

Annual Report & Financial Statements

Accent

FOR THE YEAR ENDED 31 MARCH 2026

L4511 Registered by the Regulator of Social
Housing. Registered Society number 30444R.

Mereside Green, Willingham

2025 - 2026

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The Board, Executives and Advisors

Non-Executive Board Members

Nigel Wright	Chair (appointed on 31 July 2025)
Adeoye Adebayo	
Ilona Blue	
Simon Brooksbank	
Michelle Gregg	
Nici Audhlam-Gardiner	
Helen Jaggar	
Gerraint Oakley	(appointed 1 February 2026)
Akshay Shah	
Nigel Wright	Chair Designate (appointed on 1 May 2025, resigned 31 July 2025)
Archana Makol	(resigned 1 October 2025)
Tom Miskell	Chair (resigned on 31 July 2025)
Steve Pearson	(resigned at end of term on 1 April 2025)
David Williams	(resigned 1 January 2026)

Co-opted Executive Directors

Neculai Apetroaie

The Board, Executives and Advisors

Executive Directors

Neculai Apetroaie	Group Chief Executive Officer
Kirsty Spark	Chief Financial Officer
Steve Morris	Executive Director of Development and Sales (appointed interim on 5 May 2025, permanent appointed on 1 November 2025)
Debbie Hinbest	Executive Director of People, Culture and Transformation (appointed interim on 5 May 2025, permanent appointed on 1 November 2025)
Peter Hall	Interim Executive Director of Assets and Compliance (appointed on 24 November 2025, resigned on 22 May 2026)
Conan McKinley	Executive Director of Assets and Compliance (appointed 28 April 2026)
Dean Anderson	Executive Director of Customer Experience (appointed on 27 April 2026)
James Anderson	Chief Information Officer (resigned 30 September 2025)
Alex Liburd	Interim Executive Director of Assets and Compliance (appointed on 5 May 2025, resigned on 31 December 2025)
Sarah Ireland	Executive Director of Strategy and Growth (resigned on 30 April 2025)
Julie Wittich	Chief Operating Officer (resigned on 2 May 2025)

Company Secretary

Kate Elder
(appointed 1 August 2025)

Kirsty Spark
(resigned 1 August 2025)

Registered Office

3rd Floor, Scorex House,
1 Bolton Road, Bradford,
West Yorkshire, BD1 4AS

Registered Numbers

Charitable Registered
Society No. 30444R under
the Co-operative and
Community Benefit
Societies Act 2014

Registered by the
Regulator of Social
Housing (RSH) No. L4511

External Auditor

BDO LLP, Eden Building, Irwell
Street, Manchester, M3 5EN

Internal Auditor

Menzies LLP (Beever and
Struthers), One Express,
1 George Leigh Street,
Manchester, M4 5DL

Banker

National Westminster Bank
PLC, 3rd Floor, 2 Whitehall
Quay, Leeds, LS1 4HR

Chair and Group Chief Executive's joint statement

Against a backdrop of continued economic uncertainty, increasing demand for affordable housing and an evolving operating environment, we have remained focused on our **purpose**: providing **safe, affordable** homes and services that help people and communities **thrive**.



Housing continues to be one of the most significant social and economic challenges facing the country. Access to affordable, high-quality homes remains out of reach for many people, placing increasing pressure on individuals, families and their communities. As a social landlord, at Accent we recognise the important role we have to play in helping address this challenge.

During the year we continued to invest in existing homes, build new affordable housing and improve services for our customers, while maintaining the financial strength required to support our long-term ambitions.

As we enter the final year of our Corporate Strategy, Building on Strong Foundations, we can see clear evidence of the progress made across each of our strategic priorities over the past year. From delivering 395 new homes and investing significantly in our existing stock, to strengthening customer influence and improving our ways of working across the organisation through a new transformation programme – One Accent, we have continued to build the foundations that will support Accent's future success.

This year we delivered **395** new affordable homes. These homes provide much-needed housing for **individuals** and **families** across the country while supporting our ambition to create **sustainable communities**.

We have continued to improve the environmental performance of new homes, with 90% achieving an EPC A rating, helping customers manage energy costs and reducing environmental impact. At the same time, we have continued to invest in our existing homes through planned maintenance, sustainability improvements and compliance activity, ensuring customers live in homes that are safe, well maintained and fit for the future. A total of £44m was invested during the year.

Chair and Group Chief Executive's joint statement

The safety of our customers and colleagues remains our highest priority. We continue to maintain strong compliance performance and are committed to ensuring our homes meet the standards customers rightly expect.

Equally important is ensuring customers have a say in shaping the services they receive. Throughout the year we have strengthened opportunities for customers to influence decision-making, helping us better understand their experiences and focus improvement efforts where they matter most. This has informed the co-design of service improvements across a number of areas and reinforced our commitment to being a customer-focused organisation. Some examples include work to reshape our rent and service charge communications, collaboration through a repairs workshop to shape our dedicated repairs improvement plan, preparation for Awaab's Law and work to design the future of our tenancy reviews.

We also recognise that many customers continue to face cost of living pressures. Through our inclusion services and partnerships, we have continued to help customers access financial assistance to maximise income and build resilience during challenging times – this reached a total of £337k. Beyond housing, we remain committed to creating wider social value through investment in communities by supporting wellbeing, inclusion and opportunity across the areas we serve.

We have continued to invest in the organisation itself. Significant progress has been made in strengthening our technology, data and ways of working, creating a more efficient organisation capable of delivering excellent services now and in the future. At the same time, we have continued to invest in our colleagues through our People Strategy, recognising that engaged and motivated colleagues are essential to delivering great outcomes for customers.

While we are pleased with the progress made, we recognise there is more to do. There remain areas where we must improve further, particularly in delivering greater consistency across services and improving customers' experience when things go wrong. We are committed to improving, while maintaining a relentless focus on service quality, value for money and continuous improvement.

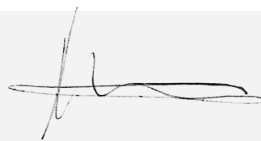
Financially, Accent remains strong and resilient. Our continued G1/V1 regulatory judgement and A credit rating from Standard & Poor's provide independent assurance of the strength of our governance, financial resilience and long-term sustainability. This strength enables us to continue investing in homes, services and communities, while maintaining the flexibility to respond to future challenges and opportunities.

As we look ahead, we will continue to delivering the commitments set out in our **Corporate Strategy**, improving outcomes for customers and building on the **strong foundations** already in place.

We recognise that trust is earned through the quality of our services and decisions we make, including how we respond when things do not go as expected. Supported by our dedicated colleagues, we remain committed to making a positive difference for our customers and the communities we serve.

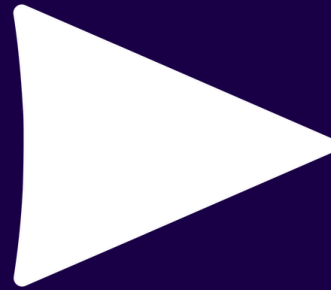


Nigel Wright
Chair



Nick Apetroaie
Chief Executive

Report of *the Board*



Report of the Board

The Board presents its report and the financial statements for the year ended *31 March 2026*.

Principal activities

We are a social landlord formed in 1966 and have grown to serve over 41,000 customers in over 22,000 affordable, safe homes across the north, east and south of the country.

We are driven by the fundamental belief that helping to solve the housing crisis will provide people with stability, a foundation for better living and contribute to the nation's wider objectives for local and national growth.

We are clear on the impact we can make across our areas of operation and are motivated by our values, strong vision and core purpose of providing top quality homes and services for our customers. We know that we have a large part to play in helping to overcome the difficulties that households on lower incomes face, and it is incumbent on us to deliver our core services to the best standard possible so that all of our customers feel that it is 'good to be home'.

At Accent, we care, we are inclusive, smart and driven and we work in partnership with others to ensure our customers and communities are heard and supported to grow and thrive. Our customers' voice drives our decision making and we invest in our colleagues to deliver the best outcomes, ensuring that together, we create moments that matter.

Management judgements and estimates

The preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made are described in note 1 – Accounting Policies.

Performance for the year and future developments

Details of the Group's performance for the year and future plans are set out in the Strategic Report on pages **19–50**.

Going concern

The Group and Society's business activities and its current financial position are set out in the Strategic Report and the Report of the Board. In preparing the financial statements on the going concern basis the Board considered the current economic situation, with immediate potential for increased costs resulting from higher inflation, higher wage costs, higher interest costs, higher material costs, and considered the following key assumptions and scenarios:

- That the current budget, medium- and long-term financial forecasts, including pension obligations, demonstrate that the Group and the Society have sufficient resources to meet all liabilities as they fall due, for the foreseeable future and at least for the 12 months following approval of these accounts.
- Stress testing of long-term financial forecasts have been prepared to demonstrate that appropriate and practical mitigations are available to the Group and the Society in the case of wider economic uncertainty. The stress tests, which included but were not limited to factors such as increased inflation rates, increased interest rates, rent cap, exceptional expenditure, development delays, and sales price fluctuation, were aimed at determining their impact on the plan. Multiple stress scenarios were applied, and circumstances identified under which the plan might be 'broken', meaning bank covenants have been breached, mitigating actions were identified, quantified, and their timing determined.
- That banking covenants and funders' requirements have been met and are forecast to be met going forward.
- The impact of the wars in Ukraine, the Middle East, and the uncertain political landscape have all been considered within the forecasts and stress tests applied to assess the potential impact of various scenarios. The Group and the Society continue to maintain sufficient liquid resources and committed funding to mitigate any immediate and foreseeable impact in the short, medium and long term, to ensure they can manage the potential impact of increased risks identified, including inflation, increased interest rates, and a significant decline in the housing market.

Report of the Board (continued)

Going concern (continued)

The Group cash position as at 31 March 2026 was £83m. Cashflow projections do not rely on Government support schemes. The primary reliance the Group and the Society has in respect of Government funding is attributable to rents and service charges settled through Universal Credit and Housing Benefits and other customer focussed support. Appropriate stress testing, including rent cap, has been undertaken to ensure that a variation in Government policy on such payments can be accommodated within future cash flow forecasts.

The Board has reviewed and considered the expected performance and commitments of the Group and the Society over the short and medium term and believes there is a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future, thus ensuring a period of at least 12 months after the date on which the report and financial statements are signed. For this reason, the Board continues to adopt the going concern basis in the financial statements.

Group Structure, Board Members and Co-opted Executive Director

Accent Group Limited is the parent company of the group and is a non-asset-owning Registered Provider of Social Housing. Accent Group Limited has one direct subsidiary company: Accent Housing Limited, which is an asset-owning Registered Provider of Social Housing. Accent Housing Limited has two further subsidiary companies: Accent Capital plc and Accent Homemade Limited. All subsidiary companies are wholly controlled within the group structure. The Boards of Accent Group Limited and Accent Housing Limited are made up of the same Board members, as shown on page 4. The Boards of Accent Capital Limited and Accent Homemade Limited comprise an approved mix of Non-Executive Board members and Executive Directors.

The principal responsibilities of the Accent Group Limited Board are to:

Mission – Lead the Society in pursuit of achieving its social purpose. The Group Board sets the company's mission and values and regularly reviews and reaffirms their relevance.

Customer focus – Ensure that the needs and safety of the Society's current and future customers are placed at the heart of the Group Board's decision-making.

Equality, diversity and inclusion – Demonstrate a clear and active commitment to achieve equality of opportunity, diversity and inclusion in all of the Society's activities, as well as in its own composition. It has policies and publicly visible statements which meaningfully demonstrate this commitment and sets priorities and objectives for the organisation.

Culture – Regularly consider and define the culture and behaviours that will best enable the Society to deliver its mission and values.

Integrity – Ensure that the Group Board, its members and the Society maintain high standards of probity and conduct.

Accountability – Operate openly and transparently, and demonstrate accountability to key stakeholders including residents, other customers, and partner statutory bodies.

Reputation and trust – Take into account, in its actions and decisions, the importance of maintaining trust in the Society and upholding its reputation.

In order to monitor the implementation of the corporate strategy and ensure that the business delivers operationally, the Board has put in place a committee structure. This committee structure, and its effectiveness, is regularly reviewed by external consultants as part of a triennial independent governance review. The most recent review has been carried out in 2025/26 by Altair Consultancy and Advisory Services Limited.

The committee structure in operation during the year comprised:

- **Audit and Risk Committee** – which supports the Board in relation to the audit and risk function, and to provide reassurance that internal control arrangements across the Group are appropriate and operate to the highest standards.
- **Remuneration and Nominations Committee** – which supports the Board in relation to, and provides assurance that, appropriate governance arrangements are in place in respect of Executive and Non-Executive appointments, succession plans, performance assessments, development plans, and Executive and Non-Executive reward and remuneration.

Report of the Board (continued)

Group Structure, Board Members and Co-opted Executive Director (continued)

- **Capital Investment Committee** – which is responsible for ensuring delivery of Accent's development programme and asset management strategy. This includes procuring, developing and disposing of land and property.
- **Customer Experience Committee** – which reviews the performance and operational service delivery of all housing and customer services and property customer-facing functions, including resident feedback. Oversees key performance indicators and targets for agreed areas of operational service delivery.

In addition:

- **Strategic Health and Safety Group** – is an Executive-led group that ensures that our policies, procedures and working practices regarding health and safety meet or exceed any legal obligations, with the object of promoting the well-being and safety of our customers, colleagues and communities. The Group has agreed key performance indicators for both colleague and customer safety and has oversight of a dedicated health and safety risk register. The Group reports into the Board through the Chief Executive's Health and Safety report.
- **Treasury Task and Finish Group** – reviews treasury operations including funding structure and composition, considers treasury risks and opportunities and ensures that the organisation receives value for money in its treasury management activities.

External Governance Review

Accent commissioned Altair Consultancy and Advisory Services Limited to conduct an independent and objective review of its governance arrangements in 2025/26.

The review was scheduled in accordance with the adopted National Housing Federation (NHF) Code of Governance 2020 Section 3.9, which requires the board to evaluate its effectiveness and assess its business practices. Altair analysed the size, structure, and overall effectiveness of the governance arrangements, as well as how cultural and transformation changes were being embedded.

The recommendations in the report have been reviewed and an implementation plan agreed through Remuneration and Nominations Committee and the Board in July 2026. Board will retain oversight of the plan's execution.

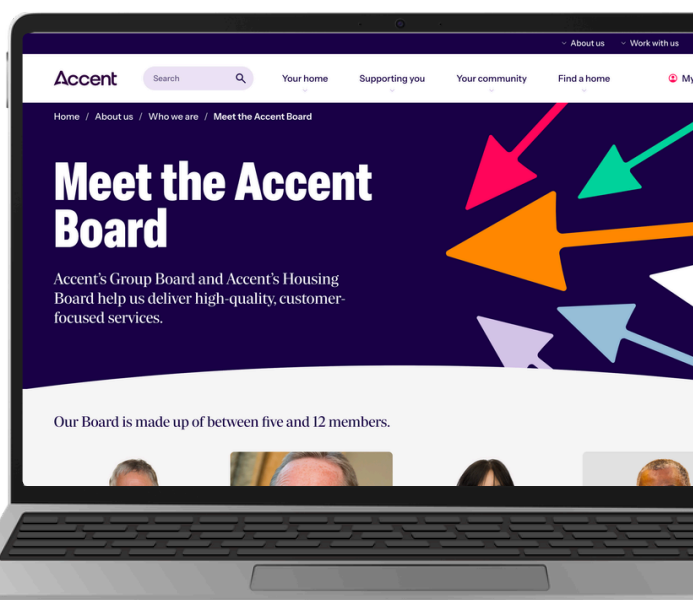
Board Members and Co-opted Executive Directors

During 2025/26 the Group Board has comprised the Group Chair and Non-Executive members together with the Co-Opted Executive, which has been the Group Chief Executive. During this period the long-standing Chair resigned at the end of their agreed term and a new Chair was appointed from 31 July 2025, following a period of transition that commenced on 1 May 2025.

In line with the agreed Succession Plan, three other Board members resigned at the end of their agreed term and one appointment was made. Accent remains in compliance with Board composition of between 5-12 members and the Remuneration and Nominations Committee review the succession and recruitment plan on a regular basis. The optimum membership is determined as between 8 and 10 members, with flexibility allowed for succession, continuity and handover to new members. For details, please see page 4.

Board member appraisal meetings are held annually to review contribution, attendance and training and development needs. All Board and Committee members are required to provide an annual governance declaration, including declarations of interest, to ensure on-going independence.

Biographies for individual Group Board members are available on the Group's website at www.accentgroup.org.



Report of the Board (continued)

Current tenure, key skillsets and committee allocations for Board members are outlined here:

Name	Position	Tenure at 31 March 2026 (yrs)	Key skillset	Board or Committee allocation
Nigel Wright	Board member (from 1 May 2025) Board Chair (from 31 July 2025)	0.9	Finance	AGL; AHL; Accent Capital PLC ; Remuneration & Nominations Committee (from 31 July 2025)
Helen Jaggar	Senior Independent Director Board member Chair of Remuneration & Nomination Committee (from 2 October 2025) Chair of Customer Experience Committee (to 2 October 2025)	7.5	Senior Housing Sector	AGL; AHL; Customer Experience Committee (to 2 October 2025) Remuneration & Nominations Committee (from 2 October 2026)
Akshay Shah	Board Member	7.5	Private Finance	AGL; AHL; Audit & Risk Committee; Treasury Working Group
Nici Audhlam-Gardiner	Board Member	4.2	Finance	AGL; AHL; Audit & Risk Committee; Treasury Working Group
Ilona Blue	Board Member / Chair of Audit & Risk Committee	4.0	Finance and Accountancy	AGL; AHL; Audit & Risk Committee; Accent Capital PLC (from 2 September 2025)
Ade Adebayo	Board Member Chair of Capital Investment Committee (from 1 April 2025)	1.5	Asset Management & Development	AGL; AHL; Capital Investment Committee; Accent Homemade Limited (from 7 May 2025)
Simon Brooksbank	Board Member Chair of Customer Experience Committee (from 2 October 2025)	1.1	Data; Private Sector Commercial	AGL; AHL; Customer Experience Committee (from 2 October 2025); Capital Investment Committee (to 1 February 2026)
Michelle Gregg	Board Member	1.1	Senior Housing Sector; Transformation	AGL; AHL; Customer Experience Committee; Remuneration & Nomination Committee (from 2 October 2025)
Neculai Apetroaie	Co-opted Executive Board Member	1.3	CEO	AGL; AHL; Accent Capital plc; Accent Homemade Limited
Gerraint Oakley	Board Member (from 1 February 2026)	0.1	Housing Sector; Development and Asset Management; Sustainability	AGL; AHL; Capital Investment Committee
Tom Miskell	Board Chair (to 1 August 2025)	9.7* years (retired from Board 31 July 2025)	Finance; Senior Housing Sector	AGL ; AHL ; Accent Capital plc ; Remuneration & Nominations Committee
Archana Makol	Senior Independent Director / Chair of R&N (to 2 October 2025)	8.7 (retired from Board 1 October 2025)	Legal	AGL; AHL; Accent Capital plc; Remuneration & Nominations Committee
Steve Pearson	Board Member / Chair of Capital Investment Committee (to 1 April 2025)	6.5 (retired from Board 1 April 2025)	Development; Housing Sector	AGL; AHL; Capital Investment Committee
David Williams	Board Member (to 1 January 2026)	6.1 (retired from Board 1 January 2026)	Property; Housing Sector	AGL; AHL; Customer Experience Committee

*Extension to tenure agreed to ensure continuity on the departure of the Chief Executive during 2024/2025

Report of the Board (continued)

Details of Board members' remuneration is included in note 7 to the audited financial statements. Board members' remuneration is benchmarked by external consultants. The co-opted executive director is entitled to a vehicle allowance. Group insurance policies indemnify Board members and officers against liability when acting in their professional capacity on Group business. Remuneration details and attendance levels for Non-Executive Board members at Board and Committee Meetings for the year ended 31 March 2026 is as follows:

Non-Executive Board Members attendance and total remuneration

	Group Board No.	Audit & Risk No.	Customer Experience No.	Capital Investment No.	Remuneration & Nominations No.	Accent Homemade No.	Accent Capital PLC No.	Total Remuneration** £
Tom Miskell*	2/2	-	-	-	2/2	-	1/1	7,800
Nigel Wright*	5/5	-	-	-	4/4	-	2/2	27,553
Archana Makol*	3/3	-	-	-	3/3	-	2/2	7,494
Ilona Blue*	6/6	4/4	-	-	-	-	1/1	12,374
Helen Jaggard*	6/6	-	2/2	-	5/5	-	-	13,853
Ade Adebayo	6/6	-	-	7/7	-	6/6	-	13,905
Nici Audhlam-Gardiner	5/6	4/4	-	-	-	-	-	9,881
David Williams*	3/4	-	3/4	-	-	-	-	7,407
Akshay Shah	5/6	4/4	-	-	-	-	-	9,829
Simon Brooksbank*	6/6	-	3/3	4/5	-	-	-	11,826
Michelle Gregg	5/6	-	4/4	-	3/3	-	-	10,013
Gerraint Oakley*	2/2	-	-	1/1	-	-	-	1,638

*Attendance is calculated on the number of meetings each individual board member is eligible to attend.

**Inclusive of expenses and employer's national insurance contributions.

Report of the Board (continued)

Pensions

The Group participates in the following pension scheme arrangements:

Employees across the Group are eligible to join the Accent Group Pension Scheme (AGPS), a defined benefit pension scheme in which the Society and employees contribute to the scheme.

The Group also participates in the Social Housing Pension Scheme (SHPS) defined contribution (money purchase) scheme.

Both AGPS and SHPS schemes comply with auto enrolment legislation. The co-opted executive director and executive directors are all active members of the Accent Group Pension Scheme. They participate in the scheme on the same terms as all other eligible staff.

The Group previously participated in the Social Housing Pension Scheme (SHPS) defined benefit scheme. This scheme was closed to Accent employees from 1 August 2016.

Employees, diversity and inclusion

The strength of the Group lies in the quality and commitment of its employees. The Group's ability to meet its objectives and commitments to residents in an efficient and effective manner depends on the contribution of all its employees. The Group continues to provide information on its objectives, progress and activities through regular office and departmental meetings and detailed one to one meetings for employees with their line managers.

The Group is an equal opportunity employer and complies with all current legislation with regard to equal opportunities. As part of this policy, encouragement is given to the employment of disabled people and people from ethnic minority backgrounds.

Political and charitable donations

The Group made grants and awards of £0.9k (2025: £2k) to individuals and groups based in the communities in which we work. No donations were made to political parties during the year.

Compliance with regulatory standards

The Board understands that robust governance arrangements are essential to ensure delivery of our corporate strategy and to meet the needs of our stakeholders.

The Board is committed to ensuring that it has robust governance arrangements that deliver its aims and objectives for customers and potential customers in an effective, transparent and accountable manner. Accent was rated as G1 V1 on 26 July 2023 by the Regulator of Social Housing following its In-depth Assessment in March 2023 and this was re-affirmed by the Regulator of Social Housing in November 2025 following annual stability checks.

All registered providers are required by the Regulator of Social Housing Governance and Financial Viability Standard to adopt a code of governance. A code of governance sets out the standards that organisations can reasonably be expected to achieve if they are to be well governed.

The National Housing Federation (NHF) 2020 Code of Governance has been adopted by the Board as a formal framework to underpin the Group's governance arrangements. This particular code of governance was selected as it is bespoke to the housing sector and it is a widely recognised example of best practice. Compliance with this code follows the four principles below:

- Mission and Values
- Strategy and delivery
- Board effectiveness
- Control and assurance

Compliance with the Regulatory Standards ensures we will:

- Adhere to all relevant laws.
- Ensure that its constitutional documents are, and remain, fit for purpose.
- Be accountable to residents and relevant stakeholders.
- Safeguard taxpayers' interests and the reputation of the housing sector.
- Have an effective risk management and internal controls assurance framework.

The Board has assessed compliance through self-assessment processes which have included a detailed examination of the effectiveness of the internal controls' framework, a comprehensive review of compliance with the Regulatory Standards (which includes adherence to all relevant laws) and an assessment against the requirements of the NHF Code of Governance.

Report of the Board (continued)

Compliance with regulatory standards (continued)

An extension to tenure of the Board Chair past the usual maximum 9 years was agreed for reasons of leadership continuity due to the resignation and subsequent change in the Chief Executive role during 2024/25. The decision was shared with the Regulator of Social Housing, The successor to the Board Chair role was appointed in May 2025, and there was a short period of transition which ended on 31 July 2025. The completion of this transition period brought Accent back into compliance with the Code of Governance requirements. Other areas have been identified for continued improvement against the Code of Governance, including a refreshed review of the Standing Orders, alongside the delivery of an organisation-wide probity awareness campaign.

As part of the annual accounts process the Audit and Risk Committee undertakes a detailed review of regulatory compliance in accordance with the economic standards set by the Regulator of Social Housing, and the Customer Experience Committee reviews compliance with the corresponding consumer standards.

The reviews against the standards were undertaken and presented to the Committees in July 2026. The Audit and Risk Committee has received appropriate assurance that Accent complies with the requirements of the Economic Standards, and the Customer Experience Committee has reviewed compliance with the Consumer Standards. The overall outcome is that Accent complies with the standards though there are areas that we recognise we need to strengthen, for example increasing the level of customer involvement in service development and design and enhancing the data we hold about our customers to allow us to tailor our services more effectively.

Accent utilises a range of additional assessment methods to monitor performance and maintain standards. This includes, for example, the annual self-assessment of internal controls and assurance and a number of external independent reviews of key business areas. The insight and opinion of third-party specialists provides the Board with robust assurance and enables Accent to benefit from knowledge of best practice across the sector.

In addition to the self-assessments on the effectiveness of internal controls and review of compliance with the regulatory standards, an assessment of compliance with all relevant laws and regulations has been conducted with reference to external advice on applicable law, regulations and recent changes.

The review recognises the significant changes that have taken place, and continue to take place, in legislation and regulation within the sector. As part of the assessment, Accent has reviewed its compliance with existing legislation and preparedness for upcoming changes and remains compliant overall, with areas of strengthening and preparatory actions identified. Key areas of focus include the introduction of the next phase of Awaab's Law, Renters Reform, Leasehold and Freehold Reform, Heat Networks, changes in Employment legislation, and the introduction of the new regulatory standards around Tenant Access to Information (STAIRS) and the Competence and Conduct Standard. A regular update on upcoming legislative, regulatory and other contextual changes is now in place, and will be monitored through Executive Team, Audit and Risk Committee and Board.

A compliance and best practice review has been undertaken in relation to regulatory requirements associated with Accent's listed status and bond financing. The review has found that Accent is compliant with the requirements, which will continue to be monitored moving forward.

Internal controls assurance

Introduction

The economic climate, both global and domestic, continues to be unpredictable and present particular risks and challenges across the sector. Accent has continued to review services and delivery methods to ensure these are robust and fit for the future. A significant transformation programme has been established to oversee the changes needed to drive the business forward, and investment made in delivering continuous improvement in customer-facing services and customer engagement activities. All transformation brings risk and as such, the role of internal controls within the organisation has never been greater. The following section of this report summarises the results of our 2025/2026 in-depth review of internal controls. The review is based on the previous year's internal audit findings and management of risks, in consultation with members of the executive Audit and Risk Committee and the board. The outcome of the review was that Accent's framework of internal controls remains adequate for purpose. Audit and assurance work continues to identify areas where controls are working well, and where they can be strengthened, with delivery of improvements monitored through the Audit and Risk Committee.

Report of the Board (continued)

Strategic approach

Strategic approach and business planning

The financial aspects of business planning are covered elsewhere in this report and so this section focuses on wider governance controls. Accent's Boards and Committees have maintained oversight and received assurance over completion of strategic objectives throughout 2025/26. Non-executive board members have discussed performance against the 2024-2027 Corporate Strategy and are now focussed on the final year delivery of this strategy, together with the development of a new 2030 strategy. The Group Board is clear on the risks and challenges that Accent and the wider sector need to navigate and has put appropriate controls in place to ensure objectives are met and services are delivered effectively.

At the start of 2023/24, we underwent an in-depth assessment from the Regulator of Social Housing, the outcome of which was a G1 V1 assessment which has been maintained since (reaffirmed in the stability check of November 2025). We continue to work hard to maintain our ratings through a challenging operating environment. To that end we have continued to invest in core customer facing services such as complaints, customer engagement, repairs, housing services and compliance / building safety to ensure we can deliver outstanding services for our customers. At the same time we have continued to invest in our development programme, building high quality new homes and balancing the expenditure with investment in existing homes and modernisation of our core central services through the transformation programme. This balance of investment has been informed by the 2024-2027 corporate strategy and review and scrutiny from the Board.

Risk management

Risk is discussed at different levels throughout Accent from the Board through to team meetings, with a framework of risk registers capturing strategic, operational and departmental risks, mapped with appropriate mitigations and controls. The Audit and Risk Committee plays a key role in correlating with the Sector Risk Profile and ensuring Accent's awareness and scrutiny of, and readiness for, relevant risks. Accent's strategic risk register has been updated throughout the year along with risk appetite.

A full review of the risk appetite framework was signed off by Board in February 2026. A more detailed review and sector comparison of Strategic and Operational risk registers is underway and will be complete by middle of 2026.

Accent's top risks are largely related to the external operating environment and are included in this report on pages 24-25. In summary, risk identification and risk controls (both likelihood and impact) have generally proved effective through 2025/26.

Internal controls

Accent's programmes for both internal and external auditing are discussed in detail with the Audit and Risk Committee, in order to ensure that sufficient and appropriate assurance from auditing activity can be provided to the Board. The internal audit programme is generally a three-year, risk-based programme that tests internal controls relating to 'business as usual' risks as well as controls identified on the strategic and operational risk registers.

In 2025/26 the programme included audits on:

- Complaints handling
- Allocations, Lettings & Sustainment
- IT Controls
- Data Protection
- Risk Management
- Asbestos
- Electrical Safety
- Assets & Liabilities Registers, and Business Continuity and Emergency Planning

The internal audit programme maintains sufficient flexibility for developing high risk areas to be looked-at in-year, if required. Specialist audits may be commissioned for some areas and during 2025/2026 this has included Safeguarding, Data Protection and Health and Safety Compliance.

In 2024/25 the Group switched from a co-sourced Internal Audit model to an outsourced model with our existing internal Audit partner Menzies LLP (formerly Beever and Struthers (B&S)). This model has continued through 2025/26.

The three-year contract with Menzies LLP ran up until 30 June 2026. A competitive procurement process overseen by Audit and Risk Committee has led to the appointment of RSM as internal auditors from 1 April 2026.

The audit programme has been designed to maintain a risk-based approach but with a wide range of areas still identified for audit work. It was agreed that the majority of the year's work would be carried out by B&S/Menzies, alongside audits completed by external providers. Follow-up audit work has also been completed by B&S/Menzies and also by the Accent Risk and Assurance team. A joint internal audit assurance opinion has been determined for the year, with an overall rating of reasonable assurance reported to Audit and Risk Committee in July 2026.

Report of the Board (continued)

Internal controls (continued)

All audits are reviewed by the Executive Team and Audit and Risk Committee. The internal audit programme has become significantly more detailed since Accent became a public interest entity and the subsequent thorough audit findings reports have provided appropriate assurance that the control environment is strong. Any areas for improvement are rigorously tracked and reported through to Audit and Risk Committee, with Board oversight, to ensure satisfactory completion.

Assurance

Assurance is provided to the Board and Committees through a variety of independent sources including the internal and external audit programmes and directly commissioned reviews delivered by external specialists. This includes dedicated audits commissioned to provide independent assurance on key health and safety areas including compliance with asbestos and electrical safety legislation, as part of a rolling programme of building safety compliance audits.

The recommendations from all audit reports are tracked and assurance regarding completion is provided to the Audit and Risk Committee.

One of the key areas we have continued to focus on over the last twelve months is strengthening our approach to customer voice and engagement. During 2024/25, we implemented our customer engagement strategy, including the establishment of the National and Regional Customer Groups, and embedding this structured and consistent approach to customer influence has continued through 2025/26, with outcomes of these groups being reported to Board and Committees.

The Board and Committees have continued to strengthen their focus on customer voice, including through recruitment and ongoing engagement with customers. Reporting to Board reflects this continued commitment, with enhanced performance insight, clear metrics, and stretching targets in place to drive improvement. The Board continues to receive regular assurance on delivery against these priorities, alongside all strategic objectives.

Statement of the responsibilities of the Board for the report and financial statements

Board members' responsibilities

The board members are responsible for preparing the report of the board and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law and social housing legislation require the board members to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

In preparing these financial statements, the board members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice: Accounting by registered social housing providers 2018 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and society will continue in business.

The board members are responsible for keeping adequate accounting records that are sufficient to show and explain the group and society's transactions and disclose with reasonable accuracy at any time the financial position of the group and society and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. They are also responsible for safeguarding the assets of the group and society and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The board is responsible for ensuring that the report of the board is prepared in accordance with the Statement of Recommended Practice: Accounting by registered social housing providers 2018.

Financial statements are published on the group and society's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Group and society's website is the responsibility of the board members. The board members' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Report of the Board (continued)



Disclosure of information to auditor

At the date of making this report each of the Society’s members, as set out on page 4, confirm the following:

- So far as each member is aware, there is no relevant information needed by the Society’s auditors in connection with preparing their report of which the Society’s auditors are unaware.
- Each member has taken all the steps that they ought to have taken as a member in order to make themselves aware of any relevant information needed by the Society’s auditors in connection with preparing their report and to establish that the Society’s auditors are aware of that information.

External auditor

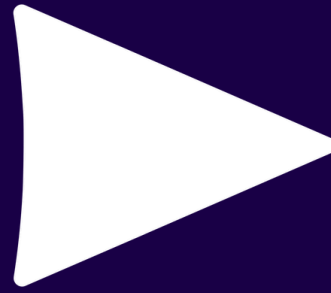
BDO LLP has been appointed as auditor of the Group and the Society, which has been approved by the Board.

The report of the Board was approved and authorised by the Board on 23 July 2026 and signed on its behalf by:

 **Kirsty Spark**
Acting Company Secretary

23 July 2026 **Date**

Strategic *Report*

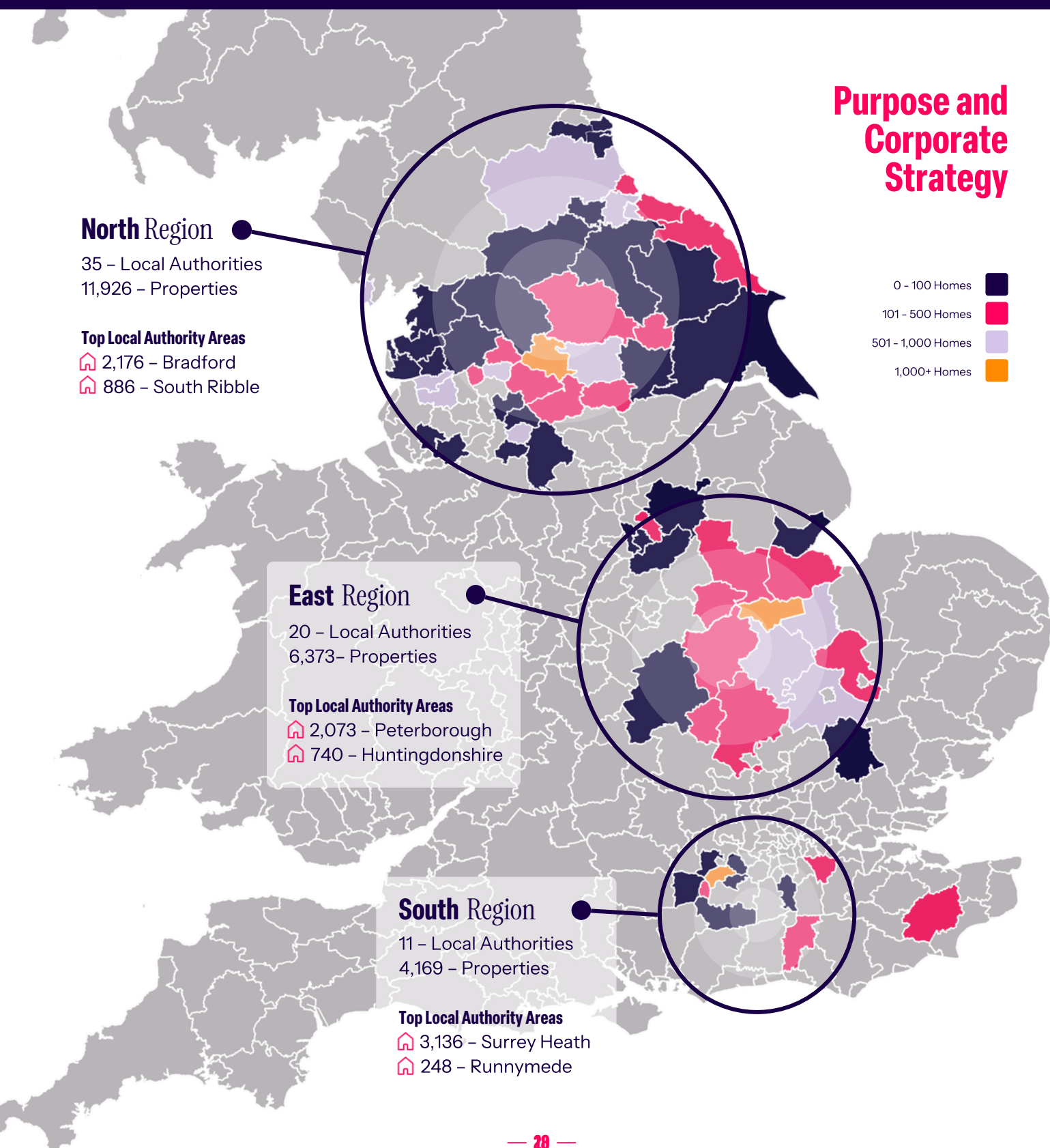


Definitions

Accent Group Limited is the ultimate holding entity into which the results of all subsidiary companies are consolidated. The terms “Group” or “Accent” in the report and financial statements refers to the consolidation of Accent Group Limited and all its subsidiaries. The term “Society” refers to the statutory entity Accent Group Limited.

The subsidiaries in the Group are Accent Housing Limited, Accent Homemade Limited and Accent Capital PLC.

Purpose and Corporate Strategy





We are a social landlord, providing affordable housing across the North, East and South of the country, with more than **22,000** homes in over **70** Local Authority areas, serving around **41,000** customers.

Our unique geography and size put us in a position to access opportunities to support diverse communities to thrive. We believe that helping to solve the housing crisis will provide people with stability, a foundation for better living and contribute to the nation's wider objectives for local and national growth.

The last year has continued to be mixed for the social housing sector. The government has announced record investment in the delivery of new, affordable homes, in the form of £39bn for a 10 year Social and Affordable Homes Programme, which Accent has applied to make use of to support our growth ambitions, and £1.5bn in low cost loans for social housing providers.

The Government has also brought forward much needed reforms in respect of greater flexibility in how grant funding can be used, encouraging development and rent convergence. However, the geopolitical environment has been turbulent, which has in turn impacted economic stability seeing interest rates stick and inflation increase again. Accent remains in a strong financial position despite this volatility.

We will continue to deliver good quality, safe and affordable homes, both new and existing, and make a positive impact on our customers, communities and colleagues.

We are now two years into our corporate strategy, Building on Strong Foundations. The delivery of our strategic objectives is driven by our values; smart, driven, caring and inclusive. With one year of the strategy remaining, we have made significant headway in delivering what we set out to achieve.

Our Corporate Strategy is based on **four key pillars.**

Creating quality homes for the future

We are committed to providing our customers with safe, affordable homes that meet their needs. We are developing new, energy efficient homes to help address the housing crisis. Through our asset management strategy, we are also investing in our existing homes to maintain them to a high standard. Over the last year, we have continued to deliver new homes, with 90% built to EPC A rating, making energy bills more manageable for our customers. We are looking to make use of the government's new 10 year Social and Affordable Homes Programme to deliver more new homes.

Driving excellence through customer-influenced services

We are purposeful in our delivery of good quality services to our customers. In order that we can deliver services that meet our customers' needs, we have developed a range of tools to support us. We are introducing systems to make customer data easier to access and keep up to date. We have developed our approach to customer support and inclusion to empower colleagues to make decisions and do the right thing for customers. We have launched a new customer influence framework, ensuring the customer voice is heard across the organisation and meaningfully in decision making.

Investing for success

We strive to be an employer of choice, an organisation with a highly engaged and enthusiastic workforce to deliver for our customers. We have worked diligently to develop our culture around our values, and have completed a project investing significantly in our colleagues, providing competitive employment benefits. We continue to improve our ways of working, with a programme of focused transformation projects.

Contributing to lasting change

The social housing sector is heavily influenced by external factors. We proactively monitor the operating environment and seek to influence on a national and local level, working with our stakeholders, to ensure the best outcomes for our customers and communities. We recognise that to deliver our strategic objectives, we must be well governed and financially viable, so have kept this firmly at the centre of our decision making.

Our Highlights

G1/V1

G1 is the highest rating a housing provider can achieve, showing that we meet the RSH's governance requirements.

V1 is the highest rating for financial viability, indicating that we have the financial capacity to deal with a wide range of adverse scenarios.



395

new homes built



86%

stock condition data



90%

of new homes built to EPC A rating

19.7%

Operating Margin incl other sales

122%

EBITDA – MRI

Principal Risks and Uncertainties

Our operating environment has continued to be one of change and uncertainty with high levels of risk and the need for careful business planning. Our Board and Audit and Risk Committee (ARC) have discussed risk regularly throughout the year. Accent's strategic risk register has been reviewed and compared with the Regulator's Risk Profile 2025 to ensure that all relevant risks are appropriately captured.

Key risks for Accent included below:

Geopolitical Uncertainty

We have closely monitored the uncertain impact of global and national events, particularly around energy prices, inflation, interest rates, borrowing costs, key supply chains, cost of living and the housing market. Risks have been reviewed through weekly discussion at Executive Team and risk reporting through Committees and Board. The identified strategic risks of economic volatility and housing/ economic policy changes have been a particular focus as the context has changed, and our financial, corporate and business planning process has been carefully structured to take this into consideration.

Data Integrity

Data is at the heart of our decision-making process and we recognise that inaccurate or poor-quality data may impact our ability to manage our business effectively, provide high-quality services to our residents, and meet our legislative requirements. Significant investments have been made, and a Data Governance Framework has been established to support our on-going Customer Data and Stock Conditions Data Projects.

Cyber Security or Threat

This risk continues to be a concern due to the increasing level of external threats globally. Accent has robust ICT security measures in place and has achieved Cyber Essentials Plus accreditation through proactive and consistent activities, such as regular user awareness and testing campaigns, as well as improved backup systems to mitigate ransomware attacks.

Customer Voice in the Governance Structure

Customers are at the heart of our decision-making. If we don't develop clear links between our Customer Engagement Framework and our governance structure, or if we don't have visible customer insights at Boards and Committees, we may fail to sufficiently hear, recognise, and pay attention to customer views and insights. This could affect our ability to deliver effective services to customers and to keep them safe and well, ultimately impacting our reputation and regulatory rating. We have developed a Customer Engagement Framework and engage our customers through formal and informal engagement mechanisms to ensure their voices are heard but we recognise that there is still more we can do.

Response to Awaab's Law

Awaab's Law is a new legislative measure in the United Kingdom, introduced in October 2025, aimed at improving housing standards and safety. The law seeks to ensure that landlords are held accountable for maintaining safe living conditions and addressing issues like mould in rental properties promptly, and our risk is around compliance with the changes in legislation and ensuring that customers are safe. We continue with our programme of stock condition surveys, which are designed to improve the data and information that we hold on to our properties and inform our investment and repairs programmes. We have a dedicated team to monitor all reported damp and mould cases and have improved our ability to track both open and closed cases to provide detailed breakdowns of each case. Our surveyors will continue to post inspect any damp and mould works up on completion, with a further post inspection conducted three months after completion to ensure the resolution is robust. We are working closely with our contractors to ensure that we can meet the requirements of the law, including reporting requirements. We are also looking at how technology improvements, such as video calls and in-property monitoring systems, can help facilitate the diagnosis of issues.

Fraud

Managing fraud risk is vital for protecting an organisation's financial health, reputation, and overall sustainability. Proactive fraud risk management through internal controls framework and training helps ensure a secure and trustworthy environment for both the organisation and its stakeholders.

Negative Imbalance Between Income and Expenditure

The likelihood of these risks remains high as the drivers are external and we have limited control over a continually volatile economic environment, which can affect both funding sources and the cost of living alongside service provision. However, these risks are taken very seriously, and continuous stress testing, along with robust recovery and mitigation plans, is in place. Accent's overall financial position remains favourable and is reflected in the V1 rating and in the S&P A rating.

Leadership Skillset and Succession Planning

Having the right mix of skills, knowledge and experience across Board and Committee positions is critical for effective leadership, strategic direction, scrutiny and internal control, particularly during challenging times. If we fail to plan effectively for Board succession or don't manage our brand/ reputation effectively we may fail to attract the right candidates for the Board and Committee positions. We have actively progressed Board succession and skills planning to mitigate this risk, as reflected in the recent appointments made to our Board and various Committees. Remuneration and Nominations Committee has held discussions with the Chief Executive around Executive Team succession planning.

Health and Safety Incident

Health and safety is paramount. We have a moral and legal duty to keep our customers, colleagues and contractors safe, ensuring homes and communal areas meet all statutory requirements and avoiding risks that could lead to harm, regulatory breaches or serious incidents. Strong health and safety management – through clear policies, robust governance, regular compliance checks and proactive assessment protects customers and colleagues, supports organisational resilience, and maintains trust in Accent's ability to provide safe, well-managed homes.

Recruitment and Retention

As a housing association we rely on skilled, values-aligned colleagues to deliver safe, responsive, and high-quality services in order to meet our customers' needs. If we can't recruit and retain people with the right skills, experience and knowledge then we may be unable to deliver our strategic objectives. We continue to review our approach to reward and wider benefits including learning and development opportunities.

Delivery of Corporate Strategy and Transformation

Effective planning to deliver our strategic objectives and mitigate key risks is essential for effectively implementing our Corporate Strategy. We have recognised the need for transformation now to optimise the achievement of the Group's strategic vision, performance, and customer service aspirations in the future. To achieve these objectives, it is crucial to allocate the appropriate resources, including people, time, and funding, all of which play a vital role in the successful execution of transformation projects.

Our Corporate Strategy has received formal approval from the Board and our Performance Reporting Framework is designed to monitor our progress rigorously, providing us with valuable insights into our achievements and areas that may require further attention.

Strategic Partnership Failure

The failure of a strategic partnership could undermine Accent's ability to deliver its development programme and long-term growth objectives. If a key partnership breaks down, whether due to insufficient due diligence, a partner's financial instability, or viability issues, Accent may face reputational damage, loss of trust, and challenges in forming future partnerships. To mitigate this, we have established robust performance management processes that enable active monitoring of partnership delivery and early identification of potential risks or failures.

Reputation

Reputation is a key theme across all of our risks. It is fundamental to fostering trust, attracting support, ensuring operational effectiveness, and ultimately achieving positive outcomes for our residents and communities.

The Board will continue to review strategic risk with the support of the Audit and Risk Committee throughout the coming year.

Environmental, Social and Governance Reporting

As a social landlord, we deliver on the themes of Environmental, Social and Governance (ESG) within our primary purpose. We are reducing our carbon footprint and the emissions that come from our homes, supporting our customers and communities and as a regulated organisation, we have strong governance practices in place. Like many in the sector, we have adopted voluntary ESG reporting standards, creating an annual report setting out our progress over the year. The most recent report can be found on our website.

Development



395

new homes completed

354 / 90%

of new homes built to EPC A

Ability to house up to

1,744
customers



95%

of homes on site at
31 March were land-led

Since becoming a Strategic Partner for Homes England in 2021, Accent's focus has been on strengthening our development pipeline and building quality affordable homes for our customers with trusted developers and contractors.

In the financial year 2025/26, Accent delivered 395 high-quality new affordable homes, of which 209 were for Affordable Rent, 17 for Social Rent and 169 for Shared Ownership. These have capacity to provide much needed homes for up to 1,744 customers.



We continue to increase the proportion of new homes which achieve an Energy Performance Certificate (EPC) of A. Of the 395 homes completed in 2025/26, 354 or 90% were EPC A.

At the start of a new financial year, Accent's committed pipeline is 1,052 homes which puts us in a very strong position for the start of the new Social and Affordable Homes Programme (SAHP). We expect to deliver at least 500 new affordable homes across key development locations in 2026/27.

We are committed to working in partnership with developers and contractors to deliver strong Social Value, ensuring our schemes bring lasting benefits to our customers and the wider community. By investing in local employment, supporting community initiatives and embedding sustainability into homes, we aim to create places that promote wellbeing, opportunity and long term prosperity.

Sales & Staircasing

Operating through our subsidiary Homemade Homes, in 2025/26 Accent sold 184 homes to shared owners which generated over £19m in first-tranche sales receipts and £2.7m of staircasing income. Demand for our homes has remained strong and we have maintained our commitment to customer satisfaction – this was reflected in our Trustpilot score of 4.4 out of 5 for Homemade Homes by Accent and customer satisfaction score finishing at 8.8 out of 10 in March.

Lisa's Shared Ownership Success at Hampton Woods

Lisa had reached a point in life where she needed a home that could offer **stability** for her family and room to **breathe**.

After a long marriage came to an end, the traditional route of buying a home felt out of reach. Lisa explored every avenue she could, yet nothing in her local area felt achievable. Shared Ownership became the option that made a future home possible.

Lisa was living in St Albans at the time. Properties seemed scarce and expensive, and the only home available through Shared Ownership was an apartment with limited space. "I knew I needed enough room for my children, and I couldn't afford that on the open market," she explained. "Buying a share meant I could secure a home that worked for us and still plan for the future. When my children move out, I'll be able to sell and downsize comfortably."

Her search quickly showed that not every provider made the process easy. Responses were slow, contact was patchy and at times dismissive. The experience was disheartening. Yet the turning point came when she widened her search beyond Hertfordshire. Lisa came across Shared Ownership at Hampton Woods in Peterborough. "It all happened at once. It felt like everything aligned," she said.

Lisa was drawn to the development immediately. The team were supportive from the first conversation, taking time to help her understand the area and what life there might feel like. She felt reassured, not rushed. She even reserved her chosen plot before visiting, confident in the guidance she received. A quick trip to Peterborough confirmed she had made the right choice.

Today, she lives in what she describes as "the cutest little 3 bedroom house ever."

The bay window in the kitchen fills the home with light, and the extra space has transformed daily life. "After looking at an apartment with barely any storage, walking into this home felt like a gift," she said. "There's room for everything, the garden is lovely and the fresh air that comes through the windows in summer is perfect."

The change of location has brought unexpected benefits too. Nature is close at hand, with lakes and green trails only minutes away. Her daughter has found school calmer and more settled. Her son, who returns during university breaks, enjoys the peaceful environment and has even found local work. Everything the family needs sits within a short drive, making day-to-day life easier.

Lisa knows that many people hesitate to look beyond their hometowns, but her advice is simple. "If you can't afford to stay where you are, consider somewhere new. I was nervous about moving, yet it's been the best decision for us. Hampton is peaceful, friendly and full of life. Shared Ownership gave us the chance to start again, and it's made all the difference."





Development Case Study:

Ripleyville – Building Homes, Strengthening Community

Ripleyville is located south of Bradford city centre in an area facing significant deprivation. The estate was originally built in the 1970s using the Wimpey no-fines construction method and consisted of 162 small flats and two bungalows. Over time the properties became difficult to maintain, costly for both Accent Housing and residents and increasingly hard to re-let. Issues such as rising disrepair claims, anti-social behaviour and poor design contributed to the decline of the scheme.

In 2019 Accent reviewed future options – consulting residents on refurbishment, demolition and regeneration or maintaining the status quo. Out of the 79% who responded, 87% supported full regeneration. All residents were rehoused, and demolition took place in April 2023.

The new Ripleyville has been designed to reflect changing community needs, with a focus on family-sized homes and multi-generational living.

Instead of replacing the previous one- and two-bed flats, the redevelopment will deliver 73 affordable homes, ranging from small units for single people to five-bedroom family houses, including wheelchair-adapted apartments. All homes meet 100% of the Nationally Described Space Standard.

The scheme prioritises sustainability through a gas-free design, using air-source heat pumps, photovoltaic panels and a “fabric-first” approach. Properties will achieve EPC A ratings, helping reduce energy bills for residents in a region where fuel poverty is a concern. Accent estimates savings of around £200 per household per year.

Designed by RPP Architects, delivered in partnership with Esh Construction and with support from Homes England, Ripleyville is Accent’s first large-scale operational Net Zero affordable development. Completions are expected Summer 2026.



Asset Management

86%

stock condition data

£26m

of capital reinvestment works

Over 4,000

components replaced

The Planned Maintenance team has performed exceptionally well, successfully replacing **over 4,000** components and delivering approximately **£26m** in capital reinvestment works in the year to 31 March 2026.

The advancement of our planned maintenance program significantly enhances our ability to improve our homes, drive cost efficiency through proactive repairs, meet regulatory compliance, and ultimately increase customer satisfaction.

In addition to routine planned maintenance, the sustainability team have undertaken works to 84 homes increasing the EPC levels at these properties to an EPC C.

During 2025/26, a reporting error was identified in stock condition data, which meant that properties completed within five years had been overstated.

All properties had been physically surveyed within 6.5 years, and no surveys were more than 18 months overdue. A recovery plan has been in place since mid-2025/26, and this has been consistently monitored through Board reporting.

The Estate Services Team have seen an increase in customer satisfaction in the most recent Tenant Satisfaction Measures for the second year in a row, demonstrating Accent's ongoing commitment to ensuring that customer satisfaction extends beyond the home and into the surrounding communal and community areas.

Case Study: Landscaping success in Moss Side

Customers at Alder Close in Moss Side have noticed a real difference in the standard of landscaping work – even in wet and windy conditions. Feedback shared on social media highlights how improvements are being felt on the ground, with customers even offering warm drinks to the operatives while they work (thank you, this was very appreciated!)

Small gestures like these show that relationships are strengthening and confidence in our services is being rebuilt, and our team are pleased to hear customer feedback.

Behind the scenes, our team are monitoring contracts closely, forming action plans, and working alongside contractors to ensure we do what we need to. By taking a hands-on approach and listening to customers, the team is helping to create visible, positive change that everyone can see and feel.

“Today it was very rainy and windy, but the landscapers came to Alder Close and they cleaned up the property very well, so beautifully. Thank you to the two hardworking people doing an amazing job.”

Health and Safety

Above anything else, the **safety** of our customers and colleagues is **paramount**.

Our health and safety performance continues to be very strong.

Our health and safety compliance remained consistently close to 100% throughout the year. Timely completion of compliance checks continues and when home access is unavailable, it has been pursued through appropriate channels. At the end of the year the proportion of homes which required gas safety checks and that was carried out reported at 99.84% and Electrical compliance at 99.82%

Building and Fire Safety

We are **committed** to working with external stakeholders to ensure Accent meet its obligations in relation to **fire and building safety**.

At the year end, 100% compliance had been achieved for the completion of Fire Risk Assessments. Some remedial actions remain outstanding which are being managed through to completion by the Fire Safety Team.

Customer Influence Framework

Over the past 12 months we have strengthened and implemented our **Customer Influence Framework**, ensuring customers play a meaningful role in shaping services, scrutinising performance and influencing decision making across the organisation.

This work supports compliance with the Consumer Standards and the principles of the Together with Tenants Charter, placing the customer voice at the centre of service design, delivery and improvement.

Customer influence is delivered through a structured governance framework including the Scrutiny Panel, National Customer Group, Regional Customer Groups, Independent Living Group, Equity, Diversity and Inclusion Group and Editorial Panel. These groups provide structured opportunities for customers to challenge performance, contribute to service design and provide independent feedback that informs leadership oversight and Board assurance.

Customer insight has highlighted consistent priorities, including respectful and responsive services, clear communication, safe and well-maintained homes, timely completion of repairs and strong ownership when things go wrong. These insights are shared across operational teams and have informed service improvements during the year.

Customer input has influenced several key areas, including service delivery improvements, policy development, learning from complaints and the organisation's approach to repairs, damp and mould, supporting alignment with the implementation of Awaab's Law. Customer led co-design activity also contributed to the development of a Customer Charter and strengthened service standards, setting clear expectations for both customers and colleagues.

Customer influence activity has delivered measurable outcomes, demonstrating that customer insight is shaping services and improving the customer experience.

Customer led scrutiny and consultation has resulted in tangible improvements to services, particularly in relation to damp and mould. Customer feedback informed clearer processes, improved communications including non-digital access, and greater transparency around what customers can expect when issues are reported.

These improvements support compliance with emerging regulatory requirements and have strengthened customer confidence in how cases are managed.

The Customer Influence Framework has now moved from design into implementation, embedding customer voice within service design, policy development, scrutiny and governance processes. Customers are actively influencing decisions through involvement in policy reviews, service improvement activity, recruitment processes and performance scrutiny, strengthening transparency and accountability across the organisation.

Feedback from customer groups, scrutiny outcomes and Tenant Satisfaction Measures also indicates improvements in areas such as customers feeling listened to, treated fairly and able to see how their feedback leads to change. Clearer communication and visible "you said, we did" actions have contributed to increased confidence in services.

Community Impact

Our approach to **customer influence** also supports our wider commitment to delivering **social value** within the communities we serve.

Through our engagement structures and partnerships with local organisations we have supported initiatives that promote:

- Access to employment and skills opportunities
- Community wellbeing and resilience
- Physical health and wellbeing
- Financial and digital inclusion
- Improved access to services and information

Customer insight helps shape local priorities and ensures that resources are directed to the areas where they can have the greatest impact. Over the past 12 months Accent has generated over £40m in social value across the communities we serve.

Supporting Financial Inclusion

Financial inclusion remains a key priority, particularly in the context of ongoing cost-of-living pressures.

Over the past year we have continued to improve awareness and access to financial support for customers experiencing financial hardship.

Through targeted communications and partnerships, customers have been supported with:

- Completing benefit, disability and Discretionary Housing Payment applications
- Accessing grants and financial assistance
- Managing household bills and budgeting
- Accessing wider welfare and financial wellbeing support

Our partnership with Lightning Reach has also helped simplify access to financial support, enabling customers to quickly identify grants, benefits and other assistance through a secure online platform.

During 25/26, the inclusion team have generated c£337k income gain for customers.

Looking Ahead

Over the coming year we will continue to strengthen the **Customer Influence Framework** to ensure it remains effective, inclusive and representative of the communities we serve.

Priorities include expanding participation across customer groups, strengthening customer scrutiny of performance and service improvement activity, and enhancing reporting to the Board to demonstrate the impact of customer influence.

A key area of focus will be developing our understanding of the “silent voice” customers who do not typically engage through formal involvement structures. We will explore new approaches to gather insight from these customers to ensure their experiences and perspectives are reflected in service design and improvement.

People

Approved in December 2023, Accent's People Strategy was developed to recognise, reward, and develop everyone who works here - placing culture and capability at the heart of service excellence.

Year two (2025/26) focused on embedding the foundations established in year one, strengthening our regulatory readiness, and building the organisational capability required to deliver our Corporate Strategy.

1. Embedding changes

The Framework for Fairness – our reward approach and pay framework to ensure fair and consistent pay and attractive benefits – concluded in March 2026 with the delivery of the new colleague benefit offer. Using extensive colleague feedback, a range of competitive benefits have been introduced to support attraction and retention, and ensure Accent is a place to thrive. Voluntary attrition has seen a year-on-year improvement of 22% (reduction from 17.05% to 12.85%), with year one leavers seeing a year-on-year improvement of 42% (from 30.94% to 26.88%). Alongside reward reform, we continued embedding Be Accent, our shared values, competencies and mindset through our strategic learning model, and delivery of our EDI Plan. Together, these initiatives clarify expectations and strengthen accountability for performance and behaviour.

2. Regulatory changes

A key focus for year two has been preparing the business for regulatory changes. The **Employment Rights Act** will introduce a host of changes including adjustments to sick pay, parental leave, redundancy, fire and hire, whistleblowing and harassment. Significant work has been undertaken to update our policies, create and rollout training and develop the required approaches. In response to the **RSH Competency & Conduct Standard**, we launched a dedicated Professionalising the Sector project. This cross-organisational initiative has assessed qualification requirements for all relevant roles, identified training needs began CIH pathways for key leaders, and commenced a comprehensive skills audit across the organisation. This strengthens our governance, professionalism, and service standards and will continue into year three.

3. Continuous improvement and organisational change

This year has also focused on preparing the business for change. We refined our people metrics to better support decision-making, introducing a culture and inclusion index within our engagement survey and undertaking targeted analysis of absence and turnover to inform interventions. The People Team have worked alongside the Business Transformation team to prepare the organisation major system and data changes planned for 2026/27, including a new CRM platform. The recruitment of Change Champions and Wellbeing Champions in January 2026 established a key mechanism through which we will leverage colleague-led improvements and colleague-led interventions for support.

Impact and What's Next

These efforts continue to deliver strong outcomes. We have continued to see reductions in sickness absence, lower stress related absence and improved retention. In year three, the focus will be on wider organisational transformation and shaping the next phase of our People Strategy aligned to the new Corporate Strategy.

Accent is embedding a culture where colleagues thrive, feel valued, and are empowered to deliver excellent service.

How Are We Performing

This year marked the **second year** of delivery against our three-year **corporate strategy (2024–2027)**, and our focus has been firmly on embedding change, strengthening our operating model and building a culture of data-informed decision-making.

We have seen strong progress in many areas. Our repairs performance has stabilised, arrears performance has reached its best level in years, and social value creation is now being tracked more robustly than ever. At the same time, we recognise that there are areas where improvement efforts must continue with pace – particularly around complaints handling and continuing to reduce our re-let times.

Customer Satisfaction and Feedback

This year we conducted our third TSM Survey which showed an increased overall satisfaction score (for both Low Cost Rented Accommodation (LCHA) and Low Cost Homeownership (LCHO)) of 66.7%. This shows an increase of 4 percentage points (ppt) from last year. Compared to 2024/25, we achieved 42.4% response rate, 0.5 ppt decrease in response rate comparing to 2024/25.

Our TSM responsive repairs service improved by 2.7 ppt, rising from 62.3% to 65%. Our transactional survey scores for responsive repairs increased by 8.4 ppt rising from 71.2% to 79.6%, above target of 68% but below the sector average of 86.9% by 7.3 ppt.

We also saw a 2.6 ppt increase in customer perceptions of fairness and respect increasing from 66.4% to 69.0%. Despite these gains satisfaction with complaints handling remains low at 32.0%. However this measure has improved by 4.0 ppt from 2024/25.

In 2025/26, Accent's survey included two additional questions. The first asked whether customers would recommend Accent as a landlord. In response, 80.3% of LCRA customers and 60.4% of LCHO customers said yes, an increase of 2.4 ppt for LCRA and 1.1 ppt for LCHO.

Customers were also asked to what extent their Accent homes meets their current needs, to which 60.5% of LCRA customers and 55.6% of LCHO customers said their homes “fully meets their needs”. Overall satisfaction with service by Accent as a landlord (TP01) scored 66.7%, a 4.0 ppt increase from 2024/25. Looking specifically at LCRA respondents, shows a 4.5 ppt increase to 68.6%.

In response to this year's customer satisfaction and feedback results, our next steps are focused on further strengthening how we capture insight, respond to customer needs, and drive consistent service improvement. A key priority is the start of our journey to implement a new Customer Relationship Management (CRM) system. This will provide a more integrated and accessible view of customer interactions, enabling teams to better track cases, identify patterns, and respond more proactively.

The CRM will also enhance our ability to use data and feedback in real-time, supporting a more responsive, customer focused service.

Alongside this, we will undertake a comprehensive review of relevant policies and procedures to ensure they are fully aligned with customer expectations, regulatory standards, and best practice. This will include a focus on antisocial behaviour, repairs processes, and standards of service delivery, building on the improvements already seen while addressing areas that remain below sector benchmarks. By simplifying processes, clarifying expectations, and embedding a more consistent approach across teams, we aim to improve both customer outcomes and satisfaction. Together, these actions will support continued improvement in key measures, including fairness and respect, complaint satisfaction, and overall customer experience.

Contact Centre

Our Housing and Technical Hubs continue to provide specialist support, offering expert advice on housing and property-related enquiries.

During 2025/26, the hubs collectively handled a high volume of customer contact, managing 138,239 emails and 154,824 calls.

Call-handling performance strengthened further across the year, delivering a combined call-answer rate of approximately 92.6%, an improvement on 89% last year. The Housing Hub achieved a 95.3% answer rate, while the Technical Hub reached 90.2%.

Customer satisfaction has improved across both contact hubs during 2025/26. The Housing Hub increased slightly from 93.8% to 94.4%, maintaining consistently high satisfaction, while the Technical Hub saw a more notable improvement from 76.5% to 79.7%. Taken together, this resulted in a combined satisfaction score of 84%, up from 82% last year, reflecting a more consistent and positive customer experience across both hubs.

Repairs

We've seen continued performance stability in our core repairs metrics.

Repairs completed on time remained at 81%, 5% below target but on par with the sector average. Emergency repairs improved by 2 ppt with 95% completed on time but this still remains below our aspirational target of 100%. Our first-time fix rate closed out the year at 81.8%, 4.2 ppt below target but still above the sector average of 80%.

Rent and Current Tenants Arrears

Rental income collection continues to be a key focus for the housing services team and 2025/26 has been another positive year in terms of our arrears position achieving 2.17%, below the sector average of 2.43%. Our personalised approach to arrears management allows us to understand more about our customers and deliver a better quality, more supportive service, which enables customers to sustain their tenancies with us.

We continue to adopt smarter ways of working and the use of caseload manager software, Voicescape, enables our teams to quickly identify customers who need our help the most. This software harnesses the power of AI and provides useful behavioural insights, which then allows us to make personalised interventions based on individual customers behaviour patterns. These interventions include both automated and manual contact. We prioritise when we need to act using the best contact method for individual customers.

We believe that we have a **fundamental** part to play in helping overcome the difficulties that households on lower incomes face, and our **Housing team, Inclusion team and Housing Hub** all are integral to our approach to income management and supporting customers.

Empty Homes and Re-Let Times

Average re-let times remained at 52 days, in line with the previous year, alongside a slight reduction in tenancy turnover, which decreased from 1,348 to 1,336. During 2025/26, changes were made within the Allocations Team, including a change in management arrangements, which understandably took some time to embed.

Recognising the need to strengthen performance further, clear improvement plans are in place for 2026/27. Evidence shows that the choice-based lettings system is not operating efficiently for some lower-demand properties, and as a result, direct waiting lists are being developed to supplement the existing approach. This will be supported by the delivery of a void improvement project and the introduction of enhanced management information to improve oversight and decision-making.

Sustainability and Energy Performance

The proportion of homes with EPC C performance or above is 85.2%. New homes delivered at EPC A increased to 90%.

We continue to deliver retrofit works through the Warm Homes: Social Housing Fund, increasing a further 84 homes to EPC C rating in 2025/26 and plan to increase our programme significantly in 2026/27 onwards.

Anti-Social Behaviour (ASB)

Anti-social behaviour remains a key priority for our organisation given the significant impact it can have on customers wellbeing, safety, and ability to sustain their tenancies.

ASB Cases per 1,000 homes closed the year at 36.6, whilst this is above target, we have seen a downward trend in new cases reported since April 2025.

Cases vary from region to region both on classification and levels, we monitor this closely to ensure any trends are observed with appropriate actions identified and implemented. We have committed to recruit specific ASB roles in 2026/27, these roles will assist with complex cases but also work to ensure we are consistently improving how we handle ASB and seek customer feedback in our effectiveness of doing so.

Our TSM results have shown that customer satisfaction with our handling of ASB cases has increased from 54.1% to 55.6%, an increase of 1.5 ppt.

Throughout 2025/26, we received over 770 reports of ASB and continued our proactive and robust approach to tackling it, ensuring that reports are responded to promptly, investigated thoroughly, and resolved in a way that is fair, proportionate, and victim centered.

To further enhance our response, we have invested in expanding our capacity and expertise through the recruitment of new, specialist roles focused specifically on ASB and complex cases. These roles provide dedicated resource for the most challenging and sensitive situations, enabling earlier intervention, improved case coordination, and stronger support for customers experiencing persistent or serious issues. This targeted investment reflects our commitment to ensuring that complex cases receive the level of expertise and attention required to achieve sustainable outcomes.

We continue to focus on early intervention and prevention, working closely with customers, partner agencies, and local authorities to address issues before they escalate. This includes the use of tenancy sustainment tools, mediation where appropriate, and targeted support for vulnerable customers. Our teams remain committed to balancing enforcement with support, recognising that effective ASB management requires a holistic understanding of individual circumstances.

Performance monitoring and service improvement have been a continued area of focus. We have reviewed case handling processes to ensure consistency, timeliness, and clear communication with customers. Feedback from complaints and satisfaction measures has been used to refine our approach, improve transparency, and ensure customers feel heard and supported throughout the process.

We have also continued to develop our colleagues' skills and confidence in managing complex ASB cases, including those involving safeguarding, mental health, and repeat vulnerability. Through training and reflective practice, we are ensuring our teams are equipped to deliver a high quality, empathetic, and compliant service.

Looking ahead, we will continue to build on this progress by enhancing data-led insights, further strengthening partnership working, and ensuring our policies remain aligned with regulatory expectations and sector best practice.

Group Financial Performance

	2026 £m	2025 £m	2024 £m	2023* £m	2022* £m
Consolidated statement of comprehensive income					
Total turnover	156	150	127	115	108
Operating expenditure and cost of sales	(128)	(118)	(95)	(87)	(83)
Other income	2	1	1	4	2
Operating surplus	30	33	33	32	27
Net interest cost	(14)	(11)	(9)	(11)	(13)
Surplus / (deficit) for the year	16	22	24	21	14

Consolidated statement of financial position					
Net book value of intangible and tangible fixed assets	1,193	1,078	950	855	791
Net current (liabilities)/assets	(45)	(47)	20	80	117
Total assets less current liabilities	1,148	1,031	970	935	908
Loans and long term creditors due after one year	(942)	(841)	(802)	(789)	(782)
Pension liability	3	(1)	(3)	(7)	(14)
Total net assets	209	189	165	139	112

Revaluation reserve	-	-	-	-	-
Revenue reserve	209	189	165	139	112
Total reserves	209	189	165	139	112

	2026 No.	2025 No.	2024 No.	2023 No.	2022 No.
Accommodation owned or managed					
Social housing	16,781	16,560	16,268	15,936	15,928
Shared ownership and leasehold	2,583	2,426	2,243	2,035	2,014
Supported housing and housing for older people	1,824	1,827	1,859	1,876	1,890
Non-social housing (exc. managed freeholders)	440	440	441	127	112
	21,628	21,253	20,811	19,974	19,944

* During 2022/23 the Group changed its accounting policy in relation to the recognition of its housing stock from the valuation model to the historical cost method. The figures disclosed for 2020/2021 are as originally published and have not been restated.

At Accent we benchmark ourselves using the Regulatory Standard VFM Metrics, compared against the sector.

The measures chosen by Accent are those of the seven core areas identified by the Regulator of Social Housing but in addition we monitor and record a number of KPI's that help us assess progress in key areas. These are ones which are considered strategically important in measuring our effectiveness and success and are discussed in detail on pages 41-49.

The housing sector continues to face significant financial pressures. The previously projected recovery in interest cover has not materialised driven by higher-than-expected interest rates, persistent inflation, ongoing building remediation costs, and the compounded impact of the cap on rent increases in 2023/24. There remains a continued need for essential investment in existing homes to maintain safety and quality standards, alongside increasing expectations for energy efficiency.

In addition, the rising cost of capital and the ongoing requirement to deliver new homes for future tenants present further challenges. Accent has, however, benefited from higher interest rates on deposits. As a business, we remain mindful of our role and impact on our customers lives. There is continued need to focus on delivering efficient, high quality services As a responsible registered provider, Accent has continued to put the health and wellbeing of our customers and staff at the heart of everything we do.

We also recognise that demand for our homes is expected to increase. As a result, providing more homes, and more efficient homes, remains a key priority.

Despite the ongoing challenges in our operating environment, we are pleased to report another strong set of financial results.

The year to 31 March 2026 has resulted in a surplus before tax of £16.1m (2025: £22.5m). The core business of providing affordable housing remains strong and has produced a financial result in line with expectations.

The principal highlights are as follows:



£25.9

net surplus

The Group's core affordable housing business made an operating surplus of £25.9m (2025: £28.9m), the decrease arising from a combination of:

- Increased rental and service charge income of £7.2m reflecting the rent increases alongside income generated from new properties coming into management.
- Increase in repairs and maintenance costs, planned work and major repairs of c£5.1m.
- Increased management costs by c£1.5m, driven by increases in housing and lettings costs, staff establishment changes, investment in IT and transformation programme.
- Increased depreciation, driven by investment in new assets and accelerated depreciation resulting from component replacements during the year.

£44.8m

invested in existing homes

Our financial strength ensures we continue to invest in new and existing homes. This year we invested £44.8m (2025: £38m) in existing homes, both capital and revenue, reflecting the continued focus of the Group on improving the quality of our existing homes; from boilers to kitchens and bathrooms. We also continued our journey of improving the energy efficiency of our existing homes with 85.2% of our homes now at EPC C or better (2025: 84.7%).

£111m

invested in building new homes

We've invested £111m (2025: £125m) and completed 395 new homes (2025: 458). Of these new homes 90% have been developed at EPC A.

£3.5m

pension gain

During the year to 31 March 2026 the Group saw a net actuarial gain of £3.3m (2025: £1.1m gain) within the Accent Group Pension Scheme (AGPS) and a net actuarial gain of £0.2m (2025: £0.3m gain) in respect of the Social Housing Pension Scheme (DB). These movements are reported below the surplus for the year line but within comprehensive income and resulted in a net decrease in the pension deficit of £4.1m. This brings the net pension position to an asset of £3.0m.

Investments and Treasury Management

The Group operates a centralised treasury function, with responsibility for managing liquidity, interest rate, and counterparty risks.

During the year, the Group secured a new Affordable Homes Guarantee Scheme (AHGS) fixed rate loan of £50m, additional revolving credit facilities (RCFs) of £50m and repaid £3.2m of term loans.

Our treasury strategy is underpinned by a mix of drawn funding and RCF facilities, enabling us to maintain strong liquidity while optimising the cost of drawn debt.

In line with treasury strategy, during 2025/26, the Group drew £50m of funding from AHGS, fixed for an 11 year term. Additional drawdowns of £72m were made from RCFs with RBS and Lloyds Banks, of which £43m was repaid in year.

We use fixed rate borrowings to manage our exposure to increases in interest rates with 76.5% of our drawn borrowings being fixed rates (2025: 78.2%).

The strong liquidity position also gives the Group the flexibility to deal with the current challenges faced by the UK economy. These liquid resources are managed in line with the Board-approved Treasury Management Policy and Investment Policy.

Both policies are regularly reviewed and updated and are subject to detailed scrutiny with guidance from external expert advisors.

The strategy has an overriding objective of avoiding unacceptable risk, with surplus cash being invested with approved counterparties (banks and money market funds) in line with the Treasury Management Policy that defines credit quality criteria and maximum exposure limits.

This positions the Group well to deliver its corporate strategic aims, which include improving the quality of existing homes and services, delivering on our decarbonisation commitments, and delivering sustainable and quality new homes through our development strategy.

In July 2025, Standard and Poors (S&P) re-affirmed our A (stable) rating. This confirmation of rating sends a positive message in respect of Accent's ability to deliver on our commitment to our customers and investors against the backdrop of a challenging economic environment. This rating and the maintenance of our G1/V1 regulatory ratings, continue to reflect the effectiveness of our financial framework and golden rules which once again withstood the test of time to meet new challenges.

Covenants

Our covenants are based on Accent Housing results and are consistent in their composition across our funder base. We have considerable capacity on both our interest cover and asset gearing covenants and they do not limit our activities.

	As at 31 March 2026	As at 31 March 2025
Drawn facilities	£592m	£516m
Undrawn facilities	£213m	£192m
Cash and cash equivalents	£88.1m	£69.4m
Fixed rate borrowings	76.5%	78.2%
Weighted average cost of fixed rate borrowing	3.15%	2.95%

Value for Money (VFM)

How do we measure our success?

We are committed to demonstrating and improving **value for money** (VFM) as an integral part of our **Corporate Strategy 2024–2027**.

At Accent we benchmark ourselves using the Regulatory Standard VFM Metrics, compared against the sector. The measures chosen by Accent are those of the seven core areas identified by the Regulator of Social Housing but in addition we monitor and record a number of KPI's that help us assess progress in key areas.

These are ones which are considered strategically important in measuring our **effectiveness** and **success**.

Key Measures	Sector Weighted Average 2025	Accent 2027 Target	Accent 2026 Actual	Accent 2025 Actual	Accent 2024 Actual
Reinvestment %	7.3%	12.8%	11.6%	13.8%	12%
New supply delivered/ Social Housing	1.6%	2.8%	2.0%	2.3%	2.2%
New supply delivered/ Non Social Housing	0.2%	0.0%	0.0%	0.0%	0.0%
Gearing	48.6%	44%	43%	42.1%	39.3%
EBITDA MRI Interest Cover	88.6%	115%	122%	158.2%	150.6%
Headline Social Housing Cost per Unit	£6,278	£5,594	£5,537	£5,106	£4,606
Operating Margin Social Housing	21.8%	21%	19%	22.9%	25.6%
Operating Margin Overall	17.2%	19.6%	18%	21.3%	25.1%
ROCE	2.7%	2.5%	2.6%	3.2%	3.4%

2025/26 Performance

11.6%

2026/27
Target

12.8%

Reinvestment

This metric looks at the investment in properties (existing stock as well as new supply) as a percentage of the value of total properties held.

The results achieved demonstrate the Group's commitment to enhancing the quality of our existing homes alongside continued investment in the development of new housing. This dual focus not only improves the homes for our current customers to live in but also helps to meet the growing demand for high-quality homes. The performance is slightly below target mainly driven by slight delays in some new development schemes.

2.0%

2026/27
Target

2.8%

New supply delivered/Social

The new supply metric sets out the number of new social housing units that have been acquired or developed in the year as a proportion of total social housing units owned at period end.

Despite recent challenges faced by the UK economy resulting in higher interest rates and inflationary pressures, Accent has made strong progress in its development programme. The Group has continued to secure new development sites and maintains a robust pipeline to support future development. Performance is slightly below target due to delays in the delivery of some schemes. These delays primarily reflect wider sector challenges, including planning timelines.

2025/26 Performance

43%

2026/27
Target

44%

Gearing

This metric assesses how much of the adjusted assets are made up of debt and the degree of dependence on debt finance. It is often a key indicator of a registered provider's appetite for growth.

Accent has maintained relatively low levels of gearing for a number of years, consistently below the sector average. Our aim is to borrow to fund new development only wherever possible, meaning that any new debt is immediately reinvested into capital activity. The low level of gearing provides Accent with the capacity to invest further in our existing and new homes, continuing our commitment to improve customer experience and developing much-needed new homes for rent and sale.

122%

2026/27
Target

115%

EBITDA MRI

The EBITDA MRI interest cover measure is a key indicator for liquidity and investment capacity. The EBITDA MRI ratio measures the ability of businesses to generate cash.

For the financial year 2025/26, Accent's EBITDA MRI performance of 122% exceeds the target set at 105%. This reflects our commitment to financial discipline and effective treasury management. Over the last 2 to 3 years, our surplus funds have benefited from high interest rates whilst on deposit. This ensures that we remain financially strong and well positioned to meet our commitments to customers, which is reflected in our targeted EBITDA MRI for 2026/27.

£5,537

2026/27
Target

£5,594

Social Housing cost per unit £5,537

Headline Social Housing cost per unit is very sensitive to fluctuations in repairs delivery activity and to a lesser degree from decisions that impact our asset base, such as disposals etc.

As we look ahead to the future, managing costs in the social housing sector will be crucial. The increase in the Social Housing cost per unit, from £5,106 in 2024/25 to £5,537 highlights the impact of the economic environment and increased regulatory expectation on our operations. Despite this, our commitment to providing value for money remains unwavering. In the coming years, we will need to balance maintaining financial discipline and resilience with continued investment in our services and existing homes to improve outcomes for our customers. This will require careful financial planning and a strong focus on cost management, ensuring we continue to provide high-quality, affordable housing.

2025/26 Performance

Overall % **18%**

2026/27
Target

19.6%

**Social
Lettings %** **19%**

2026/27
Target

21%

Operating margin

The operating margin demonstrates the profitability of operating assets before exceptional expenses are considered.

Accent's operating margin remains strong, demonstrating its ability to adapt and perform well in a challenging and unpredictable economic environment. Through careful cost management, the Group has positioned itself strongly for continued success. These strategic decisions not only deliver financial benefits but also reinforce Accent's commitment to its social purpose and to providing value for stakeholders. Whilst we did not achieve target margin this year the reason behind this is well understood following exceptional expenditure replacing solar panels at a major scheme in Surrey and an acceleration of our stock condition survey programme.

Looking ahead, the Group will remain focused on improving operational efficiency and maximising the value of its investments. A key priority will be to balance growth, including the delivery of new homes, with effective control of operational costs.

2.6%

2026/27
Target

2.5%

ROCE

Another key measure of financial performance is the Return on Capital Employed. This provides investors with an assessment on how effective an organisation's assets are being used to drive economic returns.

The actual results are ahead of the target. Accent remains committed to improving its operating margin and ROCE, while ensuring that quality and reinvestment in sustaining its existing stock are not compromised. In the coming years, Accent plans to invest more in existing homes, customer service, and digital innovation, alongside raising further debt to support these programs.

Looking Ahead

We're always working to **improve** the services we offer, increase our **customers' satisfaction** and continually adapt to meet the **very best** in living standards.



In the final one year of our 2024 - 2027 Corporate Strategy, we expect the landscape of the social housing sector to continue to change, with new legislation and regulation placing revised expectations on our business. In delivering our priorities, we will ensure that we are future-proofing Accent's operations.

We remain focused on putting customers at the heart of everything we do, strengthening engagement so that the customer voice informs decision-making at all levels. Investment will continue in the safety, quality and energy efficiency of our homes, alongside a clear strategy for delivering new homes in priority areas.

We will enhance systems, processes and planning to improve efficiency, compliance and future readiness, supported by increased digitisation. While the 2026/27 budget remains challenging given ongoing financial pressures, our targets are aligned to deliver our Corporate Strategy, with an unwavering commitment to high-quality services and value for money.

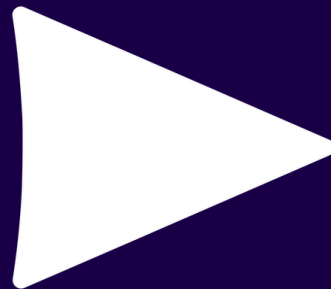
The Strategic Report was approved on 23 July 2026 and signed on its behalf by:

Kirsty Spark
Acting Company Secretary

23 July 2026

Date

Independent *Auditor's* *Report*



Independent auditor's report to the members of Accent Group Limited

Report on the audit of the financial statements

Opinion

In our opinion:

- the financial statements give a true and fair view of the state of the Group and of the Society's affairs as at 31 March 2026 and of the Group and the Society's surplus and the Group's cash flows for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- the financial statements have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

We have audited the financial statements of Accent Group Limited ("the Society") and its subsidiaries ("the Group") for the year ended 31 March 2026 which comprise of the following:

- Consolidated statement of comprehensive income
- Consolidated statement of financial position
- Consolidated statement of changes in reserves
- Consolidated statement of cash flows
- Society statement of comprehensive income
- Society statement of financial position
- Society statement of changes in reserves
- Notes 1 to 29 to the financial statements including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. The non-audit services prohibited by that standard were not provided to the Group or the Society and we remain independent of the Group and the Society in conducting our audit.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Board's assessment of the Group and the Society's ability to continue to adopt the going concern basis of accounting included:

- obtaining management's assessment that supports the Board's conclusions with respect to the disclosures provided around going concern;
- assessing the internal forecasting process to confirm the projections are prepared by appropriate personnel that are aware of the detailed figures in the forecast and also have a high level understanding of the Group's markets, strategy and profile in the customer base;
- considering the forecasts prepared by management and challenging key assumptions based on our knowledge of the business;
- considering the appropriateness of the downside scenarios outlined in the going concern policy and challenged management to confirm that they had suitably addressed the inputs which are most susceptible to change, including those in respect of rental income, property sales, margins and cost savings;
- challenging management on the suitability of the mitigating actions identified by management in their assessment and the quantum and period ascribed to these mitigating actions;

Independent auditor's report to the members of Accent Group Limited (continued)

Conclusions relating to going concern (continued)

- obtaining and assessing the availability of financing facilities, including the nature of the facilities, repayment terms and financial covenants. We considered management’s financial covenant compliance calculations through to March 2028 and concluded on the consistency of such calculations with the ratios stated in relevant lender agreements; and
- considering the adequacy of the disclosures in the financial statements against the requirements of the accounting standards and consistency of the disclosure against the going concern assessment performed.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and the Society’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Group and the Society’s ability to continue as a going concern.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report

Overview

Key audit matters	Carrying value of under construction housing properties and shared ownership properties 2026 2025 ✓ ✓
Materiality	Group financial statements as a whole £15,694k (2025: £13,630k) based on 1.2% (2025: 1.2%) of total assets

An overview of the scope of our audit

Our Group audit was scoped by obtaining an understanding of the Group and its environment, the applicable financial reporting framework and the Group’s system of internal control. We identified and assessed the risks of material misstatement of the Group financial statements including with respect to the consolidation process. We then applied professional judgement to focus our audit procedures on the areas that posed the greatest risks to the group financial statements. We continually assessed risks throughout our audit, revising the risks where necessary, with the aim of reducing the group risk of material misstatement to an acceptable level, in order to provide a basis for our opinion.

Components in scope

There are 6 entities within the Group, including the Parent Society. The nature of the other entities in the Group is as follows:

- 2 of these entities are Charitable Registered providers of social housing, including the Group’s main operating entity Accent Housing Limited;
- 1 entity is the funding vehicle, which borrows externally and on lends to Group members;
- 1 entity is the development vehicle, which provides services to Group members only;
- 1 entity is a joint venture company limited by guarantee and acts as a property management company;
- 1 entity acts as corporate trustee for the pension scheme but has had no transactions in the year and therefore has no financial impact on the financial statements;

We performed risk assessment procedures to identify areas in the Group’s financial statements that may be at risk of material misstatement. We used both qualitative and quantitative factors to perform this assessment including evaluating the size, complexity, and nature of each entity’s activities, reviewing significant transactions or estimates and any changes in the business environment. The Group is centrally managed, with the Group Finance team controlling the processes and controls for all entities within the Group.

Independent auditor's report to the members of Accent Group Limited (continued)

An overview of the scope of our audit (continued)

Components in scope (continued)

We identified the specific areas that could lead to a material misstatement at Group level. As part of our Group audit, we assessed each component against the risks of material misstatement identified.

The joint venture and corporate trustee, which have limited financial impact on the consolidated financial statements, have not been considered as components.

Procedures performed at the component level

For components in scope, we used a combination of risk assessment procedures and further audit procedures to obtain sufficient appropriate evidence. We performed procedures to respond to group risks of material misstatement at the component level that included the following.

The Group engagement team has performed all procedures directly, and has not involved component auditors in the Group audit.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified, including those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit, and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Component	Component Name	Entity	Group Audit Scope
1	AGL	Accent Group Limited	Statutory audit and procedures on the entire financial information of the component.
2	AHL	Accent Housing Limited	Procedures on one or more classes of transactions, account balances or disclosures
3	ACPLC	Accent Capital Plc	Procedures on one or more classes of transactions, account balances or disclosures
4	APAN	Accent Homemade Limited	Procedures on one or more classes of transactions, account balances or disclosures

Independent auditor's report to the members of Accent Group Limited (continued)

Key audit matter	How the scope of our audit addressed the key audit matter
Carrying Value of Under Construction Housing Properties and Shared Ownership Properties Note 11(£142,133k)	Each year, Management reviews and considers any impairment triggers related to Under Construction-Housing Properties and Shared Ownership Properties. Where impairment triggers are identified a full impairment review is required by Management in line with the requirements outlined in the Social Housing SORP. Given the level of work performed on the impairment assessment, the value of the related balances and the judgement involved we have considered this to be a key audit matter We obtained, from management, their consideration of impairment indicators for all Under Construction-Housing Properties and Shared Ownership Properties at the year end. We considered whether Management had clearly documented the asset groups, the consideration of indicators and the conclusion for each scheme and asset group as to whether a detailed review is required. Our procedures in relation to impairment reviews of under construction housing properties and shared ownership schemes included the below: • Review of latest cost position per the contractor against the original budgeted position of the development; • Where there was a significant variance from the original approved costs to the current expected costs, this was investigated further to further corroborating evidence; • Verifying the current cost held through agreement of a sample of costs to evidence of costs incurred in the period; • Agreed the original contract agreements in place to verify the estimated costs to complete were reasonable; and • Review of minutes through the year. Key observations: Based on the procedures performed, we have concluded that no material matters are arising in relation to the carrying value of Under Construction Housing Properties and Shared Ownership Properties.

Independent auditor's report to the members of Accent Group Limited (continued)

Our application of materiality

We apply the concept of materiality both in planning and performing our audit, and in evaluating the effect of misstatements. We consider materiality to be the magnitude by which misstatements, including omissions, could influence the economic decisions of reasonable users that are taken on the basis of the financial statements.

In order to reduce to an appropriately low level the probability that any misstatements exceed materiality, we use a lower materiality level, performance materiality, to determine the extent of testing needed.

Importantly, misstatements below these levels will not necessarily be evaluated as immaterial as we also take account of the nature of identified misstatements, and the particular circumstances of their occurrence, when evaluating their effect on the financial statements as a whole.

Based on our professional judgement, we determined materiality for the financial statements as a whole and performance materiality as follows:

	Group financial statements		Society financial statements	
	2026 £m	2025 £m	2026 £m	2025 £m
Financial statement materiality				
Materiality	15.7	14.1	0.001	0.001
Basis for determining materiality	1.2% of total assets	1.2% of total assets	1% of total assets capped at de-minimis limit of £0.001m	1% of total assets capped at de-minimis limit of £0.001m
Performance materiality	9.8	9.1	0.001	0.001
Basis for determining performance materiality	62.5% of materiality	65% of materiality	62.5% of materiality. However, value is already capped at de-minimis limit of 0.001	65% of materiality. However, value is already capped at de-minimis limit of 0.001

Independent auditor's report to the members of Accent Group Limited (continued)

Our application of materiality (continued)

	Group financial statements		Society financial statements	
	2026 £m	2025 £m	2026 £m	2025 £m
Specific materiality				
Specific materiality	2.2	2.1	0.001	0.001
Basis for determining specific materiality	1.4% of revenue	1.4% of revenue	1% of total assets capped at de-minimis limit of £0.001m	1% of total assets capped at de-minimis limit of £0.001m
Specific performance materiality	1.4	1.3	0.001	0.001
Basis for determining specific performance materiality	62.5% of materiality	65% of materiality	62.5% of materiality. However, value is already capped at de-minimis limit of 0.001	65% of materiality. However, value is already capped at de-minimis limit of 0.001

Rationale for the benchmarks applied

A housing Society's key stakeholders are primarily focused on the value of the stable, rented asset portfolio, as their debt is secured on these assets. Total assets is therefore considered to be the appropriate benchmark for determining overall materiality. However, we also determined that for other classes of transactions and balances in income and expenditure recognised within the statement of comprehensive income that are used in covenant calculations and sector benchmarking metrics, as well as other financial statement areas such as property for sale stock and rent arrears that are subject to greater scrutiny by key stakeholders, a misstatement of less

than materiality for the financial statements as a whole could influence the economic decisions of the users of the financial statements. As a result, we applied a specific materiality calculated using Revenue as the benchmark to these balances and transactions.

We have determined that 62.5% of materiality is an appropriate basis for performance materiality based on our previous experience of the audit and factors such as the low levels of misstatements previously identified partially offset by some areas of the financial statements subject to significant estimation uncertainty.

Independent auditor's report to the members of Accent Group Limited (continued)

Our application of materiality (continued)

Component performance materiality

For the purposes of our Group audit opinion, we set performance materiality for each component of the Group, apart from the Society whose materiality and performance materiality are set out above, based on a percentage of 90% (2025: 40% to 85%) of Group performance materiality dependent on a number of factors including Public interest in components within the group; Potential Significant Risks of Material Misstatements (SRMMs) at the component; Control environment; Expectations about the nature, frequency, and magnitude of misstatements in the component financial information ; Extent of disaggregation of the financial information across components ; Relative size of components; New component to the group and Significant changes affecting the component since prior year and our assessment of the risk of material misstatement of those components. Component performance materiality was £8.8m (2025: £0.4m to £7.8m).

Reporting threshold

We agreed with the Audit and Risk Committee that we would report to them all individual audit differences in excess of £620,000 (2025: £564,000) in relation to financial statement materiality and £89,000 in relation to specific materiality (2025: £84,000). We also agreed to report differences below this threshold that, in our view, warranted reporting on qualitative grounds.

Other information

The Board are responsible for the other information. The other information comprises the information included in the Report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where we are required by the Co-operative and Community Benefit Societies Act 2014 to report to you if, in our opinion:

- the Society has not kept proper books of account;
- the Society has not maintained a satisfactory system of control over its transactions;
- the financial statements are not in agreement with the Society's books of account; or
- we have not received all the information and explanations we need for our audit.

Responsibilities of the Board

As explained more fully in the statement of responsibilities of the Board, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board are responsible for assessing the Group and the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Group or the Society or to cease operations, or have no realistic alternative but to do so.

Independent auditor's report to the members of Accent Group Limited (continued)

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the Society and management.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group and the industry in which it operates;
- Discussion with management and those charged with governance, the Audit & Risk Committee and internal audit;
- Obtaining and understanding of the Group's policies and procedures regarding compliance with laws and regulations; and
- Review of Financial Conduct Authority Regulatory Permissions

we considered the significant laws and regulations to be FRS 102, Co-operative and Community Benefit Societies Act 2014, Accounting Direction for Private Registered Providers of Social Housing 2022, UK tax legislation and the Financial Services and Markets Act 2000 (FSMA).

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be Financial Conduct Authority Regulatory Permissions and health and safety legislation.

Our procedures in respect of the above included:

- Review of minutes of meetings of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation;
- Review of legal expenditure accounts to understand the nature of expenditure incurred; and
- Assessing the risk of the building safety act in relation to the provisions made and performing procedures to assess the completeness of provisions in relation to buildings in scope of the regulation.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance, Accent Group internal auditor and their co-sourced third party internal audit provider regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Group's policies and procedures relating to:
 - Detecting and responding to the risks of fraud; and
 - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meetings of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas most susceptible to fraud to be management's incentives and opportunities for fraudulent manipulation in relation to posting inappropriate journal entries, including journal entries made to Revenue.

Independent auditor's report to the members of Accent Group Limited (continued)

Auditor's responsibilities for the audit of the financial statements (continued)

Fraud (continued)

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation ;
- Involvement of forensic specialists in the audit at the planning stage to challenge our planning review and the assumptions we were making over the areas fraud would most likely be perpetrated;
- Assessing significant estimates made by management for bias;
- Considering the IT controls around the journal posting and the impact control limitations could have on the validity of data available and the testing conducted; and

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members who were all deemed to have appropriate competence and capabilities and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Other matters which we are required to address

Following the recommendation of the Audit and Risk Committee, we were appointed by the Board on 13 January 2023 to audit the financial statements for the year ending 31 March 2023.

Our total uninterrupted period of engagement is 4 years, covering the periods ended 31 March 2023 to 31 March 2026.

Our audit opinion is consistent with the additional report to the Audit Committee.

Use of our report

This report is made solely to the members of the Society, as a body, in accordance with the Housing and Regeneration Act 2008 and the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Society's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the members as a body, for our audit work, for this report, or for the opinions we have formed.

In due course, as required by the Financial Conduct Authority Disclosure Guidance and Transparency Rule 4.1.15R – 4.1.18R, these financial statements will form part of the Electronic Format Annual Financial Report filed on the National Storage Mechanism of the FCA in accordance with DTR 4.1.15R – DTR 4.1.18R. This auditor's report provides no assurance over whether the Electronic Format Annual Financial Report has been prepared in compliance with DTR 4.1.15R – DTR 4.1.18R.

DocuSigned by:

BDO LLP

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BDO LLP

Statutory Auditor

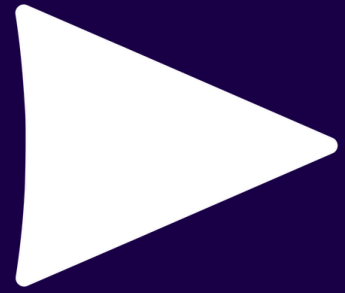
Manchester,
United Kingdom

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

28 July 2026

Date

Financial *Statements*



Consolidated statement of comprehensive income

for the year ended 31 March 2026

	Notes	2026 £'000	2025 £'000
Turnover	2	155,778	150,203
Operating costs	2	(109,792)	(99,886)
Cost of sales	2	(17,633)	(18,330)
Gain on disposal of properties	10	1,733	1,018
Increase in valuation of investment properties	2	107	202
Operating surplus		30,193	33,207
Surplus from interest in associated undertakings	27	3	4
Interest receivable and other income	5	3,006	4,590
Interest payable and financing costs	6	(17,072)	(15,364)
Surplus for the year before taxation	8	16,130	22,437
Taxation on ordinary activities credit	9	36	32
Surplus for the year after taxation		16,166	22,469
Actuarial gain in respect of Accent Group Pension Scheme	26	3,296	1,138
Actuarial gain in respect of Social Housing Pension Scheme	26	240	267
Total comprehensive income for the year		19,702	23,874

All amounts relate to continuing activities.

The accompanying notes on pages 67 to 116 form part of these financial statements.

The financial statements were approved and authorised by the Board on 23 July 2026 and were signed on its behalf by:



Nigel Wright Chair



Ilona Blue Member



Kirsty Spark Acting Company Secretary

23 July 2026

Date

23 July 2026

Date

23 July 2026

Date

Consolidated statement of changes in reserves

for the year ended 31 March 2026

	Revenue reserve £'000
Balance at 1 April 2024	164,925
Surplus for the year	22,469
<u>Other comprehensive income for the year:</u>	
Actuarial gain in respect of Accent Group Pension Scheme	1,138
Actuarial loss in respect of Social Housing Pension Scheme	267
Balance at 31 March 2025	188,799
Surplus for the year	16,166
<u>Other comprehensive income/(loss) for the year:</u>	
Actuarial gain in respect of Accent Group Pension Scheme	3,296
Actuarial gain in respect of Social Housing Pension Scheme	240
Balance at 31 March 2026	208,501

Consolidated statement of financial position

As at 31 March 2026

	Notes	2026 £'000	2025 £'000
Fixed assets			
Tangible fixed assets - Housing properties	11	1,177,479	1,064,795
Other tangible fixed assets	12	9,735	7,517
Other intangible fixed assets	12	907	542
Investment properties	12	5,252	5,145
		1,193,373	1,077,999
Interest in associated and joint venture undertakings			
Share of net assets	27	11	12
		1,193,384	1,078,011
Current assets			
Stock - Properties held for sale	13	21,665	20,395
Debtors: due within one year	14	7,699	7,037
due after one year	14	2,931	1,683
Cash at bank held in constructive trust		5,029	5,263
Cash at bank and in hand		83,091	64,126
		120,415	98,504
Creditors: Amounts falling due within one year	15	(166,367)	(145,815)
Net current (liabilities)/assets		(45,952)	(47,311)
Total assets less current liabilities		1,147,432	1,030,700
Creditors: Amounts falling due after more than one year	16	(941,969)	(840,879)
Net pensions asset /(liability)	26	3,038	(1,022)
		208,501	188,799
Capital and reserves			
Share capital	21	-	-
Revenue reserve		208,501	188,799
		208,501	188,799

All amounts relate to continuing activities.

The accompanying notes on pages 67 to 116 form part of these financial statements.

The financial statements were approved and authorised by the Board on 23 July 2026 and were signed on its behalf by:


Nigel Wright Chair


Ilona Blue Member


Kirsty Spark Acting Company Secretary

23 July 2026
Date

23 July 2026
Date

23 July 2026
Date

Consolidated statement of cash flows

for the year ended 31 March 2026

	Notes	2026 £'000	2025 £'000
Net cash generated from operating activities	22	45,209	51,333
Cash flow from investing activities			
Purchase of tangible fixed assets – Housing properties		(129,510)	(138,988)
Purchase of tangible fixed assets – Other fixed assets		(3,934)	(2,659)
Proceeds from sale of tangible fixed assets		4,231	2,654
Grants received		44,925	19,442
Interest received		2,421	4,065
		(81,867)	(115,486)
Cash flow from financing activities			
Interest paid		(20,355)	(20,243)
Break costs		-	(227)
Repayments of borrowings		(46,256)	(3,227)
New secured loan		122,000	20,424
		55,389	(3,273)
Net change in cash and cash equivalents		18,731	(67,426)
Cash and cash equivalents at beginning of the year		69,389	136,815
Cash and cash equivalents at end of the year		88,120	69,389
Current assets investments			-
Cash at bank held in constructive trust		5,029	5,263
Cash at bank and in hand		83,091	64,126
Cash and cash equivalents at end of the year		88,120	69,389

The accompanying notes on pages 67 to 116 form part of these financial statements.

Society Statement of comprehensive income

for the year ended 31 March 2026

During the year the Society undertook no transactions. The Society has not traded since its incorporation on 1 April 2008.

Audit fees were borne, and Board members were remunerated by Accent Housing Limited.

Society Statement of changes in reserves

The Society has not traded since incorporation and does not have any accumulated reserves, other than share capital.

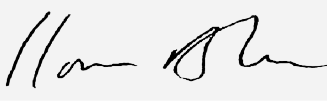
Society Statement of financial position

As at 31 March 2026

	Notes	2026 £	2025 £
Fixed asset investments		9	10
Current assets			
Debtors		-	1
Current liabilities			
Creditors		-	-
		9	11
Capital and reserves			
Share capital	21	9	11

The accompanying notes on pages 67 to 116 form part of these financial statements.

The financial statements were approved and authorised by the Board on 23 July 2026 and were signed on its behalf by:

		
Nigel WrightChair	Ilona BlueMember	Kirsty SparkActing Company Secretary
23 July 2026	23 July 2026	23 July 2026
Date	Date	Date

Notes to the financial statements

Legal status and Group structure

Accent Group Limited is the ultimate holding entity into which the results of all subsidiary companies are consolidated. The terms “Group” or “Accent” in the report and financial statements refers to the consolidation of Accent Group Limited and all its subsidiaries. The term ‘Society’ refers to the statutory entity Accent Group Limited.

The subsidiaries in the Group include Accent Housing Limited, Accent Homemade Limited and Accent Capital PLC.

The Society is a charitable society incorporated under the Co-operative and Community Benefit Societies Act 2014, registered society number 30444R, and registered with the Regulator of Social Housing (RSH), registered number L4511.

Accent Housing Limited is a charitable society incorporated in England under the Co-operative and Community Benefit Societies Act 2014, registered society number 19229R, and registered with the Regulator of Social Housing (RSH), registered number LH1722.

Accent Homemade Limited is a limited company incorporated and registered under the Companies Act 2006 in England and Wales, registered number 05591747.

Accent Capital PLC is a public limited company, incorporated on 20 May 2019 and registered in England and Wales, registered number 12007129. The Company is registered under the Companies Act 2006 and has listed debt on the London Stock Exchange. The registered office is 3rd Floor Scorex House, 1 Bolton Road, Bradford, West Yorkshire, BD1 4AS.

1. Accounting policies

Basis of accounting and comparative amounts

The financial statements of the Group and Society are prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS102) and the Housing SORP2018; Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2022.

The financial statements are prepared in Sterling (£).

The individual accounts of the Society have also adopted the following disclosure exemptions:

- The requirement to present a statement of cash flows and related notes.
- Financial instrument disclosures.

Accent Group Limited is a public benefit entity in accordance with FRS102.

Going concern

The Group and Society’s business activities and its current financial position are set out above in the Strategic Report and the Report of the Board. In preparing the financial statements on the going concern basis the Board considered the current economic situation with immediate potential for increased costs resulting from higher inflation, higher wage costs, higher interest costs, higher material costs and considered the following key assumptions and scenarios:

- That the current budget, medium- and long-term financial forecasts, including pension obligations, demonstrate that the Group and the Society have sufficient resources to meet all liabilities as they fall due, for the foreseeable future and at least for the 12 months following approval of these accounts.
- Flexing and stress testing of long-term financial forecasts have been prepared to demonstrate that appropriate and practical mitigations are available to the Group and the Society in the case of wider economic uncertainty. The stress tests, which included but were not limited to factors such as increased inflation rates, increased interest rates, rent cap, exceptional expenditure, development delays, and sales price fluctuation, aimed to determine their impact on the plan. Multiple stress scenarios were also applied, and when the plan was ‘broken’, meaning bank covenants have been breached, mitigating actions were identified, quantified, and their timing determined.
- That banking covenants and funders’ requirements have been met and are forecast to be met going forward.
- The continuing impact of the war in Ukraine, the Middle East unrest, and the unknown political landscape have all been considered within the forecasts and stress tests applied to assess the potential impact of various scenarios. The Group and the Society continue to maintain sufficient liquid resources and committed funding to mitigate any immediate and foreseeable impact in the short, medium and long term, to ensure they can manage the potential impact of increased risks identified, including inflation, increased interest rates, and a significant decline in the housing market.

Notes to the financial statements (continued)

1. Accounting policies (continued)

Going concern (continued)

Cashflow projections do not rely on Government support schemes. The primary reliance the Group and the Society have in respect of Government funding is attributable to rents and service charges settled through Universal Credit and Housing Benefits and other customer focussed support. Appropriate stress testing, including rent cap, has been undertaken to ensure that a variation in Government policy on such payments can be accommodated within cash flow forecasts.

The Board has reviewed and considered the expected performance and commitments of the Group and the Society over the short and medium term and believes there is a reasonable expectation that the Group has adequate resources to continue in operational existence for foreseeable future, thus ensuring a period of at least 12 months after the date on which the report and financial statements are signed. For this reason, the Board continues to adopt the going concern basis in the financial statements.

Segmental reporting

For the purpose of segmental reporting, the chief operating decision maker (CODM) is considered to be the Group Executive. In line with the segments reported to the CODM, the presentation of these financial statements and accompanying notes are in accordance with the Accounting Direction for Private Registered Providers of Social Housing 2022 and is considered appropriate. Information about income, expenditure and assets attributable to material operating segments are presented on the basis of the nature and function of housing assets held by the Group. This is appropriate on the basis of the similarity of the services provided, the nature of the risks associated, the type and class of customer and the nature of the regulatory environment across all of the geographical locations in which the Group operates. The CODM do not review disaggregated financial information of assets and liabilities at this level of operating segment. Segmental information is disclosed in note 2.

Basis of consolidation

Consolidated financial statements have been prepared in accordance with the requirements of FRS102. The Group accounts consolidate the accounts of the Society and all its subsidiaries at 31 March using acquisition accounting. The Group accounts also include its associate and its joint venture at 31 March using the equity method. The subsidiary and associated undertakings and the basis for inclusion within the consolidated financial statements are set out in note 27. Transactions within the Group have been eliminated on consolidation.

Turnover

Turnover represents rental and service charge income receivable, first tranche shared ownership sales, finance lease income receivable, grants, management charges, and the value of goods and services supplied within the year. Turnover is recognised in the statement of comprehensive income on the following bases:

- Rent income is included in turnover for the period that the residents are in occupation of the property during the accounting period, as opposed to the date on which the rent is charged, net of voids.
- The Group adopts a fixed method for calculating and charging service charges to its tenants and a variable method for leaseholders. Income is recognised based on the amounts chargeable. Expenditure is recorded when a service is provided.
- Income from first tranche shared ownership sales is recognised at the point of legal completion of the sale.
- Government grants include grants receivable from Homes England, local authorities, and other government organisations. Government grants received for housing properties are recognised in income over the useful life of the housing property structure and, where applicable, its individual components (excluding land) under the accruals model.
- Non-social housing letting income is included in turnover for the period that the tenants are in occupation of the property during the accounting period, as opposed to the date on which the rent is charged.
- Management charges and charges for services are included in income over the period for which the service is provided during the accounting period.

Revenue grants

Grants in respect of revenue expenditure are credited to the statement of comprehensive income in the same period as the expenditure to which they relate.

Notes to the financial statements (continued)

1. Accounting policies (continued)

Supported housing projects managed by agencies

Supported housing grants are managed by the relevant Local Authority (LA). As the grants are paid to cover expenditure related to housing support, they are only payable to the organisation that provides the support and is therefore contracted by the LA. It is the Agents that provide the support, and the Group provides the housing management. The grants are paid direct to the Agents and the Group invoices on a monthly basis for its charges. The treatment of other income and expenditure in respect of projects depends on whether the Group carries the financial risk.

Where the Group carries the majority of the financial risk, for example, for losses from voids and arrears, all the project's income and expenditure are included in the statement of comprehensive income (see note 2). Where the agency carries the majority of the financial risk, the statement of comprehensive income includes only that income and expenditure which relates solely to the Group. Other income and expenditure of projects in this category is excluded from the statement of comprehensive income.

Where the Group holds the support contract with the Supporting People Administering Authority and carries the financial risk, all the project's income and expenditure is included in the Group's statement of comprehensive income (see note 2). Where the agency holds the support contract with the Supporting People Administering Authority and carries the financial risk, the statement of comprehensive income includes only that income and expenditure which relates solely to the Group. Other income and expenditure of projects in this category is excluded from the Group's statement of comprehensive income.

Interest receivable and payable

Interest (receivable and payable) is recognised on an accrual basis using the effective interest rate method and recognised in the Statement of Comprehensive Income over the life of the associated financial instrument.

Value added tax

The Group charges value added tax (VAT) on some of its income and is able to recover only part of the VAT it incurs on expenditure. This irrecoverable VAT is a cost to the Group and consequently the financial statements include VAT to the extent that it is suffered by the Group and not recoverable from HM Revenue and Customs. The balance of VAT payable or recoverable at the year-end is included as a current liability or asset.

Taxation

The charge for corporation tax is based on the surplus or deficit arising from non-charitable activities for the year and takes into account taxation deferred because of timing differences between the treatment of certain items for taxation and accounting purposes.

Deferred taxation

The payment of taxation is deferred or accelerated because of timing differences between the treatment of certain items for accounting and taxation purposes. Full provision for deferred taxation is made under the liability method on all timing differences that have arisen but not reversed by the statement of financial position date, unless such provision is not permitted by FRS102. Deferred tax liabilities are not discounted. Deferred tax assets are only recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

In accordance with FRS102 deferred tax is not provided for gains on the sale of non-monetary assets, if the taxable gain will probably be rolled over, or on revaluation gains on housing properties unless there is a binding agreement to sell them at the statement of financial position date.

Deferred tax relating to investment property that is measured at fair value is measured using the tax rates and allowances that apply to the sale of the asset, except for investment property that has a limited useful life and is held in a business model whose objective is to consume substantially all of the economic benefits embodied in the property over time.

Deferred tax is measured at the tax rates that are expected to apply in the periods when the timing differences are expected to reverse, based on tax rates and law enacted or substantively enacted at the statement of financial position date.

Tangible fixed assets and depreciation

Housing properties and other properties held for letting.

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit.

Housing properties are principally properties available for rent and are stated at cost less accumulated depreciation and impairment losses. Cost includes the cost of acquiring land and buildings, development costs, interest charges incurred during the development period.

Notes to the financial statements (continued)

1. Accounting policies (continued)

Tangible fixed assets and depreciation (continued)

Housing properties and other properties held for letting (continued)

Works to existing properties which replace a component that has been treated separately for depreciation purposes, along with those works that result in an increase in net rental income over the lives of the properties, thereby enhancing the economic benefits of the assets, are capitalised as improvements. Costs are capitalised only to the extent that they are incremental to the process and directly attributable to bringing the asset into its intended use.

All housing properties are assumed to comprise several components which require periodic replacement and have substantially different useful economic lives. The components comprising a housing property are accounted for separately and are defined as follows:

Heat source (boilers etc)	15 years
Kitchen	20 years
Windows, doors and rainwater goods; bathroom; heat system (radiators etc); electrical system; solar panels and external works	30 years
Roof covering	60 years
Structure	100 years
Land	Not depreciated

Where components are replaced before they have been fully depreciated the remaining un-depreciated amount is charged to the statement of comprehensive income and disclosed as part of the depreciation charge for the period. In doing this the component is derecognised from the financial statements upon replacement.

Replacement components are added to Housing Properties, stated at cost and depreciated over their useful economic life. The estimated useful economic lives are based on the Group's current experience of component replacement. The Group will continue to monitor and review the useful economic lives of all components and make revisions where material changes arise.

Housing properties under the course of construction are stated at cost. Cost includes the cost of acquiring land and buildings, development costs, interest charges incurred during the development period and expenditure incurred in respect of improvements. Administration costs relating to development are capitalised only to the extent that they are incremental to the development process and directly attributable to bringing the property into its intended use.

Costs are transferred into completed housing properties when practical completion is achieved. Expenditure on schemes which are subsequently aborted is written off in the year in which it is recognised that the scheme or property will not be developed to completion.

Housing property costs are apportioned between tenures based on property size by square footage.

Shared ownership properties are split proportionally between current and fixed assets based on the element relating to expected first tranche sales. The first tranche proportion is classed as a current asset and related sales proceeds included in turnover, the remaining element is classed as a fixed asset and included in housing properties at cost, less any provisions needed for depreciation or impairment.

Impairment – housing properties

Housing properties are subject to an annual review to ensure whether an event triggering a potential impairment has occurred. Indicators of impairment considered include, but are not limited to, increasing void losses, asset management decisions which may impact the long-term use of the property, government policy decisions (such as changes to the rent settlement) and significant repairs or maintenance requirements.

Where indicators are identified an assessment for impairment is undertaken comparing the property's carrying amount to its estimated recoverable amount. The estimated recoverable amount is calculated with reference to future income streams generated less costs to maintain the properties under review.

Where the carrying amount of a property is deemed to exceed its recoverable amount, the property is written down to its recoverable amount. The recoverable amount is the higher of the assets value in use and fair value less costs to sell.

Notes to the financial statements (continued)

1. Accounting policies (continued)

Tangible fixed assets and depreciation (continued)

Impairment – housing properties (continued)

The resulting impairment is recognised as operating expenditure and is charged to the surplus before tax in the statement of comprehensive income. The reversal of an impairment loss is included in the statement of comprehensive income as a separate line within operating expenditure.

Social housing grant

Grants relating to revenue are recognised in income over the same period of the expenditure to which they relate once reasonable assurance has been gained that the Group will comply with the conditions and that the funds will be received. Government grants received for housing properties are recognised in income over the useful life of the housing property structure.

Homes England Government grants for new developments due from government organisations or received in advance are included as current assets or liabilities until such time development conditions have been met. Once met, they will be paid to Accent Housing consortium partners or allocated to Accent schemes and amortised over the life of the housing property structure.

Social housing grant can be recycled by the Group under certain conditions, if a property is sold, or if another relevant event takes place. Recycled grant can be used for projects approved by Homes England. The recycled grant may have to be repaid if certain conditions are not met or if re-investment is not committed within three years following the year of disposal, then the grant becomes due for repayment. Until the grant is either re-invested or repaid it is included within current liabilities the recycled capital grant fund. The amount repaid will be restricted to net proceeds of sale and subordinated behind any deemed private loans on the properties where appropriate. It is not the general intention of the Group to dispose of property except under the following circumstances:

- where a tenant has exercised a right-to-buy or a right-to-acquire option;
- where the property was specifically built for sale e.g. shared ownership; or
- where rationalisation is carried out as part of the ongoing business of the Group.

Where individual components are disposed of and this does not create a relevant event for recycling purposes, any grant which has been allocated to the component is released to income and expenditure.

Other grant

Grants received from non-government sources are recognised using the performance model. A grant which does not impose specified future performance conditions is recognised as revenue when the grant proceeds are received or receivable.

A grant that imposes specified future performance-related conditions on the Group is recognised only when these conditions are met.

A grant received before the revenue recognition criteria are satisfied is recognised as deferred income.

Grants relating to other tangible fixed assets are treated as deferred income and released to the statement of comprehensive income over the expected useful lives of the assets concerned.

Other tangible and Intangible fixed assets

Other tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is charged over the expected useful economic lives of the assets on the following bases:

Freehold offices	2% p.a. on cost
Branding	10% p.a on cost
Leasehold offices	Over the life of the lease
Service equipment	
- Other	5% to 8% p.a on costs
- Laundry/door entry	10% to 12% p.a on costs
- Furnishings	20% p.a. on cost
Office equipment, fixtures and fittings	20% p.a. on cost
Laptops	4 years
Computer equipment and software	20% p.a. on cost
Leased equipment	Over the life of the lease
Freehold land	Not depreciated

Notes to the financial statements (continued)

1. Accounting policies (continued)

Tangible fixed assets and depreciation (continued)

Tangible fixed assets impairment – freehold offices

Freehold offices are subject to an annual review to consider whether an event triggering a potential impairment has occurred. Where indicators are identified an assessment for impairment is undertaken comparing the freehold offices carrying amount to their recoverable amount.

Where the carrying amount of an office is deemed to exceed its recoverable amount, the office is written down to its recoverable amount which is fair value less associated costs to sell. The resulting impairment is recognised as operating expenditure and is charged to the surplus before tax in the statement of comprehensive income. The reversal of an impairment loss is included in the statement of comprehensive income as a separate line within operating expenditure.

Intangible and Cloud based assets costs

Intangible assets are stated at cost, less accumulated amortisation. Amortisation is charged on a straight-line basis over the expected economic useful life of the asset as follows:

Branding	10% p.a on cost
Software and software development	5-10 years

Included within software and software development are amounts capitalised for software transformation projects of £nil (2025: £nil), this asset includes various projects, some of which are complete and others that are in progress.

Assets in progress of £448k (2025: £157k), have not yet been amortised as these assets are still being developed, once complete they will be amortised over the useful economic life of 5-10 years.

Investment properties

Investment properties consist of properties let at market rent, are measured at cost on initial recognition and subsequently at fair value at the year end. Fair value is determined through annual formal external valuation or where triggers indicate a valuation may be appropriate. Changes in fair value are recognised in operating activities. Depreciation is not provided.

Donated land

Land donated by local authorities and other government sources is added to cost at the fair value of the land at the time of the donation. Where the land is not related to a specific development and is donated by a public body an amount equivalent to the difference between fair value and consideration paid is treated as a non-monetary government grant and recognised in the statement of financial position as deferred income within liabilities. Where the donation is from a non-public source, the value of the donation is included as income.

On disposal of an asset for which non-monetary government grant was received by the Group any unamortised grant remaining within liabilities in the statement of financial position is derecognised and recognised as income in the statement of comprehensive income.

Capitalisation of interest and interest payable

Interest on capital specifically borrowed to finance a development is capitalised from the commencement of construction up to the time of practical completion of the scheme, unless there is a prolonged delay. Where schemes are not financed by specific facilities an appropriate proportion of the interest charged on the Group's overall borrowing is allocated to the cost of the scheme up to the date of practical completion. Other interest payable is charged to the statement of comprehensive income account in the year.

Capitalisation of maintenance

Any expenditure on an existing property that meets one of the following circumstances is capitalised into one of the housing property components:

- Replacement or restoration of a component of the property that has been previously treated separately for depreciation purposes and has been depreciated over its individual useful economic life.
- The economic benefits of the property have been enhanced in excess of the previously assessed standard of performance.
- A major overhaul or inspection of a property that restores the economic benefits of the property that have been consumed by the business and have already been reflected in depreciation.

Notes to the financial statements (continued)

1. Accounting policies (continued)

Capitalisation of maintenance (continued)

Any expenditure on an existing property that does not replace a component or result in an enhancement to the economic benefits of that property is charged to the statement of comprehensive income.

Employee Benefits

Short-term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

Retention bonuses are recognised as a form of short-term employee benefit and are accounted for in accordance with the FRS102 requirements. The cost of retention bonuses is accrued over the period in which the employee renders the service required to earn the bonus, with a corresponding charge recognised in the Statement of Comprehensive Income. Accruals are based on the expected cost at the reporting date, applying reasonable and prudent estimates consistent with the organisation's wider accounting policies.

Pension costs

The Group operates a defined benefit pension scheme, Accent Group Pension Scheme (AGPS) and participated in a funded multi-employer defined benefit scheme, the Social Housing Pension Scheme (SHPS-DB). In addition, the Group contributes to a money purchase scheme (Social Housing Pension Scheme (SHPS-DC), the Auto Enrolment option for staff) for those employees who are not members of the defined benefit scheme and the charge to the financial statements is based on contributions paid.

Accent Group Pension Scheme (AGPS)

Pension costs for AGPS are assessed in accordance with the advice of an independent qualified actuary. Costs include the regular cost of providing benefits, which it is intended should remain at a substantial level percentage of current and expected future earnings of the employees covered. Variations from the regular pension costs are spread evenly through the statement of comprehensive income over the average remaining service lives of current employees.

The assets associated with the AGPS are held separately from the assets of Accent Group Limited and its subsidiaries. The AGPS assets are measured using fair values. The Scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high-quality corporate bond of equivalent term and currency to the liability.

The asset in respect of AGPS is recognised in full and presented on the face of the statement of financial position for each Group company participating in the scheme. The movement in the Scheme deficit charged or credited to either the operating surplus or the actuarial gain or loss reported on the face of the statement of comprehensive income. Past service costs are recognised in the current reporting period within the statement of comprehensive income. Interest is calculated on the net defined liability. Any re-measurements are reported in other comprehensive income. See note 26 for further details.

Social Housing Pension Scheme (SHPS-DB)

For the SHPS, the Group is able to identify its share of the scheme assets and scheme liabilities from 1 April 2018 and therefore has applied defined benefit accounting from this date onwards.

The scheme assets are measured at fair value. Scheme liabilities are measured on an actuarial basis using the projected unit credit method and are discounted at appropriate high quality corporate bond rates.

The net surplus or deficit is presented separately from other net assets on the statement of financial position. This has been recognised within the defined benefit pension liability on the face of the statement of financial position.

The current service cost and costs from settlements and curtailments are charged against operating surplus. Past service costs are recognised in the current reporting period within the income and expenditure account.

Interest is calculated on the net defined benefit liability. Re-measurements are reported in other comprehensive income. Refer to note 26 for more details.

Holiday pay accrual

Unused annual leave accrued by employees as a result of services provided in the period, and to which they are entitled to carry forward and use within the next 12 months, is recognised within accruals. The accrual amount is measured at the salary cost for the period of absence.

Notes to the financial statements (continued)

1. Accounting policies (continued)

Sinking funds

Contributions held in ring fenced accounts on behalf of leaseholders, to fund future major repairs and other expenditure in accordance with the terms of the relevant leases. Sinking fund balances are recognised as creditors in the statement of financial position and are split between current or non current based on budget expectations to realise expenditure.

Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the leased asset to the Group. All other leases are classified as operating leases.

Finance lease liabilities are stated at the lower of fair value and minimum lease payments, determined at the lease inception. The finance charge in the statement of comprehensive income is derived by applying the effective interest method. Finance lease assets are stated at the gross amount receivable under the lease less related unearned income and are included in debtors.

Rentals payable under operating leases are charged to the statement of comprehensive income on a straight-line basis over the lease term.

Financial leases are subject to a periodic impairment review and consideration given to whether an event triggering a potential impairment has occurred. Where indicators are identified an assessment for impairment is undertaken comparing the lease carrying amount to the recoverable amount. Where the carrying amount of a lease is deemed to exceed its recoverable amount, the lease is written down to its recoverable amount.

The resulting impairment is recognised as operating expenditure unless it is a reversal of a past revaluation surplus in which case it would be charged to the surplus before tax in the statement of comprehensive income.

Operational leases are assessed to determine whether they have onerous conditions.

Financial instruments

Financial instruments which meet the criteria of a basic financial instrument as defined in section 11 of FRS102 are accounted for under the amortised cost model.

Non-basic financial instruments are recognised at fair value using a valuation technique with any gains or losses being reported in surplus or deficit. At each year end, the instruments are revalued to fair value, with movements posted to the statement of comprehensive income. The Group has not applied hedge accounting for the financial instruments.

Loan and Bond finance issue costs

Loan and bond finance issue costs on basic capital financial instruments are written off evenly over the life of the related funding. Loans are stated in the statement of financial position at the amount of the net proceeds after issue.

Bond financial instruments are held in the statement of financial position at gross proceeds less the cost of raising the funds. The discount or premium on issue is unwound over the life of the instrument utilising the effective interest rate.

The Group issued a £350m bond in July 2019. The bond has been assessed against the criteria of section 11 of FRS102. The bond pays a fixed coupon rate of 2.625% with a fixed maturity date of July 2049, has no provision which could result in the holder losing the principal sum or any interest thereon, prepayment is only permitted for appropriate contractual purposes.

Provisions

A provision is only recognised when; the Group has a present legal or constructive obligation as a result of past events, an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

The amount recognised is the best estimate of the consideration required to settle the liability at the end of the reporting period, taking into account the risk and uncertainties surrounding the obligation. Where the time value of money is material, the amount expected to be required to settle the obligation is recognised at net present value. The unwinding of the net present value in each period is recognised in the statement of comprehensive income in the period to which it relates.

Debtors

Short term debtors are measured at the transaction price, less any impairment. Where deferral of payment terms have been agreed at below market rate, and where material, the balance is shown at the present value, discounted at a market rate.

Notes to the financial statements (continued)

1. Accounting policies (continued)

Long term debtors

Long term debtors are those which fall due for repayment in more than one year at the Statement of Financial Position date. These debtors are measured at the transaction price less any impairment.

Liquidity and Interest Service Reserve Fund

Amounts ringfenced in respect of future interest payments on borrowings in accordance with the terms of the respective loans.

Bad debts

A tenant's debt is considered to be bad when there is virtual certainty it will not be paid. All bad debts written off are charged to the statement of comprehensive income. A tenant's debt is considered to be doubtful when there is some uncertainty whether it will be paid. In this case a provision is created against the doubtful debt and a charge is made to the statement of comprehensive income.

Properties held for sale

Shared ownership first tranche sales, completed properties for outright sale, and property under construction are valued at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises materials, direct labour and direct development overheads.

As and when Accent re-purchases equity from Leaseholders, they are held in properties held for sale until the lease is sold, they are held at cost.

Work in progress

Work in progress is valued at the lower of cost and net realisable value. Cost comprises land, materials, direct labour and direct development overheads including finance costs. Net realisable value is based on estimated sales price after allowing for all further costs of completion and disposal.

Cash at bank and in hand

Cash includes cash in hand, deposits repayable on demand and cash equivalents. Deposits repayable on demand are available within 24 hours without penalty. Cash equivalents are short term investments that are readily disposable liquid resources that can be withdrawn without penalty on maturity and are available as Cash within 30 days.

Current asset investments

Deposits and other investments that take over a 30-day but under a 90-day notice period to move into Cash are treated as Current Asset Investments.

Cash held in constructive trust

Cash held on behalf of leaseholders or other third parties is ring fenced in separate bank accounts and disclosed as cash held in constructive trust. The corresponding creditors are recognised in liabilities under notes 15 and 16.

Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured subsequently at amortised cost.

Significant judgements and estimates

The preparation of the financial statements requires management to make significant judgements and estimates concerning the future. The items in the financial statements where these judgements and estimates have a significant risk of causing a material adjustment to the carrying values of the assets and liabilities include:

Significant management judgements

Classification and valuation of investment properties

Accent holds some properties as investments (housing properties which are rented out at market rent) and carries these at fair value. In accordance with FRS102 the fair value of these properties must be reviewed for annually. These properties were revalued at Market Value Subject to Tenancies (MVSTT) by externally qualified RICS surveyors, Savills as at 31 March 2026.

Management have considered the assumptions and discount rate applied to the properties in arriving at their fair value valuation and are comfortable that they are reasonable. The movement in value thereon is reported within these financial statements. Carrying value at 31 March 2026 £5.3m (2025: £5.1m). See note 12.

Notes to the financial statements (continued)

1. Accounting policies (continued)

Impairment

As part of the Group's continuous review of the performance of its assets, management consider any apparent triggers of impairment which may affect any properties, or schemes. In making this assessment management have made a judgement regarding the indicators that they feel are reflective of an impairment. Triggers considered include but are not limited to increasing void losses suggesting longer term letting issues, government policy changes (such as rent cuts or housing benefit changes) and significant damage or significant repair needs of a property. In the current year consideration has also been given to the impact of the state of the economy on the future income streams of properties, considerations have included the potential increase in rent arrears, voids and cost base implications.

Management have also considered any exposure to any unsold new schemes on site where there is or could be exposure to reductions in market values. Having considered the indicators and the potential impact on the Group's management have concluded that in their judgement there were no indicators of impairment present at the reporting date.

This review also considers additions to housing properties both in respect of Shared Ownership and Rented units. Properties held for sale are also considered in this review.

An impairment charge of £nil (2025: £445k) for Accents former head office for the year ended 31 March 2026.

Where impairment is found, the fixed asset value is reduced and a charge in the Statement of Comprehensive Income is recognised. Where there is a requirement for a previous impairment to be reversed. Based on the impairment review performed for the year ended 31 March 2026, no impairment charge has been recognised (2025: £445k).

Significant management estimates

The following are the areas where management estimates and assumptions have the most significant effect on the recognition and measurement of income and expenditure, and assets and liabilities. The actual results may be substantially different:

Retirement benefits

Section 28 of FRS102 sets out the rules for accounting for defined benefit pension schemes. Accent operates two defined benefit schemes:

- Accent Group Pension Scheme (AGPS) (open to new members); and
- Social Housing Pension Scheme DB (SHPS) (closed to both new members and future accrual of benefits for existing members).

For AGPS the scheme now shows an asset of £4.0m (2025: asset of £0.6m), primarily driven by an increase in the fair value of the plan asset. Independent actuaries are employed by the Society to prepare the actuarial valuations and disclosures for the AGPS on an annual basis. Key financial assumptions used in calculating the pension liability are the discount rate, rate of increase of pensions in payment, rate of revaluation of deferred pensions, CPI and expected mortality of scheme members. Management reviews the assumptions applied to the actuarial valuation on an annual basis and considers the sensitivity of the valuation to the variables thereon. The independent actuary appointed to value the schemes assets and liabilities estimates that a 0.5% shift in the discount rate could result in a 6.7% increase in liabilities, similarly a 0.5% increase in the long-term projected mortality rate could result in a 1.0% increase in liabilities. These movements are not considered material and having considered the variables applied management are comfortable that the assumptions are appropriate for use in calculating the schemes liabilities. Please see details in note 26.

Significant management judgements

For SHPS, the scheme deficit included within the accounts as at 31 March 2026 is £0.9m (2025: £1.6m) reflecting an actuarial gain in the year of £0.2m (2025: gain of £0.3m). See note 26.

2. Particulars of turnover, cost of sales, operating costs, operating surplus and disposal of property

	Turnover £'000	Operating costs £'000	Costs of sale £'000	Gain on disposal £'000	Increase in valuation of investment properties £'000	Operating surplus /(deficit) £'000
Group 2026						
Social housing lettings	133,760	(107,840)	-	-	-	25,920
Other social housing activities						
First tranche low cost home ownership sales	19,012	-	(17,633)	-	-	1,379
Charges for support services	29	(2)	-	-	-	27
Other	1,601	(1,798)	-	-	-	(197)
Gain on disposal of housing properties	-	-	-	1,733	-	1,733
	20,642	(1,800)	(17,633)	1,733	-	2,942
Activities other than social housing activities						
Fair value movement of investment properties	-	-	-	-	107	107
Non-social letting activities	1,376	(152)	-	-	-	1,224
	155,778	(109,792)	(17,633)	1,733	107	30,193

2. Particulars of turnover, cost of sales, operating costs, operating surplus and disposal of property (continued)

	Turnover £'000	Operating costs £'000	Costs of sale £'000	Gain on disposal £'000	Increase in valuation £'000	Operating surplus /(deficit) £'000
Group 2025						
Social housing lettings	126,168	(97,315)	-	-	-	28,853
Other social housing activities						
First tranche low cost home ownership sales	21,572	-	(18,330)	-	-	3,242
Charges for support services	28	(8)	-	-	-	20
Other	1,050	(1,865)	-	-	-	(815)
Gain on disposal of housing properties	-	-	-	1,018	-	1,018
	22,650	(1,873)	(18,330)	1,018	-	3,465
Activities other than social housing activities						
Fair value movement of investment properties	-	-	-	-	202	202
Non-social letting activities	1,385	(698)	-	-	-	687
	1,385	(698)	-	-	202	889
	150,203	(99,886)	(18,330)	1,018	202	33,207

2. Particulars of income and expenditure from social housing lettings - Group (continued)

	General Needs housing £'000	Supported housing and housing for older people £'000	Shared ownership £'000	Intermediate rent £'000	2026 Total £'000	2025 Total £'000
Income						
Rent receivable	99,314	9,591	6,228	1,283	116,416	109,686
Service charge income	4,660	5,825	2,217	-	12,702	12,230
Other grant received	67	-	-	-	67	23
Amortisation of government grants	4,047	102	382	44	4,575	4,229
Turnover from social housing lettings	108,088	15,518	8,827	1,327	133,760	126,168
Expenditure						
Management	(18,972)	(2,291)	(1,352)	(211)	(22,826)	(21,364)
Service charge costs	(6,904)	(4,950)	(796)	(1)	(12,651)	(12,096)
Routine maintenance	(25,317)	(3,437)	(474)	(312)	(29,540)	(27,916)
Planned maintenance	(11,430)	(1,870)	(756)	(121)	(14,177)	(13,463)
Major repairs expenditure	(3,881)	(249)	(866)	(3)	(4,999)	(2,269)
Bad debts	(941)	(105)	(106)	9	(1,143)	(1,010)
Depreciation and write off of replaced components	(20,255)	(504)	(1,040)	(273)	(22,072)	(18,924)
Other costs	(432)	-	-	-	(432)	(273)
Operating costs on social housing lettings	(88,132)	(13,406)	(5,390)	(912)	(107,840)	(97,315)
Operating surplus on social housing lettings	19,956	2,112	3,437	415	25,920	28,853
Void losses	(1,511)	(535)	(431)	(53)	(2,530)	(2,525)

3. Accommodation in management - Group

	Owned and directly managed Number	Managed on behalf of others Number	Owned but managed by others Number	2026 Total Number	2025 Total Number
Social housing					
General needs housing:					
- Social rent	15,096	12	19	15,127	15,112
- Affordable rent	1,493	-	-	1,493	1,282
Supported housing	10	-	3	13	13
Housing for older people	1,811	-	-	1,811	1,814
Intermediate rent	157	4	-	161	166
Low cost home ownership *	1,604	-	27	1,631	1,508
Social leased homes **	2	950	-	952	918
Non-social housing					
Market rent	16	-	11	27	27
Leased housing	179	-	234	413	413
Total	20,368	966	294	21,628	21,253

3. Accommodation in management - Group (continued)

	Opening Units Number	Additions Number	Disposals/ Demolitions Number	Other Movements Number	Total Number
Reconciliation of unit numbers					
Social housing					
General needs housing:					
- Social rent	15,112	17	(4)	2	15,127
- Affordable rent	1,282	209	-	2	1,493
Supported housing	13	-	-	-	13
Housing for older people	1,814	-	-	(3)	1,811
Intermediate rent	166	-	-	(5)	161
Low cost home ownership *	1,508	169	(8)	(38)	1,631
Social leased homes **	918	-	-	34	952
Rental Properties	20,813	395	(12)	(8)	21,188
Non-social housing					
Market rent	27	-	-	-	27
Leased housing	413	-	-	-	413
Total Properties owned and managed	21,253	395	(12)	(8)	21,628

Accent Housing Limited also owns 871 (2025: 871) garages and manages 840 (2025: 800) freehold properties.

Within other movements are 8 properties which changed tenure to freehold properties, 5 from LCHO, 2 from general needs and 1 from social leased homes.

* Where the purchaser has not acquired 100% of the equity (shared ownership).

** Where the purchaser has acquired 100% of the equity but not the freehold

3. Accommodation under development

	2026 Number	2025 Number
Social housing		
General needs housing:		
- Social rent and Affordable rent	710	633
Low cost home ownership	342	336
	1,052	969

4. Employee information - Group

Average monthly number of employees expressed as full time equivalents (based on contracted hours compared to our standard working week):

	2026 Number	2025 Number
Housing, support and care	314	311
Administration	143	128
Development	29	31
	486	470

Wages and salaries costs represent payments receivable for employment in the period and include salary and other discretionary costs.

A salary sacrifice scheme is operated by the Group in order to mitigate national insurance costs for pension contributions.

	2026 £'000	2025 £'000
Staff costs:		
Wages and salaries	21,626	19,741
Social security costs	2,754	2,023
Pension costs in respect of AGPS (note 26a)	946	1,126
Pension costs in respect of SHPS (note 26b)	15	13
Other pension contributions - SHPS Defined Contribution (note 26c)	280	271
	25,621	23,174

In addition to the employee costs above, there were £573k (2025: £1.3m) for temporary staff employed through an agency.

The number of full time equivalent staff including executive directors whose remuneration for the period fell into the following bands is as follows:

	2026 Number	2025 Number
£60,000 - £69,999	17	16
£70,000 - £79,999	17	14
£80,000 - £89,999	4	6
£90,000 - £99,999	4	2
£100,000 - £109,999	3	4
£110,000 - £119,999	4	1
£120,000 - £129,999	2	1
£130,000 - £139,999	1	-
£150,000 - £159,999	1	-
£160,000 - £169,999	2	2
£170,000 - £179,999	1	-
£190,000 - £199,999	-	1
£240,000 - £249,999	1	-

The highest paid director as disclosed in note 7 is included within the bandings above.

5. Interest receivable and other income - Group

	2026 £'000	2025 £'000
Interest receivable from term deposits and bank deposits	2,847	4,466
Unwinding of the bond premium and accrued interest	123	124
	2,970	4,590
Net interest income – Accent Group Pension Scheme (note 26a)	36	-
	3,006	4,590

6. Interest payable and financing costs - Group

	2026 £'000	2025 £'000
Interest payable on bank loans and overdrafts	19,652	18,288
Interest on recycled capital grant fund	125	229
Amortisation of loan issue costs & loan issue costs written off	593	445
Unwinding of the bond discount	117	114
	20,487	19,076
Net interest cost – Accent Group Pension Scheme (note 26a)	-	21
Net interest cost – Social Housing Pension Scheme (note 26b)	80	102
Less: Capitalised interest (note 11)	(3,495)	(3,835)
	17,072	15,364
Interest rate used to determine the finance costs capitalised during the period	3.46%	3.46%

7. Board members, executive directors and key management personnel

Aggregate emoluments paid during the year

	2026 £'000	2025 £'000
Executive directors		
- remuneration	1,224	1,008
- redundancy	88	-
- benefits in kind	31	27
- pension contributions	60	63
	1,403	1,098
	2026 £'000	2025 £'000
Executive directors and key management team		
- remuneration	2,509	2,185
- redundancy	88	-
- benefits in kind	88	74
- employers NIC	350	233
- pension contributions	157	142
	3,192	2,634

Key management personnel includes all members of the senior leadership team.

	2026 £'000	2025 £'000
Board members – including employers national insurance contributions	134	113
	2026 £'000	2025 £'000
Emoluments of the highest paid director (co-opted executive director) during the year excluding pension contributions and employers' national insurance contributions and including car allowance	247	190

The same group of non-executive directors are appointed to each of the following companies: Accent Group Limited and Accent Housing Limited. All directors are remunerated by Accent Housing Limited and their emoluments are disclosed in these financial statements. All the executive directors that served during the year to 31 March 2026, with the exception of one executive director, are members of the Accent Group Pension Scheme. There were benefits of £33k (2025: £nil) accrued during the year to executive directors. There were no special pension arrangements for the co-opted executive director or executive directors or for any Board member.

The highest paid co-opted executive director is a member of Accent Group Pension Scheme, which is a defined benefit scheme. They are an ordinary member of the pension scheme, and no enhanced or special terms applied. The organisation does not make any further contributions to an individual pension arrangement.

During the year to 31 March 2026 the Group Chief Executive received a salary of £237k (2025: Interim Chief Executive, £183k) and car allowance of £10k (2025: Interim Chief Executive, £7k). No bonus was paid or accrued during the year to 31 March 2026 (2025: £nil).

8. Surplus on ordinary activities before taxation - Group

	2026 £'000	2025 £'000
Depreciation of housing properties and write off of replaced assets – housing	22,044	18,825
Depreciation of other social housing properties	54	52
Depreciation of fixed assets and write off of assets – other and intangible	1,301	1,083
Surplus on disposal tangible fixed assets	(1,773)	(1,018)
Impairment of property held for sale	-	445
<u>Auditors' remuneration (excluding VAT):</u>		
- In respect of audit services	247	247
- In respect of audit services (prior year)	8	-
- In respect of other services	-	-
<u>Operating lease rentals:</u>		
- Plant and machinery	276	217
- Land and buildings	396	383
- Vehicles	53	-
<u>Bad debts:</u>		
- Current residents charge (reduction)	52	(112)
- Former residents	491	614
- Other debtors	641	572

9. Taxation on ordinary activities - Group

	2026 £'000	2025 £'000
Current tax		
UK corporation tax on surplus for the year	-	-
Adjustments in respect of prior periods	-	-
Total current tax	-	-
	2026 £'000	2025 £'000
Deferred tax		
Balance at 1 April	(225)	(193)
Origination and reversal of timing differences	(36)	(32)
Closing balance as at 31st March	(261)	(225)
	2026 £'000	2025 £'000
Tax (credit) on surplus on ordinary activities	(36)	(32)
Factors affecting tax (credit) for the period	2026 £'000	2025 £'000
The tax assessed is at the standard rate of corporation tax in the UK at 25% (2025: 25%). The differences are explained below:		
Surplus on ordinary activities before tax	16,130	22,437
Adjustment in respect of charitable activities	(16,274)	(22,566)
Surplus on ordinary activities subject to tax	(144)	(129)

9. Taxation on ordinary activities - Group (continued)

	2026 £'000	2025 £'000
Surplus on ordinary activities subject to tax multiplied by the standard rate of corporation tax in the UK of 25% (2025: 25%)	(36)	(32)
<u>Effects of:</u>		
Recognition of movement in deferred tax	-	-
Amounts relating to changes in tax rate	-	-
Adjustment in respect of prior periods	-	-
Charitable tax exemption	-	-
Non-deductible expenditure	-	-
Current and deferred tax (credit) for period	(36)	(32)

10. Gain on disposal of properties

	Proceeds £'000	Cost of disposal £'000	Other Grant released on sale £'000	Amortised grant - Fixed Assets £'000	Total gain / (loss) on disposal £'000
Sale of housing properties	790	(207)	(28)	(17)	538
Sale of commercial properties	700	(722)	-	-	(22)
Sale of staircasing low-cost home ownership	2,741	(1,473)	(14)	(37)	1,217
Total 2026	4,231	(2,402)	(42)	(54)	1,733
Total 2025	2,654	(1,167)	-	(469)	1,018

11. Tangible fixed assets - housing properties - Group

	Housing properties held for letting £'000	Properties under construction £'000	Shared ownership housing properties £'000	Supported housing and housing for older people £'000	Intermediate market rent £'000	Total housing properties £'000
Cost or valuation						
At 1 April 2025	1,030,547	134,281	116,124	67,163	20,897	1,369,012
Completed properties	58,301	(103,055)	44,754	-	-	-
Additions	-	110,966	-	-	-	110,966
Work to existing properties	23,740	-	-	1,787	101	25,628
Transfer to stock	(174)	-	-	-	-	(174)
Transfer between categories	(32)	-	32	-	-	-
Write off replaced components	(6,231)	-	(2)	(98)	(109)	(6,440)
Disposals	(357)	(59)	(1,417)	(15)	-	(1,848)
At 31 March 2026	1,105,794	142,133	159,491	68,837	20,889	1,497,144
Depreciation						
At 1 April 2025	(266,118)	-	(9,275)	(24,367)	(4,457)	(304,217)
Charge for year	(18,347)	-	(1,024)	(424)	(282)	(20,077)
Transfer between categories	(5)	-	5	-	-	-
Write off replaced components	4,266	-	2	62	89	4,419
Transfer to stock	11	-	-	-	-	11
Disposals	108	-	87	4	-	199
At 31 March 2026	(280,085)	-	(10,205)	(24,725)	(4,650)	(319,665)
Net book value at 31 March 2026	825,709	142,133	149,286	44,112	16,239	1,177,479
Net book value at 31 March 2025	764,429	134,281	106,849	42,796	16,440	1,064,795

Included in the above are finance costs capitalised in the year of £3.5m (2025: £3.8m) which equates to a capitalisation rate of 3.46% (2025: 3.46%).

11. Tangible fixed assets - housing properties - Group (continued)

Social housing grant

	2026 £'000	2025 £'000
Total accumulated social housing grant		
Received or receivable at 31 March:		
Recognised in the statement of comprehensive income	128,986	124,465
Held as deferred income	348,291	323,693
	477,277	448,158

	2026 £'000	2025 £'000
Expenditure on works to existing properties		
Amounts capitalised	25,628	22,332
Amounts charged to the statement of comprehensive income	19,176	15,732
	44,804	38,064

Impairment

The Group considers individual schemes to be separate Cash Generating Units (CGU's) when assessing for impairment, in accordance with the requirements of FRS102 and SORP 2018. A total impairment provision of £nil (2025: £nil) was made during the year to 31 March 2026.

12. Other tangible and Intangible assets and investments – Group

	Leasehold and freehold properties £'000	Plant and vehicles and equipment £'000	Total Tangible Fixed Assets £'000	Software £'000	Brand £'000	Total Intangible Fixed Assets £'000
Cost						
At 1 April 2025	2,974	9,322	12,296	4,764	293	5,057
Additions	-	3,429	3,429	487	17	504
Disposals/write-offs	-	-	-	-	(49)	(49)
At 31 March 2026	2,974	12,751	15,725	5,251	261	5,512
Depreciation						
At 1 April 2025	(721)	(4,058)	(4,779)	(4,504)	(11)	(4,515)
Charge for year	(90)	(1,121)	(1,211)	(63)	(27)	(90)
Disposals/write-offs	-	-	-	-	-	-
At 31 March 2026	(811)	(5,179)	(5,990)	(4,567)	(38)	(4,605)
Net book value at 31 March 2026	2,163	7,572	9,735	684	223	907
Net book value at 31 March 2025	2,253	5,264	7,517	260	282	542

12. Other tangible and Intangible assets and investments – Group (continued)

Investment properties	2026 £'000	2025 £'000
At 1 April	5,145	5,060
Revaluation movement	107	202
Transferred to housing properties	-	(117)
At 31 March	5,252	5,145

At 31 March 2026 the Society held 27 (2025:27) properties which were let on a market rent basis and as such are considered investment properties.

Investment properties owned by the Society held for letting were professionally independently valued by Savills (UK) Limited as at 31 March 2026. This was a full valuation and was undertaken in accordance with the RICS Valuation – Global Standards (The Red Book).

Key assumptions include:

- Discount rate applied to Market Value with Vacant Possession – 20% to 22% dependent on nature and age of stock.
- Net yield applied of 5.50 – 6.00% dependant on location.

13. Properties for sale - Group

	2026 £'000	2025 £'000
Shared ownership properties – completed	5,178	5,011
Shared ownership properties – under construction	16,173	14,546
Properties held for sale	314	838
	21,665	20,395

14. Debtors – Group

	2026 £'000	2025 £'000
<u>Amounts falling due within one year:</u>		
Rent and service charges receivable	6,466	6,595
Less: Provision for bad and doubtful debts	(3,838)	(3,727)
	2,628	2,868
VAT	623	31
Prepayments and accrued income	2,737	2,501
Other debtors	1,711	1,637
	7,699	7,037
Loans to employees included in other debtors	22	4

Loans to employees are made in the following circumstance:

- Salary sacrifice arrangements: opportunity for colleagues to fund bicycle, white goods or gym memberships from their salary.

Included in debtors are £1.5m (2025: £1.7m) of arrears with payment plans which are outside normal payment terms. These balances have been provided for in accordance with the bad debt policy. No discounting is provided for against this balance as the impact of discounting is not considered to be material.

	2026 £'000	2025 £'000
<u>Amounts falling due after one year:</u>		
Liquidity and interest service reserve fund	2,353	1,141
Other long term debtors	317	317
Deferred tax asset	261	225
	2,931	1,683
	2026 £'000	2025 £'000
<u>Debtor analysis:</u>		
In one year or less	7,699	7,037
After more than five years	2,931	1,683
	10,630	8,720

The liquidity and interest service reserve fund relates to a requirement within one loan agreement held with The Housing Finance Corporation for Accent to reserve the cash equivalent of not less than one year's interest cost in their favour.

15. Creditors: Amounts falling due within one year - Group

	2026 £'000	2025 £'000
Loans (note 17)	3,288	3,256
Trade creditors	4,204	3,489
Grant received in relation to properties under construction	59,885	56,574
Consortium Homes England grant	47,112	37,179
Deferred grant income - social housing grant (note 18)	5,116	4,920
Deferred grant income (note 19)	119	42
Recycled capital grant fund (note 20)	2,084	1,288
VAT	-	17
Other taxation and social security payable	592	515
Rent and service charges in advance	3,994	3,345
General accruals	6,655	7,191
Routine maintenance accruals	6,728	5,979
Housing properties and major work creditors	19,005	14,744
Loan interest accrual	3,492	2,728
Deferred income	1,926	2,117
Sinking funds	811	992
Other creditors	185	373
Other debtors provision	1,196	1,092
	166,392	145,841
Unamortised premium and accrued interest on issue (note 17)	183	179
Unamortised discount on issue (note 17)	(120)	(117)
Capital instrument issue costs (note 17)	(88)	(88)
	166,367	145,815

16. Creditors: Amounts falling due after more than one year - Group

	2026 £'000	2025 £'000
Bond (note 17)	350,000	350,000
Unamortised premium and accrued interest on issue	5,463	5,646
Unamortised discount on issue	(3,743)	(3,863)
	351,720	351,783
Bank loans (note 17)	238,432	162,719
Deferred grant income – social housing grant (note 18)	343,175	318,773
Loan premiums	2,108	2,296
Deferred grant income (note 19)	2,978	1,856
Recycled capital grant fund (note 20)	1,351	1,594
Sinking funds	6,927	6,016
	946,691	845,037
Capital instrument issue costs	(4,722)	(4,158)
	941,969	840,879
	2026 £'000	2025 £'000
Unamortised premium and accrued interest on issue (note 17)	6,416	6,416
Amortised to date	(770)	(592)
	5,646	5,824
	2026 £'000	2025 £'000
Discount on bond:		
Unamortised discount on issue (note 17)	(4,590)	(4,590)
Amortised to date	727	612
	(3,863)	(3,978)

17. Debt analysis – Group

	2026 £'000	2025 £'000
<u>Due within one year:</u>		
Bank loans	3,288	3,256
Unamortised premium and accrued interest on issue	183	179
Unamortised discount on issue	(120)	(117)
	3,351	3,318

	2026 £'000	2025 £'000
<u>Due after more than one year:</u>		
Bank loans	238,432	162,719
Bond	350,000	350,000
Unamortised premium and accrued interest on issue	5,463	5,646
Unamortised discount on issue	(3,743)	(3,863)
	590,152	514,502

	2026 £'000	2025 £'000
<u>Total loans repayable as follows:</u>		
Within one year	3,351	3,318
Between one and two years	3,388	3,351
Between two and five years	127,432	98,293
After five years	459,332	412,858
Total indebtedness	593,503	517,820

17. Debt analysis – Group (continued)

Facilities, terms of repayment and interest rates

At 31st March 2026 the Group had a secured Revolving Credit Facility (RCF) of £130m with RBS of which £25m (2025: £68m) is drawn. The facility is at variable rates (SONIA – Sterling Overnight Index Average plus a margin), with a maturity date of June 2030.

As at 31st March 2026 the Group had a £50m RCF that was increased to £75m and secured with ABN-AMRO of which £nil (2025: £nil) is drawn. The facility when drawn would be at variable rates (SONIA – Sterling Overnight Index Average plus a margin), with a maturity date of August 2030.

At 31 March 2026 the Group had a facility with Rothesay (previously held by Scottish Widows) of £39m (2025: £42m) with borrowings secured by fixed charges. The loans are a mixture of fixed and variable rates amortising until expiry in 2037. Fixed rates being the rate plus margin and variable rates at SONIA (Sterling Overnight Index Average) plus a margin.

As at 31st March 2026 the Group had a RCF that was increased to £125m from £100m with Lloyds Bank of which £92m (2025: £20m) is drawn. The facility is at variable rates (SONIA – Sterling Overnight Index Average plus a margin), with a maturity date of August 2030 and is fully secured.

At 31 March 2026 the Group had a facility with The Housing Finance Corporation and AHF of £30m (2025: £30m) which was fully utilised. The borrowings are secured by fixed charges on individual properties and are repayable at varying rates of interest between 2.89% and 5.20% maturing in 2043.

At 31 March 2026 the Group had a new facility with Saltaire Finance Plc of £50m which was fully utilised. The borrowings are secured by fixed charges on individual properties and are repayable at a fixed rate of interest maturing in 2036.

At 31 March 2026 the Group had a facility of £5.7m (2025: £6.0m) with Orchardbrook Limited. This loan is repayable on a fixed rate basis at 12.08% amortising until expiry in 2037.

At 31 March 2026 subsidiary company Accent Capital PLC held a thirty-year bond, with a bullet repayment due in July 2049. The bond was raised on the debt capital markets through wholly owned subsidiary, Accent Capital PLC, with the entire funds on-lent to Accent Housing Limited. The bond was issued on 18 July 2019 at a coupon rate of 2.625% for £350m, of which £225m was sold and £125m retained for future sale. The retained bond was sold on 5 October 2021. The amount of funds raised from external bond holders through the bond issuance plus accrued interest totals £351.8m (2025: £351.8m). The bond is fully secured on housing assets owned by Accent Housing Limited.

18. Deferred grant income - social housing grant - Group

	2026 £'000	2025 £'000
At 1 April	323,693	300,774
Grant received in the year	29,615	27,514
Released to income in the year	(4,575)	(4,229)
Released on disposal	54	103
Transfer to RCGF	(496)	(469)
As at 31 March	348,291	323,693
Amounts to be released within one year	5,116	4,920
Amounts to be released in more than one year	343,175	318,773
As at 31 March	348,291	323,693

19. Deferred grant income – other – Group

	2026 £'000	2025 £'000
At 1 April	1,898	1,648
Grant received in the year – Retrofit	1,790	292
Released to income in the year	(591)	(42)
Balance at 31 March	3,097	1,898
Amounts to be released within one year	119	42
Amounts to be released in more than one year	2,978	1,856
As at 31 March	3,097	1,898

20. Recycled capital grant fund - Group

	2026 £'000	2025 £'000
At 1 April	2,882	5,026
Interest received	125	229
Grants recycled	496	469
Other grant recycled on sale	42	-
Administration charges	(10)	(10)
Purchase or development of properties	(100)	(2,832)
Balance at 31 March	3,435	2,882
Grant due for repayment within one year	2,084	1,288
Grant due for repayment in more than one year	1,351	1,594
	3,435	2,882

Withdrawals from the recycled capital grant fund have been used for the purchase and development of new housing schemes for letting and shared ownership sale.

£1.2m (2025: £nil) is due for repayment. Discussions with Homes England are ongoing to agree the rollover of the £1.2m.

21. Share capital - non equity - Society

	2026 £	2025 £
<u>Allotted, issued and fully paid:</u>		
At 1 April	11	9
Issued during the year	2	3
Forfeited during the year	(4)	(1)
At 31 March	9	11

Each member of the Board holds one share of £1 in the Society. Shareholders are entitled to vote at general meetings, but do not have any rights to receive dividends or distributions on a winding up.

22. Cash flow from operating activities - Group

	2026 £'000	2025 £'000
Surplus for the year after taxation	16,166	22,469
<u>Adjustments for non-cash items:</u>		
- Depreciation of housing assets	20,077	18,305
- Depreciation of other assets	1,301	800
- Component write offs	2,022	572
- Impairment	-	445
- Amortisation of government grants	(5,166)	(4,271)
- Pension costs less contributions payable	(568)	(394)
- Gain on disposal of housing properties	(1,733)	(1,018)
- Gain on revaluation of investment properties	(107)	(202)
- Share of operating profit/(deficit) in joint venture and associate	(3)	(4)
- Taxation	36	32
<u>Working capital movements:</u>		
- Properties for sale	(1,268)	4,865
- Debtors	(1,675)	(411)
- Creditors	2,061	(629)
<u>Adjustments for investing and financing activities:</u>		
- Interest payable	17,072	15,364
- Interest received	(3,006)	(4,590)
Net cash generated from operating activities	45,209	51,333

22. Cash flow from operating activities - Group (continued)

	At 1 April 2025 £'000	Cash flows £'000	Other non cash movements £'000	At 31 March 2026 £'000
Analysis of changes in net debt				
Cash	64,126	18,965	-	83,091
Cash on constructive trust	5,263	(234)	-	5,029
Deposits	-	-	-	-
Bank loans due within one year	(3,256)	3,256	(3,288)	(3,288)
Bank loans due greater than one year	(162,719)	(79,000)	3,287	(238,432)
Bond due greater than one year	(350,000)	-	-	(350,000)
Premium/discount on bond issue	(1,846)	-	63	(1,783)
	(448,432)	(57,013)	62	(505,383)

23. Capital commitments - Group

	2026 £'000	2025 £'000
Capital expenditure that has been contracted for but has not been provided for in the financial statements	139,749	123,551
Capital expenditure that has been authorised by the Board but has not yet been contracted for	23,274	67,749
	163,023	191,300

The above commitments are expected to generate Social Housing and other grants totalling:	2026 £'000	2025 £'000
In relation to expenditure contracted for but not provided for	(32,545)	(26,832)
In relation to expenditure authorised by the Board but not yet contracted for	(7,472)	(23,220)
	(40,017)	(50,052)

The remaining commitments (net of committed grants) of £123m (2025: £141m) can be fully funded by the facilities already in place. As at 31 March 2026 cash at bank of £83m (2025: £64m) to meet these commitments and had agreed unused facilities of £213m (2025: £192m).

24. Leasing commitments - Group

The future minimum lease payments which the Group is committed to make are set out below. The operating leases relate to office and residential space, commercial equipment, and office equipment.

The Group's future minimum operating lease payments are as follows:	2026	2025
	£'000	£'000
Within one year	708	617
One to five years	2,151	1,113
Beyond five years	726	-
	3,585	1,730

25. Financial assets and liabilities - Group

	2026	2025
	£'000	£'000
<u>Financial assets - categories</u>		
Financial assets measured at amortised cost	96,040	75,708

Financial assets attract interest at a floating rate that varies with bank rates.

	2026	2025
	£'000	£'000
<u>Financial liabilities - categories</u>		
Financial liabilities measured at amortised cost	756,948	661,103

25. Financial assets and liabilities - Group (continued)

Financial liabilities – interest rate risk profile

The Society's financial liabilities are sterling denominated. The interest rate profile of the Society's financial liabilities as at 31 March 2026 was 76.5% fixed (2025: 78.3%) and 23.5% variable (2025: 21.7%) which is in line with the Group's Treasury Management Policy.

	2026 £'000	2025 £'000
Fixed rate	454,515	405,433
Variable rate	138,988	112,387
	593,503	517,820

The variable rate financial liabilities comprise bank loans that bear interest rates based on three-month SONIA. The fixed rate financial liabilities have a weighted average interest rate of 3.15% (2025: 2.95%) and the weighted average period for which it is fixed is 21 years (2025: 23 years).

Risks arising on financial instruments

The main risks arising from the Society's financial instruments are credit risk, liquidity risk, interest rate risk and market risk.

Credit risk

Credit risk is managed in accordance with the Board approved Treasury Management Policy, with security of amounts invested being more important than seeking the highest return. Surplus liquid funds are invested only with approved counterparties that meet minimum credit rating thresholds detailed in the Treasury Management Policy, with maximum exposure levels set for each counterparty.

Liquidity risk

Liquidity risk is managed in accordance with the Board approved Treasury Management Policy. The policy is to maintain sufficient cash to cover the next six months cash requirement and sufficient liquidity to cover the next 18 months liquidity requirement. Detailed cash flow forecasts are prepared to ensure compliance with its liquidity policy goals as well as the longer-term growth aspirations of the business.

Apart from its working capital and capital expenditure requirements, the nature of the Society's debt portfolio requires regular repayments of term loan principal and interest to certain lenders. The maturity profile of debt has been structured to reflect the long-term nature of the assets and to achieve a balanced profile of scheduled repayments of loan principal. As at the 31 March 2026 77.3% (2025: 79.7%) of borrowings were due to mature in more than five years.

It is considered that the Society has sufficient financial resources to make these repayments, and therefore the risk of being unable to meet its financial obligations to these lenders is considered to be low.

Interest rate risk

Operations are financed through a mixture of generated cash flows, government grant for development activities and loan borrowings. The interest rate strategy is regularly reviewed and aims to achieve a conservative balance between fixed and variable debt at an acceptable level of risk and cost. Covenant compliance and sensitivity analysis of interest rates are monitored on a regular basis.

Market risk

The treasury management function is responsible for developing and implementing an appropriate financial strategy to ensure the business holds the required level of liquidity to fund its capital investment programme and day to day operating activities. Close monitoring of financial covenants against the business plan to assess risk scenarios is completed on a regular basis.

25. Financial assets and liabilities - Group (continued)

Borrowing facilities

The Society has undrawn committed borrowing facilities. The facilities available at 31 March 2026 in respect of which all conditions precedent had been met were as follows:

	2026 £'000	2025 £'000
Expiring within one year	-	-
Expiring in more than one year but not more than two years	-	-
Expiring in more than two years	213,000	192,000
	213,000	192,000

26. Pension obligations - Group

	2026 £'000	2025 £'000
The net pension (asset)/liability is comprised as follows:		
Accent Group Pension Scheme - AGPS	(3,965)	(598)
Social Housing Pension Scheme - SHPS	927	1,620
	(3,038)	1,022

The total amounts recognised in the statement of comprehensive income within financing costs or as an actuarial movement, are comprised as follows:

	2026 £'000	2025 £'000
<u>Recognised in the statement of comprehensive income – financing costs</u>		
Credit / (charge) in respect of Accent Group Pension Scheme	36	(21)
Charge in respect of Social Housing Pension Scheme	(80)	(102)
	(44)	(123)

	2026 £'000	2025 £'000
<u>Recognised in the statement of comprehensive income – actuarial and assets movement</u>		
Credit in respect of Accent Group Pension Scheme	3,296	1,138
Credit in respect of Social Housing Pension Scheme	240	267
	3,536	1,405
Total credit recognised in the statement of comprehensive income	3,492	1,282

26. Pension obligations - Group (continued)

26a. Accent Group Pension Scheme (AGPS)

The Group operates a defined benefit pension scheme, Accent Group Pension Scheme (AGPS) a funded defined benefit scheme which was established on 1 July 1992 to provide retirement and death benefits for employees.

Pension costs for AGPS are assessed in accordance with the advice of an independent qualified actuary. Costs include the regular cost of providing benefits, which it is intended should remain at a substantial level percentage of current and expected future earnings of the employees covered. Variations from the regular pension costs are spread evenly through the statement of comprehensive income over the average remaining service lives of current employees.

During the year Accent Housing Limited paid regular contributions of £1.0m (2025: £0.9m) being 9% (2025: 9%) of pensionable salaries during the accounting period and salary sacrifice of £0.3m (2025: £0.1m). Employees' contributions were 7.5% (2025: 7.5%) of pensionable salaries.

The Scheme assets are held in a separate trustee-administered fund to meet long-term pension liabilities to past and present employees. The assets are measured using fair values and liabilities are measured using a projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability.

The assets in respect of AGPS is recognised in full and presented on the face of the statement of financial position. The movement in the scheme deficit is split and charged or credited to either the operating surplus or the actuarial gain or loss reported on the face of the statement of comprehensive income. The assumptions adopted for FRS102 purposes and the results of the calculations are shown below.

The most recent actuarial valuation of the scheme as at 5 April 2023 has been updated by Broadstone Corporate Benefits Limited to 31 March 2026 to take account of the requirements of FRS102. This indicated that there was a £4.0m asset (2025: £0.6m asset) when comparing the actuarial value of the scheme with the value of its liabilities.

The main actuarial assumptions used in the valuation are:

	31 March 2026 % pa	31 March 2025 % pa
Key financial assumptions		
Discount rate	6.20	5.75
Rate of increase in pensions in payment (where capped at 5%)	2.9	2.8
Rate of increase in pensions in payment (where capped at 2.5%)	1.95	1.9
Rate of increase in salaries	3.05	3.2
Rate of Inflation (RPI)	3.4	3.2
Rate of Inflation (CPI)	3.05	2.9

The mortality assumption adopted for the purposes of the calculations as at 31 March 2026 (and at 31 March 2025 where applicable) is as follows:

- Base table: 107% of S3PMA / S3PFA_M tables (2025: 107% of S3PMA / S3PFA_M tables)
- Future mortality improvements: CMI_2025 [1.25%; S=7.0] (2025: CMI_2023 [1.25%; S=7.0]).

26. Pension obligations - Group (continued)

26a. Accent Group Pension Scheme (AGPS) (continued)

Average life expectancies	As at 31 March 2026 Years	As at 31 March 2025 Years
Male age 65 at reporting date	21.4	21
Male age 45 at reporting date +20 years	22.7	22.2
Female age 65 at reporting date	23.8	23.5
Female age 45 at reporting date +20 years	25.2	24.9

Members are assumed to retire at their Normal Retirement Date. Late retirement factors are applied to any tranches where the pension can be taken from an earlier age without reduction. Members are assumed to commute 80% (2025: 80%) of their post 6 April 2006 maximum cash at retirement.

Amounts recognised in the statement of comprehensive income	Year ended 31 March 2026 £'000	Year ended 31 March 2025 £'000
Current service cost	348	554
Expenses	598	572
Interest cost	3,206	2,858
Interest income on Scheme assets	(3,242)	(2,837)
Total charged to the statement of comprehensive income	910	1,147

Reconciliation of defined benefit obligation	Year ended 31 March 2026 £'000	Year ended 31 March 2025 £'000
Defined benefit obligation at beginning of year	56,266	58,759
Current service cost	348	554
Interest cost	3,206	2,858
Contributions by Scheme members	818	730
Actuarial (gain)	(3,286)	(4,466)
Benefits paid	(2,181)	(2,169)
Defined benefit obligation at end of year	55,171	56,266

26. Pension obligations - Group (continued)

26a. Accent Group Pension Scheme (AGPS) (continued)

Reconciliation of fair value of Scheme assets	Year ended 31 March 2026 £'000	Year ended 31 March 2025 £'000
Fair value of Scheme assets at beginning of year	56,864	58,443
Interest income on Scheme assets	3,242	2,837
Expenses	(598)	(572)
Actuarial gain/(loss)	10	(3,328)
Contributions by the employer	981	923
Contributions by Scheme members	818	730
Benefits paid	(2,181)	(2,169)
Fair value of Scheme assets at end of year	59,136	56,864
Amounts recognised in the statement of financial position	As at 31 March 2026 £'000	As at 31 March 2025 £'000
Fair value of Scheme assets	59,136	56,864
Actuarial value of Scheme liabilities	(55,171)	(56,266)
Asset in the Scheme	3,965	598
Analysis of assets	As at 31 March 2026 £'000	As at 31 March 2025 £'000
Equities, property and alternatives	14,765	10,816
Bond/ Liability driven investments	22,948	25,938
Diversified growth/ Multi asset funds	15,495	19,143
Cash	5,360	341
Other	568	626
	59,136	56,864

26. Pension obligations - Group (continued)

26a. Accent Group Pension Scheme (AGPS) (continued)

Assets as a percentage of total plan assets	As at 31 March 2026 %	As at 31 March 2025 %
Equities, property and alternatives	25.0	19.0
Bond/ Liability driven investments	38.8	45.6
Diversified growth/ Multi asset funds	26.2	33.7
Cash	9.0	0.6
Other	1.0	1.1
Analysis of return/(loss) on assets	Year ended 31 March 2026 £'000	Year ended 31 March 2025 £'000
Interest income on Scheme assets	3,242	2,837
Actuarial gain/(losses)	10	(3,328)
Actual return/(loss) on assets	3,252	(491)
History of experience gains and (losses)	Year ended 31 March 2026 £'000	Year ended 31 March 2025 £'000
Gain /(Loss) on Scheme assets	10	(3,328)
Experience gain on Scheme liabilities	621	138
Gain on change in assumptions (financial and demographic)	2,665	4,328
Total actuarial gain recognised in the statement of comprehensive income	3,296	1,138

26. Pension obligations - Group (continued)

26a. Accent Group Pension Scheme (AGPS) (continued)

Amounts for the current and previous periods are as follows	2026 £'000	2025 £'000	2024 £'000	2023 £'000
Present value of defined benefit obligation	(55,171)	(56,266)	(58,759)	(58,856)
Fair value of Scheme assets	59,136	56,864	58,443	54,394
Asset / (deficit) on Scheme	3,965	598	(316)	(4,462)
Experience gains/(losses) on assets	10	(3,328)	(114)	(18,769)
Experience gains/(losses) on liabilities	621	138	(978)	(3,461)

Sensitivity

The following table provides an indication of the sensitivity of the value of liabilities to changes in assumptions. The impact on the Statement of Comprehensive Income tends to be hard to predict.

Change	Impact on liabilities*	
	Increase	Decrease
Change in discount rate by 0.5% per annum	-6.7%	+7.4%
Change in assumed inflation assumption by 0.5% per annum	+4.2%	-4.1%
Increase of 0.5% to mortality projection long term rate	+1.0%	-

* Approximate

AGPS is not impacted by GMP equalisation or the McCloud pension ruling.

26. Pension obligations - Group (continued)

26b. Social Housing Pension Scheme (SHPS - DB)

Accent Group Limited participated in the Social Housing Pension Scheme (SHPS), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK. The SHPS scheme was closed to the Group's staff from 1 August 2016 and was contracted-out of the State Pension scheme until 5 April 2006. There are no longer any active members employed by the Group.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The last completed triennial valuation of the scheme for funding purposes was carried out as at 30 September 2023. This valuation revealed a deficit of £693m. A Recovery Plan has been put in place with the aim of removing this deficit by 31 March 2028.

The Scheme is classified as a 'last-man standing arrangement'. Therefore, the Group is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the Scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year ends from the following 31 March to 28 February inclusive.

The latest accounting valuation was carried out with an effective date of 30 September 2025. The liability figures from this valuation were rolled forward for accounting year ends from the following 31 March 2026 to 28 February 2027 inclusive.

The liabilities are compared, at the relevant accounting date, with the Group's fair share of the Scheme's total assets to calculate the company's net deficit or surplus.

The net defined benefit liability as at 31 March 2026 is £0.9m (2025: £1.6m).

Key financial assumptions	31 March 2026 % pa	31 March 2025 % pa
Discount rate	6.20	5.90
Rate of Inflation (RPI)	3.40	3.20
Rate of Inflation (CPI)	3.00	2.90
Salary Growth	3.03	3.20
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	75% of maximum allowance

26. Pension obligations - Group (continued)

26b. Social Housing Pension Scheme (SHPS - DB) (continued)

Average life expectancies	31 March 2026 Years	31 March 2025 Years
The mortality assumptions adopted at 31 March 2026 imply the following life expectancies:		
Male retiring in 2026	20.7	20.3
Female retiring in 2026	23.0	22.8
Male retiring in 2046	22.0	21.5
Female retiring in 2046	24.4	24.3
Amounts recognised in the statement of comprehensive income	Year ended 31 March 2026 £'000	Year ended 31 March 2025 £'000
Expenses	15	13
Interest cost	80	102
Total charged to the statement of comprehensive income (note 2)	95	115
Reconciliation of defined benefit obligation	Year ended 31 March 2026 £'000	Year ended 31 March 2025 £'000
Defined benefit obligation at beginning of year	11,430	12,505
Expenses	15	13
Interest cost	660	598
Actuarial (gain)/losses due to scheme experience	(87)	426
Actuarial losses due to change in demographic assumptions	53	-
Actuarial (gain) due to changes in financial assumptions	(282)	(1,523)
Benefits paid	(501)	(589)
Defined benefit obligation at end of year	11,288	11,430

26. Pension obligations - Group (continued)

26b. Social Housing Pension Scheme (SHPS - DB) (continued)

Reconciliation of fair value of Scheme assets	Year ended 31 March 2026 £'000	Year ended 31 March 2025 £'000
Fair value of Scheme assets at beginning of year	9,810	10,123
Interest income on scheme assets	580	496
Experience (loss) on plan assets (excluding amounts included in interest income)	(76)	(830)
Contributions by the employer	548	610
Benefits paid and expenses	(501)	(589)
Fair value of Scheme assets at end of year	10,361	9,810
Amounts recognised in the statement of financial position	As at 31 March 2026 £'000	As at 31 March 2025 £'000
Fair value of Scheme assets	10,361	9,810
Actuarial value of Scheme liabilities	(11,288)	(11,430)
Deficit in the Scheme	(927)	(1,620)

The impact of GMP equalisation for Accent Group Limited at 31 March 2026 was calculated to be £1k (2025: £1k). This is reflected in the liability disclosed above.

26. Pension obligations - Group (continued)

26b. Social Housing Pension Scheme (SHPS - DB) (continued)

Reconciliation of fair value of Scheme assets	As at 31 March 2026 £'000	As at 31 March 2025 £'000
Absolute Return	-	-
Alternative Risk Premia	-	-
Credit	413	375
Credit Relative Value	-	-
Distressed Opportunities	-	-
Emerging Markets Debt	-	-
Global Equity	1,148	1,099
Infrastructure	-	2
Investment Grade Credit	609	302
Insurance-Linked Securities	15	30
Liquid alternatives	1,845	1,819
Liability Driven Instrument	3,159	2,971
Long Lease Property	-	3
Net Current Assets	101	21
Opportunistic Illiquid Credit	-	-
Private Credit	1,251	1,201
Private Equity	22	9
Private Debt	-	-
Property	506	491
Real Assets	976	1,174
Risk Sharing	-	-
Secured Income	314	164
High Yield	-	-
Currency Hedging	-	16
Cash	2	133
	10,361	9,810

26. Pension obligations - Group (continued)

26b. Social Housing Pension Scheme (SHPS - DB) (continued)

Analysis of (loss) on assets	Year ended 31 March 2026 £'000	Year ended 31 March 2025 £'000
Interest income on Scheme assets	580	496
Actuarial (loss)	(76)	(830)
Actual gain/(loss) on assets	504	(334)

History of experience gains and (losses)	Year ended 31 March 2026 £'000	Year ended 31 March 2025 £'000
(Loss) on Scheme assets	(76)	(830)
Experience gain/(loss) on Scheme liabilities	87	(426)
Gain on change in assumptions (financial and demographic)	229	1,523
Total actuarial gain recognised in the statement of comprehensive income	240	267

Amounts for the current and previous periods are as follows	2026 £'000	2025 £'000	2024 £'000	2023 £'000
Present value of defined benefit obligation	(11,288)	(11,430)	(12,505)	(13,143)
Fair value of Scheme assets	10,361	9,810	10,123	10,354
Deficit on scheme	(927)	(1,620)	(2,382)	(2,789)
Experience (losses) on assets	(76)	(830)	(658)	(5,599)
Experience gain on liabilities	316	1,097	703	4,539

26b. Social Housing Pension Scheme (SHPS - DB)

We have been notified by the Trustee of the Scheme that it has performed a review of the changes made to the Scheme's benefits over the years and the result is that there is uncertainty surrounding some of these changes. The Trustee has been advised to seek clarification from the Court on these items. This process is ongoing. It is recognised that this could potentially impact the value of Scheme liabilities, but until Court directions are received, it is not possible to calculate the impact of this issue, particularly on an individual employer basis, with any accuracy at this time. No adjustment has been made in these financial statements in respect of this potential issue.

26c. Social Housing Pension Scheme (SHPS - DC)

The Group also participates in the defined contribution section of the Social Housing Pension Scheme (SHPS) with 184 (2025: 198) active members employed by the Group at 31 March, this is the default Auto Enrolment scheme for staff. The regular pension contributions payable by the Group during the year were £280k (2025: £271k).

27. Related parties and interest in associated undertakings - Group

During 2025/26 and up to the 31 March 2026 there were no related parties involving key management personnel.

The Walks Huntingdon (No.3) Management Company Ltd is a company providing management of real estate of which the Society has between a 25% and 50% ownership of share and voting rights. No financial transactions have been paid/received in the current or prior year.

Transactions with Group companies that are wholly owned have been eliminated on consolidation and have taken advantage of the exemption from disclosure available under FRS102.

At 31 March 2026 the subsidiary, joint venture and associate undertakings were:	Percentage owned of controlled %	Accent Group Limited and Subsidiaries hold 100% of the share capital	Society controlled by Accent Group Limited and regulated by the RSH
Subsidiaries:			
Accent Housing Limited * ^	100		X
Accent Capital PLC	100		
Accent Homemade Limited	100	X	
Accent Group Pension Trustees Limited	100		
Joint Ventures:			
Franklands Park Limited ^^ (limited by guarantee) A management company for the Franklands Drive development.	50		
The Walks Huntingdon (No.3) Management Company Ltd**	25%-50%		

All undertakings are incorporated in Great Britain and registered in England and are included in the consolidated financial statements.

* Directors of these subsidiaries hold shares in the respective entities on a non-beneficial basis. In all cases effective control remains wholly with Accent Group Limited.

^ A registered provider of social housing regulated by the Regulator of Social Housing.

** No financial transactions paid or received.

27. Related parties and interest in associated undertakings - Group (continued)

The activities of the principal subsidiaries above are as follows:

Accent Housing Limited

The principal activity of the Society is the provision of rented housing accommodation at affordable rents for those in most need. In addition, the Society provides assisted housing through low cost home ownership schemes and leasehold schemes for the elderly. The Society operates an assisted living scheme and special needs accommodation. Accent Housing Limited had the following transactions with related parties during the year:

Accent Homemade Limited	2026 £'000	2025 £'000
Received from related group entities:		
Development costs	12,676	45,987
Golden brick deposit	11,471	-
Management fee	274	919
	24,421	46,906
	2026 £'000	2025 £'000
Paid to related group entities:		
Management fee and supply of staff	247	705
Interest	193	389
	440	1,094
	2026 £'000	2025 £'000
Loan due to group entities:		
Accent Housing Limited	1,000	3,000

Accent Homemade Limited provides development services associated with the design and construction of new homes for Accent Group Limited and its subsidiaries. Development costs are charged in totality and management fees cover the provision of development services.

27. Related parties and interest in associated undertakings - Group (continued)

Accent Capital Plc	2026 £'000	2025 £'000
Received from related group entities:		
Interest	9,232	9,218

On 18 July 2019 Accent Capital PLC issued a bond on the debt capital markets which then on-lent the funds to Accent Housing Limited.

Franklands Park Limited	2026 £'000	2025 £'000
Received from related group entities:		
Service charge and audit fee	16	122

Franklands Park Limited manages a single housing scheme Franklands Drive on behalf of joint owners Accent Housing Limited and Paragon Asra Housing Limited.

Interest in associated undertakings	2026 £'000	2025 £'000
Surplus arising from interest in Franklands Park Limited	3	4
	3	4

29. Contingent liability

Local Improvement Finance Trust Schemes

There is the potential for Accent Group Limited to be liable for claims in respect of historical contracts relating to local improvement finance trust schemes (LIFT). Future claims in this regard cannot be discounted however the liability cannot be determined and all such claims will be examined on a case by case basis to establish if liability exists and to limit financial exposure with expert third party advice where appropriate. Due to the sensitive nature of this matter Accent Group Limited is unable to disclose any further details regarding the timing or quantum of potential claims as this could be seriously prejudicial.