditation, evidences the impact of this work and reinforces the organisation's position as an inclusive employer.

Health and wellbeing

We continue to take a proactive and structured approach to supporting both the physical and mental health of colleagues, recognising wellbeing as fundamental to organisational performance and resilience.



Theme 11: Staff wellbeing

Case Study: Strengthen colleague support

We launched a new network of trained and accredited Mental Health First Aiders to provide early, practical support for colleagues across Thirteen.

The approach reflects feedback from colleagues and our commitment to making support more visible and accessible. The first aiders are trained to recognise the signs of poor mental health, have supportive conversations and help colleagues access the right support at the right time.

Based across different teams and locations, our Mental Health First Aiders are colleagues that



work alongside managers, HR, Occupational Health and our wider wellbeing offer to create a more joined up support network.

The new approach ensures colleagues can access timely, confidential support when they need it, while first aiders receive ongoing training, supervision and development to help them succeed in their role.

Mental health first aiders

We also continue to operate a Trauma Risk Management (TRiM) process, ensuring colleagues exposed to potentially traumatic incidents receive timely and structured support. In addition, managers are supported through training to proactively manage attendance, equipping them with the knowledge and confidence to identify concerns early, have supportive conversations, and take appropriate action in line with the attendance management process.

Alongside this, the organisation has worked in partnership with its Employee Assistance Programme (EAP) provider to enhance the support available to colleagues. This has included the introduction of an advanced therapy offer, complementing existing Cognitive Behavioural Therapy (CBT) provision, ensuring colleagues can access more tailored and specialist support where required.

These initiatives have contributed to increased awareness of mental health and improved

confidence across the organisation in having supportive conversations. The continued use of structured approaches such as TRiM ensures that colleagues receive appropriate support at the right time, particularly following critical incidents, while the enhanced EAP offer broadens access to more specialist interventions.

We continue to take a proactive, data-led approach to managing wellbeing and absence, using insight to identify trends and target improvements. At year-end, sickness absence stood at 12.32 days lost per employee (DLPE), which is 1.32 DLPE above the target of 11, but represents a reduction of 0.37 DLPE compared to March 2025 (12.69). This improvement equates to an estimated cost avoidance of approximately £78,000.

While absence levels remain above target, the improving trend demonstrates that the organisation's proactive approach is having a positive impact. Ongoing analysis of absence data is informing further interventions, ensuring a continued focus on prevention, early support and sustained improvement in colleague wellbeing outcomes.

Theme 11: Staff wellbeing

Supporting learning and professional development

We invest in learning and wellbeing to create a culture of learning and support with partners who share our values. To support every colleague on their learning and development journey, we've created a structured framework built around three key areas:

1. Role-Based Learning Expectations

This includes all mandatory training that colleagues are responsible for completing and maintaining, based on their role and tier. It ensures everyone has the essential knowledge and skills to perform effectively.

2. Personal Growth Opportunities

For those who want to take expand their capabilities, we offer a wide range of resources to support personal development. These opportunities are designed to help colleagues deepen their knowledge, enhance their skills, and broaden their experience.

3. Aspirations to Progress

For colleagues who are ambitious and ready to take the next step, we provide access to development pathways that build on personal growth. This includes support for career progression and leadership development.

In 2025/26, we continued to prioritise the professional development of our colleagues through a structured and accessible learning and development offer, aligned to both organisational priorities and individual career aspirations.

Over the last 12 months, this has included a combination of mandatory role-based learning, expanded online training provision, and clear development pathways to support career progression. The organisation provides funding and support for professional qualifications where relevant, alongside apprenticeship and trainee programmes that create entry routes and progression opportunities.

Colleagues also have access to a wide range of development resources, covering both technical and behavioural skills, including topics such as emotional intelligence and time management. Learning is supported by knowledge assessments to help identify further development needs and ensure continuous improvement.

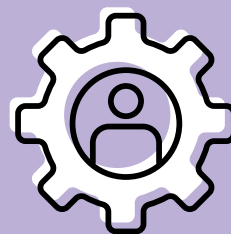
This investment in development has strengthened workforce capability and supported succession planning across key roles. It has enabled colleagues to build skills, progress in their careers, and adapt to changing expectations within the sector. At an organisational level, this contributes to improved performance, enhanced service delivery, and the ability to meet regulatory and professional standards. Ongoing recognition through Investors in People (IIP) Gold accreditation demonstrates the effectiveness and maturity of this approach.

Theme 11: Staff wellbeing

Professional Qualifications

Where professional qualifications or ongoing development are essential to a role, we're committed to providing both time and financial support, including reimbursement of relevant professional fees. For example, in response to the government's Competence and Conduct Standard for Social Housing, we've identified affected roles and are actively supporting colleagues to achieve the required qualifications within the expected timeframes.

Even when formal qualifications aren't mandatory, we consider requests for support as part of our internal Learning and Development Offer, especially where there's a clear link to local workforce plans or our broader strategic workforce planning. We aim to address current and future skills gaps, and wherever possible, we utilise the apprenticeship levy to fund these opportunities.



Impact in 2025/26

- We funded 23 colleagues to pursue professional qualifications and role-relevant training.
- We continued to fully fund the development pathways of seven trainees.
- We launched the Rise and Inspire Programme, an internal programme for colleagues who have aspirations to progress at Thirteen. 28 colleagues are going through the programme which provides them with insight into skills, knowledge and behaviours they'll need to adopt when working at higher tiers. They also work alongside a mentor to discuss development opportunities and growth.
- We have offered two colleagues the opportunity to join the GEM programme, a talent development scheme, which is specifically designed to cultivate future leaders in housing, homelessness prevention, and community development.
- 15 colleagues from across the business are currently on the Vantage Future Leaders Programme, designed to focus on financial resilience, strategic decision making, and productivity to navigate sector pressures in Housing.

Theme 12: Supply chain management

This theme assesses whether we procure responsibly. The theme is made up of two criteria assessing how social value and environmental impact are considered.

As a major purchaser of goods and services, we recognise the part we can play in supporting the local economy.

In 2025/26, £130m (63%) of our total spend through procurement was spent locally and within that, the 'asset and repairs and

maintenance category spend' accounts for 82% (c£31m) of the total.

In our above threshold procurement activity, social value is given a weighting of 10% out of the overall quality score (which is 2.2% greater than the amount for all Social Housing Providers across the North East in 2024/25). We regularly review our social value framework to ensure we can deliver on our six key principles.

In 2024/25, we delivered £15m worth of social value from our supply chain, which is over twice as much as delivered other social housing providers in the North East on average.

Thirteen's six key principles of social value

1. Employing local

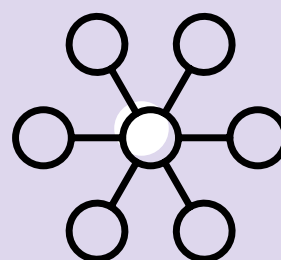
We recognise that training and employment provide significant opportunities to create a resilient and innovative local economy, so we will create training, employment and development opportunities, focusing on local priorities wherever possible.

2. Buying local

We understand the social, environmental and economic value of buying local. We support local organisations and encourage our partners and suppliers to do the same.

3. Creating more resilient communities

We recognise we can drive community wealth through our business activities, share resources with local communities and encourage partners to do the same.



4. Protecting the environment

We are committed to decarbonising and safeguarding our world and encouraging others to share this commitment.

5. Supporting good employers

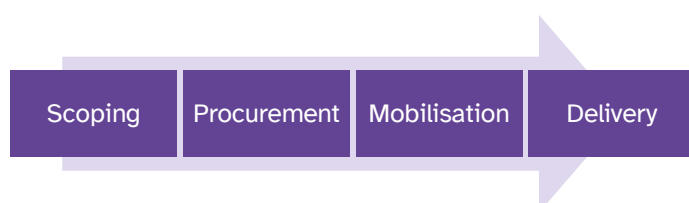
We value the wellbeing of our colleagues and will work with our partners and suppliers to do the same.

6. Involving customers

We are committed to involving customers and ensuring that others are also committed to this.

Theme 12: Supply chain management

We recognise that clear objectives and early engagement with potential partners are essential to delivering maximum value. The framework requires social value to be considered within the four key stages shown in the diagram below:



We use the Impact Social Value Reporting tool which allows us to frame our ambition in clearly stated outcomes and measures relating to: employment, environment, supporting regional business, promoting social innovation and safer and more resilient communities.

This methodology is also being employed within our programme management framework so that business as usual activities, which may not involve procurement, also take account of social value considerations.



Thirteen's purpose has always been bigger than housing. Over the past year, that purpose has translated into over £66m of social value delivered across our communities — a reflection of our commitment to improving lives, strengthening neighbourhoods, and creating opportunities that last.

Through our contractual social value plans, we supported:

- 241.6 full-time equivalent (FTE) jobs for local people, helping to strengthen financial stability and support economic growth across the region.
- 516 weeks of apprenticeships, creating opportunities for young people to develop skills, gain experience and build positive futures for themselves and their families that come after them.
- 1,417 hours of careers talks and interactive skills sessions, helping to break down barriers to employment and open up opportunities for people of all ages. Alongside this we invested £55,015.73 in local skills and employment initiatives.
- £86,328.19 in donations to charities and community groups, supporting projects that improve independence, mental health, and resilience.

Each of these outcomes represents a real person, a real household, and a real step forward. Employment remains one of the most powerful drivers of long-term social value. By supporting people into work, developing skills and investing in local communities, we are helping to strengthen both individual life chances and the long-term economic resilience of the places we serve.

Theme 12: Supply chain management

Case Study: Beech Grove pupils benefit from enhanced autism provision following a £25k investment

What started as a conversation between local partners resulted in a big difference for pupils at Beech Grove Primary School in Grove Hill, Middlesbrough.

When the school identified opportunities to improve its specialist autism provision, we connected them with Esh Construction, helping to secure more than £25,000 of funding to bring the plans to life.

The investment from Esh Construction has enhanced the school's AS2 Base with new sensory resources, digital learning tools, outdoor learning facilities and improvements designed to create a more inclusive and supportive environment for children with Autism Spectrum Disorder (ASD).

For pupils, these changes mean more opportunities to learn and engage in a way that suits their individual needs.

John Dixon, Headteacher at Beech Grove Primary School, said: "They are much more confident and have developed stronger social skills through play, with improvements in sharing, respect, tolerance and kindness, as well as their interactions with adults. It has played an important role in enhancing their progress and learning, and we are already seeing the positive difference it is making.

"We can't thank Esh Construction and Thirteen Group enough. They have been absolutely fantastic for the school and wider community, and the sizeable donation has made a huge difference to our autistic resource base. The transformed space has allowed us to bring

elements of outdoor learning indoors, creating a warm, welcoming and safer environment where children can continue to play, learn and explore."

The project highlights the importance of Thirteen's role in bringing organisations together around a shared purpose. By connecting local partners, we helped unlock funding that will continue to benefit children and the wider Grove Hill community long into the future.

The funding is just one example of the work we've delivered through Match My Project, a digital platform we launched in 2025 to connect community-led projects with businesses looking to make a positive difference in their local area.

Through Match My Project, there have been 24 successful project matches since October 2025, supported by 75 hours of volunteering. The platform helps direct funding, resources, skill and volunteer time to where it can have the greatest impact. Other projects delivered so far include:

- Funding tickets and transport for 20 children to visit an interactive science and sensory environment
- Providing signage for Doorways Homeless Cafe in central Middlesbrough
- Supplying a fridge freezer for The Wharton Trust to support community meals and activities
- Funding lockers for volunteers at Butterwick Hospice.

Working collaboratively with local authorities, charities and grassroots groups, our aim is to make sure that investment, skills and resources reach people and places that need them most, creating lasting social value across the North East and Yorkshire.

Tables

Impact

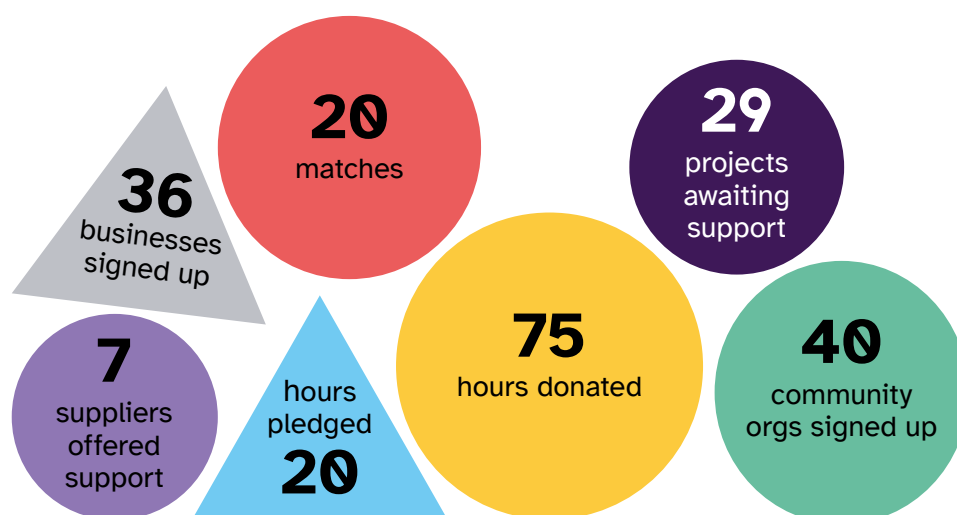


Table 1

EPC ratings in our homes – existing homes

The table below details the EPC ratings of our existing homes or those completed before the start of the previous financial year.

EPC rating	2022/23 %	2022/23 Number	2023/24 %	2023/24 Number	2024/25 %	2024/25 Number	2025/26 %
A	0.53%	179	0.53%	178	0.60%	202	0.63%
B	10.90%	3,653	11.81%	3,955	12.65%	4,272	12.47%
C	53.64%	17,982	57.75%	19,337	61.88%	20,898	66.54%
D	33.03%	11,073	28.41%	9,513	23.09%	8,097	19.71%
E	1.88%	631	1.49%	498	0.89%	300	0.66%
F	0.01%	3	0.01%	2	0.003%	1	0
G	0.003%	1	0.00%	0	0.00%	0	0
Total	100.00%	33,522	100.00%	33,483	100.00%	33,770	100.00%

Tables

Table 2

EPC ratings in our homes – new builds

The table below details the EPC ratings of our new homes completed/for which an EPC rating was registered in the last financial year.

EPC rating	2022/23 %	2022/23 Number	2023/24 %	2023/24 Number	2024/25 %	2024/25 Number	2025/26 %	2025/26 Number
A	0.23%	1	0.00%	0	9.69%	63	49.51%	330
B	95.17%	414	100.00%	318	90.31%	587	50.49%	337
C	4.60%	20	0.00%	0	0.00%	0	0	0
Total	100.00%	435	100.00%	318	100%	650	100%	668

Table 3

Details of our streamlined Carbon and Emissions Reporting (tCO2e only)

		2021/22 Emissions in tCO ₂ e	2022/23 Emissions in tCO ₂ e	2023/24 Emissions in tCO ₂ e	2024/25 Emissions in tCO ₂ e	Change 2023/24 – 2024/25	2025/26 Emissions in tCO ₂ e	Change 2024/25 – 2025/26
Scope 1 emissions	Gas	1,173	968	1,001	977	-2.40%	1,063	8.80%
	Fleet fuel	1,417	1,340	1,491	1,546	3.69%	1,585	2.52%
	F-gas	0	129	318	142	-55.35%*	230	61.97%
Scope 2 emissions	Purchased Electricity	1,514	1,489	1,391	1,139	-14.09%	1,132	-5.27%
Total direct emissions		4,104	3,926	4,202	3,804	-9.47%	4,010	5.42%
Scope 3 emissions	Business mileage	103	148	173	192	10.98%	166	-13.54%
	Amenity gas	1,678	1,683	1,628	1,982	21.74%	1582	-20.18%
	Amenity electric	69	133	100	284	184%	61	-78.52%
Total indirect emissions		1,850	1,965	1,901	2,458	29.30%	1809	-26.40%
Total emissions		5,954	5,891	6,103	6,262	2.61%	5,819	-7.07%

*A technical issue led to the release of some F-Gas from our air conditioning units. We are planning to upgrade the units in 2025/26.

Tables

Table 3a

Intensity indicators

The table below tracks the intensity ratio (tCO₂e/£MT) and change between 2022/23 and 2025/26.

	2022/23 Emissions in tCO ₂ e/£MT	2023/24 Emissions in tCO ₂ e/£MT	Change 2022/23 – 2023/24	2024/25 Emissions in tCO ₂ e/£MT	Change 2023/24 – 2024/25	25/26 Emissions in tCO ₂ e/£MT	Change 2024-25 to 2025/26T
Scope 1 & 2 emissions	19.831	20.395	2.8%	16.51	-19.6%	17.09	3.51%
Scope 3 emissions	9.924	9.228	-7.0%	10.67	14.5%	7.71	-27.74%
Total emissions	29.755	29.623	-0.4%	27.18	-8.2%	24.8	-8.76%

Table 4

The following materials were managed at the Thirteen Recycling Centre between April 2024 and March 2026.

Category	Unit	2024/25	2025/26
General waste	tonnes	1,214.56	922.54
Wood	tonnes	475.76	530.88
Scrap metal	tonnes	79.41	88.6
Tyres	tonnes	2.25	1.61
Fridges	tonnes	43.2	36.7
TV monitors	tonnes	1.86	3.78
Flo tubes	tonnes	0.11	0.15
Soil and rubble	tonnes	105.98	520.6
Mattresses	tonnes	21.04	25.4
Plasterboard	tonnes	15.60	9.52
Paint tins	tins	1966	1994
Plate glass	tonnes	36.12	11.68
Cardboard	tonnes	12.12	8.38

Table 5

Our homes by tenure type

Homes under management	2023		2024		2025		2026	
	Number	%	Number	%	Number	%	Number	%
Social rent	25,785	72.28%	25,798	71.70%	25,445	70.13%	25,395	68.96%
Affordable rent	5,044	14.14%	5,257	14.61%	5,612	15.47%	6,130	16.65%
Housing for older people (social rent)	2,377	6.66%	2,312	6.43%	2,376	6.55%	2,380	6.46%
Low-cost home ownership	1,117	3.13%	1,309	3.64%	1,564	4.31%	1,637	4.45%
Social leasehold	726	2.04%	727	2.02%	726	2.00%	728	1.98%
Supported social rent	282	0.79%	250	0.69%	242	0.67%	238	0.65%
Non-social rental	179	0.50%	180	0.50%	179	0.49%	181	0.49%
Intermediate market rent	90	0.25%	57	0.16%	49	0.14%	46	0.12%
Non-social leased	72	0.20%	89	0.25%	88	0.24%	89	0.24%
Total	35,672	100%	35,979	100%	36,281	100%	36,824	100%

Table 6

Our homes by tenure type – new homes built

Product	2021/22	2022/23	2023/24	2024/25	2025/26
Social rent	0	19	53	37	67
Affordable rent	349	278	277	347	493
Shared ownership	70	139	213	266	108
Private sale	18	19	0	4	0
Total	437	455	543	654	668

Tables

Table 7

Stock losses and gains

Product	Unit developed or newly built	Units sold or demolished
Social rent - general needs (exc Affordable Rent)	67	113
Affordable rent – general needs	493	9
Social rent - supported housing and housing for older people	0	13
Affordable rent – supported housing and housing for older people	0	0
Low-cost home ownership	108	0
Care homes	0	0
Other social housing	0	0
Total	668	135

Table 8

Reducing energy bills by energy efficiency works

Work	2020/21	2021/22	2022/23	2023/24	2024-25	2025-26
Air source heat pumps	43	26	14	5	0	0
Loft insulation	0	125	140	3,394	771	856
Cavity wall insulation	0	48	250	280	0	0

Tables

Table 9

Security of tenure – fixed term tenancies

Tenure	2022/23 Number	2022/23 %	2023/24 Number	2023/24 %	2024/25 Number	2024/25 %	2025/26 Number	2025/26 %
Assured	27,062	77.84%	28,711	78.98%	28,760	78.56%	28,609	77.64%
Starter Tenancy	4,207	12.10%	3,911	10.76%	3,877	10.59%	4,269	11.59%
Assured Shorthold	1,050*	3.02%	1,009*	2.78%	1,025	2.8%	1,099	2.98%
Equitable	3	0.01%	7	0.02%	4	0.01%	4	0.01%
Licence	207	0.60%	227	0.62%	210	0.57%	120	0.33%
Secure	200	0.58%	175	0.48%	162	0.44%	145	0.39%
Student (Fixed)	89	0.26%	95	0.26%	98	0.27%	100	0.27%
Shared Owner	927	2.67%	1,190	3.27%	1,443	3.94%	1,491	4.05%
LSE (Leasehold Elderly)	144	0.41%	143	0.39%	143	0.39%	146	0.40%
RTB Freehold	48	0.14%	49	0.13%	50	0.14%	50	0.14%
RTB Leasehold	829	2.38%	833	2.29%	835	2.29%	816	2.20%
Total	34,765	100%	36,350	100%	36,607	100%	36,849	100%

*For the purposes of this report considered to have no security of tenure.

Table 10

Fire risk assessment and other work

Action	2022/23	2022/23	2024/25	2025/26
Number of fire risk assessments carried out	361	666	599	599
Number of fire door checks or inspections	2,060	2,648	2,458	2,349
% of post inspections completed on time	99.4%	99.70%	100%	100%

Tables

Table 11

Improvements we've carried out to help meet the Decent Homes Standard

Component	2021/22	2022/23	2023/24	2024/25	2025/26
Windows: provided/renewed double glazing and front doors	830	1,832	648	371	442
Front door: provided/renewed double glazing and front doors	1,255	768	423	176	157
Boilers: includes investment, one-off boilers and empty properties	1,414	1,281	626	484	1236
Kitchens	0	1,603	866	657	1379
Roofs	488	0	490	879	185
Bathrooms	N/A	1,264	170	170	352
Number of rewires	N/A	N/A	422	788	158
Amount spent in maintaining and improving homes	£73.5m	£88.3m	£109.2m	£114.1m	£126.4m



Table 12

Tenant Satisfaction Measures – perception measures 2025-26

Tenant Perception Measures (TSMs)	Rental properties	Low-cost home ownership
Proportion of respondents who report that they are satisfied with the overall service from their landlord	79.3%	58.2%
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	82.5%	N/A
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair	79.8%	N/A
Proportion of respondents who report that they are satisfied that their home is well maintained	81.6%	N/A
Proportion of respondents who report that they are satisfied that their home is safe	86%	80.1%
Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	74.2%	46.9%
Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	79.0%	59.7%
Proportion of respondents who report that they agree their landlord treats them fairly and with respect	84.5%	63.8%
Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	43.3%	28.7%
Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	79.4%	57.7%
Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	75.8%	51.4%
Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	71.2%	44.2%

Table 13

Tenant Satisfaction Measures – management performance information

Tenant Satisfaction Measures	Rental properties	Low-cost home ownership	Combined
Complaints			
Number of Stage 1 complaints received per 1,000 homes	56.8	69.0	N/A
Number of Stage 2 complaints received per 1,000 homes	6.8	14.1	N/A
Proportion of Stage 1 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	98.5%	100%	N/A
Proportion of Stage 2 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	94.4%	100%	N/A
Anti-social behaviour			
Number of anti-social behaviour cases opened per 1,000 homes	N/A	N/A	76.4
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	N/A	N/A	1.1
Building safety			
Proportion of homes for which all required gas safety checks have been carried out	N/A	N/A	99.9%
Proportion of homes for which all required fire risk assessments have been carried out	N/A	N/A	100.0%
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	N/A	N/A	100.0%
Proportion of homes for which all required Legionella risk assessments have been carried out	N/A	N/A	100.0%
Proportion of homes for which all required communal passenger lift safety checks have been carried out	N/A	N/A	100.0%
Decent Homes Standard and repairs			
Proportion of homes that do not meet the Decent Homes Standard	0.0%	N/A	N/A
Proportion of non-emergency responsive repairs completed within the landlord's target timescale	85.5%	N/A	N/A
Proportion of emergency responsive repairs completed within the landlord's target timescale	97.7%	N/A	N/A