



Making a positive difference

Environmental, Social and Governance (ESG)
annual report 2024/25



Welcome to our latest Environmental, Social, and Governance Report

At Citizen, we're proud to own and manage around 30,000 homes across the West Midlands, from urban tower blocks to rural towns and communities. Our homes reflect the diversity of the region and the people who call them home.

Being a citizen is about belonging. It's about being valued, having opportunities, and sharing rights and responsibilities. At Citizen, we see this as central to everything we do. Our social purpose is simple yet powerful: to provide homes that create a foundation for life.

We know that a good-quality home can transform lives. It impacts health, education, wellbeing, and economic opportunities. That's why we are committed to making a positive difference for the people and communities we serve.

The Environmental, Social, and Governance (ESG) framework is vital to this mission. It allows us to evaluate our impact, understand our risks, and make decisions that align with our values and goals. ESG reporting is more than a process – it's how we hold ourselves accountable and how we share the story of our progress with our customers, colleagues, partners, and stakeholders.

Through regular and transparent ESG reporting, we demonstrate our commitment to sustainability and identify where we can do even more to create positive social and environmental outcomes. It underpins our efforts to improve lives and strengthen communities.

This, our fourth annual ESG report, highlights the progress we've made over the past year. As I reflect on our achievements, I'm proud of what we've accomplished and pleased to share this update with you.



Kevin Rodgers
Chief Executive Officer



About this report

Welcome!

This report has been created using the latest version of the Sustainability Reporting Standard (SRS) for Social Housing.

This is an environmental, social, and governance standard designed to help the housing sector measure, report, and enhance its ESG performance in a transparent, consistent and comparable way.

The standard includes 46 criteria across 12 Environmental, Social, and Governance themes.

[Click here to read our sustainability strategy.](#)



Environmental

Themes:

- Climate Change 5
- Ecology 5
- Resource Management 5

Social

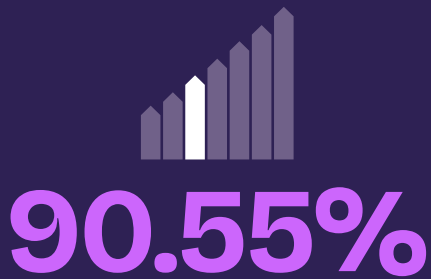
Themes:

- Affordability and Security 5
- Building Safety and Quality 5
- Resident Voice 5
- Resident Support 5
- Placemaking 5

Governance

Themes:

- Structure and Governance 5
- Board and Trustees 5
- Staff Wellbeing 5
- Supply Chain Management 5



Of homes rated EPC C and above.



New build homes EPC B and above.



2,400

Trees planted as part of the Tiny Forests initiative.



401

New build homes completed.



£4.03m

Financial gains generated for customers.



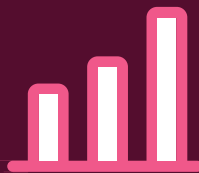
99.9%

Homes with a valid gas safety record.



6.49%

Gender pay gap.




Governance and viability rating.



8.55:1

CEO: median pay.



Environmental

As a large social housing provider, we have a direct impact on the environment. We have an obligation to minimise our impact and will support our customers with the challenges brought about by climate change. We'll use our influence to encourage others to do the same.

Climate change

C1: Energy efficiency of our existing homes

	Year end 2024/25	Year end 2023/24	Year end 2022/23	Year end 2021/22	Year end 2020/21
EPC Band	%	%	%	%	%
A	0.30	0.21	0.09	0.02	0.00
B	15.14	14.33	12.97	10.10	7.12
C	75.11	72.26	73.56	73.78	71.50
D	9.01	12.34	12.57	15.98	21.15
E	0.13	0.16	0.16	0.12	0.19
F	0.01	0.01	0.01	0.02	0.03
G	0.00	0.00	0.00	0.00	0.00
Not yet assessed	0.30	0.70	0.67		

The carbon emissions associated with our customers' energy use in their homes is the largest proportion of our indirect carbon footprint. An Energy Performance Certificate (EPC) rating shows how energy efficient a home is. In April 2025, 90.55% of our homes had an EPC rating of level C or above and the average Standard Assessment Procedure (SAP) rating of our existing homes was 74.97.

We are committed and on track to raise all our homes to at least an EPC rating of C by 2030.

90.55%
of our homes had an
EPC rating of level C or above.

C2: Energy efficiency of new build homes

There’s an ever-increasing need to provide the right homes in the right areas – our ambitious development programme makes an important contribution.

We added 401 new homes to our housing stock in 2024/25 – although we don’t just focus on the number of new homes we build, but quality and affordability too.

100% of our new build homes are rated EPC B or better and the average SAP rating is 87.9.

	2024/25	2023/24	2022/23	2021/22
EPC rating of new build homes	%	%	%	%
A	20.90	5.40	3.70	0.40
B	79.10	94.60	91.10	93.20
C	0.00	0.00	4.70	4.40
D	0.00	0.00	0.50	1.90
Total number of new build homes	401	653	571	474

100%
of our new build homes are rated EPC B or higher.



Citizen Development team

Case study: Longbridge site

Working with our partners, SNRG and St Modwen Homes, 41 homes (34 affordable flats and seven affordable rent homes) in Longbridge, Birmingham, are being powered using renewable and affordable energy thanks to an energy SmartGrid.

SmartGrid is a communal, private wire energy system that includes rooftop solar PV, communal battery storage, distribution network and shared EV charge points. It generates renewable energy, and any energy that isn’t used is stored for later use. This means lower energy bills for our customers and a more sustainable way to power homes.

Find out more about our development and the SmartGrid in the video.



C3: Net zero strategy

We are committed to achieving net zero by 2050 in line with the UK Government target.

We also strive to support the West Midlands Combined Authority's (WMCA) more ambitious interim carbon reduction targets and being carbon neutral by 2041.

In the three years since we calculated our carbon footprint baseline, we have reduced our scope one and scope two emissions by 7.5%.

We have not made a net zero commitment in line with the Science Based Target (SBT) initiative.

To achieve carbon reductions in line with a SBT we will need to reduce our carbon footprint by 5% per year.

We have a costed plan for all our homes to achieve EPC level C by 2030. Our next step is to develop one aligned to transitioning to net zero.

C4: Retrofit activities

We have continued with our award-winning decarbonisation programme through the Warm Homes Fund (formally known as the Social Housing Decarbonisation Fund).

Since 2022 we have retrofit 1,628 homes - 72% of the 2,257 homes we currently have in plan. During 2024/25, we retrofitted 1,022 homes.

This work has included external wall insulation, loft insulation, cavity wall insulation, room in roof insulation, windows and doors. These properties have progressed from EPC D/E to EPC C.

The success of our retrofit programme has been recognised in winning the 'The Retrofit Academy' Award (Best Social Housing-led Retrofit Programme 2024), and the Housing Innovation awards 2025 (Best Retrofit Innovation or Project).

In addition to our retrofit programme, we've also installed new energy efficient windows and doors to 852 homes as well as 1,030 highly efficient boilers and full heating systems.



Citizen wins Best Retrofit Innovation or Project at the 2025 Housing Innovation Award

During 2024/25, we retrofit

1,022

properties.

Case study: Deep retrofit

In partnership with Westdale we completed a deep retrofit trial of a property in Coventry that included external wall insulation, loft insulation, windows, doors, air sourced heat pump, solar PV and battery storage. The energy efficiency improvement, reduction in fuel bills and carbon emission has been significant for our customer. The property moved from an EPC F to an EPC B.

The property moved from an EPC F to an

EPC B



C5: Green house gas emissions

Emission sources	Tonnes CO2e 2024/25	Tonnes CO2e 2023/24	Tonnes CO2e 2022/23	Tonnes CO2e 2021/22
Scope 1				
Citizen Offices gas use	47.8	73.6	80.3	78.4
Other* gas use	1,951.5	2,033.2	2,133.7	2,184.1
Diesel use	990.1	980.4	1,028.3	1,074.4
Petrol Use	61.5	48.3	41.7	47.7
Total scope 1	3,050.9	3,135.5	3,284.0	3,384.4
Scope 2				
Offices electricity use	172.5	156.1	162.4	186.5
Other* electricity use	1,612.8	1,373.5	1,450.2	1,658.0
Total scop 2	1,785.3	1,529.6	1,612.6	1,844.5
Total scope 1 and 2	4,836.2	4,665.1	4,896.6	5,228.9
Scope 3				
Electricity Transmission & Distribution	157.8	132.3	146.8	163.2
Business travel	220.0	193.4	158.7	79.3
Train travel	1.7	1.3	1.0	0.2
Homeworking	919.3	959.2	1,054.6	853.0
Suppliers	45,201	Not calculated	Not calculated	Not calculated
Customers' energy use in their homes	56,278	56,528	56,500	55,508
Total scope 3	102,77.8	57,814.1	57,861.1	56,603.7
Annual carbon footprint scope 1,2 & 3	107,614.0	62,479.1	62,757.7	61,832.6

*Energy use associated with supported living accommodation, communal heating and electricity used in communal areas of residential properties.

Intensity measures scope 1 and 2	2024/25	2023/24	2022/23	2021/22
Kgs Co2e per managed home	161	158	166	184
Kgs Co2e per Employee	4,341	4,473	4,840	5,293

Our scope one and scope two emissions have decreased by 7.5% since our baseline year (2021/22) due to reduced energy and fuel consumption.

Calculations:

For scopes one and two we have used energy and fuel consumption data from our suppliers and energy broker. We also used DEFRA 2024 conversion factors to calculate the CO2e emissions.

Fuel usage is obtained from fuel purchase transactions which indicate the type and quantity of fuel purchased.

For scope two, electricity emissions include bulk supplies from our electricity provider and electricity from three sites where we are invoiced by the landlord for electricity use. Over 99% of our electricity consumption comes from bulk electricity supplies, all of which are purchased on a green tariff.

The most significant source of carbon dioxide emissions 52% is from the energy our customers use for heating, hot water and lighting. To calculate these emissions, we have used Sava's 'Intelligent Energy' software to analyse the energy performance of our property data.

We calculated the carbon footprint associated with our supplier for the first time in 2024/25.

This significantly increases our reported scope 3 emissions.

The carbon footprint of our suppliers has been estimated using a hybrid method. We have the carbon emissions of our top ten maintenance, retrofit and repair suppliers by spend. For where we were unable to obtain this information and for all other suppliers, we have used emission factors per £M spend based on data provided by University of Leeds.

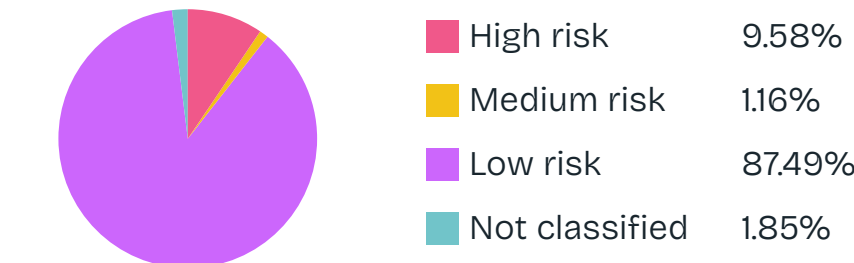


C6: Assessing climate risks

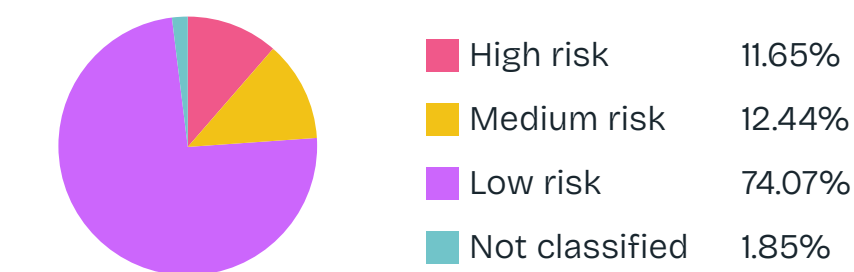
Flooding:

We have assessed the flood risk of our customers' homes with support from our insurance consultants Gibbs Laidler Consulting LLP. The assessment is a robust analysis of the residential property portfolio owned and/or managed by Citizen.

The percentage of our homes at risk from river flooding has been assessed as:



The percentage of our homes at risk from surface water flooding, due to overwhelmed drainage systems, has been assessed as



Overheating:

An initial review using the SHIFT overheating assessment tool estimated that 80.8% of our homes are at low risk of overheating.



Ecology

C7: Enhancing green space and promoting biodiversity

We have collected biodiversity data for our latest SHIFT environmental assessment.

SHIFT's biodiversity calculator used data collected from tree surveys, grounds maintenance contracts and gardens to calculate the tonnes of biomass above ground across our stock:

- 11,824 tonnes of biomass above ground
- 18.41 tonnes of biomass above ground per hectare of land owned.

Case study: Creation of four tiny forests

Working with Earthwatch, local schools and the wider community, we've helped create four new Tiny Forests in Coventry – with around 2,400 trees planted at Foresters Road, Bell Green Road, Nickson Road, and Thimbler Road.

There's a mix of oak, birch, willow, dogwood, and maple trees growing where we used to maintain plain grass. These new forests will support urban wildlife, help to tackle climate change and give people a green space they can enjoy.

Children from Manor Park Primary School have helped with the planting.

“It's lovely for the children to connect with nature – they know this event has a purpose. A couple of them even live nearby, so as they grow up, the trees will grow up with them.”

- Katy Moore
a teacher from the school.



The kids joining our team and Earthwatch at one of the tiny forests in Coventry

C8: Managing pollutants

Our Sustainability Strategy includes details about actively managing and reducing pollutants.

[Click here to read our sustainability strategy.](#)

Resource management

C9: Increasing the use of responsibly sourced materials

Our Procurement Strategy considers our environmental, economic, and sustainability goals. To support this, we are striving to meet the standards of ISO 20400 – Sustainable Procurement.

Where materials are being sourced for our buildings and repair works, we promote sustainability and ensure environmental impact, climate change mitigation, and resource efficiency solutions receive appropriate and proportionate scoring and consideration.

C10: Reducing and managing waste

During 2024/25 our offices and maintenance depots produced 1,266 tonnes of waste, and 99% of this is diverted from landfill through recycling or incineration.

In 2024 we began a five-year project to improve domestic waste and recycling facilities for our tower blocks and retirement living homes. This initiative will make it easier for our customers to recycle their waste, supporting more sustainable living.

99%

of our waste is diverted from landfill through recycling or incineration.



Case study: metroSTOR

This year, we’ve upgraded the waste and recycling facilities at several of our retirement living schemes.

The work included replacing old bin chutes with modern Metrostor units. These clearly marked and easy-to-use bins make it easier for residents to recycle, while helping us keep outside areas clean and tidy.

By introducing Metrostors, we’ve:

- Reduced fire risks
- Cut down on fly-tipping and mess in communal areas
- Improved hygiene, with fewer smells and pests
- Made recycling easier and more accessible

We also listened to residents’ concerns about how the change might affect those with limited mobility. In response, we introduced assisted collections and stepped-up monitoring of the buildings to help everyone adjust to the new system, while keeping communal areas safe and welcoming.

This work shows how small, practical changes can make a big difference to safety, sustainability and everyday comfort for our retirement living residents.

C11: Water management

We continued our partnership working with Severn Trent Water. This allowed 2,747 of our customers to benefit from a free home water efficiency check. In addition to advice given the project installed 3,591 free water saving devices such as aerated shower heads and taps, hippo bags, duel flush retrofit devices and fixed 155 small leak repairs. In total the project estimated water savings amounted to 340,000 litres per day of water.

We also install dual-flush toilets in our properties, and all bathroom refurbishments include showers over baths to enhance water efficiency.



Some of our MetrSTOR bins in Hillfields, Coventry.

estimated water savings amounted to

340,000

litres per day of water.

Social

There are some fundamental challenges that our communities face and we're well placed as an organisation to work with our customers in response to these. We believe passionately in our social purpose and strive to provide more than just a home; we want to provide a foundation for life.

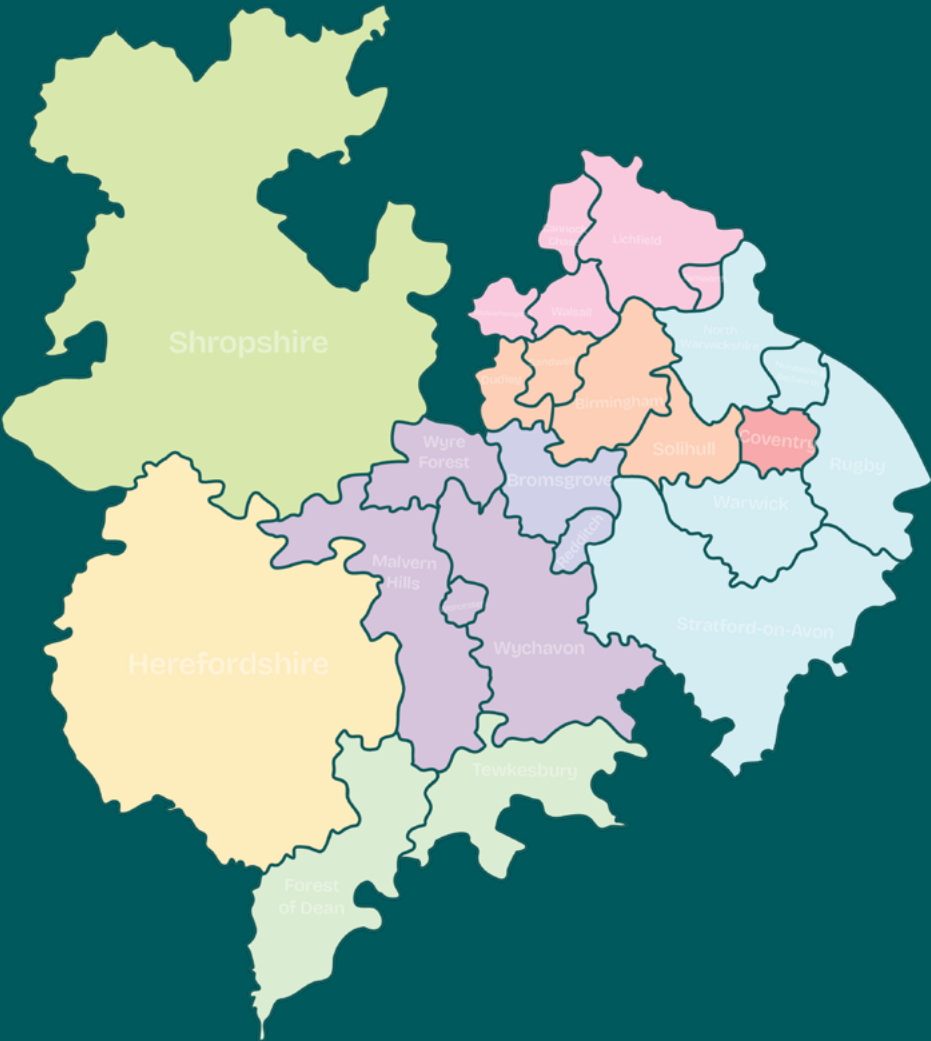
Affordability and security

C12. Affordability of our homes

Unit Size	Average Private Market Rent	Citizen's Average Rent	% Rent Compared to PRS
	£	£	
One Bedroom*	165.19	95.44	57.78
Two Bedrooms	201.81	116.10	57.53
Three Bedrooms	234.47	127.24	54.26
Four Bedrooms or more	336.13	148.53	44.19
All Categories	202.94	113.33	55.84

We manage homes within 23 local authority areas across the West Midlands region. The highest proportion of our homes (90%) are within Birmingham, Coventry, Herefordshire, Solihull, and Worcester.

We are required by the regulator to set rents in accordance with the Rent Standard. Our rents are set significantly and consistently lower than private sector rents, ensuring that our customers benefit from paying well below market rates.



A map of local authority areas where we have properties.

C13: Our tenure split*

Our primary objective is to provide good quality affordable homes. Over 89% of our homes are let at social or affordable rent.

Type	Number owned and managed	Percentage of overall
General needs (social rent)	23,409	78.60
Intermediate rent	225	0.80
Affordable rent	3,215	10.80
Supported Housing	445	1.50
Housing for older people	709	2.40
Shared ownership	1,670	5.60
Care homes	105	0.40
Total	29,778	100.00

*as of 31/03/2024

C14: Our tenure split for new homes

Units (NEW homes)	Number	Percentage
General Needs (social rent)	165	41.15
Intermediate Rent	12	2.99
Affordable Rent	110	27.43
Shared ownership	114	28.43
Total Homes Managed / Owned	401	100.00

Over
89%
of our homes are let at social or affordable rent.



With housing waiting lists in our communities growing we are proud of increasing the supply of quality, new affordable housing in the West Midlands and helping more people to secure a long-term, high-quality and cost-effective home.

During the financial year 2024/25, we added 401 homes to our housing stock and built another 32 homes to sell. Over this period, we disposed of 204 homes: 15 affordable rent, 185 general needs and four supported housing.

C15: Reducing fuel poverty and providing warm and affordable homes

Our ambitious retrofit programme demonstrates our commitment to investing in our homes, improving energy efficiency and reducing high energy costs for our customers.

Our Advice Services Team continues to support our customers with maximising their income and managing budgets. We're working to increase our presence within the community by undertaking regular drop-ins and attending community events to offer advice and guidance as well as providing energy saving measures as part of our home energy assessments.

To keep customers informed about changes related to energy efficiency, we use multiple channels such as briefings, workshops, and our customer newsletter. We have also launched an energy advice webpage, offering tips, guidance, and signposting customers to support.

In 2024/25 our Energy Advice Team

- Engaged with 1,091 residents
- Distributed 310 energy saving measures such as radiator reflectors, LED lights bulbs, hot water bottles, window and door draft excluders.

401

New homes built in the year 2024/25



C16: Security of tenure

We don't operate fixed-term tenancies for our social and affordable housing. Instead, we offer Starter Tenancies, to make sure new tenants can manage and sustain their tenancy.

The length of a Starter Tenancy is 12 months. If during this period a tenant demonstrates that they are fulfilling their tenancy obligations (such as paying rent, maintaining the property, and being considerate of their neighbours) the tenancy will be converted to an Assured Tenancy.

Building safety and quality

We're clear that keeping our customers safe is paramount. We have systems and processes in place to ensure that we meet our legal responsibilities and levels of compliance, and our Board regularly monitors performance.

C17. Building safety compliance*

Percentage of homes with a gas appliance that have an in-date, accredited gas safety check	99.9%
Percentage of homes requiring a fire risk assessment that have an up-to-date fire risk assessment.	99.8%
Percentage of homes requiring an electrical safety check that had a check completed.	99.95%
Percentage of homes for requiring asbestos management surveys or re-inspections that had one completed.	100%
Percentage of homes requiring legionella risk assessments that had one carried out	100%
Percentage of homes requiring communal passenger lift safety checks that had a check completed	97.8%

*Compliance status as of 31/03/March 2025.



C18: National housing quality standard compliance

The national housing quality standard mandates that social housing properties meet a minimum standard of repair, have reasonably modern facilities and services, and provide a reasonable degree of thermal comfort. Landlords must ensure their properties are also free from damp, mould, and other health hazards by adhering to the Housing Health and Safety Rating System (HHSRS).

As of 31 March 2025, homes that did not meet the national housing quality standard totalled 23, equivalent to less than 0.08% of our homes.

Properties identified through stock condition and HHSRS assessments that then fail the national housing quality standard will have works prioritised to bring the property back to meet the standard.

C19: Managing damp and mould

Responding quickly to reports of damp and mould is a focus for us and we take a proactive approach to managing issues. We have a specialist damp and mould team, which organises surveys, remedial works, and follow up actions.

We have a dedicated web page giving damp and mould advice and we encourage (and show) customers how to report it.

We are reviewing all processes and guidance associated with damp, mould and condensation (DMC) ahead of Awaab's Law to ensure that we are compliant and working within the law.

We will be rolling out guidance and providing training to ensure that colleagues are aware of their responsibility in reporting DMC.

To date we have installed 2,364 Switchee devices in our homes that help us monitor temperature, humidity and heating conditions.

This year we've delivered:



Resident voice

C20. Monitoring customer satisfaction

In 2023/24, the Regulator of Social Housing introduced a standardised survey for all providers known as the Tenant Satisfaction Measures (TSMs) survey.

We have completed three TSM customer surveys since 2022, two formal and the first a trial so we would have a point of comparison. Over 4,000 customers took part in the 2024/25 survey. Citizen has moved to collecting TSM surveys quarterly to be able to respond to issues raised and trends identified without delay.

For customers who rent a home, overall satisfaction has increased from 64.2% to 65.6% over the last two years. If we look at the last three years satisfaction has increased by 11.5 percentage points.

The satisfaction level for Shared Owners is more static, moving to 34.7% from 36.7% over the last two years, and from 27.1% in 2022. The smaller size of respondents means that the overall score varies more than for renters.

Overall, we're seeing a consistent picture and encouraging signs:

- Customer satisfaction with repairs is increasing, with 71.2% of tenants satisfied with the service
- 'Listens and acts' scores have gone up – this is crucial, as it's about learning how to do things better.
- Customers say they feel treated fairly, which is now our highest-rated perception measure.
- Improvements such as new kitchens and bathrooms are having a real, visible impact on satisfaction.

While satisfaction has improved, there is more to do – especially for Shared Owners.

Communal areas and anti-social behaviour (ASB) remain key reasons for tenants being dissatisfied with Citizen as their landlord. This will be a focus over the coming months.

[You can read our TSM report on our website](#) and we share the results with customers through our various channels.



Click the video to play.

You can also watch this video of our customer Rosie Pocklington talking about the TSMs and what they mean for Citizen customers.

C21: Ways our customers can hold us to account

It is key that our customers are involved in the creation and scrutiny of our services.

Citizen has formal arrangements in place. We have a customer led scrutiny panel that is well established and reports its findings from scrutiny reviews to our Citizen Board. Over the 2024/25 year, three customer scrutiny reviews were completed which generated 62 recommendations for improvement.

In addition, we have a Customer Assurance Committee which is part of our formal governance structure. This Committee provides assurance to our Group Board that customers' views, feedback and insights are considered before any formal recommendations are made to customer services, policies or procedures.

C22. Housing Ombudsman complaints

During 2024/25 the Ombudsman determined 47 complaints, of which 32 (68%) included a finding of maladministration. These outcomes have driven positive changes in practices which includes:

- Targeting training and internal communication to improve record keeping
- Introducing a reasonable adjustment policy so we can adjust services where customers are vulnerable
- Improving how we handle anti-social behaviour
- Increasing colleague training and awareness on effective complaint handling



Resident support

C23: Resident support

From providing training and employment opportunities to tackling social isolation, we are committed to investing in our communities through a variety of projects.

Overall, during 2024/25, the Advice Services team supported 6,837 Citizen customers by helping them manage their household finances, access charitable grants and awards, offer advice on reducing energy bills, and provide employment coaching.

Financial gains
generated for customers

£4.03m

Social value* gains generated
through our positive engagements

£3.06m

*Calculated using Housing Association Charitable Trust social value measurement methodology.

Placemaking

C24: Placemaking

We believe in the power of transforming communities and have a strong track record of success. Our neighbourhood housing officers work in the heart of our communities leading improvements.



Case study: Parade Court - Birmingham

When the current Neighbourhood Housing Officer began managing Parade Court, she proactively set up weekly surgeries to engage with residents and better understand their issues.

Through direct customer feedback and block inspections, it became clear that environmental improvements were needed, particularly to the communal cupboard doors, which had been damaged and were being accessed by rough sleepers.

After promptly escalating concerns, more robust and secure doors were installed to prevent further damage and unauthorised access. Since these upgrades, there have been no further incidents reported.

In addition, a lettings plan was introduced to address longstanding anti-social behaviour that had affected the block since its handover in 2020. This intervention has significantly reduced ASB, leading to a safer and more positive environment for residents and the wider community.



Case study: Tidy Friday - A spring clean for Manor Farm

We know that well-kept shared spaces make a big difference to how neighbourhoods feel. That's why, alongside our regular estate maintenance, we run regular Tidy Friday events. They bring colleagues together to tidy up a particular area, clear rubbish and brighten outdoor spaces for customers with new planting.

In March, our biggest-ever Tidy Friday took place at Manor Farm in Coventry. With support from our partners and suppliers, we:

- Planted hundreds of new flowers to brighten green spaces
- Collected van-loads of rubbish and filled many large skips

The event was supported by teams from across Citizen, along with partners including Wates, Niyaa People, CEF, Travis Perkins, Dulux and Creative Gardens.

Tidy Friday is just one of the ways we're investing in neighbourhoods, with regular events planned right across the Midlands over the next year.

“As part of our contracts with many of our suppliers we routinely negotiate a social value element. That social value helped us to pay for many of the costs of the day.

It was great to see colleagues from across Citizen pulling together to improve the estate. Customers brought out their rubbish, spoke to our engagement team, and thanked colleagues for their efforts.”

- Elly Dix, Head of Estates and Services at Citizen



Governance

Strong governance is essential for us to fulfil our purpose, effectively manage risks, and actively engage stakeholders in shaping our business.

Structure and governance

C25. Regulation

Citizen is registered with the Regulator for Social Housing, and our registration number is 5075.

C26. Governance and viability rating

In 2024/25 our gradings were reconfirmed as G1 and V2 during our annual stability check in December 2024.

C27. Code of Governance

We have adopted the National Housing Federation's Code of Governance 2020.

C28. Is the housing provider a Not-For-Profit?

Citizen is a not-for-profit organisation. Citizen Housing Group Limited is registered under the Co-operative and Community Benefit Societies Act 2014.



C29. ESG risk management

We have strategic and operational risk registers in place which are managed and monitored through our management teams, the Audit and Risk Committee, and the Board, who set and review the organisation’s risk appetite on an annual basis.

Environmental, Social and Governance Risks are included throughout our suite of risk registers.

All risks are managed in the organisation’s risk management system which provides up to date dashboard reporting and allows us to link risks to business strategy objectives.

The Audit and Risk Committee maintain a regular overview of all risks on an exceptions basis and request detailed reports on any risks they believe should be subject to further detailed review and scrutiny. External auditors include an assessment of risk in their overall audit of the financial statements.

C30. Adverse regulatory findings

Any issues of non-compliance are reported to the Regulator. In 2024/25 we have not had any adverse regulatory findings.

Board and Trustees

C31. Board diversity

We believe it is crucial that the people in our communities are directly involved in our work and influence the decisions we make.

That’s why we have established a Customer Assurance Committee and a Customer Scrutiny Panel – both panels are made up of customers and hold the organisation to account. They’re also accountable to our Board.

We have clear terms of reference for each panel and committee which ensure the customer voice is included in all reviews, policy changes and strategies and considered throughout our decision making.



We ensure EDI is an integral part of our recruitment process and monitor this throughout. Diversity across our Board and Committees is positive and representative of our regions in which we operate.

Board demographics

Financial year	% Board women	%Board BAME	% Board Disabled	% Board LGBTQ+
2024/25	52	28	4	20
2023/24	56	33	11	11

C32. Board and executive leadership turnover

Board members that have turned over in the last two years	44%
Senior Management team that has turned over in the last two years	33%

Senior Management is made up of our Executive Leadership Team (ELT) and Senior Leadership Team (SLT). Over the last two years there have been no changes to ELT while SLT numbers have reduced from 16 to 12.

C33. Board Member involvement with our Audit and Risk Committee and their financial experience

The chair of the Audit Committee has recent and relevant financial experience.

David Blower: has 30 years’ experience in Social Housing. A qualified accountant and, until his recent retirement, he has been a strategic executive lead in the housing sector for Finance, Treasury, Risk, Technology, People & Culture, Governance and EDI. He is currently a non-executive of IOSH (Health & Safety body).

There is another independent Committee member on Audit & Risk Committee with financial experience; Jenny Horrabin is a member of the Chartered Institute of Public Finance and Accountancy (CIPFA).



David Blower, chair of the Audit Committee

C34. Proportion of non-executive directors on the Board

89% of Citizen’s Board are Non-Executive Directors this equates to eight members; the ninth member is the Chief Executive Officer.

C35. Board succession planning

Updates on Board succession and recruitment have been shared with the Board during 2024/25 - this included the recruitment of a new Chair and recruitment of new Board members at the end of 2024.

C36. Auditing our accounts

Beever & Struthers have been our external auditors since February 2015. Their current three-year contract was extended for a further two years as permitted under the terms of the tender exercise and runs until the conclusion of the 2025/26 audit.

C37. Board effectiveness

The last independent governance review was completed in August 2022 and there will be a further review commissioned in the autumn of 2025.

C38. Conflicts of interest of the Board

A robust probity policy is in place to manage situations where potential conflicts of interest or suggestions of bias on the part of decision-makers might arise. We have a senior independent director in place to also manage conflicts.



Staff wellbeing

To deliver the best services for our customers we need employees who are passionate, committed and engaged. We strive to create a culture where every individual feels comfortable and confident to be themselves and the wellbeing of our employees is a priority. Our aim is to be an employer of choice.

C39: The Real Living Wage

We introduced the Real Living Wage in April 2023.

C40: Our gender pay gap

Reporting Period	Mean gender pay gap	Median gender pay gap
5 April 2024	6.49%	6.49%
5 April 2023	6.95%	9.33%
5 April 2022	5.56%	5.45%
5 April 2021	9.06%	9.43%

Citizen’s gender pay gap has been calculated in line with Government guidelines and this information is based on a snapshot date as of 5 April 2024.

We’ve adopted the same methodology used to calculate our gender pay gap to also calculate our ethnicity pay gap. Whilst we’re not required to report on and publish our ethnicity pay gap, we believe that continued publication and review of insight is important to providing transparency of our organisation and ultimately towards achieving our ambitions towards equity.

Gender - The mean has reduced from 6.95% to 6.49% and the median from 9.33% to 6.49%. This reflects a steady trend of decreases in our average gender pay gap since 2017.

Ethnicity – The mean has reduced from 15.34% to 14.89% and the median from 14.17% to 12.44%.

Mean gender pay gap

6.49%

↓ 0.46% less than the previous year

Median gender pay gap

6.49%

↓ 2.84% less than the previous year

Mean ethnicity pay gap

14.89%

↓ 0.45% less than the previous year

Median ethnicity pay gap

14.17%

↓ 1.73% less than the previous year

C41: CEO-worker pay ratio

We calculate the ratio of CEO and median pay of workers using the Department of BEIS methodology, the pay ratio is as follows:

Financial year	25th Percentile Pay ratio	Median pay ratio	75th Percentile Pay Ratio
2024/25	10.68:1	8.55:1	6.85:1
2023/24	10.38:1	8.63:1	6.85:1
2022/23	11.43:1	8.76:1	7.38:1
2021/22	10.64:1	8.33:1	6.83:1

C42. Equality, diversity and inclusion (EDI)

We are pleased to report a decrease in both our mean and median gender and ethnicity pay gaps, which reflects both our progress and the challenges we continue to address in our journey toward greater equity.

This year our progress has been driven by several key initiatives, including targeted recruitment strategies, a new leadership development programme, and ongoing efforts to create a culture of belonging for all colleagues.

In autumn 2024 we conducted a recruitment review to support our aspirations to improve direct hiring and better communicate our employee value proposition to potential candidates during the next year and beyond.

An Equality Impact Assessment (EIA) is required for each policy review, for which the policy author is accountable by our Belonging and Inclusion Manager.

As part of our focus on belonging and inclusion, we are actively gathering feedback from colleagues and stakeholders to inform our next steps and ensure that our policies and practices continue to evolve in line with our values.



C43. Wellbeing of colleagues

Colleague health and wellbeing is our top priority and remains a standing agenda item at every Staff Consultative Forum. We have developed a programme of activities for each quarter which correlates with our absence data and supports us to drive down absence where possible.

All employees can access a range of wellbeing activities which have a clear focus to support, prevent and treat.

In addition to offering many services to support health and wellbeing, we offer competitive and generous terms and conditions, including the following:

- Annual leave starts at 25 days per year plus statutory bank holidays.
- Annual leave purchase scheme – option to buy up to an additional 5 days per year.
- Enhanced family leave (maternity, paternity, and adoption).
- Organisational sick pay.
- Generous pension scheme – the option to contribute 4%, 6% or up to 10% which Citizen will match.
- Life cover of three times annual salary.

Some terms and conditions, such as annual leave and sickness pay increase in line with completed years of service to support attraction, retention and recognition.

Health and wellbeing

- Flexible working which actively encourages work-life balance.
- Occupational health – to prevent work-related illnesses and manage health at work.
- Cashback on optical, dental, prescriptions and other medical costs.
- Access to initiatives and e-learning modules including back pain, menopause, mental health, diet, and mindfulness.
- Financial wellbeing pre-retirement sessions, men’s health workshops.
- Employee assistance programme, a free confidential service which provides support to all staff on a range of everyday issues 365 days a year.
- Mental health first aiders trained to spot and support the signs and symptoms of mental illness and guide colleagues towards the right professional help.



C44. Professional development of staff

We continue to support with colleague professional development in many ways:

Training

All colleagues have access to MyLearn, our Learning Management System (LMS). This is where they can manage their compliance training as well as complete and sign up to developmental training. There are just under 300 courses available in our system, and this includes face to face training, e-learning and other learning material.

Qualification Sponsorship

Where there's business benefit and with management support, colleagues can develop themselves professionally by completing a qualification - we will pay the course fees. There are also circumstances where we will support developmental qualifications to support with upskilling staff and furthering skills capability.

Performance Management Framework

This year we reviewed our Performance Management Framework and launched a new digital platform called MyPerform. It has been designed to be used continuously throughout the year for creating and monitoring objectives, 121s, giving and receiving feedback, performance against our values and behaviours, development plans and end of year reviews. This new system requires all staff to have at least 4 x 121s each year and an end of year review and this will ensure that we have a consistent approach across our organisation for working towards our personal and business goals.

Talent Management and Talent Conversations

As part of the Performance Management Framework, there is a talent grid and conversation held to assess performance, behaviours, potential and desire to progress. There is a coaching conversation held which asks colleagues about any further development they would be interested in and where they would like to progress to within their career.



Succession Planning

In addition to Performance Management and Talent Management we are working on a new consistent approach to succession planning. This is something that is key to not only the success of the business but our colleague development in line with our commitment to being an 'employer of choice'.

Leadership Academy and Talent Development Programmes

This year we continued with the rollout of our Leadership Academy for all managers to ensure a consistent approach to what being a leader is at Citizen, ensuring all our managers are upskilled to lead effectively. The Leadership Academy is made up of five key courses:

- Leadership Fundamentals
- Leading Yourself
- Leading Others
- Leading Performance
- Leading Excellence.

We are currently delivering our third cohort of these courses.

This year we also continued to deliver two Talent development programmes:

- Aspire - a talent development programme that focuses on aspiring managers and supporting them in their aspiration to become a manager.
- Future Leaders - a programme which focusses on aspiring Heads of Service and Directors.



Supply chain

C45. Creating social value when procuring goods and services

Through our Procurement Strategy, we have established ambitious targets for creating and delivering social value to our customers. To support this commitment, we have recently implemented a Points-Based Social Value Model, designed to be integrated across all tenders. This model adopts a proportionate approach to social value, aligned with contract value.

For every £100,000 of contract value, 10 points of social value must be assigned to predefined initiatives. The predefined initiatives have been developed in response to the needs of our local communities and will be further tailored through ongoing customer engagement prior to initiating a tender exercise. Further measures are now being developed to ensure commitments are captured, realised, and monitored.

Over the past 12-months, we have secured several social value commitments, including:

- Environmental Initiatives - such as our suppliers providing resources to tidy and clean our local communities
- Refurbishment of community spaces
- Apprenticeships
- Work experience opportunities
- Over £70,000 received in financial donations and/or contractual rebates.



C46. Sustainable procurement of goods and services

Through procurements which are delivered within our customers' homes, and where materials are required, we place emphasis on ensuring the environmental impact, climate change mitigation, and resource efficiency solutions proposed within tenders receives appropriate and proportionate quality weighting.



Making a positive difference

Environmental, Social and
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