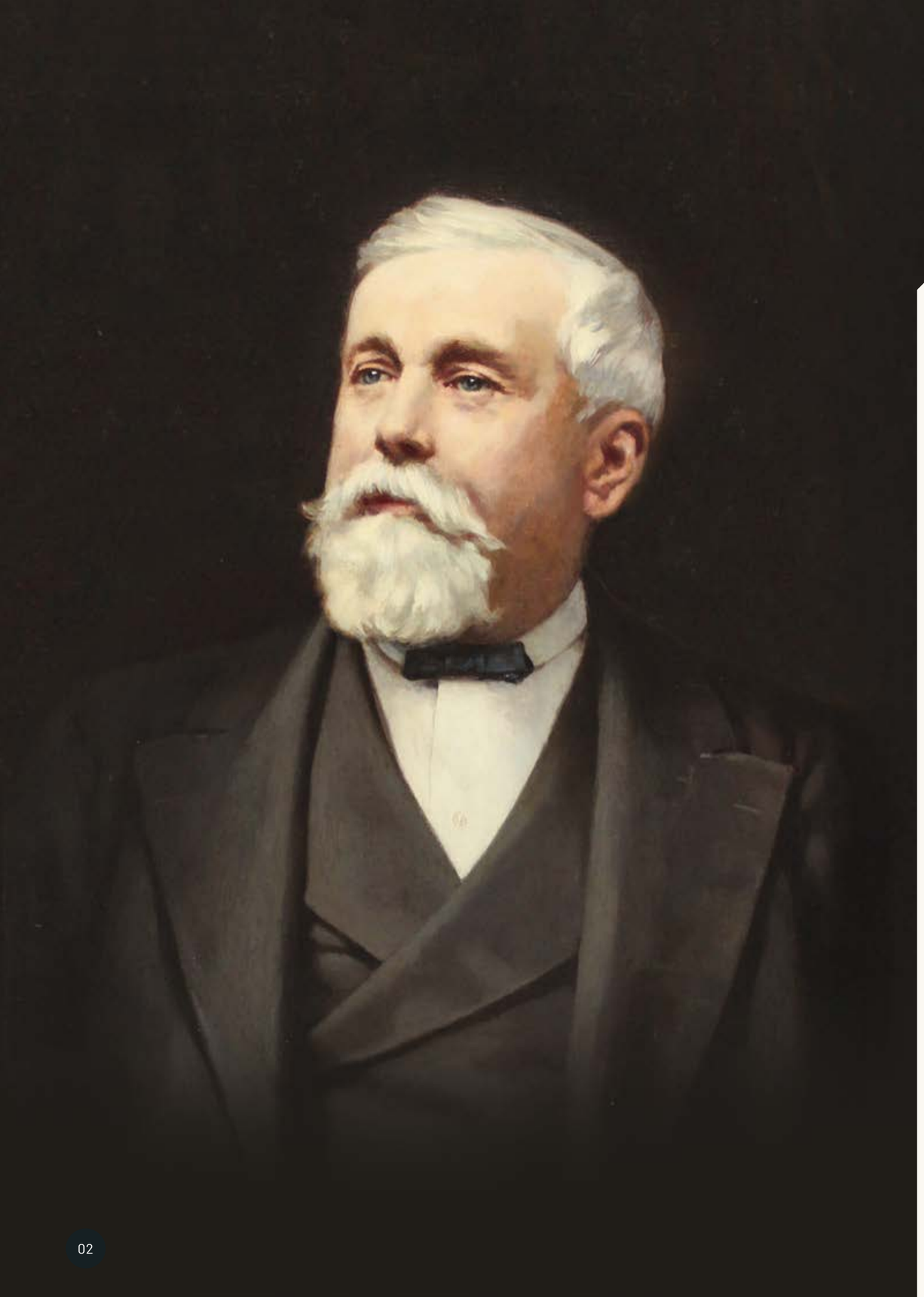
Clarion Housing Group Making a Difference Report

2025/26

Our annual report of environmental, social and governance (ESG) performance and impact



We are Clarion Housing Group

Who we are and what we do

Clarion Housing Group is one of the UK's biggest housing associations – and a business with a powerful social purpose.

We provide homes for 360,000 people, but we do more than that. We build strong communities by listening to our residents and supporting them. We provide work and training for thousands of people every year, we build skills and help residents reach their potential, and we invest in community programmes to help neighbourhoods thrive.

Last year we celebrated our 125th anniversary with a radical vision for the future: a new social contract for housing to tackle the big challenges for our communities head-on. Our Five New Giants of Opportunity report sets a bold agenda based on connection, resilience, sufficiency, trust and health. These priorities now shape our work.

Our 4,000-strong team goes above and beyond to provide homes residents can be proud of, and to support strong communities for those who need them most.

We don't just provide homes – we work to change lives for the better.

2025/26 highlights

£453m
invested in our existing homes through planned and reactive maintenance

Over 80%
of existing homes EPC C or above

1,466
new homes built, with 80% for affordable tenures

97%
of new builds completed are fossil fuel free

33.6%
average Biodiversity Net Gain uplift on sites gaining planning permission this year

5,818
residents supported with one-to-one money guidance and energy advice

Stabilised **867** tenancies

Supported **1,287**
people into work including **452** into green jobs

£155.9m
delivered in social value* across the Group – £125.2m through the work of our charitable foundation, Clarion Futures

*Social value is calculated using the HACT (Housing Associations' Charitable Trust) UK Social Value Bank (version 6 in 2025/26) and the UK Built Environment Bank.

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We report against the Sustainability Reporting Standard for Social Housing (SRS), which covers 44 environmental, social, and governance (ESG) criteria. The SRS is used by more than 130 housing providers and major investors. Our SRS data book, which aligns with the latest version of the standard (SRS v2.1), can be found on page 90.

Foreword from Clare Miller, Group Chief Executive

Clarion's 125th anniversary was an important moment for us. It was an opportunity to reflect on the social purpose that has guided our organisation since 1900, but also to look honestly at the challenges facing our residents and the responsibility we carry into the future.

We are doing this at a time when there is growing debate about how society responds to some of the biggest challenges of our age, including climate change, economic insecurity and widening health inequalities. Political priorities may change and approaches may differ, but our responsibility to support our residents to face these challenges remains constant. As a long-term owner and steward of homes, places and charitable resources, we must make decisions that will stand the test of time.

Many of our residents will live in their homes for decades to come, and we cannot ignore the realities they are already facing – from the rising cost of living and extreme weather to changing patterns of work, health and community life. Investing in resilience, sustainability and strong communities is not about responding to the issue of the day; it is about protecting our homes, supporting our residents and ensuring that future generations inherit places where they can thrive. While we are proud of the progress we have made, we know that not every resident will yet see these ambitions reflected in their experience. Closing that gap remains one of our most important responsibilities.

In 2025/26 Clarion generated a record £155.9m in social value. For the first time, our social value figures include our development arm, Latimer, through the creation of new homes, employment opportunities and healthy, sustainable communities.

We have committed to generating £3bn in social value by 2050. Our £15.9m investment in 2025/26, which included community investment, financial grants and hardship funding, reflects our belief that continued support for people and communities will create social value far greater than the amount invested.

A tenfold return on investment is an encouraging measure of progress, but numbers are not enough. What matters is whether residents experience tangible improvements in their daily lives: finding secure work, managing financial pressures, living in warmer homes and feeling healthier and more connected to the places where they live.

Last year we reaffirmed our core social commitment with our Five New Giants of Opportunity report. We brought together cutting-edge thinkers to consider the challenges facing our society in the future and how these may impact our residents and our work.

Inspired by the 1942 Beveridge Report, which drew the roadmap for post-war society by facing the toughest challenges head-on, the Five New Giants report looks ahead and is helping us evolve and adapt the services we deliver.

The future is increasingly uncertain. We face an unprecedented combination of changes – climate change, technological disruption, demographic change and global conflicts on a scale not seen for many years. This is already impacting most on the people who have the least.

We are placing the Five New Giants of Opportunity at the centre of our thinking. We are focusing even more closely on five priorities for our communities: connection, resilience, sufficiency, trust, and health. Our work already prioritises strong communities. Over the past year we have invested in affordable, sustainable housing, improving community connections, reducing fuel poverty, supporting residents into employment, and strengthening resident engagement.

Housing is critical health infrastructure. This means investing in homes and neighbourhoods that make lives better in every way. We are accelerating our retrofit programme to future-proof homes and improve energy efficiency. We are working in partnership to tackle fuel poverty, connect people to jobs and skills, and support entire neighbourhoods to thrive. We are listening better and designing services with residents, not for them.

An example of how high we are aiming is one of our most exciting new developments to date, the Tendring and Colchester Borders Garden Community. We've submitted the planning application for a place that will bring together all our ambitions for an excellent quality of life.

The Garden Community will provide 7,750 homes, supported by schools, healthcare, green space, and jobs. Half the site will be open space. A minimum of 30% of homes will be affordable. It will promote wellbeing, economic growth regenerative design and long-term stewardship.

Housing is the foundation for everything we value in our communities, but no development, programme or organisation can deliver lasting change alone. It requires collaboration across housing, health, climate, technology, government and communities.

Partnerships remain central to how we create positive change. We collaborate with residents, community organisations, local, regional and national government, health and employment services, businesses and our supply chain. We need those relationships to challenge us, improve our decisions and help us understand where a different approach may be needed.

Our work is underpinned by robust, sustainable finance, transparency, and an inclusive work culture. These foundations enable us to invest responsibly, respond to changing needs and remain focused on the long-term interest of our residents.

There is no doubt that the future is challenging, but I am confident in Clarion's ability to make a positive contribution to it. We have much more to do, and I look forward to another year that will no doubt be filled with collaboration, determination and partnership.

Clare Miller
Group Chief Executive

Making a Difference – Our 2050 Horizon

While the political and economic landscape around sustainabilty continues to evolve, our responsibility as a long-term owner of homes remains unchanged. Our residents often live in our homes for decades so we cannot be driven by short-term shifts in policy or priorities.

Climate change is already affecting the communities we serve, so we are making sensible, efficient, long-term investment decisions that protect our residents and extend the life of our homes for generations to come.

Our commitment to becoming a net zero carbon organisation by 2050 remains unchanged, underpinned by a significant long-term investment programme.

Over the past year, we have taken an important step forward by publishing our Climate Transition Plan, setting out a clear and deliverable pathway to achieving our ambitions.

This plan translates our commitment into action, with defined milestones, governance, and a structured approach to reducing emissions across our homes and operations.

As we move from planning into delivery, we are embedding sustainability across all areas of our business, taking a collaborative and strategic approach to maximise environmental and social impact.

Recovering Nature

Energy and Carbon

We need to move towards renewable energy as fast as possible and in doing so reduce our carbon emissions to net zero

Resources and Materials

We need to use less and reuse more within a circular economy

Biodiversity and Nature

We need to implement biodiversity strategies to enhance and protect our natural environment

Restoring Social Equality

Social Value

We need to eliminate fuel poverty and deliver positive social impact through everything we do

Wellbeing and Placemaking

We need to build and manage places that improve the physical and mental health of our residents

Climate Resilience

We need to ensure our developments and communities are protected from the future risks of climate change

Rethinking Business

Disclosure and Sustainable Finance

We need to openly compare ourselves to other businesses and ensure we lead the way in transparent and honest communication of achievements and challenges

Equity, Diversity and Inclusion

We need to celebrate the richness of our diversity and reflect the communities we serve

Ethics and Procurement

We need to uphold the highest standards across every aspect of the business

Recovering Nature

Climate change is increasingly part of everyday lives, from storms and flooding to extreme heat, challenging the way we live. Equipping ourselves to deal with this new, unpredictable reality is an urgent challenge. We have a clear plan. We will become a net zero organisation, reduce the demands we make on resources, and work to support nature to mitigate climate impact.

This is how we will support our residents over the long-term – by making positive contributions, mitigating climate impact and working with nature to create places that are genuinely sustainable.

Our Environmental focus areas and strategic, long-term targets:

- **Energy and Carbon** – net zero carbon
- **Resources and Materials** – reduce resource use intensity in line with a circular economy
- **Biodiversity and Nature** – enable the recovery of nature

Energy and Carbon

Long-term target: net zero carbon.

Climate change presents risks for everyone, but its greatest impact will be on those with the least resources. We are investing hundreds of millions of pounds to transform our homes by making them as energy efficient and affordable as possible to run, to ensure they are resilient to the changes that are already happening. This is how we will support our residents over the long-term – by making positive contributions, mitigating climate impact and working with nature to create places that are genuinely sustainable.

Progress in 2025/26

Climate Transition Plan

In May 2025 we became the first housing association to publish a Climate Transition Plan. We developed our plan to set out a clear and credible pathway to achieving net zero emissions, in response to regulatory expectations, investor scrutiny and the growing urgency of the climate crisis. Through the plan, we have committed to reduce the environmental impact of our homes and operations, while helping to protect our residents from rising energy costs and climate-related risks.

We developed the plan using detailed analysis of our housing stock and emissions baseline, supported by scenario modelling to identify the most effective decarbonisation measures. We engaged internal stakeholders and external experts throughout the process to ensure the plan is practical, deliverable and aligned with both sector best practice and national policy.

This report is our first progress update since the publication of our Climate Transition Plan, showing how we've begun turning our commitments into action.

Since publication, we have made good progress in embedding the plan and delivering early action. We have continued our retrofit programmes to improve the energy performance of existing homes, invested in low-carbon heating solutions and strengthened our approach to new developments to ensure they align with our net zero ambitions through our updated Sustainable Development Roadmap 2025-2030.

However, since the publication of our Climate Transition Plan we have already seen the arrival of the Government's Minimum Energy Efficiency Standards (MEES) regulations which will fundamentally alter our retrofit profile over the next 25 years. This will mean a remodelling of our retrofit work over the coming years and any updated publication of our plan will take this into account.

Our emissions

This is our fifth-year reporting on our complete carbon inventory, across all relevant Greenhouse Gas Protocol (GHG) Scopes and Categories (Figure 1) and each year we are working to improve accuracy, robustness and quality of our data to inform our future approach.

To reflect this work, in our largest emissions category – our existing homes (Scope 3, Category 13) – we now have a more refined view of properties for which we are directly responsible for the emissions and have subsequently re-baselined our entire footprint for previous years to reflect this and provide an accurate year-on-year comparison. Building on this increased accuracy, we have also seen reductions in this area through continued retrofit work, and due to a reduced carbon factor applied to electricity than in previous years, showing the national progress to decarbonise our electricity grid.

Our second largest source of emissions – the embodied carbon from new developments, and emissions from purchased goods and services (Scope 3, Category 1) – have seen an increase in total emissions by c.10%. This increase, despite lower development output, was primarily driven by the use of more accurate procurement-based emissions factors and a change in reporting methodology from scheme completions to unit handovers, which has brought legacy schemes into the current reporting period. We have however now introduced our new 2030 minimum standards released in our recent Latimer Sustainable Development Roadmap which will drive down embodied carbon emissions alongside a growth in the number of new affordable homes delivered.

Our emissions from heating the new homes we have built (Scope 3, Category 11) continues to drop as we pushed towards our 2025 100% fossil fuel free target, delivering 97% of new homes as fossil fuel free in the last financial year, way ahead of the Future Homes Standard. We know there is a re-baselining needed of this data, as official carbon conversion factors previously held gas and electricity at very similar levels, whereas electricity is now understandably much more preferable carbon-wise due to a decarbonised grid. In 2026-27 we will be undertaking a complete re-baselining of this data which will truly show the impact of our work to deliver fossil fuel free new homes.

Across our direct, Scope 1 and 2, emissions – from the electricity, gas and fuel we directly procure – we saw a reduction of over 8% in the last financial year due to a number of initiatives to replace gas systems from our workplaces, which eliminated the burning of 260,000 kWh of gas, as well as having a warmer winter which resulted in reduced gas usage for our heat networks.

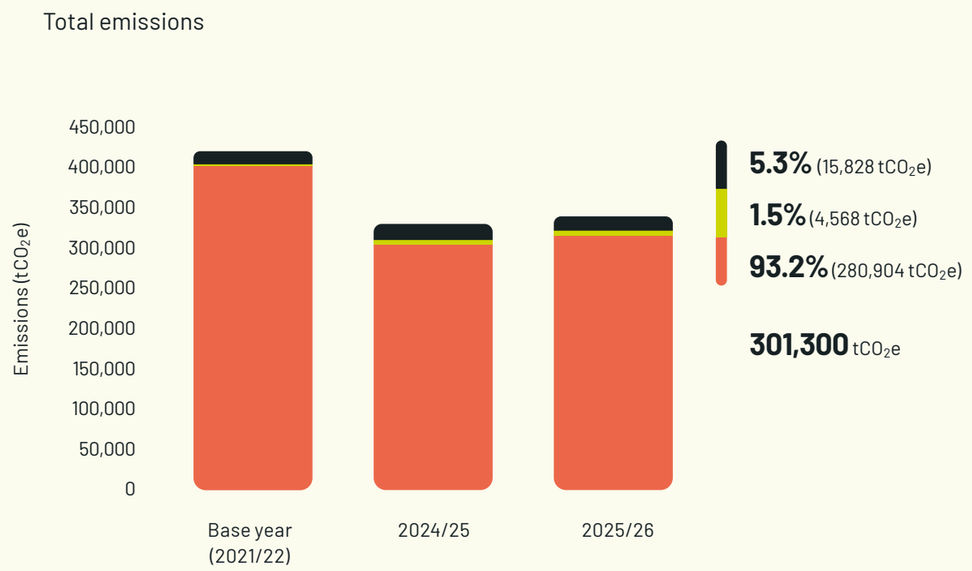
Considering the above, over the past financial year we have seen a small increase of c.8,500 tCO_2e (c.3%) against the previous year, mainly due to the increase in embodied carbon emissions. We are due to undertake data re-baselining work in the coming financial year, and if we had completed this during this financial year, we would see have seen effectively no growth in emissions despite a growth in our delivery, demonstrating that our embodied carbon targets, fossil fuel free new homes and our retrofit programme, can deliver emission reductions with increased activity.

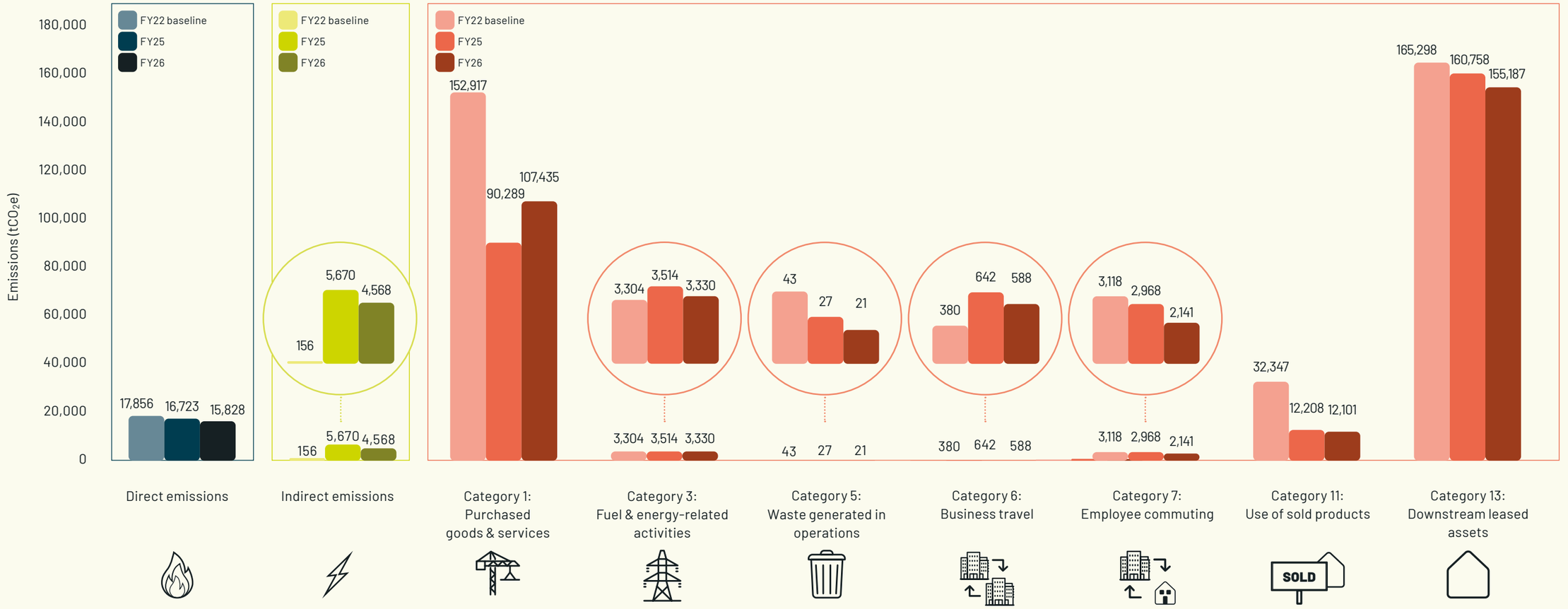
Figure 1: Our emissions

Scope 1 Direct emissions from burning fuel for energy at our workplaces, communal heating in our residential blocks, and in our vehicle fleet

Scope 2 Indirect emissions from purchased electricity at our workplaces, in the communal areas of our residential blocks, and for our electric vehicles

Scope 3 Indirect emissions from throughout our value chain. There are 15 Scope 3 categories in total, though we only report emissions for categories which are relevant to Clarion, for example, the emissions associated with building new homes (within Category 1), and energy used within our existing homes (Category 13)





Operational carbon from our homes

We completed delivery of our Social Housing Decarbonisation Fund Wave 2.1 project in 2026 – a three-year energy efficiency programme improving 600 properties. The project delivered investment across the country, installing improvements from external wall insulation to new windows, air source heat pumps and solar panels.

During 2025/26 we spent a total of over £26m improving the energy efficiency of our homes. This investment is estimated to have reduced carbon emissions by close to 4,000 tonnes and will save our residents an approximate £1.3m in their energy bills (Figure 2). This ongoing work is reflected in the Energy Performance Certificates (EPC) of our homes. Of the ~96,000 homes where Clarion is responsible for energy efficiency, 80.3% are rated EPC C or above (Figure 3) and our new-build homes maintained strong energy efficiency performance, with over 93% rated EPC A or B (Figure 4).

We have now begun our Warm Homes Social Housing Fund Wave 3 project, which will deliver a range of energy efficiency measures across the country until 2029, upgrading 1,800 properties. The most prevalent measure will be the installation of solar PV panels, a cost-effective way to reduce our residents' electricity bills. Solar installations are now much more affordable, costing less than fabric retrofit measures, so are a particularly good investment.

While these programmes demonstrate the progress that can be achieved through government funding, our experience from Wave 2.1 and the early stages of Wave 3 has also highlighted the significant challenges involved in delivering retrofit at scale. Mobilising supply chains, maintaining resident engagement, managing programme costs and securing sufficient funding all remain complex issues across the sector.

We recognise that achieving our long-term decarbonisation ambitions will require us to learn from the challenges encountered in previous programmes, continue improving the way we deliver projects, and explore innovative financing solutions that can unlock further investment. The evidence from our own programmes shows that many of the barriers identified by the sector remain unresolved, and there are no simple answers. However, these lessons are helping to shape our approach as we work towards delivering warmer, more efficient homes for residents.

Resilient homes for a changing future

The Government is finalising the framework for the Minimum Energy Efficiency Standards (MEES), which will require social landlords to meet new performance metrics related to fabric efficiency, low carbon heating and smart electricity installations. We are in the process of assessing this new framework and considering whether we need to redirect our investment plans over the coming years to comply with MEES targets for 2030 and 2039, whilst keeping our net zero plans on track.

As hotter summers and extreme heat are becoming more frequent, we are increasingly dealing with the challenge of properties overheating. Excess heat hazards are included in Phase 2 of Awaab's Law, and we are working across the organisation to understand the risks, improve our data and develop practical solutions that help keep residents safe and comfortable in their homes.

Figure 2: Energy efficiency measures* and investment** for 2025/26

Measure	Number of installations	Carbon savings (kgCO2e)	Estimated bill savings for residents	Investment
Air Source Heat Pump	157	361,100	£188,400	£2,280,406
Boiler upgrade	2,715	2,715,000	£814,500	£10,185,943
Cavity wall insulation	155	100,750	£37,200	£1,066,985
Doors	1,040	41,600	£8,861	£2,258,587
External wall insulation	113	101,700	£37,290	£2,905,522
HHR storage heaters	16	11,200	£8,000	£118,210
Loft insulation	304	182,400	£69,920	£579,434
Solar PV	16	16,000	£8,800	£111,042
Ventilation	202	-	£0	£339,580
Windows	854	324,520	£119,560	£6,413,583
TOTAL	**5,572**	**3,854,270**	**£1,292,531**	**£26,259,292**

*The numbers of installations reported here relate to works on individual homes throughout the year, and do not include works to homes that are part of multi-year projects

**Excluding spend on enabling works

Figure 3: EPC ratings for existing homes

	EPC A	EPC B	EPC C	EPC D	EPC E or below
2023/24	0.2%	8.4%	66.0%	24%	1.4%
2024/25	0.2%	9.6%	66.5%	22.2%	1.5%
2025/26*	0.6%	11.4%	68.3%	18.7%	0.9%

*This year, our EPC dataset has been refined to more accurately reflect the housing stock for which Clarion has responsibility for energy efficiency performance. Previous reporting including the full housing portfolio.

Figure 4: EPC ratings for new homes* over the last year including S106

	EPC A	EPC B	EPC C	Average SAP Rating
2023/24	2.4%	93.9%	3.7%	84.2
2024/25	1.2%	68.6%	30.1%	81.2
2025/26	7.3%	86.4%	6.5%	84

*Figures here differ from shown in the SRS data book criterion C2, as C2 excludes built for sale units

Case Study
Primrose Crescent

The Primrose Crescent project in Norwich delivered a comprehensive programme of planned upgrades to 36 homes between April 2025 and April 2026.

Originally built in the 1930s, the estate is predominantly solid-wall homes with longstanding issues of damp, mould and poor energy performance. Using a blend of Warm Homes Funding (previously Social Housing Decarbonisation Fund) and Clarion investment, the programme upgraded 30 homes to EPC C rating, with additional works across six properties.

Interventions included external wall insulation, new roofs, upgraded windows and doors, improved ventilation systems, and enhanced loft and internal insulation. The project overcame significant technical and operational challenges, including complex extensions, asbestos, access restrictions, and contractor changes. Innovative design adaptations ensured delivery while improving fire safety and long-term asset performance.

Outcomes have been significant. Homes are warmer, more energy efficient, and free from persistent damp and condensation issues. Residents report improved living conditions, reduced energy use, and greater pride in their community. The scheme shows how targeted energy-efficiency investment can deliver environmental and social benefits on a large scale.

Upfront and embodied carbon

As we move away from gas boilers, the in-use carbon emissions from the homes we build are down. This means emissions from manufacture, transport and construction activities are now a significant proportion of a home's lifetime emissions.

Our development arm, Latimer, has updated the targets in its Sustainable Development Roadmap for emissions from new homes. By 2030 we aim to reduce upfront embodied carbon to no more than 350 $kgCO_2/m^2$ for low rise housing and 700 $kgCO_2/m^2$ for high rise apartments. We have also set the UK Net Zero Carbon Building Standard limits for upfront embodied carbon as a stretch target.

To accompany these targets, we have produced an embodied carbon toolkit to support project teams in making key decisions early in the design process.

This year, our upfront embodied carbon performance is averaging at 538 $kgCO_2$ e/m^2, demonstrating consistent improvement since 2022/23.

Sustainability engagement

Engaging colleagues is central to embedding sustainability across our organisation. During the year, we continued to build sustainability capability through a mandatory training, targeted learning pathways, and awareness-led engagement campaigns.

To establish a consistent baseline of understanding, all colleagues are required to complete a sustainability e-learning module, covering our sustainability strategy, priority impact areas, and individual responsibilities.

Recognising the need to move beyond awareness into action, we introduced a bespoke Carbon Literacy course in February 2025. Over 250 colleagues have attended the full day of training with participants spanning multiple business areas, helping to build a distributed network of informed sustainability advocates.

Case Study
Updating our fleet

We are in the process of electrifying our fleet with 8% of our current vehicles already electric. Over the coming year we plan to increase this to a total of 100 vans. To enable this, we are looking at how we can help staff to charge at home, upgrade to superfast charging in workplaces, and share charging networks with other businesses.

We are also looking at more sustainable transport options for our Estates teams, including an e-bike and cargo bike trial in South London.

Case Study
Decarbonising our offices

We continue work to cut carbon emissions from our offices, by implementing a range of measures to reduce energy use. This year we have replaced gas boilers with electric systems on nine sites. Our voltage optimisation trials show electricity use can be cut by an average of 5%, so we're installing the technology at a second site in the coming year and considering a rollout to all the workplaces we own.

We also cut energy use in all our workplaces this year through measures including – installing LED lighting, passive infrared sensors, daylight harvesting and better heating controls, and providing new staff with the training they need to make the most of them.

Our approach to resident engagement on retrofit

Over the last year, we have gone beyond traditional consultation by co-creating our approach to retrofitting with residents – working closely with them to make sure their experiences shape decisions. Our Bromley 'Resident Advisory Group' has directly helped us improve design, communications and delivery, improving clarity, sequencing and trust.

Co-designed initiatives, including a demonstration home with low-carbon solutions, have helped bring retrofitting to life for residents. This approach fosters transparency, empowers residents, and creates practical ways to help deliver sustainable, scalable retrofit.

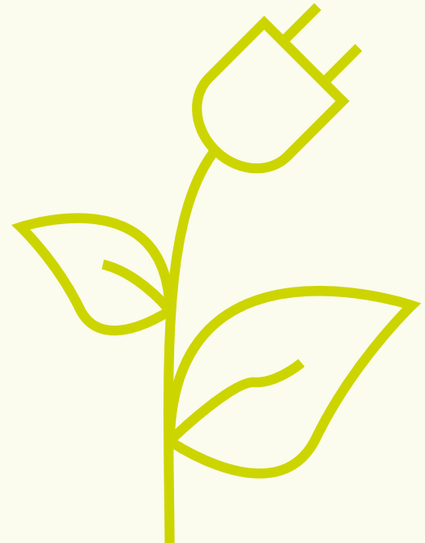
Resident testimonials

'I couldn't have imagined a better atmosphere, because everybody listens to each other, you feel valued for your opinion and your personality'
– Resident Advisory Group member

'The people who work for Clarion are good at explaining things to you and the people they bring in to talk to you are quite beneficial'
– Resident Advisory Group member

Priorities for 2026/27

- Realigning our 'Sustainable homes retrofit strategy' to the new MEES, which will be shaped by the introduction of the new Homes Energy Model and EPC reform.
- Delivering on our solar programme to bring renewable energy to residents in Bromley.
- Completing our Green Community Home, helping residents learn more about the benefits of retrofit and energy efficiency upgrades for their homes.



Resources and Materials

Long-term target: reduce resource use intensity, in line with a circular economy.

Cutting our resource use helps everyone – giving us better value for money, protecting the climate and our residents. We are aiming to enable a circular economy, building our resource efficiency, and cutting waste, while working to ensure residents benefit from homes that cost less to live in.

Progress in 2025/26

Improving waste and recycling across existing homes

Across existing estates we've been exploring ways to improve our waste management and support more circular practices. During the year, we completed a waste review with an external consultant to assess internal waste management, void waste and identify opportunities to enhance waste and recycling facilities for residents.

The findings have informed a trial of improved waste and recycling facilities in north London. The scheme was designed this year and will be delivered in 26/27, helping residents to recycle more easily and reducing waste across our neighbourhoods.

Sustainable materials

We monitor responsible sourcing certification of timber products in new build homes – whether a product holds a Forest Stewardship Council (FSC), or Programme for the Endorsement of Forest Certificate (PEFC) for responsible forestry management. This year we again reached our target of 100% certified timber across our new builds. We are investigating certification schemes for other products, but this is proving more challenging.

We continue to look for opportunities to maximise the reuse of materials in our regeneration projects such as Clare House, Bow (see case study on page 28).

Case Study

Clare House: assessment and reuse of materials

The Clare House redevelopment in Bow demonstrates a strong commitment to resource efficiency through a carefully considered approach to demolition and rebuild.

A detailed feasibility study assessed refurbishment and retrofit options, concluding that redevelopment would deliver longer-term sustainability, modern standards, and improved energy performance for residents.

To minimise waste, a pre-demolition audit identified opportunities to retain value from existing materials, including crushing concrete into reusable aggregate and repurposing paving slabs for local community use. This circular approach reduces material demand, diverts waste from landfill, and supports local reuse, ensuring the project maximises resource efficiency while creating durable, future-ready homes for residents.

Getting rid of waste

The amount of construction waste on our new build developments has reduced significantly over the last year, from 10.2 tonnes/100 m^2 in 2024/25 down to 6.8 tonnes/100 m^2 in 2025/26. Our Sustainable Development Roadmap sets a target for continued reduction in construction waste by at least 5% each year.

Of the waste created, 99.7% was diverted from landfill to reuse, recovery or energy from waste plants – an improvement on 2024/25, when we diverted 98.8%.

Saving water

We have a minimum standard for water efficiency in new homes of 105 litres per person per day (lpppd), which is the optional level in Part G of the Building Regulations. Due to old projects which started before this target came into effect, we have not met this level of performance this year. The average across all new homes for 2025/26 was 110.6 lpppd.

We have developed a research project on one of our smaller regeneration sites to explore routes to reduce water consumption in homes. St. George's Court in Kent will have homes split into three different specifications: one third with the current standard set of water fittings; one third with an enhanced fitting specification; and the final third with a water flow control device, which promises to reduce water consumption across the whole home.

Once these homes have been built, they will be monitored, and residents surveyed to understand the impacts of the different solutions.

Priorities for 2026/27

- Use lessons from Clare House to identify further ways to bring circular economy practices into our new projects.
- Identify ways to pilot emerging ideas and technologies from William Sutton Prize winners (see case study on page 30) on our projects.
- Bring forward our pilot project to trial powerful water-saving devices in new homes.

Case Study
William Sutton Prize for Sustainability

At an awards event in September sponsored by The Wiggett Group, the winners of the sixth William Sutton Prize were revealed, selected for their potential to advance social good in affordable housing.

Winners took home a share of £125,000 in funding – an increased prize pot to mark Clarion's 125th anniversary – with shortlisted applicants bidding for a grant of up to £50,000 for the sustainability category.

Three winners were selected for The William Sutton Prize for Sustainability, as follows:

- AdaptiveHeat by Eyesea Green Limited, which tackles the challenge of decarbonising heating in heritage and hard-to-retrofit homes, where conventional methods fall short. Using a mix of low-temperature air source heat pumps, infrared ceiling panels, and an AI-powered control system, it heats only occupied spaces in real time, cutting energy use by over 40% while improving comfort.
- ReHarvest Board by AgriCycle Innovation Ltd, which converts agricultural waste into lightweight insulation panels with up to 80% less embodied carbon than traditional materials. Made using low-energy, non-toxic methods, it diverts waste from landfill, cuts emissions, and lowers building energy use, supporting sustainable, affordable homes.
- Retrofit Automation Tool by Bioregional, which aims to accelerate retrofit planning by turning complex, messy datasets into clear decarbonisation pathways based on real-world performance. Using geographic property data and smart meter insights, it delivers in weeks what normally takes 6-12 months, helping housing associations act faster, cut carbon, and improve both domestic and non-domestic properties.

In addition to funding, the winners receive a tailored package of business support and the chance to collaborate with Clarion and sector-leading experts to make their ideas reality.

Tashiv Ramsander, Director of Eyesea Green Limited, said:

"Winning The William Sutton Prize recognises the crosspollination of ideas between sectors, from jet engines to homes, and my hope is that it will help bring energy efficient innovation into the built environment for the benefit of humanity."

Biodiversity and Nature

Long-term target: enable the recovery of nature.

We don't just look after homes – we look after natural landscapes that are a crucial part of our communities, and our world. Biodiversity is threatened in the places where our residents live, including by climate change, pollution, and changes to land use. So, we are investing in nature, upskilling colleagues and improving our green spaces.

Progress in 2025/26

Designing and managing our sites

During the year, we continued to embed nature recovery across our existing homes and communities. As part of this, we met our 'Nature recovery strategy' target to improve up to five sites per year across our estates with at least 10% biodiversity net gain.

Across our estates, we scaled up our activities working across more sites than ever in all five of Clarion's regions. We formed multi-disciplinary teams from estate services, Clarion Futures, housing and sustainability to engage residents in co-designing and planting green spaces, delivering biodiversity and wellbeing improvements.

We engaged colleagues internally through our 'Nature network', launched this year to provide a platform to engage on all aspects of nature, both in day-to-day roles and outside of work. The 'Nature network' meets quarterly and provides a space to present best practice internally, from the wider sector and beyond. There has been significant uptake, with 70 members from a multitude of roles and teams, underpinning our work to boost nature across the wider business.

We are continuing to test and refine our nature recovery aligned grounds maintenance specification, understanding its feasibility and applicability across our regions with several pilot projects underway.

Nature Recovery sites in Clarion communities 2025/26

Nature Recovery sites in Clarion communities 2024/25

Planned Nature Recovery sites in Clarion communities 2026/27

New developments going beyond 10% BNG with planning approval granted in 2025/26

New developments going beyond 10% BNG with planning approval granted in 2024/25

Case Study

A new community garden in Brighton

Lynchet Close in Brighton, East Sussex, had a dated and underused play area, although there was clear evidence of strong community engagement, including resident-led planting initiatives previously funded by Clarion Futures. The project aimed to revitalise the space, creating a more welcoming, inclusive, and environmentally rich area for residents to enjoy.

We worked collaboratively with our local grounds maintenance contractor, focused on upgrading the play area with new informal, natural play equipment, alongside introducing community growing spaces and a range of new planting to enhance the landscape. All improvements were delivered in line with our 'Nature recovery strategy', using guidance from the 'Design and implementation guide for existing homes'. A biodiversity assessment was undertaken to identify opportunities for ecological enhancement and inform the design approach.

Resident involvement was central throughout. Through door-to-door engagement and in-person consultation, as well as an online survey, residents shared their priorities and ideas, helping to shape the final design. This collaborative approach ensured the space reflects local needs while strengthening community ownership.

The result is a revitalised, multifunctional green space which supports play, wellbeing, and biodiversity and includes space for food growing.

"It has been wonderful to see Lynchet Close transformed into a greener, more welcoming space. The improvements have given people somewhere pleasant to spend time, helped bring neighbours together, and created a real sense of pride in the community."
– Jo-seph, Clarion resident

Nature in new build – our landscape design brief

The new build sites that received planning permission this year achieved an average of 33.6% biodiversity net gain (BNG) exceeding our target for projects to achieve at least 20% BNG.

To help our teams understand options for improving biodiversity during the design process, we have just released our updated 'Landscape design brief'. The brief has been fully refreshed to include guidance on all aspects of biodiversity in landscaping, including planting guidance and technical standards for interventions such as green roofs.

We are also a signatory to the 'Future Homes Hub's Homes for Nature' initiative, which encourages the installation of bird bricks and hedgehog highways.

Priorities for 2026/27

- Finalise our refined best practice grounds maintenance specification and roll it out across at least one region.
- Develop a standardised approach to measuring wellbeing improvements from nature recovery activities across existing estates.
- Monitor new build performance on BNG and develop robust handover procedures to ensure biodiversity provisions are protected after construction.
- Expand the 'Design and implementation guide for existing homes' to incorporate blue spaces, including sustainable urban drainage systems.

Case Study

Sustainable plant nursery supporting greener estates and skills development

Clarion secured £66,700 from the Veolia Environmental Trust to transform a former garage site in Bow, London into a sustainable plant nursery that will support greener estate management across our London portfolio. The nursery will act as a central plant production hub for estate improvements, enabling plants to be grown locally and at the right time for each site.

Designed to reduce environmental impact, the nursery will reuse cuttings and seeds from existing Clarion estates, use captured rainwater for irrigation and grow plants in soil rather than imported compost. This approach helps cut waste, reduce transport-related emissions and encourage a circular, low-carbon approach to maintaining green spaces.

Residents and apprentices will also benefit from hands-on training opportunities, volunteering programmes, building practical skills, confidence and pathways into employment in grounds maintenance and green careers.

By providing a shared space for learning and collaboration, the nursery will also help strengthen community connection and resident involvement in shaping local environments.

The project is an example of what we are doing to meet the ambitions set out in Clarion's new Five New Giants of Opportunity report. By giving residents, apprentices and volunteers a shared space to grow plants, learn new skills and work together to improve their neighbourhoods, the nursery will strengthen community ties and support a more sustainable, self-sufficient approach to estate management.

Restoring Social Equality

Our social purpose has been at the heart of our mission since 1900. The provision of affordable, high-quality social housing is our greatest contribution to social equity, providing people with the stable foundation they need to thrive. Through our homes and services, we support residents, identify and tackle threats to equality, and help build the communities of the future set out in our Five New Giants of Opportunity report – characterised by connection, resilience, sufficiency, trust and health.

Our Social focus areas and strategic, long-term targets:

- **Social Value** – eliminate fuel poverty and generate over £3bn in social value
- **Wellbeing and Placemaking** – create healthy places that improve resident wellbeing
- **Climate Resilience** – all communities resilient to future physical climate risks

Social Value

Long-term target: eliminate fuel poverty and generate over £3bn in social value.

As the UK's largest social housing provider, we have an unparalleled opportunity to help our residents. We invested £15.9m in our communities this year, providing support ranging from community investment to financial grants and hardship funding. Supporting our residents generated a record £155.9m in social value, repaying our investment many times over.

Progress in 2025/26

Alleviating fuel poverty

The growing cost of energy continues to be a major issue for our residents, many of whom were already struggling to cope with the increased cost of living. We are looking at long-term solutions, alongside the help we already provide to households finding it difficult to heat their homes and stay warm.

One such solution is the 'Responsive Retrofit' scheme we started piloting in late 2023. It focuses on combining advice on saving on energy bills with the installation of simple energy efficiency measures, such as radiator reflectors, to make an immediate impact in helping households feel warmer in their homes.

This can bridge the gap before major retrofit works can be carried out. During the year, our 'Responsive Retrofit' programme continued to provide targeted support, with a focus on improving the energy efficiency of homes and helping those experiencing fuel poverty to stay warm and manage energy costs. Through the programme, 159 in-home energy assessments were completed, alongside the provision of 98 energy efficient small appliances. Looking ahead, we remain committed to supporting residents living in fuel poverty and are exploring options to adapt the offer, with a renewed focus on practical fuel poverty advice and measures that promote energy efficiency, reduce household energy bills and improve overall home comfort.

We are also working closely with National Energy Action (NEA) to review and refresh our fuel poverty strategy, ensuring it reflects the latest evidence, best practice and evolving needs of the communities we serve. This collaboration will strengthen our approach, helping us target support more effectively and deliver greater impact for vulnerable households.

We have also launched a new partnership with Lightning Reach to make it easier for our residents to find financial assistance. They offer a free, easy-to-use online portal that quickly and securely connects users to funding from various sources and matches them to relevant free support based on their circumstances.

In the last year, 1,468 residents used the Lightning Reach portal. A total of 903 people accessed more than £101,000 in support, helping to improve their financial situation and provide breathing space to tackle the underlying issues.

Generating social value for people and neighbourhoods

We work with local community partners to improve local sports provision, contributing to wellbeing and increasing participation among under-represented groups. As part of this, we teamed up with Merton Council to award more than £100,000 in funding to 19 organisations through their 'Borough of sport grant fund', providing free and low-cost physical activities to residents.

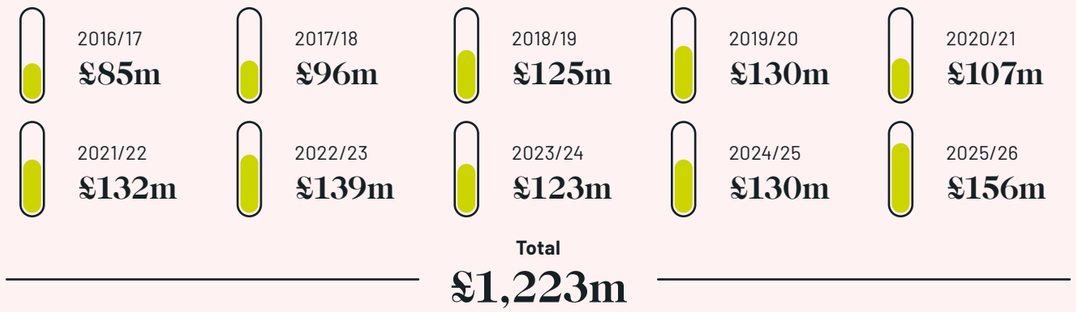
During the past year, the £15.9m invested in supporting residents and communities generated a return of £125.2m in economic, social and environmental benefits. When combined with the social value generated across the rest of the organisation, this brings the total to a record £155.9m for the year (Figure 5). This means that Clarion Housing Group has generated more than £1.2bn in social value in the past decade.

The impact we make is complemented by our supply chain partners, including companies such as Equans, United Infrastructure and WPS, who commit to delivering social value as part of their agreement to work with us. This results in even greater benefits for residents and communities, including through employment and training opportunities, renovating community centres and landscaping green spaces.

In 2025/26, Clarion Futures:

- Supported **1,287** people into work, including placing 160 people into apprenticeships.
- Supported **5,818** residents with one-to-one money guidance and energy advice.
- Awarded **1,994** grants, including vouchers for food and energy to households experiencing severe hardship.
- Worked with partners to help people improve their digital skills, delivering a total of **10,200** digital support interventions.
- Supported residents to deliver more than **£2.9m** worth of volunteering time.
- Improved **12,883m²** of community land and buildings.
- Awarded **£706,670** in grants to organisations supporting Clarion residents and communities.

Figure 5: Total social value created since 2016 year-on-year



*Social value is calculated using the HACT (Housing Associations' Charitable Trust) UK Social Value Bank (version 6 in 2025/26) and the UK Built Environment Bank.

Pathways into work

We take a number of approaches to help residents into jobs or training.

The push towards net zero – and the jobs that come with it – is a big opportunity, and we are building on our Green Skills Employment Pathway to help our residents tap into this new labour market. We held several events during the year to showcase opportunities for careers in areas such as domestic energy and retrofit assessment, and supported 452 people into green jobs.

We have continued to run two pilots under the community-led JobsPlus scheme, coordinated by the Learning and Work Institute and Communities that Work, and funded by the Department for Work and Pensions. These pilots, based in Penge and Borehamwood, offer a comprehensive support package for people seeking work, including a £400 'into work bonus' for those who find and sustain employment.

This year, we met more residents, building trust, understanding their needs, and encouraging engagement both at the JobsPlus hubs and within the wider community. Our approach recognises that confidence, housing stability, financial inclusion and health often comes before employment.

And we have delivered real impact. Across both sites, 80 residents engaged with the programme:

- 36% achieved job outcomes
- 22% were young people aged 16–24
- 23 residents sustained employment for more than two months.

More than 20 local partners are now actively involved. The programme delivered 15 engagement events supported by eight Community Champions, who extend our reach into networks that professionals cannot easily access.

Funding has been secured for the third year of the programme, enabling us to double engagement levels while maintaining a minimum job outcome rate of 30%. We will also expand financial support available to residents entering work and help remove barriers to employment.

Our award-winning Active Inclusion programme sets out to help people with multiple needs to become job-ready. It does this through bespoke support packages addressing challenges such as mental health and wellbeing issues, physical disabilities, or lack of digital literacy and functional skills. One of the residents who benefited from this support in 2025/26 said:

"I just wanted to say thank you for all your help and support over the last few months. You've really helped me stay focused and positive during a time when I was feeling very lost. The weekly check-ins gave me structure and helped me stay accountable. I'm really enjoying my new role and I feel like I'm finally moving in the right direction. Thank you for believing in me." – Harrison, resident

It is not just about accessing training and employment. We also support our residents to start their own businesses through our Enterprising Futures programme, which launched this year with 123 residents referred to take part. The programme helps people achieve their entrepreneurial aspirations by providing courses and mentoring to help refine business ideas, build a business plan, and apply for grants or funding.

With youth unemployment on the rise, we have revamped our youth offer and launched a new programme called Empowering Futures for people aged 16-30 living in our homes and communities. Designed to help young people grow, gain confidence and take their next steps in life – whether that is aiming for a job, training, education or just figuring out what is next – this tailored employability support programme aims to empower people to overcome barriers and successfully transition towards employment.

In addition, over the past year, we have delivered significant support to young people who are not in education, employment or training (NEET) in Essex and Suffolk, combining education, employability and construction focused pathways. In Essex, £50,000 funding from Essex County Council's 'Year of Opportunity' programme has enabled support for NEET young people to achieve GCSE-equivalent qualifications in maths and English. To date, 51 learners are on the programme and 15 have already achieved qualifications.

Across Essex and Suffolk, 117 NEET young people have engaged in construction-related programmes since April 2025, with 16 progressing into construction-related further education, and 36 moving into construction jobs. Employment outcomes span a range of skilled roles, including heating and ventilation trainees, roofing and cladding operatives, bricklayers, groundworkers, solar panel installers and trainee carpenters, alongside general labourer roles.

We are also delivering a targeted construction and green skills initiative that supports NEET young people in Essex, delivered in partnership with Tendring District Council and based at the Sunspot training hub in Jaywick. The programme provides hands-on training in environmentally friendly roofing systems, including solar PV installation, alongside exposure to modern construction techniques such as drone inspection. To date, 20 young people have engaged, gaining Construction Skills accreditation and progressing into employment. A further five are completing Level 2 English and Maths and plan to progress into construction apprenticeships. The project is helping to prepare residents to access sustainable careers linked to future development opportunities in the region – particularly at the Tendring Colchester Borders Garden Community that is being delivered by our development arm, Latimer.

A voice for residents and communities

We continue to work closely with 'Communities that Work', a national membership organisation in England focused on improving employment and skills outcomes for people in social housing, to lobby the government on welfare reform and employment, and making the case for positive and supportive change.

We are also part of the Housing, Growth and Green Jobs Alliance, which brings together leaders from the social housing, net zero homes and employment sectors, to work with government and policymakers to better align housing delivery, climate goals and workforce development. The Alliance focuses on addressing the growing skills and labour gap that threatens the delivery of net zero housing by improving coordination across government departments and linking social housing providers with the education, skills and employment system.

Priorities for 2026/27

- Strengthen targeted support for residents facing ongoing cost of living pressures, focusing on those most at risk of financial hardship.
- Review Clarion Futures' strategic objectives and operating model to ensure they align with our new Resident Strategy and the Five New Giants of Opportunity report.
- Seek new opportunities to expand our reach and impact by securing external funding through competitive bids and strategic partnerships.

Case Study

William Sutton Prize for Connected Communities

Two projects were named winners of The William Sutton Prize for Connected Communities, developed in partnership with the Helen Hamlyn Centre for Design at the Royal College of Art.

Neya AI Super-Neighbour for Connected Thriving Neighbourhoods, developed by NeighbourlyLab and Neya, is an AI-powered 'super-neighbour' that connects residents, answers questions, and links them to local events, services, and each other.

Rob Chapman, CEO of Neya, said:

"Winning The William Sutton Prize is a powerful moment of validation, not just for our work, but for the belief that communities thrive when people are better connected to each other. The communities we serve are asking for something quieter, kinder, and more constructive than today's social media platforms. They want a way to belong, to contribute, and to feel connected. Our hope is that this Prize will give us the support and visibility we need to grow Neya responsibly, reach more people, and ensure that our technology is rooted in community need. It also tells the communities we're working with that their needs matter. That means the world to us."

Sustainable London by Motivez is a programme that empowers under-represented young social housing residents aged 14-16 to become environmental innovators and future leaders in science, technology, engineering and maths.

Treasure Oyelade, Director and Head of Operations at Motivez, said:

"My hope is that winning The William Sutton Prize will be a catalyst for Motivez to expand beyond London, scaling sustainable youth-led solutions across England through Clarion's reach – something we've dreamed of, but haven't yet had the means to achieve."

In addition to funding, the winners also receive business support, and the chance to collaborate with Clarion and sector-leading experts to turn their bright ideas into reality.

Case Study

William Sutton Prize scholarships

As part of Clarion's 125th anniversary celebrations, we launched a new William Sutton Prize scholarship programme.

Delivered in partnership with the London Neighbourhood Scholarship Trust and financial education specialists Blackbullion, with one of the scholarships sponsored by architects Allford Hall Monaghan Morris, the initiative aims to increase diversity in architecture and sustainability. It does this by supporting students from low-income households and social housing backgrounds throughout their degree studies.

Six young people were chosen for these scholarships, four of whom are social housing residents. They will study at institutions including the University of Oxford, The Bartlett Faculty of the Built Environment at UCL and Ravensbourne University London, and will benefit from access to mentoring, work placements and employability support.

Case Study

Giving devices a second life to bridge the digital divide

Residents face barriers to getting online, including skills gaps and low confidence as well as a lack of access and funds for equipment and connectivity. To tackle digital exclusion, we have been giving a second life to laptops formerly used by staff.

We fully refurbish and quality-check laptops, making them ready for everyday use. Then we distribute them to residents already engaged with our support services. This helps people stay connected with friends and family, access essential services, such as healthcare, benefits, and online banking, and boost their skills with the tools needed for digital learning and personal development – all completely free of charge.

Case Study

Supporting residents into green jobs and fulfilling careers

A Clarion resident in Wisbech was supported to move from insecure, low-paid work into sustainable employment.

After experiencing significant personal and financial challenges, including underemployment, caring responsibilities and low confidence, Cristina was referred to one of Clarion Futures' employment advisers, who provided her with guidance to rebuild her confidence, refresh her CV and prepare for interviews.

Cristina was supported to apply for a Resident Liaison Officer role with one of our partners, Equans. The role offered secure, full-time employment, opportunities for progression and work that aligned with her skills and academic background. As a Resident Liaison Officer, Cristina now acts as a key link between residents and contractor teams during refurbishment and retrofit works, using her ability to speak five languages to build trust, manage concerns and support effective delivery on Clarion estates.

This case study highlights how our Jobs and Training offer goes beyond moving residents into work, by focusing on quality employment, progression and long-term stability. By working closely with supply chain partners and identifying appropriate roles within housing and construction, Clarion is helping residents overcome barriers, such as childcare responsibilities, low confidence and underemployment, while strengthening local delivery with a workforce that reflects and understands the communities it serves.

Cristina said:

"Finding a job isn't just about earning money but finding something that works around your life and gives you and your own children a future. As a single parent, I desired a role that would fit around my responsibilities, provide me with room to grow and allow me to work at my full academic potential.

"The support I received from Clarion Futures was amazing and they realised what I'm capable of and helped me build the confidence to go for something better. Now I've got a job I'm really proud of, with solid growth in my career path and stability for me and my family. I'd encourage anyone out there to consider a career in housing as it's so rewarding."

Wellbeing and Placemaking

Long-term target: Create healthy places that improve resident wellbeing.

We build places, not just homes. Our communities must be sustainable, and that involves offering a quality of place that matches our ambitions for our residents. That is why we invest in wellbeing and placemaking, working to understand what our residents need. We support initiatives to strengthen local pride and identity. We are also proactive in protecting residents and prioritising safety.

Progress in 2025/26

Delivering one-to-one social prescribing and financial resilience support

Providing safe and secure homes is about more than maintaining properties. It means recognising when residents are facing complex challenges, understanding the underlying issues affecting their lives and delivering the personalised support needed to help them overcome difficulties and thrive. We believe that successful tenancy sustainment is not only about resolving immediate crises but also about building residents' confidence, capability and resilience so they can maintain their independence in the future.

Our Sustainment, Welfare Benefits and Wellbeing Service provides tailored support to residents facing complex issues, including financial hardship, poor physical or mental health, social isolation, hoarding and safeguarding concerns. Delivered through five regional teams, the service combines tenancy sustainment, welfare benefits advice, social prescribing and partnership working to address the root causes of housing instability.

In 2025/26 the service has:

- Supported more than 1,200 active cases each month
- Received 2,649 new referrals
- Helped stabilise 867 tenancies at risk of failure

The team secured £1.5 million in additional income for residents through specialist benefits advice and financial inclusion support. By helping residents access charity grants, claim the benefits they are entitled to, and benefit from a range of Clarion-led initiatives, the service has enabled households to maximise their income, alleviate financial hardship, and sustain their tenancies through improved management of rent arrears.

Alongside financial support, the service helps residents improve their wellbeing and build stronger community connections. Through social prescribing, residents are linked to local groups, activities, volunteering opportunities and specialist services that reduce loneliness, improve confidence and strengthen support networks. In the first quarter alone, 94% of residents who completed wellbeing assessments reported an improvement in their wellbeing, while 160 referrals were made to specialist and community-based services.

The impact can be life changing. One resident successfully challenged an incorrect housing benefit decision with support from the team, securing more than £4,600 in backdated payments, clearing rent arrears and avoiding eviction. Another vulnerable resident was able to return safely to her home after her home was deemed unsafe due to hoarding levels – she sustained her tenancy following coordinated support from multiple agencies, with Clarion working with her every step.

By providing early intervention, specialist advice and personalised support, the service helps prevent homelessness, improve wellbeing and strengthen financial resilience, enabling residents to maintain stable homes and build brighter futures.

Supporting people to live safely and independently

Having a safe home is often the foundation for rebuilding lives, but some people need additional support to overcome significant challenges and achieve lasting independence. We are committed to providing specialist housing and tailored support that helps vulnerable people stay safe, develop confidence and skills, and take positive steps towards a more stable and independent future.

Our domestic abuse services offer safe accommodation and tailored support for survivors of abuse. This includes 11 refuges for women and their families and one specialist refuge for male survivors and their children – a vital service given the limited provision available for men experiencing domestic abuse in the UK. Alongside refuge accommodation, we deliver community-based support through Independent Domestic Violence Advisors and outreach services for people at high and medium risk of harm.

In 2025/26, our domestic abuse services:

- Provided refuge accommodation for 184 people
- Supported 92 people to move on to safe, independent homes
- Helped more than 1,700 survivors access specialist support

We also support young people aged 16–24 through our supported housing services, providing a safe and stable home while helping them access education, employment and training opportunities. The service also helps young people develop the confidence, resilience and practical skills needed to live independently. In 2025/26, we supported 149 young people on their journey towards a brighter future.

Our specialist women's recovery service, Amy's Place, is delivered in partnership with the Amy Winehouse Foundation. Since opening in 2016, the service has provided a safe, supportive environment for more than 100 women recovering from addiction, helping them build stable and independent lives.

Alongside our directly managed services, we work with a network of specialist organisations through our Agency and Partnerships portfolio. These partners provide tailored support to Clarion residents with a wide range of needs, including people with learning and physical disabilities, survivors of domestic abuse, and those experiencing mental health challenges.

Today, Clarion works in partnership with 29 specialist providers across 72 properties, delivering housing management and support services to residents. We are continuing to grow these partnerships so that more vulnerable residents can access the support they need to live safely, independently and well. By working together, we can provide high-quality services and achieve better outcomes for residents.

Case Study

Building a safe and independent future

When one resident approached our service, a gay man fleeing domestic abuse from his traveller family and community, he was experiencing the impact of significant trauma and coercion. As same sex relationships were not accepted within his culture, he feared for his life and felt he had no option but to seek help. He became the first male resident in our new refuge.

He arrived extremely distressed, fearful, and mistrustful, with significant mental health challenges. Adjusting to communal living and managing his own space was initially very difficult for him, but with consistent support and reassurance, he gradually began to feel safer, more confident, and able to express his identity without judgement.

Due to the severity of his trauma and mental health needs, building trust took time and the resident lived in the refuge for 10 months. Working at his own pace, our team developed a personalised support plan focused on helping him feel safe, build confidence and develop the skills needed for independent living. We supported him to access benefits and healthcare services, manage important communications, improve his financial wellbeing and learn practical life skills such as budgeting and maintaining a home.

With support from Tenancy Support Officers, the resident successfully secured his own home. He now manages household responsibilities, including budgeting, bill payments, cooking, and cleaning.

Since leaving the refuge, the resident ends every phone call and in person visit by saying, "Thanks for saving my life," and it is evident that he genuinely means it.

Placing a premium on wellbeing

Promoting the wellbeing of our residents is front and centre in our work. Our work is informed by the research we undertake into residents' needs. This helps to ensure we are delivering services that matter to residents and making a positive difference to their lives.

Every year, we run a detailed survey of 2,000 of our residents to gauge how they are feeling and understand the challenges they face. Called the Clarion Index, this research shows that despite ongoing pressures, there are tentative signs that some residents are beginning to regain financial stability. The proportion of households in a financially precarious position has fallen to 50% from 58% last year, while fewer residents reported struggling with food and energy costs.

We have continued to go to the aid of residents struggling to make ends meet, working with thousands of households to help them manage their money, as well as providing more than 1,900 grants or vouchers for food and energy to help households in severe hardship. We also stepped in to support hundreds of residents struggling to pay their rent, for example by helping people apply for hardship grants and benefits.

The proportion of working-age residents in employment has increased to 56%, up from 50% last year, marking the first improvement since the pandemic. However, working-age unemployment stands at 15% – three times the national average – with almost one in five working-age residents not working due to illness or disability.

Loneliness continues to affect key groups, with 15% of residents experiencing chronic loneliness. Young adults, disabled residents and those not in work are most at risk, while employment and living with others are linked to lower levels of loneliness. In response to this, we have put in place various projects to boost connection and tackle loneliness and isolation. Examples include 'Me in Mind', offering residents access to a 24/7 digital mental health support service used by the NHS, and 'Lend an Ear', our befriending service which matches residents with staff volunteers who make regular phone or video calls to chat.

The Clarion Index also highlights wider improvements in wellbeing and community connection. 84% of residents are satisfied with their neighbourhoods and 86% say they feel they belong where they live. Feelings of safety have improved, rising to 79%, while the proportion of residents volunteering has increased from 12% to 14% after years of decline. 67% of residents say climate change matters to them and 82% said they would be willing to have work done to make their home more energy efficient.

We build resident insight into our work so our plans are grounded in lived experience, ensuring we can make more informed decisions and deliver initiatives that reflect the needs and priorities of our communities.

Findings (including those on digital inclusion and household finances) are extensively used in policy and strategy design and delivery across the Group. Insights from both the Clarion Index and our spin-off research into accessibility issues with disabled residents have helped shape our new Resident Strategy.

This work will help us plan for the long term, ensuring our services evolve with the needs of residents and that our homes and communities are ready for the future.

Key insights from the Clarion Index

84% of residents are satisfied with where they live

86% feel they belong in their neighbourhood

81% think their neighbourhood is somewhere people from different backgrounds get on well

73% regularly talk to their neighbours

85% have easy access to high-quality green spaces near their home

Placemaking

Creating places where people can thrive remains central to our approach to development and neighbourhood management. We know that good placemaking goes beyond the homes themselves. It is about creating connected, resilient communities where people feel safe, supported and able to build fulfilling lives.

The latest findings from the Clarion Index show the importance of this work. While 84% of residents are satisfied with their neighbourhood and 86% feel they belong where they live, loneliness is above the national average, particularly among younger residents, disabled residents and those not in work. Access to high-quality green space has a strong influence on both neighbourhood satisfaction and wellbeing, while feelings of safety and community connection are key to residents' quality of life.

Our placemaking strategy therefore focuses on creating communities that support physical and mental wellbeing, strengthen social connections and provide opportunities for residents to lead healthy, active lives. This includes investing in high-quality public realms, green infrastructure, community facilities and programmes that bring people together.

During the year, we continued to embed these principles across our development pipeline and existing communities. At Dyecoats in Leeds, our plans include a riverside park, new trees and improved connections to make the Kirkstall Road area a healthier, more accessible place to live. At Twyford Abbey in Ealing, the restoration of the historic landscape, including public access to the South Lawn and green spaces, reflects our commitment to creating places rooted in local character and designed around wellbeing. We also submitted the hybrid planning application for the ambitious Tendring Colchester Borders Garden Community, where proposals integrate long-term stewardship, environmental sustainability, and health and wellbeing from the outset to create a thriving new community.

Together, these investments support the creation of neighbourhoods that are healthy, inclusive and resilient, where people can enjoy a high quality of life for generations to come.

Arts, culture and placemaking activity

Clarion Futures has supported a number of arts and culture initiatives designed to strengthen local identity, community pride and participation in underserved areas. The Havering Changing programme secured £1 million from Arts Council England to continue delivering creative and cultural activities in the borough. The programme works with local residents and community groups to increase access to arts participation and strengthen cultural identity in neighbourhoods.

Another Arts Council England award of £420,000, helped support the launch of a new arts and culture programme in Fenland, designed to strengthen community identity and increase

access to creative opportunities. By supporting participation in the arts and creating opportunities for local collaboration, the programme contributes to stronger community cohesion and a greater sense of pride in place.

Building safety and quality

Keeping residents safe in their homes remains one of our most important responsibilities. Across our homes, our building safety teams continue to deliver a programme of inspections, investment and improvement works, helping us manage risk and respond to changing regulations.

During 2025/26, we invested £60 million in building safety works across our homes. This included important safety improvements, such as replacing cladding, installing new fire doors and upgrading fire alarm systems.

Our work is guided by a clear understanding of risk. Over the course of the year, we completed more than 3,400 fire risk assessments, resulting in more than 23,000 safety actions (Figure 6).

We also made further progress with our external wall assessment and remediation programme. All appraisals of external walls on buildings over 11 metres have now been completed, giving us a clear view of buildings that need remediation. In total, 67 buildings have been identified for work. We have now assessed more than 4,200 buildings of all heights and completed remediation or mitigation work on 111 of them.

Resident engagement continues to be central to how we manage building safety. This year, we provided fire safety information to more than 42,000 households, helping residents understand the measures to keep them safe and the role they can play in fire prevention.

We also continued to make progress under the Building Safety Act 2022. During the year, the Building Safety Regulator awarded us Building Assessment Certificates for our high-rise residential buildings, with no refusals to date. This provides important assurance on the way we manage safety in higher-risk buildings.

We shared learning and best practice across the sector through our annual Building Safety Seminar, which brought together colleagues and representatives from social housing, construction and government.

Responding to Awaab's Law has also been an important focus. During the year, we translated the emerging legislation into practical controls, made system changes to support end-to-end case management, trained thousands of colleagues, and rebuilt performance measures to provide sharper oversight and assurance.

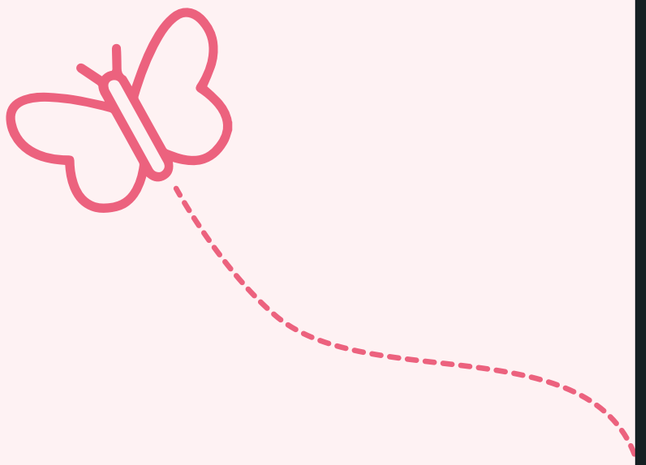
We manage damp and mould risks using an approach aligned with the Housing Health and Safety Rating System, prioritising Category 1 hazards for urgent action and Category 2 hazards for timely intervention. A bespoke Clarion triage tool helps ensure appropriate response times, supported by a dedicated case management team for complex cases and residents who may be more vulnerable.

Residents can report issues through several channels and receive clear written updates. We are also using environmental sensors to identify hidden risks and understand how conditions in homes change through the seasons. Where needed, air purification units can be used to help control mould and improve air quality.

Our approach is both proactive and preventative. We use data to identify higher-risk homes and environmental conditions, helping us intervene before damp and mould can develop. We also keep hazard-related work orders open until underlying root causes have been resolved, reducing the risk of actions falling through gaps.

Figure 6: Building safety and quality performance

Measure	2023/24	2024/25	2025/26
Gas safety % of homes with a gas appliance have an in-date, accredited gas safety check	99.8%	99.9%	99.8%
Fire risk assessment % of buildings have an in-date and compliant Fire Risk Assessment	99.1%	98%	98.2%
National housing quality standard % of homes meet the national housing quality standard	99.0%	99.4%	98.8%



Priorities for 2026/27

- We will embed our approach to health-led placemaking across our new and existing communities, using the Five New Giants of Opportunity report to inform the way we design, manage and invest in places.
- We will apply resident insight to strengthen our approach to healthy places, with a focus on residents most at risk of poor wellbeing, loneliness or exclusion.
- We will continue to enhance our existing neighbourhoods, creating connected, resilient, nature-positive places where residents feel safe, supported and able to thrive.

Case Study

Supporting connection and wellbeing

As part of a shared commitment to help people stay connected, warm and supported all year round, Clarion Futures supports wellbeing spaces across England in partnership with the Rothesay Foundation. We offer free, welcoming places for people of all ages, particularly older generations, to meet others, build confidence and take part in activities that improve wellbeing.

These spaces also provide practical help with issues such as benefits entitlement, energy use and digital skills, with each hosting a varied programme, ranging from gentle movement sessions, bingo and quizzes to hands-on workshops for learning new skills.

It is about so much more than just staying warm – these wellbeing spaces help to tackle loneliness and isolation. People visiting wellbeing spaces can also take home items such as electric blankets, draught excluders and energy-efficient appliances, like air fryers or slow cookers, to help them manage rising costs.

2025 was a record year. We supported more than 50 wellbeing spaces across England, which were visited 65,000 times. Our partnership with the Rothesay Foundation has been extended for a further two years, with £1m of funding to provide at least 55 spaces nationwide.

Case Study

Eastside Health Suite

A new purpose-built medical suite has been completed within the Eastside Youth Centre in Bow, in partnership with Poplar HARCA. This investment strengthens local provision for health, wellbeing and youth support, offering young people and families easier access to early intervention services in a trusted community setting.

Eastside Youth Centre is one of Clarion's 25 community centres across London and has long served as a hub for young people. Poplar HARCA has championed and managed the centre for nearly two decades, working with Clarion Futures to provide opportunities for local people.

Under this partnership, a former storage room has been refurbished to create a modern, fit-for-purpose clinical space. It is now home to Health Spot, a free GP service for residents aged 11-19 run by Spotlight, Poplar HARCA's award-winning youth service.

It will also be used by Compass, provider of the Children and Young People's Health and Wellbeing Service across Tower Hamlets. Their team of nurses and practitioners supports young people aged 5-19 (or up to 25 with special needs), offering early intervention and specialist guidance on a range of issues, including emotional and mental health, sexual health, friendships, relationships and body image, and substance misuse.

Matt Parsonage, Head of Communities at Clarion Futures, said:

"Building thriving neighbourhoods is about more than just bricks and mortar – it's about organisations working together to make a difference for local people, and that's how this project has come about. It's great to see the new health suite open, providing a safe and welcoming space for any young people in Tower Hamlets in need of support."

Babu Bhattacherjee, Chief Communities Officer at Poplar HARCA, noted:

"Health Spot has made a real difference to the health outcomes of young people in Tower Hamlets since it first launched in 2020. Creating more spaces where young people can access advice and specialist support is a real gamechanger. We're delighted to work with Clarion Futures to bring this vision to life."

Case Study

Tendring Colchester Borders Garden Community

The Tendring Colchester Borders Garden Community is one of the most ambitious projects in Latimer's portfolio, and an example of how we are planning new places with people's everyday lives in mind.

Located in North Essex, the development will provide up to 7,750 homes, including 30% affordable housing, alongside schools, employment space, community facilities and the services people need close to home.

The plans, submitted in March 2026, set out three connected neighbourhoods where walking, cycling and public transport are built into the design from the outset. The aim is to make it easier for future residents to get to schools, shops, green spaces and local services without relying on a car for every journey.

As a master developer, Latimer is helping to shape the infrastructure, public spaces, design quality and long-term management of the new community. This reflects our belief that good placemaking is not only about the homes themselves, but about how a place works for the people who live there.

Nature and landscape are central to the plans. More than half of the site will be dedicated to open space, including a new 60-hectare country park. Existing hedgerows will be protected, and around 1,800 new trees will be introduced.

The development is also expected to create more than 6,000 jobs. Proposals include a construction skills centre, designed to help local people access training and employment linked to the delivery of the new community.

Engagement has been part of the process from the outset. Programmes involving hundreds of young people have helped them explore the future of the area and contribute ideas to the emerging plans. This has helped ensure the proposals are informed by people and communities who know the area.

Tendring Colchester Borders Garden Community is a long-term commitment. It shows how we can bring together homes, nature, infrastructure and social value to create a place that supports healthier, more connected and more sustainable ways of living.

Climate Resilience

Long-term target: all communities resilient to future physical climate risks.

We are committed to preparing ourselves and our residents for the impacts of climate change. Homes and communities must be safe and affordable now – but they must also be ready for more extreme weather conditions, including extreme heat, in the years ahead. We are planning ways to keep homes cool in high temperatures and warm when they need to be. We are planning for the impact of climate change on our business, too, so we can continue to support our residents in a changing world.

Progress in 2025/26

Preparing for the future impacts of climate change

We continue to align with the core recommendations of the Taskforce for Climate-Related Financial Disclosures (TCFD), now part of the International Financial Reporting Standards (IFRS) S2, to guide the approach we take strategically to climate-related risks.

Since beginning our work in this area in 2023-24, we have undertaken the following activities, all of which are presented in previous Making a difference reports:

- Created our three climate warming scenarios – below 2°C, between 2°C-3°C and above 3°C – which include physical and societal impacts associated with international climate warming data and projections.
- Assessed physical climate change impacts to our national stock based on these scenarios against eight different climate hazards – sea level rise, river flood, extreme rainfall, wildfire, cold spell, heat stress, water scarcity and windstorm.
- Established our 10 climate-related exposures (CREs) where we are most exposed to climate change impacts and looked at the risks and opportunities they present over the short, medium and long-term.

Over the course of this year, we undertook analysis to a more detailed level, looking at three particular local authority areas with multiple high risks, and where we have large amounts of housing. This review looked at current local authority plans and

strategies for climate resilience, as well as the physical hazards and risks that are most prevalent in these areas. This will in turn allow us to identify what we can do in the coming years to prepare homes and residents to deal with the impact of climate change. As part of this work, we are also implementing a set of over 20 recommendations to embed climate resilience into our organisation.

We have created a new tool to support development teams in identifying climate-related risks early in the land and bidding process, helping to determine whether potential new development sites should proceed through our Development Committee investment process. This will ensure that teams can identify and flag risks early, enabling transparent decisions on whether a bid should progress.

We have been working with Pollard Thomas Edwards Architects and multi-disciplinary consultant AECOM to develop guidance for development design teams on overheating mitigation, as well as producing a more standardised approach to overheating mitigation in apartments. This work includes the review of different window, shading and ventilation options, as well as internal layouts. All options have been modelled using dynamic modelling software, so that the relative impacts of each solution can be presented in a useful way on any project.

Risk management

Over the course of the last year, we have also embedded our 10 CREs into our Group Principal Risk Register, working with the Audit and Risk team to ensure that these considerations are mapped to other principal risks across the business.

This principal risk register is governed and monitored by Clarion's Audit and Risk Committee, which oversees how they are affected by the impacts of climate change. The Sustainability team work with the Audit and Risk team to ensure that the risk register is kept up to date for the purpose of Board reporting and oversight. This includes identifying where actions have been taken against certain CREs to increase our level of resilience. This is an ongoing task as we progress actions against each of our CREs.

The Finance and Sustainability teams have also worked collaboratively to identify how these CREs could impact our finances by applying a number of 'stress tests' to our Long Term Financial Plan.

All these efforts contribute to the continued enhancement of our approach and alignment with the core principles of TCFD and IFRS S2 (Figure 7). We are confident that our work over the past three years has shown direct alignment with these recommendations, and we will continue to improve our knowledge of climate-related risks, improving our readiness for a changing climate.

Priorities for 2026/27

- Embed the recommendations provided by consultant partners to ensure greater levels of climate resilience.
- Incorporate findings from our review work on overheating into designs for new developments, to ensure more of our new homes are fit for the future.
- Continue to advocate for climate resilience measures to be considered within government funding for Warm Homes Plan investment in existing assets.

Figure 7. Progress in aligning our approach to TCFD / IFRS S2 requirement

● in progress ● complete/ planned completion

Climate Resilience disclosure requirement summary			FY24	FY25	FY26
GOVERNANCE	Disclose the organisation's governance around climate-related risks and opportunities	1.1 Describe the board's oversight of climate-related risks and opportunities	●	●	●
		1.2 Describe the management's role in assessing and managing climate-related risks and opportunities	●	●	●
STRATEGY	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	2.1 Describe the climate-related exposures the organisation has identified for over the short, medium, and long term	●	●	
		2.2 Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	●	●	
		2.3 Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios	●	●	
		2.4 Describe how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation	●	●	
RISK MANAGEMENT	Disclose how the organisation identifies, assesses, and manages climate-related risks	3.1 Describe the organisation's processes for identifying and assessing climate-related risks and opportunities	●	●	
		3.2 Describe the process for managing climate-related risks and opportunities	●	●	
		3.3 Describe how processes for identifying, assessing, and managing climate-related risks are integrated into overall risk management risk management	●	●	
METRICS & TARGETS	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	4.1 Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	●	●	
		4.2 Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	●		
		4.3 Disclose the targets used by the organisation to manage climate-related risks and opportunities	●	●	

Rethinking Business

Our social purpose extends to the way we manage our business. We build sustainable, transparent finance, leading the way for the housing sector. Our inclusive workplace culture is the firm foundation for all our work, and we are innovators, seeking new ways to finance urgent challenges such as the retrofitting of our homes, which is central to our mission.

Our Governance focus areas and strategic, long-term targets:

- **Disclosure and Sustainable Finance** – benchmark Clarion as national leaders for performance and disclosure.
- **Equity, Diversity and Inclusion** – reflect the diversity of the communities we serve.
- **Ethics and Procurement** – maintain a supply chain resilient to modern slavery and ethical risks.

Disclosure and Sustainable Finance

Long-term target: benchmark ourselves as national leaders for performance and disclosure.

We use our influence as the UK's largest housing association to encourage transparency by reporting publicly on our environmental, social and governance (ESG) performance, using pioneering reporting frameworks.

Our track record of financial prudence and stability means investors can trust us, while our long history of generating social value makes us a valued delivery partner for government.

Progress in 2025/26

Benchmarks and awards

Independent recognition during the year reflected the progress we are making in embedding sustainability, placemaking and social value across the organisation.

Latimer, our development arm, was named the UK's most sustainable housebuilder after topping the latest NextGeneration Benchmark. Latimer achieved an overall score of 81, up three points higher than the previous year, moving from second to first place. It also received both a Gold Award and the Crystal Award, which recognises the homebuilder with the highest score based on publicly available information.

The achievement reflects sustained improvement over time, with Latimer climbing from ninth to first place in five years. It also demonstrates the breadth of our approach, with Latimer ranked first in communities and placemaking, socio-economic development, the circular economy, and health, safety and environmental management.

Our approach to placemaking was also recognised at the WhatHouse? Awards 2025, where Sherford in Plymouth delivered by Vistry Group and Latimer by Clarion Housing Group, received Silver in the Best Placemaking category.

In Leeds, Latimer and St. George's Crypt won Best Community Initiative at the Housebuilder Awards 2025 for The Kirkstall Road Project. Located on the site of our Dyecoats development, the project provides safe, high-quality temporary accommodation and 24/7 support for people experiencing homelessness, helping residents move on into permanent housing, training and employment.

Recognition also extended to Clarion's wider role as an employer. Clarion Housing Group was named one of the UK and Ireland's Top 50 Inspiring Workplaces and the top non-profit Inspiring Workplace, recognising our inclusive culture and commitment to colleagues. The judges said Clarion 'puts its people at the centre of its social mission to provide homes for those most in need."

Clare Miller, Chief Executive at Clarion Housing Group, said:

"When we support, empower, and include our people in decision making, it has a tangible impact on what matters most - delivering for our residents."

Together, these awards demonstrate the progress being made across Clarion, from building sustainable new homes and creating places where communities can thrive, to supporting colleagues to deliver for our residents.

Sustainable finance

We continue to build on our reputation as a leader in sustainable finance for the sector through the publication of our inaugural Allocation and Impact Report for the first bond issued under our 2024 Sustainable Housing Finance Framework.

The net proceeds raised from the bond were allocated according to the International Capital Markets Association's principles on green, social and sustainable bonds, and the report clearly sets out the positive impact these investments will make. The Allocation and Impact Report, independently verified by DNV Assurance Services, was published in late 2025 and is available on our Group website.

Funding raised under our previous 2019 Sustainable Housing Finance Framework, has been fully allocated and so we will not continue to routinely report the 'sustainable safety buffer' on an annual basis.

We have maintained a balanced mix of ESG-labelled and non-ESG-labelled debt during the year, while continuing to prioritise explicit ESG labelling wherever possible. During the year, we refinanced £100 million of bank facilities, creating the opportunity to introduce a clear sustainability linkage with our bank in the coming months.

Including these facilities and loans, our sustainable finance portfolio now stands at £1.7 billion (Figure 8) — the largest of any registered housing provider.

Our ESG credentials and track record in developing sustainable housing and delivering social value makes us a partner of choice for investors seeking more than just a financial return.

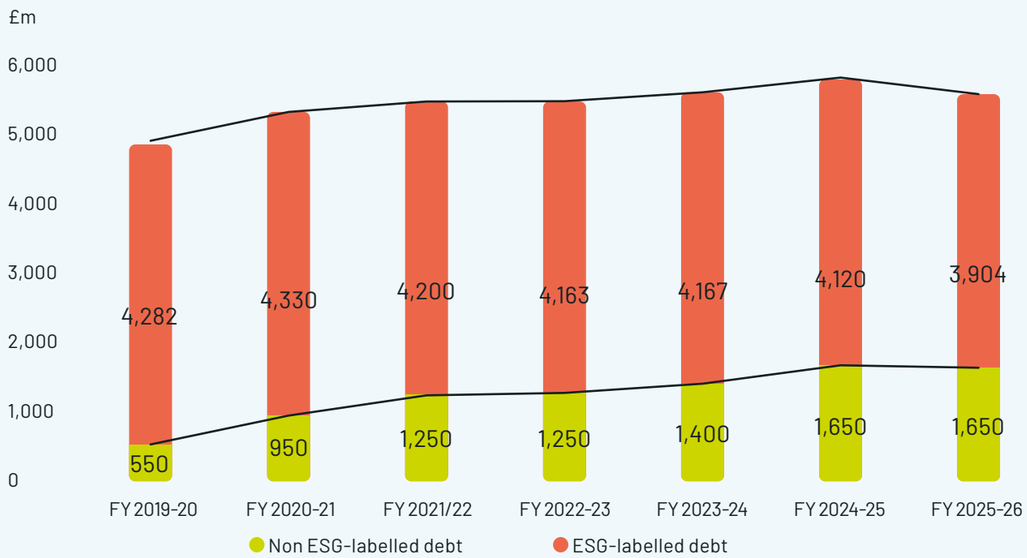
During the year we have been working on developing a new set of ESG key performance indicators to be included in future sustainability-linked financing. Working alongside our business leaders to support the Group's sustainability strategy, will cover areas such as energy efficiency, biodiversity net gain and social impact value.

Clarion maintains strong credit ratings from major agencies, reflecting its robust financial position, liquidity and treasury management.

S&P reaffirmed its A- rating (Stable) in November 2025, Moody's maintained its A3 rating (Stable) in February 2026, and Fitch confirmed its A+ rating in November 2025 despite a Negative Outlook.

Clarion remains one of only three registered providers with an A+ Fitch rating.

Figure 8: Clarion debt split between ESG-labelled/Sustainability-Linked Loan (SLL) debt and non-ESG-labelled/non-SLL debt



Risk management and governance

The strength and quality of our governance is reflected in the highest possible governance grade from the Regulator of Social Housing (RSH), which was reaffirmed in October 2025 following a planned inspection. Our G1 rating means the regulator considers that our "governance arrangements are working effectively in practice to identify and manage financial and non-financial risks, including those that impact most on residents and the organisation." It also reflects our ability to deliver against our purpose and strategic objectives.

We were upgraded from V2 to V1 for Financial Viability and awarded our first Consumer C2 grading, compliant with the RSH's Consumer Standards. We are implementing an improvement plan with the aim of achieving a C1 grade.

We strive to demonstrate best practice in the sector and during the year we complied with the National Housing Federation's (NHF's) Code of Governance 2020 (with the exception of Principle 3.1(4). This states that the roles of Chair of the Board and standing committees are not held by an executive.

Our Group Investment Committee was chaired by Mark Hattersley, Chief Financial Officer, until October 2025. The Board believed his detailed knowledge and experience of the business made him best placed to chair the Committee, which had four non-executive members who provided appropriate independent scrutiny.

From 1 November 2025, the Group Board agreed a new Non-Executive Board member (David Lunts) be appointed as Chair of this Committee, which means Clarion has been fully compliant with the

NHF's Code of Governance 2020 from this date and re-named the Investment Committee the Development Committee.

David replaced Rupert Sebag-Montefiore on the Group Board, bringing decades of experience in housing, regeneration and urban development with senior roles across national, regional and local government, including standing as Executive Director for Housing and Land at the Greater London Authority. He is currently Vice Chair of the Joseph Rowntree Foundation.

The Group Board has overall responsibility for Clarion's systems of governance, risk management and internal control. It defines the Group's risk appetite, setting the level and nature of risk it is willing to accept in delivering its strategy and long-term objectives. The Audit and Risk Committee, acting under delegated authority from the Board, provides detailed oversight of these arrangements and reports regularly to the Board on its work.

Responsibility for risk management is embedded across the organisation, with clear ownership and accountability at all levels. Principal risks are owned at Group Executive level, with operational risks managed within business areas and functions. The principal risk register captures the Group's most significant risks, including sustainability, ESG and climate related risks. These are reviewed regularly by management, the Audit and Risk Committee and the Board to ensure risk exposures are understood and appropriate controls and mitigating actions are in place.

Any conflicts of interests are declared by Board members who may be required to recuse themselves from any relevant discussions or decisions.

We continue to enhance our organisational resilience capability by embedding insights from resilience exercises, implementing recommendations from independent reviews and strengthening our governance and oversight through structured resilience frameworks.

Priorities for 2026/27

- We will continue to work with peers and partners in exploring innovative financial models and solutions that could accelerate the delivery of retrofit without impacting our financial strength.
- We will progress our evaluation of the new FCA regulation of ESG rating providers due to come into effect in 2029 and consider any impacts on the sector.
- We will continue prioritising sustainable finance and will deliver our new ESG, KPIs to bank facilities and loans.

Equity, Diversity and Inclusion

Long-term target: reflect the diversity of the communities we serve.

Our diversity represents who we are as an organisation and our commitment to equity and inclusion is non-negotiable. This is how we get the best from everyone who works with us and how we ensure our residents have the chance to shape our services. We continue to report our gender and ethnicity pay gaps, with both measures remaining strong compared with national benchmarks. We are committed to ensuring our Boards and workforce are representative and to providing equal access to opportunities, enabling everyone to build a rewarding career.

Progress in 2025/26

Resident involvement

Residents have played a key role in shaping services and improving their communities. Through scrutiny, local groups, meetings and consultations, residents have shared their experiences and helped drive real change. More than 1,500 residents took part, helping to ensure decisions reflect what matters most to those living in Clarion Housing homes.

Our residents have worked closely with staff to improve the way complaints are handled. Their feedback has led to clearer letters, a more user-friendly website, and a simple guide that explains how to make a complaint. These changes have made it easier for residents to raise concerns and understand what happens next.

The strength of resident influence was recognised in our most recent regulatory judgement, when the Regulator notes that "Clarion gathers tenants' views through a wide range of methods, and tenants we spoke to felt supported to engage in the opportunities offered to influence and scrutinise strategies, policies and services. We saw evidence of meaningful tenant feedback and scrutiny that influenced a range of customer service improvements, including complaints and changes to the delivery of the ASB service".

Clarion also has a resident involvement group, Complaint Special Project, providing oversight and scrutiny of complaints handling and helping to drive service improvements.

Residents have also helped shape how anti-social behaviour is managed. Their input led to improved staff training, clearer support for people affected by hate crime and the introduction of a risk-based

approach, so that serious cases are dealt with quickly. Practical support, such as safety equipment and clearer information for residents, has also been improved.

Local feedback has led to visible changes in neighbourhoods. This includes improving communal spaces, making estates cleaner and safer, and creating greener spaces for people to enjoy outdoors. In some areas, residents have influenced parking changes, CCTV and community events that help bring people together.

Residents have also had an impact beyond their neighbourhoods. They have joined national panels, taken part in campaigns to challenge stigma in social housing, and contributed to sector-wide discussions, ensuring their voices are heard not only locally but across the housing sector.

Through Clarion Futures, we have also taken part in Young Residents in Partnership, a peer research project led by young residents from Clarion, Hyde and Metropolitan Thames Valley Housing.

The initiative supports young people aged 16-25 to design and carry out research based on their lived experience, strengthening youth voice and leadership within housing associations and across the wider housing sector.

Coordinated by Partnership for Young London, the project has brought young residents together with housing association colleagues to publish a report setting out recommendations for embedding youth voice in housing decision-making.

Together, these initiatives demonstrate the value of residents and staff working in partnership. By listening to residents and acting on their feedback, we are improving services, strengthening communities and ensuring residents play a meaningful role in shaping the decisions that affect them.

Responding and improving

We take complaints from our residents seriously. While we always aim to resolve complaints to our residents' satisfaction as quickly as possible, we also work with the Housing Ombudsman when a case is escalated and acknowledge when our service has fallen short of what residents rightly expect. We remain committed to driving improvements in resident satisfaction and repairs performance (Figure 9).

As recognised by the Regulator of Social Housing at our recent inspection, a focus on addressing complaints fairly, promptly and effectively has led to improvements in the timeliness of our complaints handling and a decrease in the number of severe maladministration cases we receive.

Over the past year, Clarion has made progress in strengthening complaint handling, despite facing a significant rise in demand. Complaint volumes increased by 17% (Figure 10), driven by service pressures, regulatory change and seasonal factors, yet performance improved in key areas. Our acknowledgement of complaints is now consistent, with Stage 2 responses faster and more compliant, and backlogs of long-running cases substantially reduced. Independent scrutiny also shows improvement, with a lower Housing Ombudsman maladministration rate, fewer findings of severe maladministration and no Complaint Handling Failure Orders in 2025/26 (Figure 11).

We remain open about where further improvement is needed. Stage 1 complaints continue to take too long to resolve, escalation rates remain higher than we would like, and resident satisfaction declined slightly during a year marked by delays. These challenges are being addressed through targeted service improvements and the introduction of new processes and systems. Together, these changes aim to improve communication, ownership and timeliness, ensuring complaints are not only resolved more quickly, but used more effectively to improve services for residents.

Figure 9: Resident and repairs satisfaction

		Performance		
Measure	Target	2023/24	2024/25	2025/26
Resident Satisfaction	83.5%	83%	84.7%	85.6%
Repairs Satisfaction	85%	89.9%	90.4%	91.1%

Figure 10: Complaints

	2023/24	2024/25	2025/26
Total complaints	5,750	6,898	8,089
Average time for resolving	24.5 days	18.9 days	24.3 days
Complaints upheld by the Ombudsman	219 (3.8% of complaints)	317 (4.6% of complaints)	566 (7% of complaints)

Figure 11: Maladministration

	2023/24	2024/25	2025/26
Housing Ombudsman Maladministration Rate	66%	60%	56%

Learning from complaints to improve services

The increase in complaints and Ombudsman determinations in 2025/26 (Figure 10) highlights the importance of the improvements currently underway, with complaint insight playing a central role in driving service redesign.

By analysing complaint trends and identifying their root causes, we can focus on the issues that matter most and make lasting changes.

A common theme across complaints is the time it takes to receive a response to a service request. In response, we are redesigning our Contact Centre and Local Service Model to help residents get answers more quickly and improve their overall experience.

We are also developing a new managing agent service to improve support for residents, particularly in relation to service charge queries. Following feedback that our complaints process itself could be frustrating, we introduced a new complaints management model in April 2026 to deliver a more effective and resident-focused service.

Communication remains a key driver of complaints. Working with specialist consultancies, we have identified opportunities to improve communication, particularly for disabled residents. Resident feedback has also shaped the work of a resident-led Service Improvement Group, leading to measurable improvements in how we communicate.

Our ability to analyse complaint trends and identify root causes has been strengthened through improvements to our systems and processes. This insight is also informing our Sustainment and Complaints Enhanced Delivery Pilot, which takes a more person-centred approach to resolving complex cases and rebuilding trust with residents.

Boards and Committees

The Group Board and three Subsidiary Boards, oversee Clarion Housing Association, our development arm Latimer, and our charitable foundation Clarion Futures. Our Board Committees have oversight of specific areas such as audit and risk, remuneration, treasury and development.

Residents are also represented within our governance structure, with our Resident Committee (previously known as the Customer Committee) chaired by Richard Towes, a Clarion resident for more than a decade. Six other residents sat on the Committee in 2025/26, which was set up to review our performance on the services we provide and report to our Housing Association Board. Richard Towes and three residents also sit on the Housing Association Board.

Following surveys and a refresh of the Resident Strategy in March 2026, the Group Board approved an increase in the size of the Committee with the maximum number of resident members going from seven to nine. The Committee has provided invaluable, first-hand resident feedback to enhance Clarion's improvement plan to achieve a C1 grade.

Almost half (48%) of our Board and Committee members are women, and more than one in four (28%) are from ethnic minority backgrounds, which compares favourably to the one in five (19%) of our residents from ethnic minority backgrounds (Figure 12). Similar diversity is evident within the Group Executive Team (Figure 13)..

Figure 12: Clarion Boards and Committees

Measure	
% of the Board that are non-executive directors	83%
% of Board that are women	48% (all Boards and Committees)
% of Board that are from ethnic minority backgrounds	28% (all Boards and Committees)
% of Board that have a disability	7% (all Boards and Committees)
% of Board that are LGBTQIA+	7% (all Boards and Committees)
Average age of Board members	57 years (all Boards and Committees)
Current executive members on Remuneration, Nominations and People Committee	None
Succession plan has been provided to the Board in the last 12 months	Yes
Average length of Board members' service	4 years

Figure 13: Clarion Group Executive Team

Measure	
% of Group Executive Team that are women	62.5%
% of Group Executive Team that are from ethnic minority backgrounds	12.5%
% of Group Executive Team that have a disability	25%

An inclusive culture promoting wellbeing

We promote equity, diversity and inclusion (EDI) across our workforce through a comprehensive and embedded approach to learning, culture, and organisational practice. All colleagues' complete mandatory, annual EDI training, reinforced through a programme of ongoing learning opportunities and awareness events covering topics such as racism (including Islamophobia), microaggressions, mental health and neurodiversity.

This is complemented by role-specific training, for example on LGBTQIA+ experiences of domestic abuse and tailoring services for neurodivergent customers, ensuring EDI principles are applied in day-to-day roles. The organisation actively fosters an open and inclusive culture by encouraging participation in events that celebrate diversity and amplify lived experience, including International Women's Day, Men's Mental Health Awareness, World Hijab Day, Diwali, the International Day of Persons with Disabilities and London Pride.

This commitment is further strengthened through recognised accreditations including Disability Confident Leader status, Menopause Friendly Employer and LGBTQIA+ Housing Pledge Pioneer. Aligning our practices to best practice and maximising partnerships and memberships with specialist organisations including the Business Disability Forum, Stonewall Housing, Inclusive Employers and the Housing Diversity Network.

Learning and development design is shaped by feedback from residents and colleagues, ensuring accessibility and inclusion, alongside initiatives such as fully inclusive apprenticeships and the This Is Me campaign, promoting authentic role-modelling. Practical support for all colleagues, including workplace adjustments, assistive equipment and flexible working, is embedded as standard.

Our inclusive culture is reflected in strong employee engagement results, with 96% of respondents recognising our commitment to diversity and inclusion and agreeing that people from all backgrounds are valued and treated with respect. Continuous improvement is demonstrated through recent enhancements to recruitment practices, workplace adjustment policies, the People Strategy and Leaning and Development framework. Colleague Networks (Ability, Gender, LGBTQIA+ and REACH) and peer support groups further provide safe spaces, influence organisational strategy and ensure that diverse voices are heard and represented across the organisation.

Health and wellbeing

Over the past year, we have delivered a comprehensive programme of activity to support colleagues' physical and mental wellbeing. This includes our Wellbeing Matters Hub, which provides accessible guidance and signposting across mental, physical, social and financial health, alongside continued promotion of the Health Assured service, which saw high engagement with 695 calls and 290 counselling sessions. Our Mental Health First Aiders have also provided direct support and signposting, while a programme of expert-led webinars and awareness campaigns has helped to increase understanding and prompt positive action on key health issues.

We have complemented this with practical workplace support, including the launch of our Tailored Adjustments Hub to remove barriers at work, a robust Display Screen Equipment process supporting physical health, and initiatives such as the British Heart Foundation's RevivR campaign to build lifesaving skills.

Strong peer support through colleague networks and groups such as Menopause Matters and MenTalk has further strengthened our wellbeing culture. As a result, engagement and feedback remain very positive, with 90% of colleagues reporting positive wellbeing responses and 95% on safety, demonstrating a clear and meaningful impact on both individuals and the wider organisation.

24% of our employees are from ethnic minority backgrounds

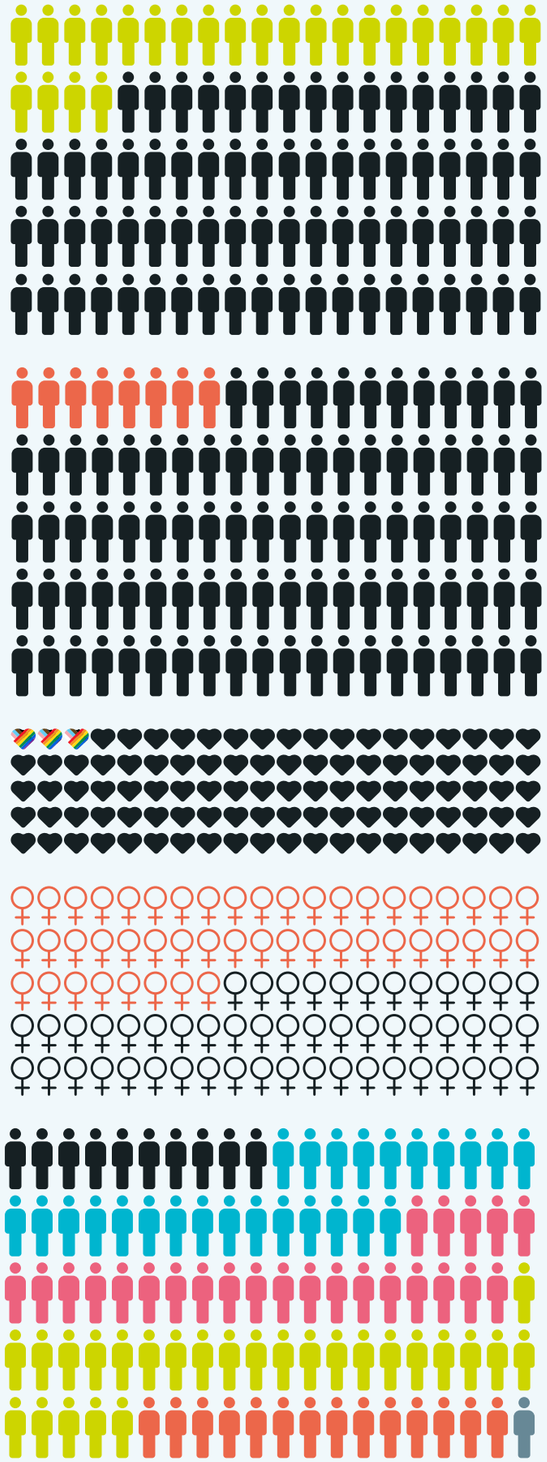
8.2% of our workforce have declared a disability

3.4% of those who disclosed their sexual orientation identified as LGBTQIA+

Women make up **48%** of our workforce, and **62.5%** of the Group Executive Team

The average age of our workforce, not including our Group Executive Team, is **46**

- 15-19: 0.2%
- 20-29: 9.6%
- 30-39: 24.6%
- 40-49: 24.4%
- 50-59: 26.1%
- 60-69: 14.1%
- 70+: 0.9%



Creating lasting careers

We have maintained a broad and flexible approach to supporting professional development across the organisation.

Apprenticeships provide vital career pathways, with approximately 100 colleagues per year gaining a qualification to enhance performance in their role. Leadership and Data apprenticeships are our largest programmes. The majority of colleagues taking part gained distinctions, and both they and their managers have been able to report on tangible improvements in performance, knowledge, skills and behaviours as a result. 10% of those on leadership programmes achieved a promotion during their studies or soon after completion.

We are actively working towards achieving the professionalisation measures set out in the Competence and Conduct Standard. These explain the expected qualification levels, behaviours and ongoing competence expectations for senior housing executives and managers. We have identified around 500 roles to which these expectations apply, and are launching qualification training for 60 colleagues in June with all impacted colleagues to attain competence by October 2029.

Alongside professional development sponsorship and apprenticeships, we have funded external training requested by individual colleagues, where there is a clear business-critical need, to the value of approximately £80,000.

We've also continued to invest in internal learning through Workday, which offers digital, virtual and face-to-face learning opportunities spanning compliance, personal effectiveness and communication skills. We've commissioned a new catalogue of short, modern video content, including on equity, diversity and inclusion-focused subjects. We achieved 90% completion on compliance learning across all 15 mandatory training modules, including equity, diversity and inclusion.

Priorities for 2026/27

- Embedding equity in access to opportunity — making recruitment, progression, development and reward more transparent and inclusive, so all colleagues can access opportunities fairly.
- Building future capability through continuous learning — creating a learning-led organisation with career pathways, enhanced digital capability, career passports, mentoring, and embedded development to meet future workforce and service needs.
- Strengthening leadership and manager capability — developing leaders and managers to help drive inclusion, wellbeing, performance, and culture change through better conversations, coaching, and data-led decision making.

Case Study

Guaranteed apprenticeships for residents who meet essential criteria – bringing in lived experience

We launched a new initiative for residents which would guarantee an interview to those applying for apprenticeships. People are ready to work, but the first steps can be daunting. Our apprenticeship development staff give residents the support they need to access opportunities and the chance of a career.

Before their interviews, applicants are invited to specially designed sessions to help them prepare, focusing on interview confidence, workplace expectations and transferable skills. It provides a supportive environment in which managers can see the person behind the paper application and understand their enthusiasm and potential. Support continues once a resident is employed, to help them settle and thrive.

Clarion has supported more than 500 people into apprenticeships over the past decade. We believe in our residents, and we are investing in them.

Ethics and Procurement

Long-term target: maintain a supply chain resilient to modern slavery and ethical risks.

We take an ethical approach in all areas of our work. A stringent set of policies, procedures and contractual obligations guide our work, and that of the thousands of companies in our supply chain. Ethical considerations are part and parcel of our working relationships and central to our ethos of aiming to do the right thing in all our activities.

Progress in 2025/26

Leading the way

Following the launch of the new Procurement Act, Clarion remains the Cabinet Office's single point of contact for the housing sector, working with Government to ensure the effective rollout of the new legislation.

In addition, we led the creation of regional 'communities of practice' to share understanding and support implementation. This has resulted in the formation of the National Procurement Housing Association, a representative body of housing procurement colleagues, providing community and collaborative opportunities, and career support for colleagues working in the profession.

Adding value

Our approach to promoting social value across our supply chain has two key elements. The first is through our procurement process, with an appropriate percentage of the evaluation score for bidding companies based on their social value commitments. These commitments are evaluated by a panel of our colleagues to ensure they align with our priorities and will make a real difference. The second part of our approach is the implementation of our Social Value Policy, supported by a toolkit that helps guide our work with our suppliers in delivering for our residents and their communities.

In addition to the social value generated through Clarion Futures and Latimer, our efforts to leverage the power of our supply chain generated £400,000 in social value commitment in 2025/26. This achievement was the result of the close working relationships between our suppliers and

procurement teams, united in striving to secure social value from the work of our contractors and supply chain partners.

Supply chain governance

We insist that all prospective partners provide assurances across a range of areas such as waste management, carbon emissions, modern slavery and safeguarding.

Ensuring our supply chain reflects our values is an ongoing process. During the year we have received ESG performance reporting from over 200 of our largest suppliers – around a third of those supply chain partners, we spend more than £200,000 a year on. This reporting will allow us in the coming year to define key supplier metrics that align further to our corporate sustainability strategy.

We also monitor the financial health of our suppliers, using the analysts Dun & Bradstreet to do so, to mitigate against the risk of supply chain partners going out of business.

Modern slavery

We have a zero-tolerance stance on modern slavery, and work with our partners to raise awareness of this issue and the need to be alert to any signs. This includes working together to identify and deal with risks, alongside providing anonymous whistleblowing mechanisms for individuals to raise any concerns.

This is part of mitigating against the risk of modern slavery being present in any part of our operations.

No incidents or breaches of the Modern Slavery Act 2015 were reported among our suppliers or contractors in 2025/26. During the year we continued to maintain visibility of the issue across our organisation.

Priorities for 2026/27

- Implementing an end-to-end approach to social value in procurement.
- Rolling out a contract management training syllabus, including social value management.
- Identifying high risk high spend areas of our supply chain to undertake more detailed deep dives on from a nature and climate-related risk perspective

Case Study

Creating social value through partnership

At Clarion, we believe development should do more than deliver new homes. Through Latimer, our development arm, we want each development to create lasting opportunities for the communities in which those homes are built, while also contributing to national and local priorities on skills, employment, inclusive growth and sustainable communities.

Latimer's Communities and Social Impact Strategy has three themes: investing in future talent, creating vibrant and cohesive communities, and building healthy and sustainable neighbourhoods. Through this approach, Latimer has committed to generating £90m in social value by 2030.

Our partnership with Regeneration Brainery is one example of this strategy in action. The built environment needs a new generation of talent to meet the country's need for more homes and more sustainable communities. By working with Regeneration Brainery, we are helping to open the sector to young people who may not have access to careers in regeneration, development and construction.

The partnership was originally established to support activity linked to our Boddingtons development in Manchester, but it grew during the year to reach young people in Birmingham and Leeds too.

During the year, a total of 129 young people completed Brainery Weeks, compared with an original target of 45, while 32 mentors were involved and 171 volunteer hours were delivered. The programme also supported three work experience placements and 15 career talks and activities across seven events.

The impact of the partnership has been strong in reaching young people from backgrounds that are under-represented in the built environment. Of those who took part, 76% were from under-represented ethnic minority backgrounds, 38% had been eligible for free school meals, 50% had no parental history of higher education, and 90% met at least one measure for widening participation.

This reflects our wider commitment to creating social value through our supply chain, using our relationships with partners to deliver benefits that go beyond the homes we build. By connecting young people with mentors, site visits, career insights and work experience, the partnership is helping to build confidence, widen access to opportunity and support future skills in the sector.

It also supports our long-term approach to placemaking. Young people taking part were introduced not only to construction and development, but also to the role that regeneration can play in creating cohesive communities, healthier neighbourhoods and more sustainable places. We want to build on this model, extending its reach across more regions to create greater impact for young people, communities and our supply chain.

SRS Data Book

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Climate Change	T1	C1	Core	Distribution of EPC ratings of existing homes (those completed before the last financial year).	% of Homes rated A	0.6%		This year, our EPC dataset has been refined to more accurately reflect the housing stock for which Clarion has responsibility for energy efficiency performance. Homes built for sale have hisorically been included in this criterion, but have now been excluded.
					% of Homes rated B	11.4%		
					% of Homes rated C	68.3%		
					% of Homes rated D	18.7%		
					% of Homes rated E or worse	0.9%		
					% of Homes without an EPC rating	0% of homes lack an EPC rating, however 41% of EPC bands have been modelled rather than extracted from an in-date certificate		
			Enhanced	Average SAP rating of existing homes (those completed before the last financial year).	Avg. SAP rating	73.1 (modelled)		
				Energy use intensity [Kwh/m^2/yr] of existing homes.	Avg. kWh/m^2/yr	134.1 (modelled)		
		C2	Core	Distribution of EPC ratings of new homes (those completed in the last financial year).	% of Homes rated A	9.6%		This year, our EPC dataset has been refined to more accurately reflect the housing stock for which Clarion has responsibility for energy efficiency performance. Homes built for sale have hisorically been included in this criterion, but have now been excluded.
					% of Homes rated B	81.2%		
					% of Homes rated C	9.2%		
					% of Homes rated D	0.0%		
					% of Homes rated E or worse	0.0%		
					% of Homes without an EPC rating	0.0%		
			Enhanced	Average SAP rating of new homes (those completed before the last financial year).	Avg. SAP rating	84		
		C3	Core	Does the housing provider have a Net Zero target and strategy?	Yes/No	Yes		
				If so, what is it and when does the housing provider intend to be Net Zero by?	Qualitative response, date	Net Zero Carbon (Scopes 1, 2 and 3) by 2050		
			Enhanced	Is the housing provider's net zero commitment in line with the Science Based Target (SBT) initiative? [Yes/No]	Yes/No	Yes - we do not have a verified SBTi target, but our Net Zero by 2050 target is aligned to the SBTi definition of net zero based on the SBTi Corporate Net Zero Standard		
				Does the housing provider have a costed transition plan? [Yes/No]	Yes/No	Yes		

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Climate Change	T1	C4	Core	What progress has the housing provider achieved in the last 12 months towards its Net Zero targets and strategy? What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock?	Qualitative response	See 'Energy and Carbon' section of this report		
			Enhanced	Number of homes that have been retrofitted in the last financial year[# homes]	# homes	1,585 homes received one or more retrofit interventions (total interventions shown in Figure 2, excluding gas boilers). Within this, 533 homes were considered to have substantial retrofits (received insulation, low carbon heating, solar PV, or a combination of the three).		
				Homes that have been retrofitted in the last financial year as a percentage of the total homes the housing providers needs to retrofit to meet its net zero commitments [%]	%	Clarion is aiming to retrofit ~91,000* homes via installing fossil fuel free heating systems, and/or fabric upgrades, by 2050. Of this total, 1.7% of homes in the past year have received retrofit interventions that fulfil, or part-fulfil these requirements. *The total number of homes requiring retrofit is subject to change in future reporting years with regulatory changes relating to MEESand EPC reform yet to be finalised.		
		C5	Core	Scope 1, Scope 2 and Scope 3 Green House Gas emissions Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home If unable to report emissions data, please state when the housing provider is expected to be able to do so.	Scope 1 (tonnesCO_2e)	15,828		
					Scope 2 (tonnesCO_2e)	4,568		
					Scope 3 (tonnesCO_2e)	280,904		
					Total emissions (tonnesCO_2e)	301,300		Due to changes in reporting for criteria C1 and C2, and the rebaselining of previous year's Scope3 Category 13 emissions (see 'Energy and carbon section), this figure is not directly comparable to prior years
					Total emissions (tonnesCO_2e/home)	3.11		
			Enhanced	Does the housing provider qualify for SECR reporting? [Yes/No]	Yes/No	Yes		
				SECR Intensity Ratio for Total Emissions (Scope 1&2)(tonnesCO_2e/m^2)	tonnesCO_2/m^2 (SfH have informed Clarion that tCO_2e/£m turnover is also an acceptable unit to disclose)	19.98 tonnesCO_2e/£m turnover		
		C6	Core	Has the housing provider mapped and assessed the increased flood risks to its homes caused by climate change in the last 2 years? How is the housing provider mitigating these risks?	Yes/No Qualitative response	Yes. See 'Climate Resilience' section of this report		

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Climate Change	T2	C7	Core	Has the housing provider mapped and assessed the increased water stress risks to its homes caused by climate change in the last 2 years? How is the housing provider mitigating these risks?	Yes/No Qualitative response	Yes. See 'Climate Resilience' section of the report.		
		C8	Core	Has the housing provider mapped and assessed the increased overheating risks to its homes caused by climate change in the last 2 years? How is the housing provider mitigating these risks?	Yes/No Qualitative response	Yes. See 'Climate Resilience' section of the report.		
		C6/7/8	Enhanced	Has the housing provider mapped and assessed any other additional climate risks, such as wildfire or storms, to its homes in the last 2 years? How is the housing provider mitigating these risks? Has the housing provider assessed its climate-related transition risks? How is the housing provider mitigating these risks?	Qualitative response	See 'Climate Resilience' section of the report.		

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Ecology	T2	C9	Core	Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes? If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?	Qualitative response	See 'Biodiversity and Nature' Section of the report.		
			Enhanced	Biodiversity Net Gain (BNG) of developments that have gained planning permission in the past year.	Note from SfH: "There isn't a standardised unit for this yet, so it's fine for you to provide what is easier for you to report on. However I think a mean average would be acceptable, but a weighted average by site area would be preferable."	33.6%		
				Does the housing provider have a Biodiversity Net Gain target for new homes? Does this exceed minimum requirements?	New homes	Yes - 20% average BNG targeted		
		C10	Core	Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy If planning to develop one, when does the housing provider expect it to be established? [Date]	Yes		
					Qualitative	See 'Biodiversity and Nature' section of the report for new build developments. For existing homes, the Clarion website contains information on asbestos and LCDM.		

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Resource Management	T3	C11	Core	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy If planning to develop one, when does the housing provider expect it to be established? [Date]	Yes (Development)		
					Qualitative	See 'Resources and Materials' section of this report		
			Enhanced	% of materials from responsible sources	% materials	100% timber from certified responsible sources (for development)		Previously disclosures for this criteron had included information from S106 iprojects. As Latimer do not have control over the devleopment of these homes, and to ensure consistency with Latimer reporting, this year and movig forward this criterion only incorporates schemes where Latimer have development control
		C12	Core	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy If planning to develop one, when does the housing provider expect it to be established? [Date]	Yes (Development) No, but planning to develop a strategy (Existing homes)		
					Qualitative	See 'Resources and Materials' section of this report		
			Enhanced	% of materials that are recycled and/or diverted from landfill.	% materials	99.7%		Previously disclosures for this criteron had included information from S106 iprojects. As Latimer do not have control over the devleopment of these homes, and to ensure consistency with Latimer reporting, this year and movig forward this criterion only incorporates schemes where Latimer have development control

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Resource Management	T3	C13	Core	Does the housing provider have a strategy for water management? If so, how does the housing provider target and measure performance?	1. Yes 2. No, but planning to develop a strategy 3. No, no plans to develop a strategy If planning to develop one, when does the housing provider expect it to be established? [Date]	Yes (Development) No, but planning to develop a strategy (Existing homes)		
					Qualitative	Development - see 'Resources and Materials' section of this report Existing homes - we have been reviewing opportunities to improve water effieciency and this year, the sustainability team has been collaborating with our Asset Investment teams to work on an improved specification for kitchens and bathrooms which will feature water efficient equipment		
			Enhanced	Average internal water efficiency of completed homes in past year [litres/person/day]. Consumption of metered mains water on sites and site offices [$m^3/100m^2$].	Litres/person/day	110.64		
					$m^3/100m^2$	30.75 (Development sites)		
		C14	Core	How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?	Qualitative response	See 'Ethics and Procurement' section of this report		
			Enhanced	What is the relative weighting of environmental impact considerations in procurement policies?	Weighting	Clarion has a dedicated Sustainable Procurement Policy, interlinked with the standalone 'Sustainability' and 'Procurement' policies which are applied to all procurement contracts. There is no standard weighting for environmental impact as there is for social value, but this is added by the procurement and sustainability teams as appropriate depending on the tender in question		
				How does the housing provider monitor supply chain risks, and what initiatives has the housing provider taken to drive higher sustainability performance across its supply chain?	Qualitative response	See 'Ethics and Procurement' section of this report		

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Affordability and Security	T4	C15	Core: Report against one metric Enhanced: Report against both metrics	For properties that are subject to the rent regulation regime, report against one or both of the following Affordability Metrics: 1) Rent compared to median private rental sector (PRS), rent across the relevant Local Authority 2) Rent compared to the relevant Local Housing Allowance (LHA)	% of PRS rent			
					% of LHA rent	59.1%		
		C16*	Core	Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to: - General needs (social rent) - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	Number of General Needs units	72,625	% of General Needs units	60.3%
					Number of Intermediate Rent units	1,420	% of Intermediate Rent units	1.2%
					Number of Affordable Rent units	15,004	% of Affordable Rent units	12.5%
					Number of Supported Housing units	1230	% of Supported Housing units	1.0%
					Number of Housing for Older People units	6,089	% of Housing for Older People units	5.1%
					Number of Low-cost Home Ownership units	11,159	% of Low-cost Home Ownership units	9.3%
					Number of Care Home units	0	% of Care Home units	0.0%
					Number of Private Rented Sector units	900	% of Private Rented Sector units	0.7%
					Number of Other units	11,982	% of Other units	10.0%

* These figures differ to those presented in Clarion's Annual Report pg.88-89, which present total Group stock. Instead, C16 aligns to Clarion's SDR (Statistical Data Return). Therefore, units managed by Clarion's property management subsidiary Grange Management have been excluded.

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Affordability and Security	T4	C17*	Core	Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to: - General needs (social rent) - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	Number of General Needs units	145	% of General Needs units	9.9%
					Number of Intermediate Rent units	0	% of Intermediate Rent units	0.0%
					Number of Affordable Rent units	578	% of Affordable Rent units	39.4%
					Number of Supported Housing units	0	% of Supported Housing units	0.0%
					Number of Housing for Older People units	0	% of Housing for Older People units	0.0%
					Number of Low-cost Home Ownership units	453	% of Low-cost Home Ownership units	30.9%
					Number of Care Home units	0	% of Care Home units	0.0%
					Number of Private Rented Sector units	18	% of Private Rented Sector units	1.2%
					Number of Other units	272	% of Other units	18.6%
			Enhanced	Number homes disposed of in the last 12 months, by tenure type	Number disposals	1608 total (858 general needs, 15 intermediate rent, 158 affordable rent, 103 supported housing, 67 housing for older people, 157 low-cost home ownership, 102 private rented sector, 148 other). Of the total disposals, 1,037 were sold to other registered providers and 211 were demolished as part of regeneration schemes.		
				Number of homes acquired in the last 12 months, by tenure type	Number acquisitions	1168 total (146 general needs, 559 affordable rent, 7 supported housing, 440 low-cost home ownership, 13 private rented sector, 3 other) In previous years, acquisitions were only reported as S106 homes. This year, and going forward, all acquisitions, including stock transfers and units developed by Latimer, have been disclosed. Built for sale units completed through joint ventures are not acquired by Clarion and therefore not included.		
		C18	Core	How is the housing provider trying to reduce the effect of high energy costs on its residents?	Qualitative response	See 'Social Value' section of this report		

* These figures align to Clarion's overall stock completions, including all private sale units

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Building Safety and Quality	T5	C19	Core	Describe the condition of the housing provider's portfolio, with reference to: % of homes for which all required gas safety checks have been carried out. % of homes that meet national fire safety regulations (varies by nation - see guidance document). % of homes for which all required electrical safety checks have been carried out. % of homes for which all required asbestos management surveys or re-inspections have been carried out. % of homes for which all required legionella risk assessments have been carried out. % of homes for which all required communal passenger lift safety checks have been carried out.	% of homes(with gas safety checks)	99.8%		
					% of homes (meeting fire safety regulations)	98.2%		
					% of homes (with electrical safety checks)	98.0%		
					% of homes (with asbestos checks)	100.0%		
					% of homes (with legionella assessments)	100.0%		
					% of homes (with lift safety checks)	99.6%		
		C20	Core	What % of homes meet the national housing quality standard?	% of homes	98.8%		
				Of those which fail, what is the housing provider doing to address these failings?	Qualitative response	We are actively engaging with residents to appoint/ undertake works to bring these homes up to Decent Homes Standard		
			Enhanced	What is the target date for bringing homes that do not meet the standard into compliance?	Date			
		C21	Core	How do you manage and mitigate the risk of emergency hazards including damp and mould? How do you reduce the likelihood of damp and mould hazards occurring?	Qualitative response	See 'Wellbeing and Placemaking' section of this report. Further information on our LCDM policies and approach can be found at: https://www.myclarionhousing.com/repairs-and-maintenance/home-maintenance/condensation-damp-and-mould		
			Enhanced	Average time to 'make safe' Emergency hazards.	Avg time (days)			
				Average time to 'make safe' Significant hazards.	Avg time (days)			

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit		Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Residents and Community	T6	C22	Core	What are the results of the housing provider's most recent tenant satisfaction survey?	% of residents satisfied Additional details on survey: - Disclose date of survey - Disclose % of residents who responded - Disclose sampling method		The results from the 2025/26 TSMs for the question TP01. Taking everything into account, how satisfied or dissatisfied are you with the service provided by Clarion Housing? (% satisfied) is 65.8% for tenants, and 43.3% for shared owners. Date of survey: between October 2025 to March 2026 Number of residents who responded: 2,524 tenants and 1,045 shared owners responded to the survey. This is above the minimum sample size required by the RSH. % of residents who responded: 2.7% for tenants and 9.4% for shared owners Sampling method: stratified random sampling. Surveys were completed to the ratio 85% telephone and 15% online		
				How has the housing provider acted on these results?	Qualitative response		Residents receive the TSM data and are able to shape and define scrutiny cycles, including selecting scrutiny topics, defining the scope, and reporting on recommendations. See 'Equity, diversity and inclusion' section of this report for further information.		
		C23	Core	What arrangements are in place to enable residents to hold management to account for the provision of services?	Qualitative response		See 'Equity, Diversity and Inclusion' section of this report		
		C24	Core	Report ONE OR BOTH of the following quantitative metrics: - % of Stage 1 and Stage 2 complaints responded to within target timeframes (varies by nation). - Average time in working days to respond to Stage 1 and Stage 2 complaints	Number		In 2025/26, 42% of stage 1 complaints were responded to within 10 working days, or within 20 working days with a permitted extension. This is a 12% increase on 2024/25. In 2025/26, 77% of stage 2 complaints were responded to within 20 working days, or within 40 working days with a permitted extension. This is a 27% increase on 2024/25.		
				How have reported complaints resulted in change of practice within the housing provider?	Qualitative response		See 'Equity, Diversity and Inclusion' section of this report		
			Enhanced	Ombudsman maladministration rate [%].	%		56%		
				Ombudsman severe maladministration rate [%].	%		1%		
		C25	Core	In the last 12 months, what additional support have you provided to your tenants? Please include support across any of the following areas, as well as any other resident services: - Employment & skills - Wellbeing & mental health - Vulnerable tenants	Qualitative response		See 'Social Value' section of this report		
			Enhanced	Social Value calculations (including monetisations) of all resident support services and placemaking activities [£].	£		£155.9m Group total. This includes £28m from Latimer, our development arm, which includes placemaking activities, and has been incorporated into the Group total for the first time this year. Social value was calculated using the HACT Social Value Bank V6 and Built Environment Bank, via the HACT Social Insight Tool.		

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Residents and Community	T6	C26	Core	In the last 12 months, what interventions have you made to foster stronger communities and places, considering both: - Physical changes to shared spaces or public realm - Events, activities and signposting	Qualitative response	See 'Wellbeing and Placemaking', 'Social Value' and 'Biodiversity and Nature' sections of this report.		
		C27	Core	How is social value creation considered when procuring goods and services?	Qualitative response	See 'Ethics and Procurement' section of this report		
				What measures are in place to monitor the delivery of this Social Value?	Qualitative response	See 'Ethics and Procurement' section of this report		
			Enhanced	What is the relative weighting of Social Value considerations in procurement policies?	Weighting	10%		
				How much Social Value has been delivered from the housing provider's supply chain in the last 12 months?	£	£9.28m.		
Structure and Board	T7	C28	Core	What is the housing provider's most recent regulatory grading/status?	Varies by Nation	G1/V1/C2		
		C29	Core	Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?	Qualitative response	See 'Risk Management' within 'Climate Resilience' section of the report.		
			Enhanced	Is the housing provider required to report against TCFD? If yes, is the housing provider doing so?	Qualitative response	Not required, however we report voluntarily. See 'Climate Resilience' section of the report.		
		C30	Core	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) that resulted in enforcement or other equivalent action?	Yes/No	No		
			Enhanced	If yes, describe.	If yes, describe.			
		C31	Core	How does the housing provider ensure it gets input from a diverse range of people into the governance processes?	Qualitative response	See 'Equity, Diversity and Inclusion' section of this report		
		C32	Core	Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?	Yes/No	Yes		
				How do they do this?	Qualitative response	Clarion is committed to ensuring Board membership reflects the diversity of the communities it serves. We work with specialist recruiters who focus on EDI, and diversity on Boards is monitored by the Remuneration, Nominations & People Committee.		

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Structure and Board	T7	C33	Core	What % of the housing provider's Board have turned over in the last two years?	%	17%		
				What % of the housing provider's Senior Management Team have turned over in the last two years?	%	12.5%		
		C34	Core	Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	Number	3 out of 4 members have recent and relevant financial experience (Heike Munro, Jeremy Newman and Sharon Critchlow).		
					Description of experience	See https://www.clarionhg.com/about-us/who-we-are/group-board-and-committees		
		C35	Core	What % of the housing provider's board are non-executive directors?	%	83%		
		C36	Core	For how many years has the housing provider's current external audit firm partner been responsible for auditing the accounts?	Number of whole years	7		
		C37	Core	When was the last independently-run, board-effectiveness review?	Date [month and year]	May 2025		
		C38	Core	How does the housing provider handle conflicts of interest at the board?	Qualitative response	See 'Disclosure and Sustainable Finance' section of this report		
Employees	T8	C39	Core	Does the housing provider pay the Real Living Wage?	Yes/No	Yes. Clarion pays the Real Living Wage to employees, however we are not an accredited Living Wage Foundation employer.		
		C40	Core	What is the housing provider's median gender pay gap?	% gap	-4.9%		
		C41	Core	What is the housing provider's CEO:median-worker pay ratio?	Ratio	12.76:1		
		C42	Core	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	Qualitative response	"See 'Equity, Diversity and Inclusion' section of this report		
		C43	"Core	What activity has the housing provider undertaken over the last 12 months to support the physical and mental health of its staff? What impact has this had on staff and the wider organisation?	Qualitative response	"See 'Equity, Diversity and Inclusion' section of this report		

Theme		Criteria	Criteria requirement	Criteria	Measurement Unit	Response	Additional Measurement Unit (if applicable)	Additional Response (if applicable)
Employees	T8	C44	Core	What activity has the housing provider undertaken over the last 12 months to support the professional development of its staff? What impact has this had on staff and the wider organisation?	Qualitative response	"See 'Equity, Diversity and Inclusion' section of this report		
			Enhanced	What % of employees have received a qualification that is relevant to their professional development within the last year?	%	1.2% (55) of employees completed apprenticeships via the Apprenticeship Levy Female - 48%, Male 52% Ethnic minority backgrounds - 25% White - 64% Not stated/prefer not to say ethnicity - 11% Disability declared - 9% No disability declared - 51% Not stated/prefer not to say disability - 39% In addition, 1% (47) employees began professional development qualifications funded by Clarion's Professional Development programme		

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