

Sep 2025



IT'S THE BEST PLACE TO BE

# SRS Report 2025

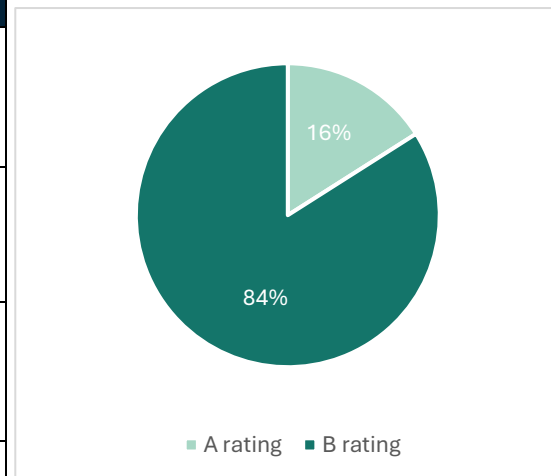
## Table of Contents


<b>Section 1: Environmental Criteria</b>	<b>3-4</b>
Climate Change	3
Ecology	4
Resource Management	4
<b>Section 2: Social Criteria</b>	<b>5-7</b>
Affordability & Security	5
Building Safety & Quality	6
Resident Voice	6
Resident Support	7
Placemaking	7
<b>Section 3: Governance Criteria</b>	<b>8-10</b>
Structure & Governance	8
Board & Trustees	9
Staff Wellbeing	9
Supply Chain	10



## Climate Change

Criteria	Response
C1 – EPC Rating before last financial year	ZEN Housing has an average B rating across its existing homes.
C2 – EPC rating in the last financial year	Average B rating <ul style="list-style-type: none"> <li>- 84% B rating</li> <li>- 16% A rating</li> </ul>
C3 – Net Zero Strategy	N/A – ZEN Housing has not yet implemented a formal net zero strategy but is committed to exploring this in future development plans.
C4 - Retrofit activities	Retrofitting has not been necessary, as ZEN Housing’s current portfolio consists of new build properties. However, ZEN is actively monitoring the condition of its existing homes, as well as any new legislation that may require retrofitting.
C5 - Scope 1, Scope 2 and Scope 3 Green House Gas emissions	ZEN Housing has begun implementing Utopi smart meters and sensors in our new homes; as this rollout occurred after the end of the last reporting year, data for such will be included in next year’s submission.
C6 – Climate Risks to Portfolio	Viability studies, including climate risk assessments, have been conducted prior to acquiring schemes to ensure that our portfolio is resilient to environmental risks such as flooding and overheating.





100% of ZEN Housing properties are new build homes with strong EPC ratings

## Ecology

Criteria	Response
C7 – Biodiversity	N/A – No current biodiversity initiatives. As ZEN Housing grows, we will explore biodiversity programs to enhance green space within our developments.
C8 – Strategy to reduce pollutants	Our new build properties have low risk of pollutants such as damp and mould. We are working - with external partners to monitor indoor air quality, and we employ best practices to minimise construction-related pollutants.



## Resource Management

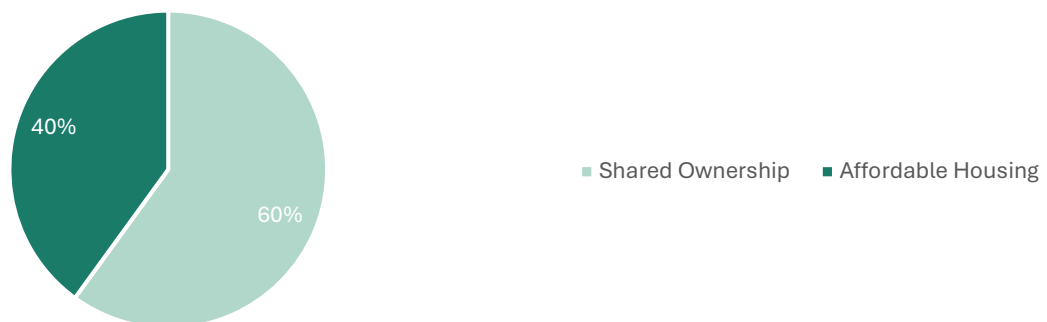
Criteria	Response
C9 – Responsibly Sourced Materials	ZEN Housing strives to use responsibly sourced materials across its developments by working with reputable developers and house builders. While we are still subscale, we aim to incorporate material sourcing standards into future procurement processes as we grow.
C10 – Waste Management	Waste management practices are managed by our property manager, who ensures that waste is disposed of responsibly. We will continue to explore enhanced waste management strategies as part of our sustainability focus.
C11 – Water Management	Water management is not yet a formalised focus, but ZEN Housing plans to integrate water-saving measures in future projects and retrofits.



## Affordability & Security

Criteria	Response
C12 – AR compared to LHA (Affordability Metric)	Average Rent is 31% above LHA rate.
C13 – Unit Mix Split (Historic)	100% Shared Ownership before last financial year.
C14 – Unit Mix Split (Last financial year)	The split between new homes completed in the last financial year is 40% Affordable Housing & 60% Shared Ownership, and the number of homes disposed in the last 12 months are 0.
C15 – Reduce the effect of High Energy Costs	To reduce energy costs for residents, ZEN Housing ensures that new properties are highly energy-efficient with an average EPC rating of B. We continue to explore ways to support residents through energy-saving technologies such as Utopi.
C16 – Provide Security for tenure	ZEN Housing offers long-term security of tenure, with shared ownership leases averaging 645 years. As we acquire more Affordable Rent tenures, we will issue Assured Tenancies to ensure residents feel secure in their homes.

C14 - Unit Mix Split (Last financial year)





## Building Safety & Quality

Criteria	Response
C17 - Condition of Stock (EICR, FRA, Gas Certs) %	100% of ZEN Housing properties have up-to-date EICR, FRA, and Gas certifications. Our property manager, regularly monitors and renews these certifications as required.
C18 - % of Homes Meeting National Homes Standard	100% of ZEN Housing homes meet the Decent Homes Standard.
C19 - Mitigating the Risk of Damp and Mould	ZEN Housing monitors humidity levels in its homes using smart sensors provided by our third-party partner, Utopi. By identifying properties with elevated humidity, we are able to highlight potential risks of damp and mould to residents in advance, working through our property managers to provide guidance and help prevent issues from developing or worsening. Where damp or mould does occur, ZEN's repairs policy requires property managers to carry out washdowns within 24 hours, treating these cases as Urgent Repairs.

## Resident Voice

Criteria	Response
C20 – Tenure Satisfaction	<ul style="list-style-type: none"> <li>- Proportion of customers satisfied with the service provided by ZEN. 33%</li> <li>- Proportion of customers that are satisfied with ZEN listening to their views and acting upon them. 33%</li> <li>- Proportion of customers satisfied with ZEN keeping them informed about things that matter to them. 100%</li> <li>- Proportion of customers that agree that ZEN treats them fairly and with respect. 100%</li> </ul> <p>Given the small volume of the responses, these results may not fully reflect overall customer sentiment. We will work with our property manager to encourage greater participation in future surveys.</p>
C21 – Provisions to Hold Management Accountable for Service	<p>ZEN Housing has established robust management agreements and internal policies to govern the Registered Provider's operations and service delivery.</p> <p>These agreements set clear expectations around performance, accountability, and regulatory compliance.</p> <p>A ring-fencing agreement is also in place to safeguard the independence of the RP from associated companies, and ensure the RP operates without external interference.</p> <p>This structure, combined with regular performance reviews and governance oversight, allows ZEN Housing to hold management accountable while maintaining transparency and independence.</p>
C22 - % of complaints resulted in change of practice within the housing provider in Last 12 Months	There was 1 complaint in the last 12 months which was dealt with in line with ZEN's complaints policy and procedure.

# Resident Support

## C23 – Support Services Provided:

ZEN Housing, in partnership with its service provider Pinnacle Group, use Rentsense to review rent accounts weekly, allowing us to engage with debtors at the earliest stage possible, and discuss any issues they may be experiencing and offering advice and support. This includes the below but not exhausted to:

- Intervening to ensure Universal Credit claims are made correctly and accurately
- Making claims for Universal Credit with residents
- Making Housing Benefit claims for residents in Temporary Accommodation and Supported Housing
- Advocating on behalf of residents to ensure entitlement is paid. Example being Pinnacle’s income team successfully claimed £58k obtained in backdated Housing Benefit in FY23/24 and a Circa £80k obtained in backdated Universal Credit on one scheme during 2024/25
- Help with additional funding like DHPs
- Income and expenditure forms to help agree sustainable payment plans and problem areas in their finances
- Clarification that rent is a priority debt
- Signposting for specialist debt help – in this regard we have a partnership with Stepchange

In addition to welfare assistance, ZEN and Pinnacle Group provide residents with a dedicated property manager who offers tenancy management support, including triaging repairs, resident engagement, and handling general queries, as well as managing individual cases in coordination with local services where required.

# Place Making

Criteria	Response
C24 – Contribution to community	As a young organisation, ZEN Housing has not yet contributed directly to broader neighbourhood projects but plans to engage in community-building initiatives and is currently in discussions with a third party to launch such programmes.



# Structure & Governance

Criteria	Response
C25 – Registration with national regulator	ZEN Housing is registered with the Regulator of Social Housing (Reg. No. 5145).
C26 – Housing provider’s most recent regulatory status	ZEN Housing is not subject to grading due to its small size, with fewer than 1,000 units.
C27 – Code of Governance	ZEN adopted the 2015 National Housing Federation Code of Governance until 31 December 2024. Following this, ZEN has adopted the BPF 2024 Code of Governance.
C28 – Non-profit & shareholder (ownership & voting rights)	ZEN Housing is a for-profit registered provider, and Pegasus Affordable Limited owns 100% of the company, with 100% voting rights.
C29 – Manage ESG risk	ZEN Housing’s Board integrates ESG considerations into all strategic decisions, ensuring that factors like affordability, resident well-being, and energy efficiency are embedded in every acquisition and investment.
C30 – Adverse Regulatory Findings	ZEN Housing has not been subject to any adverse regulatory findings in the last 12 months.



## Board & Trustees

Criteria	Response
C31 – Board Diversity	The Board is composed of 40% women, with no current representation from BAME communities, residents, or individuals with disabilities. The average board member age is 58.6. As ZEN Housing grows, we plan to introduce resident panels for more direct engagement.
C32 – Board Turnover & Senior Management Team Turnover (last 2 years)	16.7% of the board has turned over in the last two years. With Ellison Riddle transitioning from Executive Director to Nonexecutive Director.  Management of ZEN Housing is outsourced to ZEN Living Management Limited; therefore, ZEN Housing does not directly employ Senior Management.
C33 – % of Board on Audit Committee with Finance Experience	N/A
C34 – % of Non-Executive Directors	80 % of the board are non-executive directors.
C35 – Succession Plan	ZEN Housing has a Succession Plan that complements its Board Recruitment, Induction and Succession Policy. This framework has already supported the successful appointment of a new Independent Non-Executive Director to the Board.
C36 – External Audit Partner Appointment	N/A
C37 – Last Board Review	The Board’s skills were last reviewed in July 2025.
C38 – Handling Conflicts of Interest	ZEN Housing has a conflict-of-interest policy in place, with no conflicts recorded in the last 12 months.

## Staff Wellbeing

Criteria	Response
C39 – Real Living Wages	N/A
C40 – Median Gender Pay Gap	N/A
C41 – CEO to Median Worker Pay Ratio	N/A
C42 – Equality, Diversity, and Inclusion Standards	ZEN Housing is committed to fostering an inclusive workplace and ensures that EDI considerations are factored into the organisation’s operations.
C43 – Physical and Mental Health of Staff	N/A
C44 – Support for Professional Development of Staff	ZEN Housing supports staff development by providing ongoing training opportunities and access to resources for career growth.

## Supply Chain

---

<i>Criteria</i>	<i>Response</i>
C45 – Consideration of Social Value when Procuring Services	ZEN Housing prioritises social value in its procurement processes, incorporating resident feedback and focusing on well-being and engagement. All suppliers are evaluated for their contributions to social goals alongside financial performance.
C46 – Consideration of Sustainability when Procuring Services	Environmental sustainability is a key factor in ZEN Housing's procurement strategy. We regularly review the environmental impact of suppliers and aim to align procurement decisions with broader sustainability objectives.