Financial Statements for the year ended 31 March 2026

Jigsaw

Jigsaw Homes Group Limited

Creating homes. Building lives.

Contents

Company Information

Registration number	Co-operative and Community Benefit Societies Act 2014, number 29433R
Regulator of Social Housing Registration Number	LH4345
Registered office	Cavendish 249 Cavendish Street Ashton-under-Lyne Tameside, OL6 7AT
Board members	R. Barker (chair) J. Bennett (appointed March 2026) G. Brown (retired July 2026) P. Chisnell (executive member) M. Harrison (appointed October 2025) A. Jabbar P. Joyce (co-optee appointed July 2026) K. Jalli M. Kenyon (retired December 2025) K. Marshall (executive member) E. Matley A. McLaren (appointed July 2026) B. Moran (executive member) T. Ryan (retired October 2025) A. Todd J. Tsui
Senior management team	B. Moran, Group Chief Executive K. Marshall, Deputy Group Chief Executive and Group Director of Development & People P. Chisnell, Executive Director of Finance M. George, Group Director of Asset Management D. Kelly, Group Director of Neighbourhoods & Support C. Smith, Group Director of Corporate Services
Company Secretary	M. Murphy
Bankers	National Westminster Bank Plc. Manchester City Centre Branch PO Box 305 Spring Gardens Manchester, M60 2DB
Auditors	Menzies LLP One Express 1 George Leigh Street Manchester, M4 5DL

1. Introduction

Supporting Starts at Home Day

Friday 29 August was Starts at Home Day - the National Housing Federation's annual spotlight on supported housing, focus was on the Save our Supported Housing campaign.

Chair's Statement

Chair's Introduction

As Chair of Jigsaw Homes Group Limited ("the Group"), I am pleased to present this year's financial statements and to reflect on the progress made across 2025/26.

This has been a year of achievement and progress for the Group.

Demand for affordable social housing remains high across the areas we serve and, against a backdrop of increasing policy certainty and continued investment in the sector, the Group has continued to strengthen its position whilst delivering for residents and communities.

The Board has remained focused on ensuring that the Group continues to deliver its social purpose whilst maintaining financial strength, effective governance and a clear long-term strategy.

Throughout the year, I have also been encouraged by the progress made across a wide range of priorities, including the delivery of new homes, investment in existing stock, supported housing and community-based services.

Our *Corporate Plan 2024–2031* reaffirms our mission of

> "Creating homes. Building lives."

That mission remains central to the Board's thinking. It provides a clear framework for how we balance investment, service quality, financial resilience and social impact whilst creating long-term value for residents and communities.

Our Operating Environment

The year 2025/26 marked the final year of our Group's *Development Strategy 2021–2026*, which set a target to deliver 4,000 new social homes.

This has been an ambitious programme and I am proud that the Group has continued to deliver at scale whilst maintaining a strong focus on quality, sustainability and social impact.

During the year, the Group successfully delivered 694 new homes, working alongside local authorities, contractors and partners to meet housing need across the areas we serve.

Most notably, 2025/26 saw the Group complete its largest ever development at Bourne Road in Wyre, delivering 210 affordable homes and transforming a former industrial site into a thriving new community.

Furthermore, I was also delighted to see the Group receive national recognition through a *Housing Design Award* for Clover House in Ardwick, Manchester, demonstrating our commitment to combining high-quality design with specialist support for residents.

We also opened two further supported housing schemes in Tameside, with a further scheme in Oldham due to complete during 2026. These developments reflect Jigsaw's long-standing commitment to supporting people who may otherwise struggle to live independently.

The Group's financial strength was recognised during the year through Moody's reaffirmation of its 'A2 stable' credit rating. Together with continued investment in existing homes, neighbourhoods and services, this provides confidence that Jigsaw remains well placed to deliver on its ambitions over the long term.

The year also saw further progress in simplifying the Group's governance arrangements, including the conversion of Jigsaw Homes Tameside, into a *Community Benefit Society*.

This represents another important step in our wider governance simplification programme and will help the Group operate more effectively in the years ahead.

The Group's success depends upon the commitment, skill and dedication of its employees.

Therefore, I would like to thank colleagues across the Group for their contribution during the year, particularly as we continue to evolve our services and respond to changing expectations from residents, regulators and stakeholders.

Our Future Plans

Looking ahead, the Board remains focused on maintaining high-quality services, investing in existing homes, building much-needed affordable housing and supporting the communities we serve.

The Government's long-term commitment to affordable housing, including the Social and

Affordable Homes Programme (SAHP) 2026–2036, creates significant opportunities for organisations such as Jigsaw.

In line with this approach, I am pleased to report that, following the launch of the SAHP funding programme, the Group submitted a Strategic Partnership bid in April 2026 to support our future development ambitions and maximise the number of new homes we can deliver over the coming years.

The Group substantially achieved its target to deliver 4,000 new homes by 31 March 2026, with only a small number of schemes completing in 2026/27. This is a significant achievement and reflects the sustained commitment of colleagues, partners and board members over the life of the Development Strategy.

I am especially pleased to report that the Group's first zero-carbon pilot development in Manchester was successfully completed and fully-let in summer 2026, marking an important milestone for the Group's journey towards delivering more sustainable homes and communities.

Alongside our investment in homes and communities, we remain committed to building an inclusive organisation that reflects the communities we serve. I am proud of the Group's continued support for initiatives which promote diversity, inclusion and leadership development across the whole of Jigsaw.

During 2026/27, we also expect to complete our governance simplification project. The introduction of our new committee structure, including dedicated *Customer* and *Assets and Development* Committees, strengthens board oversight and reflects the importance we place on service quality, existing homes and future growth.

I would like to place on record my thanks to the board members who have left us following these governance changes, and to all colleagues, residents and partners for their continued support and commitment.

I believe that the Group is exceptionally well placed to support the Government's ambitions to build more homes, improve housing standards, strengthen communities and respond to the challenges of decarbonisation.

We have a strong financial position, a clear strategic direction and a dedicated workforce committed to making a positive difference.

As Chair, I am proud of what has been achieved during the year and confident that the Group will continue creating homes, building lives and strengthening communities across the areas we serve.

Roli Barker

Group Chair

our values

Our Vision

We want everyone to live in a home they can afford.

Our Mission

Creating homes. Building lives.

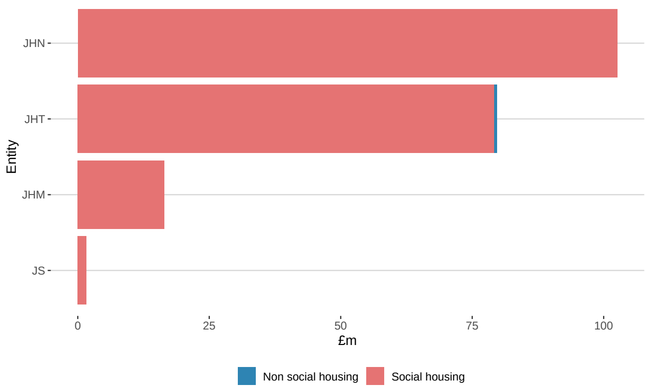
About Jigsaw Homes Group

Our Group comprises ten organisations working in unison to tackle inequality throughout the North West and East Midlands.

In addition to the parent, Jigsaw Homes Group Limited (the parent or the Association) the principal members of the Group are:

- Jigsaw Homes Midlands
- Jigsaw Homes North
- Jigsaw Homes Tameside
- Jigsaw Support

As measured by financial turnover, together we are the 30th largest housing group in the country[1]. The turnover of the Group's principal members during 2025/26 is shown in Figure 1 on this page.



Source: financial statements 2025/26.

Figure 1: Turnover analysis — the vast majority of the Group's turnover is based on social housing activities.

Our Activities

Our members build, renovate and manage low-cost housing for rent and sale.

The core of the Group's business is principally centred on the management of social housing for rent and Jigsaw Homes Group Limited is responsible for a total of 38,637 homes. The location of homes managed by Jigsaw Homes Group Limited is shown in Figure 2 on the current page. Jigsaw Homes Group Limited is active in 37 local authority areas.

[1]Source: 2025 Global Accounts of private registered providers

Areas of Operation

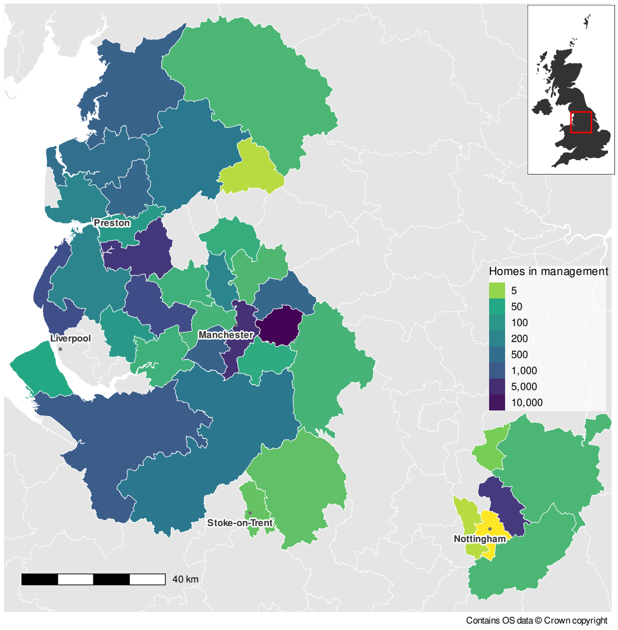


Figure 2: Location of housing stock — shading shows local authority concentrations in Greater Manchester, Lancashire, Nottinghamshire and Merseyside.

We work to help regenerate neighbourhoods and increase life opportunities for disadvantaged individuals and communities. Our largest members are four housing associations, regulated by the Regulator of Social Housing (RSH) and legally known as Registered Providers. The latest *Regulatory Judgement* published by the RSH confirms that Jigsaw is fully compliant with the RSH's *Regulatory Standards* — our published ratings for governance and viability are 'G1' 'V1' respectively.

The Group also provides a range of charitable and supported housing services to help people live independently and to successfully maintain their tenancies. This work is often funded through external contracts that are delivered on a commercial basis by the Group's members.

Vision, Mission and Corporate Values

Vision

Our Vision is:

> "We want everyone to live successfully in a home they can afford."

Mission

We will do this by making a social impact focused on:

> "Creating homes. Building lives."

Corporate Values

We will ensure that the following values are evident through our work:

- Empowerment
- Collaboration
- Innovation

Cooperation, Collaboration and Partnerships

We recognise that we can often achieve more by working together with other organisations that share our aims. Jigsaw Homes Group is an active member of the *National Housing Federation*, the *Northern Housing Consortium*, the *Greater Manchester Housing Partnership*, and *Homes for the North*.

As at 31 March 2026, the Group was party to one joint venture with other housing associations, *Manchester Athena*, which brings together housing associations to deliver projects focused on employment, skills, health, and wellbeing.

2. Strategic Report

The Hollies
Hyde, Tameside
Supported Living

Review of the Year

This section highlights the Group's work during 2025/26.

Delivering Value for Money

A useful definition of *Value for Money* (VFM) is provided by the National Audit Office as the:

> "the optimal use of resources (economy, efficiency and effectiveness) to achieve the intended outcomes."

A well-governed and well-managed organisation should achieve VFM by optimising the use of its corporate resources to deliver its defined corporate strategy.

For regulatory purposes, the following review of Jigsaw's efforts to deliver its corporate strategy together with the assessment of the Group's performance against the Regulator of Social Housing's Value for Money Metrics (on pages 25–34) comprise the Group's *Value for Money Statement* for 2025/26.

Corporate Strategy

The Group's *Corporate Plan 2024-31* provides a long-term focus for the Group's work. Intrinsic to the Group's vision of *"Creating Homes, Building Lives"*, the Corporate Plan 2024-31 is based on the Group's response to four strategic challenges facing the sector:

- The housing crisis
- Moving to a low carbon economy
- Maintaining the *Decent Homes Standard*
- Long-term underfunding of public services

The *Delivery Plan* for 2025/26 supported the Group's *Corporate Plan 2024-2031* and provided an overview of how the Group intended to pursue its objectives over that twelve-month period, in terms of the response to the four sector strategic challenges. The Delivery Plan records the priority projects for the year that will move Jigsaw toward its objectives, and the key performance indicators that will be monitored.

Delivery of Key Projects

To progress the Group's Corporate Plan 2024-31 and in the context of the overall operating environment, the Group identified 10 areas of strategic focus ("projects") where change was sought and work was to be focussed in the 2025/26 Delivery Plan. These 10 projects were as follows:

- Value Chain Improvement
- Asset Management Strategy
  - Asset investment delivery
  - Stock condition surveys
  - Responsive repairs improvements
- Customer Voice
- Development Strategy
- Equality, Diversity and Inclusion Policy
- Governance Plan
- IT Strategy
- People Strategy

In total, supporting these areas of strategic focus, the Group's Delivery Plan for 2025/26 comprised 35 sub-projects. At the year-end, 25 of these sub-projects were completed, with most of the remaining 10 due to be delivered early in 2026/27. Of the 10 higher-level project areas, the *IT Strategy* did not fully achieve its objectives for the year, despite making important progress with new systems and technology implementations.

A summary of the key sub-projects completed in 2025/26 for each area of focus is set out in Table 1 on the following page.

Operational Performance

To monitor performance against the *Group's Delivery Plan* for 2025/26, the Group has established a suite of performance measures which are monitored by the Board and by the Risk & Audit Committee on a quarterly basis.

Year-end Key Performance Indicator (KPI) performance including that against the Regulator of Social Housing's (RSH) Tenant Satisfaction Measures (TSM) is shown in Table 2 on page 13 — categorised by the themes of resource type and customer impact — and is discussed below.

Projects	Key achievements in year
Value Chain Improvement	The Group consulted with customers, employees and stakeholders to identify opportunities to improve efficiency and maximise value across the organisation. A key milestone was the commencement of a strategic procurement review to assess Jigsaw's existing approach and ensure it remains fit for purpose. The benefits of this work are expected to be realised from 2026/27 onwards.
Asset Management Strategy (Asset investment delivery)	A new construction delivery partner was appointed during the final quarter of 2025/26 to support the delivery of the Group's investment programme in 2026/27. All planned retrofit decarbonisation works scheduled for 2025/26 were completed, benefitting from funding via the *Warm Homes: Social Housing Fund*.
Asset Management Strategy (Stock condition surveys)	A new team of surveyors and an externalised programme completed 10,800 surveys in 2025/26, bringing five-year coverage to 16,527 (c. 48% of relevant stock). The target remains to achieve 100% coverage over a rolling five-year period by the end of 2026/27, subject to full access.
Asset Management Strategy (Responsive repairs improvements)	Implementation of a repairs contractor system improved visibility and communication regarding outsourced repairs.
Customer Voice	Completion of the group-wide Customer Voice tenant scrutiny exercise and improvements to the representativeness of the Jigsaw Rewards consultation platform.
Development Strategy	Approval of the Group's *Development Strategy 2026–2031* to enable submission of a *Strategic Partnership* bid to Homes England in April 2026.
Equality, Diversity and Inclusion Policy	Successful launch of the *Boost* sub-project to create reverse mentoring opportunities for ethnically diverse colleagues, alongside a strengthened commitment to allyship.
Governance Plan	Board approval and launch of the follow-on sub-project to streamline governance arrangements and corporate structure.
IT Strategy	Implementation of a new document management system across the Group, alongside procurement of a group-wide cloud infrastructure solution during 2025/26.
People Strategy	Implementation of an updated *Absence Management Policy*, expected to have a significant impact on sickness absence in early 2026/27.

Table 1: 2025/26 Delivery Projects.

	KPI	Priority	Target	Q4 Actual	Trend
	Resources - Properties				
●	New supply delivered	VH	2.18%	1.9%	↓
	New property sales	H	67 units	72 units	↓
●	Reinvestment	H	8.01%	7.17%	↓
	Return on capital employed	H	2.8%	3.47%	↓
	Starts on site	H	304 units	346 units	↑
	Resources - Employees				
●	RIDDOR incidents	M	2	4	↓
	Compliance with mandatory training	M	98%	99%	↓
	Compliance with other essential training	M	95%	99.63%	↑
●	Employee sickness	M	4.4%	4.45%	↑
	Employee turnover	M	4%	3.41%	↓
	Unfilled Vacancies	M	8	2	—
	Resources - Finances				
	EBITDA MRI interest cover	VH	119.2%	132.94%	↓
	Income collected	VH	95%	100.09%	↑
	Operating margin	VH	21%	23.75%	↓
●	Void loss	VH	1.3%	1.55%	↓
	Current tenant arrears	H	3.42%	2.47%	↑
	Gearing	H	50.02%	47.97%	↑
	Headline social housing cost per unit	H	£4,822	£4,693	↓
	Customer Impact - Services				
	Satisfaction of new tenants with home	VH	80%	88.89%	↓
	Satisfaction with repairs	VH	88.0%	92.43%	↑
	TSM: Emergency repairs completed within target timescale	VH	97%	99%	↑
	CRM actions completed	H	85%	88.9%	↑
	Customers who agree that employee was polite	H	94%	97.39%	↓
	Abandoned calls	M	13%	6.8%	↓
	Average time for non-emergency repairs (no. of days)	M	15	11.5	↑
	Enquiry resolved at first point of contact	M	67%	73%	↑
	Median duration of let (days from ready to let to new tenancy start)	M	7	5	—
	Money advice outcomes (successful claims)	M	680	807	↑
●	Number of logins to online services	M	44,000	42,950	↑
	Number of void properties with repairs completed ready to let	M	1,700	1,910	↑
●	Satisfaction with handling of ASB case	M	65%	56.67%	↓
	TSM: ASB cases per 1,000 properties (contextual measure)	M	–	17.96	↑
	TSM: Complaints per 1,000 properties (contextual measure)	M	–	14.22	↑
	TSM: Complaints responded to within handling timescales	M	85%	90%	↑
	TSM: Non emergency repairs completed within target timescale	M	80.0%	86.92%	↑
	Customer Impact - Homes				
	Properties with invalid gas certificates during reporting period	VH	8	1	↓
	TSM: % of homes that do not meet the decent homes standard	VH	1%	0.23%	↑
●	TSM: % of homes for which all gas safety checks been carried out	H	99.9%	99.86%	↓
	TSM: % of homes for which req'd fire risk assessments been carried out	H	99.9%	100%	—
●	Number of properties below EPC level C	M	4,675	4,880	↑
	Properties compliant with gas safety requirements at quarter end	M	99.9%	100%	—
	The number of major component replacements completed	M	2,267	3,026	—
	TSM: % of homes for all other req'd safety checks carried out	M	99.9%	100%	—
	Environment and Partners				
●	Carbon emissions (CO_2 tonnes)	H	1,211	1,647	↓
	Percentage of non compliant Jigsaw Support contracts	H	2	0	—

● Out of target performance ↑ improving year-on-year trend ↓ deteriorating year-on-year trend — no change in trend.

Table 2: Quarterly KPI performance at year-end (financial data based on unaudited management accounts.)

Resources - Properties

Table 2 shows three of five Delivery Plan theme KPIs targets established to monitor performance were achieved in the year.

Figure 3: The Group's largest affordable housing development in Wyre launched in 2025/26.

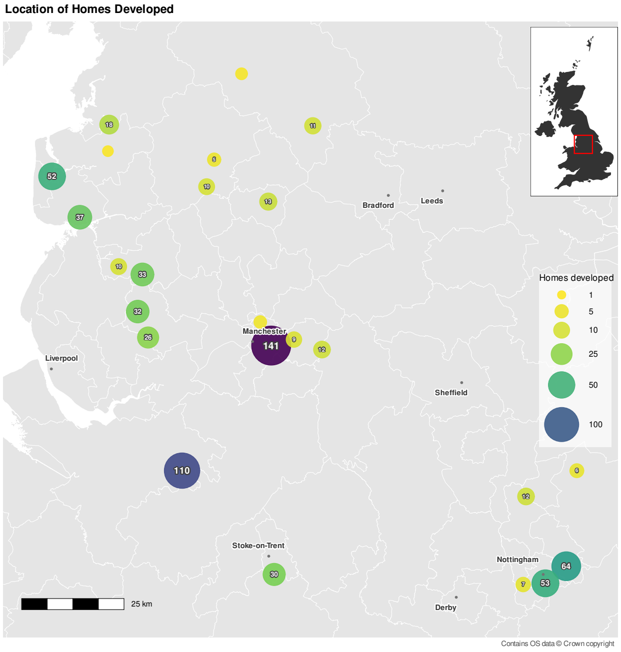


Figure 4: New affordable housing delivered in 2025/26.

During 2025/26, for this Delivery Plan theme the performance of the following very high or high priority KPIs did not meet target levels:

- New Supply Delivered
- Reinvestment

Performance in the year for both the *New Supply Delivered* and *Reinvestment* KPIs was below target due to delays on 5 schemes, caused by various matters outside of Jigsaw's control. These resulted in hand-over performance falling short of the annual target by 106 units. These schemes are all projected to complete in 2026/27.

In 2025/26 the Group delivered 694 units of affordable housing, as shown in Figure 4.

The economic impact of housing development can be estimated through the *National Housing Federation's* Local Economic Impact Calculator.

An estimate of the impact of the Group's development activity during the year is shown in Table 3. 12,288 jobs are estimated to have been supported through the Group's investment in new development in the year.

Homes provided	Jobs supported	Impact
694	12,288	£669m

Table 3: Local economic impact of housing development 2025/26.

The Group's provision of new housing generates wider value for society as new housing provides people with better places to live. Through careful architectural design, the Group's housing developments also contribute to improvements to the general built environment and towards efforts to reduce carbon emissions. Figure 5 on page 15 presents a selection of the new housing delivered by the Group's members in 2025/26, showcasing high design standards.

In April 2026, the Group submitted a strong *Strategic Partnership* (SP) bid to access funding from the *Social and Affordable Homes Programme (SAHP) 2026–2036* to maximise the number of new homes the Group delivers over the medium-term. The Group's *Development Strategy* is targeting to build 3,400 new homes for social housing between 2026 and 2031. This programme is expected to inject an additional £104m into local economies, supporting in excess of 1,904 jobs per annum.

At 31 March 2026, 783 properties were on-site and in progress.

Resources - Employees

Table 2 shows that four of the six Delivery Plan theme KPI targets established to monitor performance were achieved in the year.

Most notably, it is pleasing to report that all

Figure 5: Good design in new housing 2025/26.

Figure 6: Colleagues volunteered to help Ashton Community Grocers with food distribution.

training compliance targets were met by the year-end.

Resources - Finances

Table 2 shows that six of the seven KPIs established to monitor the delivery of this strategic objective were achieved in the year.

During 2025/26, for this Delivery Plan theme the performance of the following very high or high priority KPIs did not meet target levels:

- Void Loss

Void Loss performance at 31 March 2026 at 1.55% was higher than the target for the year of 1.3%. The action plan approved by the executive team to improve void loss — including commissioning of works from contractors on major voids, sales of voids to Manchester City Council and recruitment of two new void teams — has progressed satisfactorily. Each initiative should result in an improvement to void loss in early 2026/27.

A summary of the Group's recent financial results is shown in Table 4 on page 18 and highlights of the Group's financial position are shown in Table 5 on page 18.

The Board is pleased to report that *Operating Surplus* amounted to £66.8m or 28% of turnover.

Jigsaw holds a credit rating with *Moody's Investors Service* of A2 with stable outlook.

With regard to loan finance, during the year the Group repaid £8m in line with agreed debt profiles. £47.9m of loan finance was drawn-down in the year. At the year-end gross debt borrowings amounted to £924m[2], maturing as outlined in Note 20 to the financial statements.

Customer Impact - Services

Table 2 shows that 15 of the 17 KPIs established to monitor the delivery of this strategic objective were achieved in the year.

Figure 7: Group CEO Brian Moran meets residents in their new homes at Poplar Drive, Thornton Cleveleys.

During 2025/26, for this Delivery Plan theme all very high or high priority KPIs met target levels.

Customer Impact - Homes

Table 2 shows that six of the eight KPIs established to monitor the delivery of this strategic objective were achieved in the year.

During 2025/26, for this Delivery Plan theme the performance of the following very high or high priority KPIs did not meet target levels:

- TSM: Percentage of homes for which all required gas safety checks have been carried out

[2] before issue costs, any loan premium or discount.

The TSM: *Percentage of homes for which all required gas safety checks have been carried out* performance stood at 99.86% at the year-end, being slightly lower than the annual target of 99.90%. This was as a result of checks at 45 properties not having been completed at the year-end. However these non-completions were all in accordance with the Group's policy.

Figure 8: New energy efficient roofs with solar panels installed across homes in Waterton Lane, St Annes.

Our Environment and Partners

Table 2 shows that one of the two KPIs established to monitor the delivery of this strategic objective was achieved in the year.

Figure 9: As part of Jigsaw's mission to be a carbon neutral organisation by 2050, the Group welcomed fully electric vans to its fleet.

During 2025/26, for this Delivery Plan theme the performance of the following very high or high priority KPI did not meet target levels:

- Carbon Emissions CO_2 tonnes

In quarter 4 2025/26, performance against this KPI has been impacted by gas and electric billing delays from previous months. Whilst quarterly performance for the final quarter of 2025/26 at 1,647 CO_2 tonnes was outside the target of 1,211 CO_2 tonnes, the annual average performance of 1,118 CO_2 tonnes exceeds the Group's stretch target of 1,172 CO_2 tonnes. Going forward this KPI will be changed to an annual basis to ensure completeness of future reporting.

Note: Please see the financial statements of our parent — Jigsaw Homes Group — for a full report on the value for money performance of the Group, including details of our performance with respect to the 2025 Value for Money metrics published by the Regulator of Social Housing.

The Board's view of the key risks to the business and an explanation of how these are mitigated is included in the analysis of the Group's corporate risk position at the end of the financial year on page 38.

Year	Turnover £'000	Operating expenditure £'000	Operating surplus %	Retained surplus £'000	Retained surplus %
2022	191,395	129,644	31	60,751	32
2023	200,869	150,244	24	40,928	20
2024	215,086	156,241	26	19,429	9
2025	235,581	174,467	24	18,126	8
2026	**242,204**	**179,145**	**28**	**28,077**	**12**

The above figures are extracted from previous financial statements based on accounting standards effective at those dates.

Table 4: Five-year financial performance.

Year	2026 £'000	2025 £'000	2024 £'000	2023 £'000	2022 £'000
Housing properties at cost	2,115,381	1,995,288	1,879,103	1,733,138	1,606,211
Stock	8,718	14,346	17,652	11,893	7,493
Investments	3,311	3,168	3,035	3,393	3,247
Cash at bank and short term deposits	28,412	32,363	37,622	109,515	61,872
Creditors amounts falling due within one year	76,641	62,367	74,085	64,564	52,182
Net current assets / (liabilities)	(17,727)	6,894	864	80,937	43,628
Total assets less current liabilities	1,854,423	1,780,596	1,679,057	1,630,319	1,483,069
Creditors amounts falling due after more than one year	1,299,138	1,251,263	1,164,909	1,132,743	993,417
Capital and reserves	551,915	523,838	505,712	486,283	445,356

The above figures are extracted from previous financial statements based on accounting standards effective at those dates.

Table 5: Five-year financial position.

Our Future Plans

Jigsaw remains committed to its core purpose of providing high-quality affordable homes and supporting people to live successfully within thriving communities. The Group will continue to invest in new and existing homes, improve services for residents and work with partners to tackle inequality across the areas it serves, guided by its mission:

> "Creating homes. Building lives."

In 2026/27, the Group is entering the third year of its *Corporate Plan 2024—31*, approved by the Board in May 2024 — an abridged version is available on the Group's website.

The Corporate Plan provides a clear framework for responding to the long-term challenges facing the social housing sector, including housing supply, building safety, decarbonisation and the increasing demand for support services. It also establishes the strategic priorities that will guide investment and decision-making over the remainder of the planning period.

To strengthen accountability for delivery, at its Strategy Day in October 2025, the Board agreed a series of long-term outcome targets linked directly to the Group's strategic priorities. These measures provide a framework against which progress can be monitored throughout the life of the Corporate Plan.

A summary of the six long-term targets is set out in Table 6 on page 20.

Creating Homes - Looking After Our Existing Homes and Tenants

Jigsaw currently manages 38,637 homes and expects to manage more than 40,000 homes by the end of the planning period. Maintaining safe, high-quality and energy-efficient homes remains the Group's foremost priority and is fundamental to delivering positive outcomes for residents.

Jigsaw will build on its strong practice of property safety checks and responsive repair service by implementing *Awaab's Law*[3], to provide reassurance to residents that they will have a rapid resolution to issues surrounding damp and mould and other hazards in their homes.

The Group will continue to modernise its high-rise blocks, improving their thermal efficiency, and ensuring compliance with new safety regulations. Estimated expenditure for this priority across 2024—2031 is c. £12.4 million.

Managing homes also means collecting the rents that fund services for customers. The Group's strategy will be to make it easy for customers to pay their rent – for example, with more convenient payment services. For customers who find it difficult to pay their rent, Jigsaw will continue to make contact quickly so that their rent debt does not build up. The Group's money advice service provides advice and assistance directly to customers experiencing or at risk of financial difficulty.

Each year, the Group expects around 2,000 of its homes to be vacated. The demand for available homes far outstrips supply. Working in partnership with local authorities, the Group will apply lettings policies that combine meeting the most acute housing need (e.g. people who become homeless) with creating balanced and sustainable neighbourhoods.

Creating Homes - Developing New Properties

Jigsaw remains committed to addressing housing need through the delivery of new affordable homes at scale. Having substantially completed its previous target of delivering 4,000 homes over five years, the Group is now entering a new phase of development activity under its *Development Strategy 2026–31*.

The Group intends to remain one of the country's leading providers of new affordable housing and is seeking to maximise opportunities arising from the Government's housing growth agenda. This includes pursuing a Strategic Partnership with Homes England to support the delivery of up to 3,000 additional homes during the Corporate Plan period.

Alongside increasing housing supply, future development activity will continue to emphasise design quality, sustainability, place-making and long-term value for residents and communities.

[3] The common name for the *Hazards in Social Housing (Prescribed Requirements) (England) Regulations 2025*.

Target	Target value	Notes
Homes to comply with Decent Homes Standard throughout the period	$> 99\%$	
Homes with an EPC below Level C (if capable of being improved)	0	By 2030
New homes developed	3,000	Subject to outcome of SP bid
Investment to our communities annually	£1.2m rising to £1.5m	From all internal and external sources
Lives uplifted through rehousing, supported and money advice services	2,465	
Best Companies recognition for employee engagement	3 stars	By 2028

Table 6: Corporate Plan 2024–31 long-term targets.

Building Lives - Investing in Our Communities

Jigsaw recognises that its role extends beyond the provision of housing. The Group will continue to invest in neighbourhoods, community organisations and initiatives that improve wellbeing, promote inclusion and help residents access opportunities.

The Group expects to commit around £500,000 each year to community investment activities, with funding decisions continuing to involve residents wherever possible. This investment will be supported by the work of neighbourhood engagement teams and a range of locally delivered community programmes.

The Group will continue to monitor the needs of customers, using its established neighbourhood plan approach which draws on multiple sources of data. Every two years, the Group will review priorities and, based on evidence, adapt investment themes accordingly.

In 2026/27, Jigsaw Support will continue to look for new business opportunities and re-tender for existing services. The team will also complete a review of its Agency Managed and Jigsaw Living portfolio.

Jigsaw will continue to carry out tenant-led scrutiny exercises of how the Group facilitates and responds to customer feedback. The aim is to ensure that customer voice continues to influence how services are shaped and delivered.

Building Lives - Supporting People to Live Independently

Through Jigsaw Support, the Group delivers a range of services that help people live independently and improve their life opportunities. These services remain an important part of the Group's social purpose and make a significant contribution to local communities.

Whilst much of this activity is funded through time-limited public sector contracts, the Group remains committed to maintaining and expanding its supported housing and support services wherever opportunities exist to deliver positive outcomes for customers and communities.

Throughout the Corporate Plan period, Jigsaw Support will continue to pursue new business opportunities and seek the renewal of existing contracts.

3. Governance

Celebrating Love at Manchester Pride

Colleagues proudly dressed in all the colours of the rainbow and sparkled through the streets of Manchester as they took part in Manchester Pride.

Corporate Structure and Governance

As at 31 March 2026, the Group's corporate and governance structure is shown in Figure 10 on page 24. Figure 10 highlights how the Group uses overlapped boards to simplify its governance arrangements and to make the best use of the shared skill-set of board members and directors.

As from 1 April 2026, the Group has realigned its governance arrangements focused around a structure supported by two new committees: *Customers* and *Assets and Development*.

In September 2024, in order to assist the completion of a group-wide governance review, it was agreed for Tim Ryan's tenure as a board member to be extended for an additional twelve months up to September 2025.

Table 7 on the following page sets out the demographics of the Board in comparison to the diversity of the Group's residents and to the wider region.

The Group produces an annual report against the *Sustainability Reporting Standard for Social Housing*, the voluntary reporting framework that assesses various criteria across Environmental, Social, and Governance (ESG) factors, to enhance the transparency and consistency of ESG reporting across the social housing sector.

The Group's latest ESG report provides a clear and comparative overview of its ESG activities, showcasing the ongoing efforts to tackle climate change, promote ecological sustainability, and provide affordable, secure housing.

Board Members Serving at the End of the Financial Year

Roli Barker

Chair of the Group and Landlord member boards

Attendance: 4/4 100% (Board), 4/4 100% (R&N Committee)

Roli is a Director at the Big Life Group, responsible for the Big Issue North, Big Life Homes and their service user involvement project *Community Voice*.

She is also a trustee at The Lowry theatre in Manchester.

Roli has extensive experience of designing and delivering a diverse range of projects for the corporate, not-for-profit and arts sectors.

Judy Bennett

During her career Judy worked in financial services and data in a variety of roles covering operational resilience, data governance, and transformation programmes.

Judy also serves on the board of CIFAS, the not-for-profit fraud prevention service.

Gill Brown

Chair of Jigsaw Support

Attendance: 4/4 100% (Board), 4/4 100% (Jigsaw Support), 4/4 100% (R&A Committee), 4/4 100% (R&N Committee)

Gill serves as a non-executive for a large teaching hospital – Mersey and West Lancashire Teaching Hospitals NHS Trust.

Her previous roles include governing body member for NHS Southport and Formby Clinical Commissioning Group and chief executive for Healthwatch Lancashire.

Gill has also had a number of years' experience of working in the NHS in a variety of clinical, research and board roles.

Paul Chisnell

Executive Director of Finance

Attendance: 2/4 50% (Board), 1/1 100% (Jigsaw Funding), 2/4 50% (Jigsaw Treasury)

Paul is Jigsaw's Executive Director of Finance and has been with the Group since 2009. He leads treasury management and corporate finance services, bringing extensive expertise in funding, financial strategy and income collection.

With a strong commercial background gained through a number of previous directorships across the North West, Paul has a proven track record in securing and managing funding arrangements and supporting organisational growth.

Matthew Harrison

Attendance: 2/2 100% (Board), 2/2 100% (Jigsaw Homes Midlands), 2/2 100% (Jigsaw Homes North), 2/2 100% (Jigsaw Homes Tameside)

Matt is a former North West based Housing Association Development Executive and subsequently Chief Executive. He has over 30 years of executive level experience in the housing sector.

Demographic	Local Area	Tenants	Board
% who are women	51	63	58
% who are ethnic minorities	14	11	33
% who have a disability	19	<1	8
% who are lesbian, gay or bisexual	3	2	17
% who identify with a religion	62	52	33
% who were educated at state school	c.93	Unknown	83
Average age (years)	41	51	55

Source: ONS data from 2021 Census: for gender, ethnicity, disability, sexuality, religion and age, the region used is North West, national data is used in the case of schooling, Jigsaw data as at May 2026.

Table 7: Demographic composition of the Board.

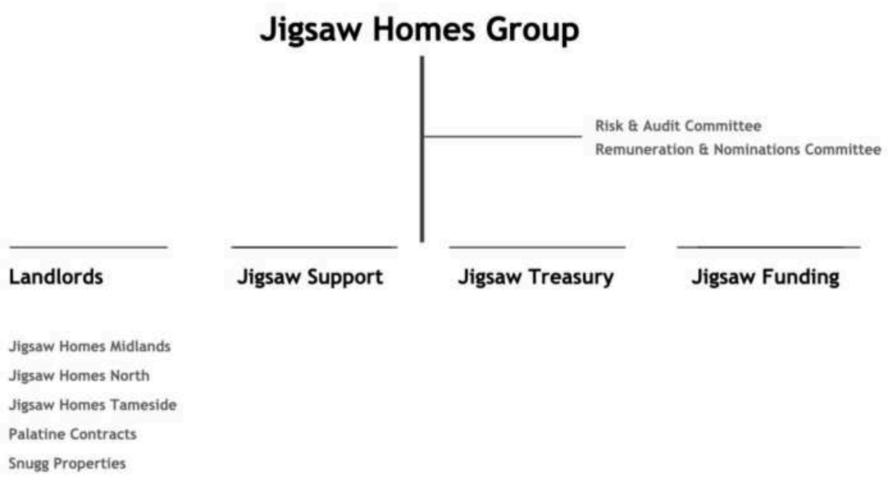


Figure 10: Corporate and governance structure — board meetings for the organisations that fall under Landlords are held contemporaneously using overlapped meetings.

He is also Chair of South Yorkshire Housing Association and a Co-optee on the Places for People Homes Committee. Matthew is also a non-executive director for the Ashton Mayoral Development Zone and has established a housing consultancy business.

Abdul Jabbar

Chair of R&N Committee

Attendance: 4/4 100% (Board), 4/4 100% (R&N Committee)

Abdul is an experienced councillor with extensive expertise in local government finance, corporate governance, financial performance, sustainability, and organisational leadership.

He has a strong track record of delivering effective public services and is passionate about ensuring excellent customer service for residents and communities.

Abdul is also a qualified housing professional and a Fellow of the Chartered Institute of Housing, reflecting his longstanding commitment to improving housing services and supporting sustainable communities.

Keryn Jalli

Attendance: 4/4 100% (Board), 4/4 100% (Jigsaw Support)

Keryn is the Strategic Resettlement and Community Equity Lead at Cambridge City Council.

She has a significant record of successfully delivering multi-agency partnerships and projects, covering areas such as the resettlement of asylum seekers and refugees, violence against women and girls, serious violence, hate crime and anti-social behaviour.

Kathleen Marshall

Deputy Chief Executive and Group Director of Development & People

Attendance: 4/4 100% (Board), 1/1 100% (Jigsaw Funding), 4/4 100% (Jigsaw Treasury)

Katie was appointed Deputy Chief Executive in May 2025 and serves as Jigsaw's Group Director of Development & People. Having worked for the Group for over 25 years, she has extensive experience across the organisation and has played a leading role in delivering the Group's Development Strategy. Katie is responsible for the Group's People Strategy, with a strong focus on fostering a culture of equality, diversity and inclusion. She provides strategic leadership across development and people services, supporting the Jigsaw's long-term growth and organisational objectives.

Evelin Matley

Chair of Jigsaw Funding plc and chair of Jigsaw Treasury Limited

Attendance: 4/4 100% (Board), 1/1 100% (Jigsaw Funding), 4/4 100% (Jigsaw Treasury), 4/4 100% (R&A Committee)

Evelin is a retired former senior banker who spent more than 25 years of her career specialising in lending to the social housing sector, most recently at Santander UK PLC but also with BNP Paribas.

Her previous experience was also gained in private finance initiative project finance.

Brian Moran

Group Chief Executive

Attendance: 4/4 100% (Board), 4/4 100 % (Jigsaw Homes North), 4/4 100% (Jigsaw Homes Tameside), 1/1 100% (Jigsaw Funding), 4/4 100% (Jigsaw Treasury)

Brian became Group Chief Executive in 2023, having built a career spanning more than 20 years within the organisation since joining in 2000. Prior to taking the helm, he served in senior leadership roles including as Deputy Chief Executive and Company Secretary, and Director of Corporate Services. Throughout his tenure, Brian has led vital operational and strategic developments across governance, regulation, corporate planning, customer contact, IT and resident engagement.

Working closely with the Board, colleagues and partners, Brian drives the Group's mission of "creating homes, building lives" and keeps the Group focused on its core priorities: high-quality homes and services for existing residents, new affordable housing, investment in communities and support for independent living. Brian is also the Group's designated lead for Health and Safety.

Annabel Todd

Chair of R&A Committee

Attendance: 4/4 100% (Board), 4/4 100% (R&A Committee)

Annabel is a banking and lending specialist with an MSc and BSc in Banking Practice and Management and is a Fellow of the London Institute of Banking and Finance.

Annabel has spent nearly 20 years in Corporate Banking and is now a partner at Capital, a venture fund focused on the financial technology sector. She is a specialist in complex credit, special situation and growth funding. Annabel has also run a private property syndicate funding small developments in England.

Jerome Tsui

Attendance: 4/4 100% (Board), 4/4 100% (R&A Committee)

Jerome is founding director of a consultancy business specialising in human-centered governance, inclusive design, and conflict mediation.

A former Certified Information Systems Auditor with EY and KPMG, he has advised international organisations on governance, information risk, and cyber security. He is a Trustee of the Chartered Institute of Housing, a Non-Executive Director of Havant Supported Housing Association, and an Independent Member of Citizens Advice's Equity Advisory Group.

Value for Money Metrics

The Board monitors the Group's performance against the Regulator of Social Housing's (RSH) Value for Money (VFM) metrics on a quarterly basis. The Group's performance against these metrics for the year ended 31 March 2026 is set out in Table 2 on page 13.

The Board has also considered the latest annual financial benchmark information published by the RSH. This information includes a series of VFM metrics covering the value for money cost chain areas of *economy*, *efficiency* and *effectiveness*.

Note on Benchmarking Data

The latest benchmark dataset published by the RSH relates to the 2024/25 financial year. Consequently, while this report forms part of the Group's 2025/26 financial statements, the benchmarking comparisons in this section are based on the latest available 2024/25 sector data.

Context

The latest data published by the RSH covers the 2024/25 financial year. Across the sector, the data shows continued cost inflation, sustained investment in existing homes, pressure on operating margins and interest cover, and a reduction in new housing supply compared with previous years.

The following factors affected Jigsaw's performance during 2024/25 and help explain movements in the VFM metrics.

- The Group continued to invest significantly in existing homes, including building safety, energy efficiency and stock quality improvements. While this investment supports the long-term condition, safety and regulatory compliance of the Group's housing stock, it also increases costs in the short term and places pressure on several VFM measures.
- The continued delivery of new homes increased turnover while requiring only limited additional management overheads. This supported performance across a number of the VFM metrics.
- The Group continued to balance investment in new housing supply with investment in its existing stock. This strategic trade-off contributed to pressure on the *New Supply* metrics, *Headline Social Housing Cost per Unit*, both *Operating Margin* measures and the *EBITDA MRI Interest Cover* metric.
- Preparation for the introduction of *Awaab's Law* and anticipated revisions to the *Decent Homes Standard* are expected to increase investment in existing homes. Although this additional expenditure is expected to improve the quality, safety and compliance of the Group's stock, it is also likely to place pressure on several short-term efficiency metrics.
- Inflation remained a significant challenge during 2024/25, particularly in relation to insurance and utility costs, both of which continued to rise faster than general inflation. These cost pressures contributed to higher operating costs and weaker efficiency metrics.
- Demand for repairs remained elevated throughout the year, particularly in relation to damp, mould and condensation cases. This increased expenditure and contributed to higher unit costs and lower operating margins.
- Delivery of the development programme was affected by contractor failure, planning delays and utility connection issues. These factors influenced both the *Reinvestment* metric and the *New Supply – Social Housing (%)* metric.

Outcomes Delivered

The Board recognises that value for money is demonstrated not only through financial metrics but also through the outcomes achieved for residents and communities.

During 2024/25 the Group delivered 828 new social homes, continued substantial investment in building safety and the quality of existing homes, and maintained strong financial resilience despite a challenging operating environment.

Resident satisfaction outcomes provide further evidence that the Group's investment is delivering benefits for customers. During 2024/25 the Group maintained strong performance across the *Tenant Satisfaction Measures*, with high levels of point of service satisfaction.[4]

[4] See Table 2 of the Group's 2024/25 financial statements.

These outcomes indicate that resources invested in repairs, building safety and stock quality are contributing to positive resident outcomes and an improved customer experience, supporting the Board's assessment that value for money is being achieved for both current and future residents.

The Board recognises that maximising short-term efficiency metrics is not always consistent with delivering the best long-term outcomes for residents and communities. Investment decisions during 2024/25 therefore reflected a balanced approach to economy, efficiency and effectiveness.

Taken together, these outcomes demonstrate the effective use of resources in support of the Group's strategic objectives and provide important context for the VFM metrics discussed below.

Headline Results

Table 8 on page 28 presents Jigsaw's consolidated VFM metric results for the three years shown in the table.

Performance against three of the metrics was outside the Group's target range at the 2025 year-end. In addition, two metrics moved by more than the typical movement seen across the sector as a whole and are therefore highlighted with the Δ symbol.

Benchmarking

The RSH's *Value for Money Standard* places significant emphasis on benchmarking performance against peer organisations. Benchmarking provides assurance that value for money is being achieved and enables boards to challenge performance and identify areas for improvement.

In line with this approach, Jigsaw benchmarks its performance against both the national dataset published by the RSH and a tailored sub-sector comparator group.[5]

The sub-sector benchmark group comprises organisations that share broadly similar characteristics to Jigsaw, including operating

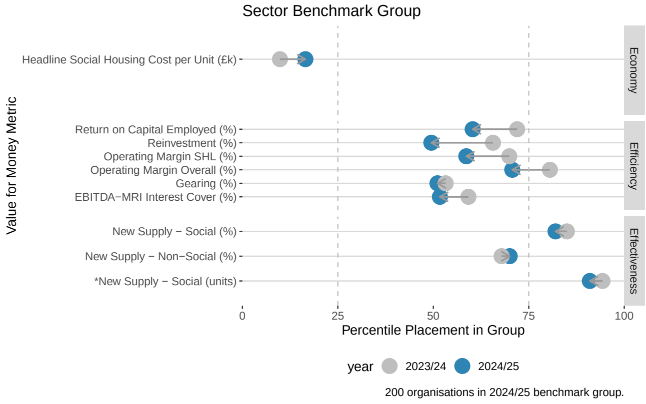


Figure 11: VFM metrics — year-on-year comparison of Jigsaw to all large providers of social housing. *New Supply - Social (units) is not one of the regulator's VFM metrics but is provided here for additional context.

geography, regional labour markets and a similar level of higher-rise housing stock.

The 2024/25 sub-sector benchmark group contains 33 organisations, compared with 51 organisations in the previous year's analysis. For context, Jigsaw's relative size within the national dataset is shown in Table 9.

Figure 11 and Figure 12 show the Group's consolidated position for each of the RSH's value for money metrics relative to the sector as a whole and to the sub-sector benchmark group, respectively.

The Group's relative performance is shown through its percentile placement in each year's benchmark group.[6]

National Benchmarking

Jigsaw's position:

- Best performing quartile: 2 RSH VFM metrics (2023/24: 3)
- Interquartile range: 7 RSH VFM metrics (2023/24: 6)
- Lowest performing quartile: 0 RSH VFM metrics (2023/24: 0)

[5] For benchmarking purposes, Jigsaw has used the consolidated datasets published by the RSH in order to minimise potential distortion arising from intra-group transactions.

[6] To illustrate, the Group's 2024/25 *Headline Social Housing Cost per Unit (£k)* result places it on the 17th percentile nationally. It follows that 100 - 17 = 83% of organisations in this peer group recorded a higher Headline Social Housing Cost per Unit than Jigsaw.

	2024/25	2023/24	2022/23
Economy			
Headline Social Housing Cost per Unit	£ 4.60k	£ 4.12k	● Δ £ 3.98k
Efficiency			
Return on Capital Employed	● 3.2%	3.3%	● Δ 3.0%
Operating Margin — Overall	● 22.4%	● Δ 24.7%	● Δ 21.5%
Operating Margin — Social Housing Lettings	Δ 22.3%	Δ 25.0%	Δ 21.3%
Gearing	48.1%	Δ 47.8%	Δ 45.7%
Reinvestment	● Δ 7.5%	● 9.5%	● 9.5%
EBITDA MRI Interest Cover	123.9%	137.1%	● 124.3%
Effectiveness			
New Supply — Non-Social Housing	0%	0%	0.0%
New Supply — Social Housing	2.3%	2.6%	● 2.0%

● Out of target performance. Δ A movement on the previous year in excess of the national norm.

Table 8: Consolidated VFM metric results for Jigsaw Homes Group.

Measure	Rank
Total social stock owned	26th
Turnover	31st
New supply in the year	19th

Table 9: Jigsaw Homes Group RSH 2025 Global Accounts ranking.

Figure 11 compares Jigsaw's performance with the national dataset published by the RSH.

Overall performance remains strong. Jigsaw continues to place within the top or upper-middle range of the sector across most metrics. However, relative performance weakened slightly between 2023/24 and 2024/25, particularly across the efficiency measures.

The most significant movements were seen in the *Reinvestment (%)* and *Operating Margin – Overall (%)* metrics. The latter moved from the top quartile into the upper interquartile range. Both metrics also changed by more than the equivalent movement seen across the national dataset.

The Group's strongest area of relative performance continues to be new housing supply. Jigsaw remained within the top quartile nationally for *New Supply – Social Housing (%)*, placing at the 82nd percentile in 2024/25 compared with the 85th percentile in 2023/24. This reflects the delivery of 828 new social housing homes during the year, compared with 929 homes in 2023/24.

Sub-Sector Benchmarking

Jigsaw's position:

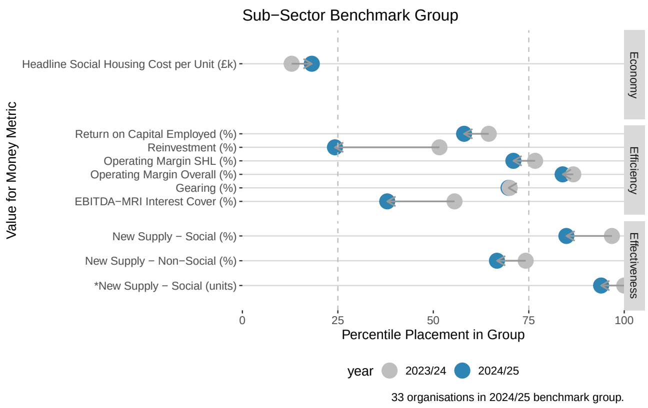


Figure 12: VFM metrics — year-on-year comparison with sub-sector benchmark group. *New Supply - Social (units) is not one of the regulator's VFM metrics but is provided here for additional context.

- Best performing quartile: 3 RSH VFM metrics (2023/24: 4)
- Interquartile range: 5 RSH VFM metrics (2023/24: 5)
- Lowest performing quartile: 1 RSH VFM metrics (2023/24: 0)

Figure 12 compares Jigsaw's performance with a group of regional and operationally similar housing associations.

As with the national benchmarking analysis, Jigsaw's performance remained concentrated within the upper and middle ranges of the comparator group. However, relative performance weakened modestly during 2024/25.

The most significant movement was in the *Reinvestment (%)* metric, which moved from the interquartile range into the lowest quartile of the benchmark group. A notable reduction was also seen in the Group's ranking for the *EBITDA MRI Interest Cover (%)* metric.

The *Operating Margin – Social Housing Lettings (%)* metric also moved from the top quartile into the upper interquartile range. These changes broadly mirror the trends observed in the national benchmarking analysis and reflect the same underlying factors of increased investment in existing homes, higher operating costs and higher financing costs.

Despite these movements, the Group remains positioned strongly within its comparator group for measures of economy and effectiveness and continues to be one of the largest deliverers of new social housing within the benchmark population.

Discussion

The latest benchmarking data indicates that Jigsaw continues to perform strongly across the regulator's measures of economy, efficiency and effectiveness. However, relative performance weakened modestly during 2024/25, particularly within the efficiency metrics.

Three themes explain most of the movement:

- a reduction in the relative ranking of the *Reinvestment (%)* metric;
- a decline in the *Operating Margin (%)* metrics; and
- weaker relative performance in the *EBITDA MRI Interest Cover (%)* metric.

These changes are largely explained by increased investment in existing homes across the sector, higher operating and financing costs, and the impact of a one-off development write-off during the year.

Importantly, the underlying characteristics that have historically supported Jigsaw's strong value for money performance remain unchanged. The Group continues to combine comparatively low operating costs with significant investment in new housing supply, supported by a strong development pipeline and sustained growth in turnover.

These three features are discussed below.

Reinvestment (%)

The *Reinvestment (%)* metric measures capitalised expenditure on both new housing supply and existing homes as a proportion of the total value of housing properties owned.

As shown in Figure 11 and Figure 12, the *Reinvestment (%)* metric recorded the most significant year-on-year movement relative to both the national and sub-sector benchmark groups.

Nationally, Jigsaw remained close to the sector average, ranking at the 49th percentile in 2024/25. However, within the sub-sector benchmark group, performance moved from the 52nd percentile in 2023/24 to the 24th percentile in 2024/25, placing the Group marginally within the lower quartile. The decline in relative ranking was also greater than that observed across the national dataset.

Despite the movement in relative ranking, Jigsaw continued to invest at a significant level. During 2024/25 the Group invested approximately £132m, comprising £113m in new housing development and £19m in capitalised component replacements to existing homes. Taken together, these categories of expenditure represented the fourth-largest programme of investment captured by the *Reinvestment (%)* metric within the sub-sector benchmark group.

The principal driver of the change in relative performance was not a reduction in overall investment, but differences in the balance between investment in new homes and investment in existing stock when compared with peers.

As discussed below, a number of comparator organisations directed a greater proportion of reinvestment towards their existing homes, which increased their reported *Reinvestment (%)* metrics relative to Jigsaw.

Investment in New Homes

During 2024/25 the Group delivered 828 new homes, compared with 929 in 2023/24, making it one of the most active developers within the sub-sector benchmark group.

Development expenditure and housing completions do not necessarily occur within the same financial year. New housing developments typically follow an *s-curve* spending profile, with expenditure peaking during construction before reducing as schemes approach completion. Consequently, annual investment and annual completions should not be regarded as directly comparable measures. This element of the *Reinvestment (%)* metric is therefore influenced not only by the amount invested, but also by the timing of that investment.

Given the maturity of Jigsaw's *Development Strategy 2021–2026*, a longer-term perspective provides a more meaningful assessment of performance than a single-year snapshot.

Over the five years from 2020/21 to 2024/25, Jigsaw delivered 3,549 new homes at a total development cost of approximately £566m, equivalent to an average cost of c. £159.4k per home.[7]

As shown in Table 10, Jigsaw's average development cost per home remains towards the lower end of the range when compared with organisations delivering similar volumes of new housing. This suggests that the Group has continued to deliver new homes efficiently while maintaining one of the largest development programmes within its peer group.

Investment in Existing Homes

Unlike new housing supply, there is limited published information that enables direct comparison of the outcomes achieved through investment in existing homes. Consequently, expenditure levels provide the principal basis for benchmarking.

Figure 13 compares Jigsaw's investment in existing homes with the sub-sector benchmark group.

[7] These figures are influenced by the timing of completions from different development programmes and should therefore be interpreted with appropriate caution.

During 2024/25 the Group invested approximately £532 per home, compared with a peer group average of £1,159 per home.

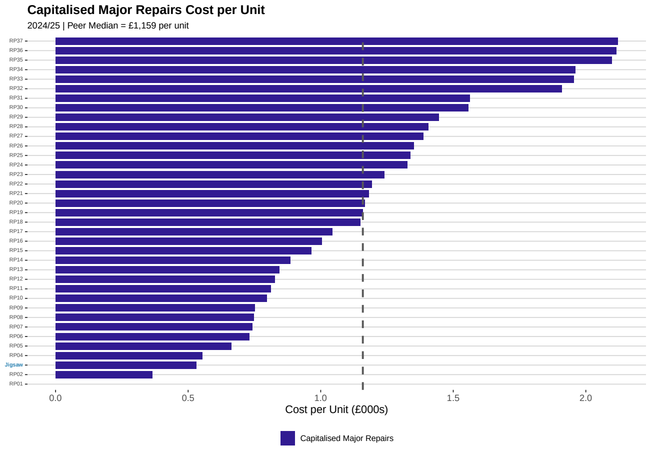


Figure 13: Investment in existing homes per unit for 2024/25 sub-sector benchmark group.

The primary reason for this difference is the comparatively low level of capitalised maintenance expenditure undertaken by the Group during the year. Capitalised maintenance relates to expenditure that extends the useful life of housing assets, including replacement programmes for key components such as kitchens, bathrooms and boilers[8].

The relatively low level of expenditure should also be considered in the context of Jigsaw's stock profile. Over the five years to 2024/25, the Group delivered 3,549 new homes, equivalent to approximately 10% of its current social housing stock. Around 22% of the Group's housing stock is now less than 15 years old. Newer homes typically require lower levels of major investment than older properties and therefore reduce average investment requirements across the portfolio.

Figure 14 demonstrates that the Group's component replacement expenditure is concentrated within older properties, particularly those constructed between the 1930s and early 1980s. In contrast, Jigsaw's homes developed or acquired since 2000 have required significantly lower levels of component replacement.

A further factor is the timing of the Group's component replacement cycle. Around 55% of the

[8] Capitalised maintenance comprises major replacement and improvement works that extend the useful life or value of housing assets and are treated as investment in those assets, whilst planned maintenance relates to expenditure incurred to maintain existing standards.

Organisation	Total cost £m	Total homes	Average cost per home £k
Jigsaw Homes Group Limited	565.9	3,549	159.4
Comparator 1	570.2	3,508	162.5
Comparator 2	600.9	2,912	206.4
Comparator 3	298.7	1,512	197.6

Table 10: Five-year development expenditure.

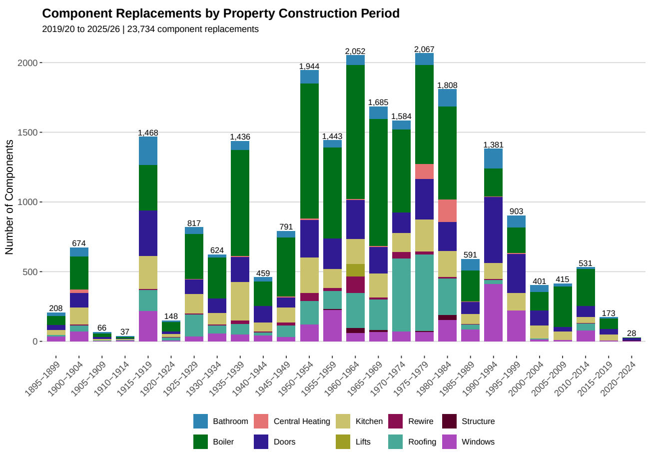


Figure 14: Component replacements 2019/20 to 2025/26 by age of property.

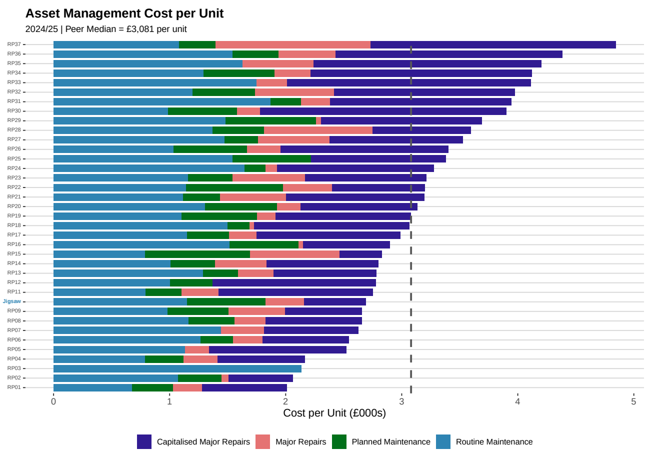


Figure 15: Total asset management expenditure per unit in existing homes for 2024/25 sub-sector benchmark group.

Group's stock originated from stock transfer organisations that undertook substantial improvement programmes between 2005 and 2010.

Consequently, the Group has only recently begun to enter a new cycle of major component replacement expenditure. Capitalised maintenance expenditure increased by 26% during 2024/25 and is expected to continue rising in future years.

The Group's accounting policies also influence comparisons. Jigsaw adopts a relatively cautious approach to capitalisation, restricting capitalised expenditure largely to traditional housing components such as kitchens, bathrooms, windows, doors and roofing. Expenditure on a number of other improvements, including certain fire safety works, renewable energy installations and smart-home technologies, is generally charged directly to revenue. This approach tends to reduce reported investment in existing homes relative to some peer organisations.

Figure 15 illustrates the composition of total asset management expenditure per unit across the sub-sector benchmark peer group, showing how Jigsaw's investment in routine maintenance, planned maintenance, major repairs and capitalised major repairs compares with its peers.

Figure 15 shows that Jigsaw's total asset management expenditure in 2024/25 was approximately £2,692 per unit, compared with a peer group median of £3,081 per unit. Although this placed the Group below the median, the variance was relatively modest and expenditure remained broadly consistent with the range observed across comparable providers.[9]

During 2024/25, although Jigsaw continued to operate one of the largest reinvestment programmes[10] within the sub-sector benchmark group, its reported investment in existing homes was lower than that of many peers, primarily reflecting the age profile of the housing stock, the timing of the component replacement cycle and the Group's prudent approach to capitalisation.

As planned capital investment increases through the next major development cycle and the continued delivery of the Group's asset management programme, the Group expects the

[9] Variations between organisations reflect factors such as the timing of investment programmes, stock condition, component replacement cycles and differences in the accounting treatment of expenditure.

[10] Defined using the categories included within the RSH definition of *Reinvestment (%)*.

Reinvestment (%) metric to strengthen and move closer to peer group norms.

In summary, the Board therefore considers the reduction in the Group's relative *Reinvestment (%)* ranking during 2024/25 to be largely a consequence of timing and accounting treatment rather than a weakening of investment activity.

Operating Margin

As the *Operating Margin – Overall (%)* and *Operating Margin – Social Housing Lettings (%)* metrics are affected by many of the same income and cost drivers, the factors discussed below are relevant to both measures.

As shown in Figure 11 and Figure 12, Jigsaw's *Operating Margin – Overall (%)* moved from the upper quartile to the upper interquartile range within the national benchmark group during 2024/25. A similar movement was observed in the *Operating Margin – Social Housing Lettings (%)* metric within the sub-sector benchmark group.

In the sector analysis, the decline in Jigsaw's relative performance exceeded that observed across the national dataset and was therefore identified as a significant year-on-year change in Table 8.

Nationally, Jigsaw's operating margin reduced from 24.7% in 2023/24 to 22.4% in 2024/25, resulting in a reduction from the 81st percentile to the 71st percentile. Within the sub-sector benchmark group, the decline was less pronounced, with the Group remaining comfortably within the upper quartile of performers.

Although the sector median operating margin also declined during 2024/25, Jigsaw's reduction was greater than the national average. This movement was driven by two factors.

First, the Group incurred a one-off development write-off of approximately £3.7m relating to the demolition of 43 incomplete homes constructed using modern methods of construction at a development site in the Midlands. This exceptional charge reduced the operating surplus reported for the year.

Second, operating costs increased at a faster rate than turnover. Headline Social Housing Cost per Unit increased by approximately 11.9%, whilst turnover increased by approximately 9.5%. The imbalance between income growth and cost growth exerted downward pressure on operating margins during the year.

Overall, the reduction in the *Operating Margin – Overall (%)* metric primarily reflects the combined impact of a significant one-off exceptional charge and ongoing cost inflation across the sector, rather than any fundamental deterioration in the Group's underlying financial performance.

Excluding the impact of the £3.7m write-off, the Group's operating margin would have been approximately 25.4%, broadly maintaining its previous year's relative ranking and remaining well above sector norms. The Group therefore considers its underlying operating performance to have remained resilient throughout 2024/25 and expects performance to improve as the exceptional development write-off falls out of the comparator period and turnover from completed developments continues to increase.

In summary, the Board considers the movement in the Group's *Operating Margin (%)* metrics during 2024/25 to be largely the consequence of a significant one-off exceptional charge and sector-wide cost pressures. The Board therefore remains satisfied that the Group's underlying operating performance continues to compare favourably with peer organisations.

EBITDA MRI Interest Cover (%)

As shown in Figure 11 and Figure 12, Jigsaw's *EBITDA MRI Interest Cover (%)* remained within the interquartile range in both the national and sub-sector datasets during 2024/25.

Whilst the quartile position was unchanged, the Group's relative ranking within the sub-sector benchmark group reduced significantly. The metric fell from 137.1% in 2023/24 to 123.9% in 2024/25, with the corresponding percentile ranking reducing from the 56th percentile to the 38th percentile.

The factors affecting this metric are largely consistent with those discussed in the preceding section on operating margin.

The increase in operating costs and the one-off development write-off reduced earnings available to cover interest costs. In addition, net interest payable increased by approximately £4.2m during the year, reflecting the impact of higher borrowing and interest costs across the sector.

Had the £3.7m development write-off not occurred, the Group's *EBITDA MRI Interest Cover (%)* would have been approximately 132%, which is broadly consistent with performance reported in 2023/24.

The movement in this metric should therefore be viewed primarily as the consequence of higher financing costs and the temporary impact of an exceptional item, rather than a fundamental deterioration in the Group's underlying financial resilience.

In summary, the Board considers the reduction in the Group's *EBITDA MRI Interest Cover (%)* metric during 2024/25 to reflect temporary factors rather than any weakening of the Group's underlying financial strength. The metric remains within the interquartile range of both benchmark groups, and the Board remains satisfied that the Group's financial resilience and capacity to service its debt obligations continue to be strong.

Actions and Future Improvement

The Board has considered the areas where performance weakened relative to peer organisations during 2024/25 and has identified a number of actions intended to support future value for money performance.

- Through its *Value Chain Improvement* project as referenced in Table 1 on page 12, the Group will continue to review operating costs and service delivery arrangements to identify opportunities to improve efficiency whilst maintaining service quality and regulatory compliance.
- Capital investment programmes will continue to be prioritised using stock condition, building safety and value for money measures to ensure resources are directed towards activities that deliver the greatest long-term benefit for residents and the business.
- The Group will continue to progress its development strategy and maintain a strong pipeline of new homes. The completion of schemes currently under construction is expected to support growth in turnover, generate economies of scale, strengthen operating margins and sustain the Group's strong performance in delivering new social housing.
- Through its established treasury management and governance framework, the Board will continue to oversee interest cover, gearing and liquidity alongside future investment plans, ensuring that the Group maintains a strong financial position while continuing to invest in existing homes, building safety and the delivery of new social housing.

The Board will continue to monitor the Group's value for money performance through its established quarterly performance reporting framework.

This includes regular review of the RSH's value for money metrics, supporting operational and financial indicators and external benchmarking information to provide assurance that planned improvements are being delivered and that resources continue to be deployed effectively in support of the Group's strategic objectives.

Conclusions

The latest RSH benchmarking data show that Jigsaw continues to perform strongly across the regulator's value for money framework.

The Group remains a strong performer on measures of economy and effectiveness and continues to be one of the largest providers of new social housing within its peer group. In 2024/25 Jigsaw delivered 828 new homes while maintaining comparatively low operating costs and generating healthy operating surpluses.

Relative performance against peer organisations weakened modestly during the year, particularly across the efficiency metrics. This was principally the result of increased investment in existing homes, higher operating and financing costs, and the impact of a one-off development write-off.

The Board recognises that value for money cannot be assessed solely through the regulator's financial metrics. During 2024/25, the Group continued to deliver significant levels of new housing supply, invest in the quality and safety of existing homes, and maintain high levels of resident satisfaction. The Board therefore considers that the outcomes achieved during the year support the investment decisions reflected in the Group's value for money metrics.

Notwithstanding these pressures, the underlying position remains robust. The Group continues to demonstrate a strong balance between investment in existing homes and new housing supply whilst maintaining financial capacity to deliver its strategic objectives.

Whilst the latest available RSH benchmarking data relate to 2024/25, the Group's 2025/26 performance indicators and quarterly monitoring suggest that the broad themes identified in this analysis remain relevant. In particular, the continuing balance between investment in existing homes, delivery of new housing supply and maintaining financial capacity remains central to the Group's value for money strategy.

The key messages from the benchmarking analysis are therefore consistent with those reported in previous years:

- Jigsaw continues to operate efficiently relative to its peers, maintaining comparatively low operating costs and strong financial performance.
- The Group continues to translate financial capacity into the delivery of new social homes at significant scale, remaining one of the largest developers within its peer group.
- Increased investment in existing homes and wider sector cost pressures have affected several efficiency metrics, but these reflect strategic investment decisions intended to support the long-term quality, safety and sustainability of the Group's housing stock.

Looking ahead, the Group's value for money performance will continue to be influenced by a number of strategic and external factors.

- Continued investment in existing homes, including expenditure associated with *Awaab's Law*, building safety requirements and anticipated changes to the *Decent Homes Standard*, is expected to place some pressure on short-term efficiency metrics.
- The pace of future development activity will be influenced by the outcome of the Group's Strategic Partnership bid with Homes England and the timing of scheme completions within the existing development pipeline.
- Growth in housing stock and turnover is expected to support the achievement of economies of scale, whilst ongoing investment in existing homes will remain an important strategic priority.

Through delivery of the Group's Corporate Plan (see page 19), the Board expects the value for money targets shown in Table 11 on page 35 to remain achievable over the planning period.

The Board remains satisfied that the Group's resources are being deployed effectively and efficiently in support of its strategic objectives, delivering positive outcomes for residents and communities whilst maintaining long-term financial resilience.

Accordingly, the Board is satisfied that the reduction in certain efficiency metrics during 2024/25 principally reflects deliberate investment decisions and external cost pressures rather than a deterioration in the Group's underlying value for money performance.

		Targets		
Metric	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Reinvestment (%)	7.2	8.9	9.4	9.2
New supply delivered: Social housing units (%)	1.9	1.3	1.6	1.9
New supply delivered: Non-social housing units (%)	–	–	–	–
Gearing (%)	47.9	50.5	51.6	51.3
EBTIDA MRI Interest cover (%)	137.2	109.4	115.6	122.3
Headline social housing cost per unit (£k)	4.7	5.3	5.3	5.1
Operating Margin: Overall (%)	24.4	20.8	22.6	25.2
Operating Margin: Social housing lettings (%)	24.4	20.2	21.7	23.8
Return on capital employed (%)	3.6	2.8	2.9	3.1

Table 11: VFM metrics latest financial year performance and future targets.

Corporate Responsibility

Employees

The Group recognises that the success of the business depends on the quality of its managers and employees. It is the policy of the Group that training, career development and promotion opportunities should be available to all employees.

Table 12 sets out the demographics of the Group's employees as at 31 March 2026.

Measure	**2026**
% who are women	46.4%
% who are of UK minority ethnicities	8.0%
% who have a disability	6.8%

Table 12: Demographic composition of the Group's employees.

The Board is aware of its responsibilities on all matters relating to health & safety. The Group has prepared detailed health & safety policies and provides employee training and education on health & safety matters.

Diversity and Inclusion

The Group recognises its responsibilities to provide equality of opportunity, eliminate discrimination and promote good relations in its activities as a landlord, managing agent, employer, contractor, partner and purchaser.

We are totally opposed to all forms of discrimination on the grounds of race, national origin, ethnic origin, nationality, religion or belief, gender, gender reassignment status, marital status, pregnancy or maternity, sexual orientation, disability or age.

The Group's policy in this area is available to download from the Jigsaw website: search for "equality and diversity".

We publish a report about the fairness of employee pay which considers the differences in the average pay of our staff by gender, our *gender pay gap* and also by ethnicity, our *ethnicity pay gap*. The headline figures that we report are the mean and median gaps in hourly pay.

The latest published reportable mean gender pay gap as at 31 March 2025 was 6.3% and the median gender pay gap was 10.2%[11].

With regard to ethnicity, our latest reportable results as at 31 March 2025 are a mean ethnicity pay gap of 0.5% and a median ethnicity pay gap of 2.3%[12].

A full report on this topic is available to download from the Jigsaw website: search for "pay gap".

Modern Slavery and Human Trafficking Statement

The Group is absolutely committed to preventing slavery and human trafficking in its corporate activities and to ensuring that its supply chains are free from slavery and human trafficking.

The Group's policy in this area is available to download from the Jigsaw website: search for "modern slavery".

[11] A positive number indicates a pay gap in favour of men, a negative number indicates a pay gap in favour of women.

[12] A positive number indicates a pay gap in favour of "white" ethnic groups, a negative number indicates a pay gap in favour of other ethnic minorities.

Streamlined Energy and Carbon Reporting (SECR)

Consolidated greenhouse gas emissions and energy usage for Jigsaw Homes Group for 2025/26 are reported below in accordance with 2019 UK Government Environmental Reporting Guidelines. Emissions are disclosed on a Group-wide basis to reflect the full extent of the Group's activities.

Further sustainability information is set out in the Group's latest ESG report, which highlights performance against the reporting criteria of the *Sustainability Reporting Standard for Social Housing*.

Methodology

In calculating emissions, the Group has used the methodology set out in GHG Protocol Corporate Accounting and Reporting Standard (revised edition). In accordance with the Standard, the Group has set the reporting boundary to include emissions measurable within the operational control of the Jigsaw Homes Group.

The Group is required to report on:

- scope 1 — direct emissions from sources that are owned or controlled by the Group;
- scope 2 — emissions from the generation of purchased electricity consumed by the Group.

The Group's primary business is the provision and management of housing. The Group has therefore chosen the metric *total scope 1 and scope 2 emissions in tonnes of* CO_2*e per home in management* as a measure of its intensity ratio.

The Group also reports on the mandatory element of scope 3 emissions[13], business travel.

The Group has used emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2022 to calculate relevant disclosures. The emissions from the Group's housing stock were calculated using SAP 10.2 values. Homeworking emissions were calculated using the methodology laid out in the white paper by EcoAct.

[13]Being those emissions that are a consequence of the activities of the Group, but occur from sources not owned or controlled by the Group.

UK Emissions

Table 13 on page 37 summarises scope 1, scope 2 and scope 3 emissions.

Energy Efficiency Action

A fundamental aim for the Group is to provide residents with housing that is energy efficient and affordable, ensuring they can heat their homes and at the same time making sure utility bills remain as low as possible.

During the year ended 31 March 2026, Jigsaw has continued to make progress in working towards upgrading the energy efficiency of its housing properties to a minimum of EPC C.

Figure 16: Improving thermal efficiency by replacing windows in homes across Tameside.

As at 31st March 2026, 86% of the Group's properties now meet the EPC C target . Those that remain below are prioritised for improvement in line with Jigsaw's *Asset Management Strategy* and continued funding from the Warm Homes: Social Housing Fund (WH:SHF).

The Group continues to use a bespoke domestic stock modelling system to help determine retrofit priorities. This provides the roadmap for improving all homes to a minimum EPC C between 2025 and 2030.

In the reporting year, some notable successes across the Group included:

- Completed all works funded through Warm Homes: Social Housing Fund (WH:SHF) Wave 3 Year 1.

	2026 Activity data	2026 unit	2026 tCO_2e	2025 Activity data	2025 unit	2025 tCO_2e
Scope 1						
Combustion of gas for heating offices and communal areas of housing stock	21,840,809	kWh	3996	21,061,550	kWh	3853
Combustion of fuel for transport purposes	655,673	l	1065	647,732	l	1,044.00
Refrigerants and other process gases from own maintenance activities	0	kg	–	4	kg	8
Total scope 1			**5,061**			**4,905**
Scope 2						
Purchased electricity (location based)	4,901,276	kWh	868	5,917,584	kWh	106
Total scope 1 & 2			**5,929**			**5,011**
Intensity ratio			**0.16**			**0.14**
Scope 3						
Business travel	1,226,572	miles	329.00	540,804	miles	145

Table 13: Jigsaw Homes Group carbon emissions.

- Secured a further £2.6 million from the WH:SHF Wave 3 fund to support the programme of internal and external wall insulation, energy efficient lighting, air source heat pumps (ASHP) and high retention storage heaters into c 2,000 homes in the period to 2028. At the end of this stage of the project, the Group will have invested approximately £16.0 million in improving its homes, supported by grant funding of approximately £3.8 million.
- Completed a full roof replacement programme with the installation of inline solar photo-voltaic panels to 106 properties.
- The EPC ratings of 1,300 homes were improved from D or below to C or above through a combination of retrofit improvements, including insulation upgrades, high retention storage heaters, solar photo-voltaic panels and renewal of expired energy assessments.
- Completed 1,864 retrofit property re-assessments, to further coordinate the Group's plan to achieve an EPC C rating or better for all its homes, by 2030. Following earlier consultation with residents, 94% of respondents believed that the proposed works would have a positive impact on the energy efficiency of their home.
- The continued review of procurement procedures to ensure that contractors and suppliers consider sustainability in their operations.

The Group's thirty year financial plan includes significant financial commitments amounting to approximately £386 million to support its retrofit, decarbonisation and wider sustainability objectives.

During the coming financial year the Group's energy efficiency action priorities are:

- Deliver the Group's SHF Wave 3 Year 2 programme of retrofit works.
- Build and develop new homes to EPC B or above.
- Complete the Group's net zero carbon housing development pilot comprising six homes. These homes are being constructed using a *Passive House* fabric approach and renewable heating technologies designed to achieve EPC A using ASHP and solar photo-voltaic panels.
- Complete the first 24-home supported housing scheme being built to EPC A, helping to reduce fuel poverty and future service charges for residents.

- Continue to replace the Group's vehicle fleet with fully electric or hybrid vehicles, subject to the availability of EV charging infrastructure.

Risk Management and Internal Controls

The Board has overall responsibility for the system of internal control and risk management across the Group and for reviewing its effectiveness. The Board also takes steps to ensure the Group adheres to the Regulator of Social Housing's *Governance and Financial Viability Standard and its associated Code of Practice*. The Group's Risk & Audit Committee supports the Board by monitoring the effectiveness of these arrangements and reporting its findings.

Risk Management

Figure 17 on page 39 summarises the Group's risk register at 31 March 2026.

The Group maintains a risk management framework which focuses on key risks to the achievement of its corporate objectives. These risks are identified and assessed through a structured process aligned to business planning, performance management and the Group's risk appetite.

The Group distinguishes between strategic risks, which are set by the Board, and operational risks, which arise from day-to-day activities. Operational risks are recorded in the risk register and linked to one or more strategic risks. This approach provides a clear line of sight between risk, corporate objectives and decision-making.

The Board's assessment of the Group's strategic risks, together with its risk appetite and the key operational risks supporting these, is set out in the *Annual Risk Statement* in the Group's *Risk Management Policy*.

Key risks are subject to enhanced monitoring and reporting, including those where residual exposure remains material or where inherent risk is high and dependent on effective controls.

The Group's principal areas of risk exposure relate to:

- **Regulatory and legal compliance**, including landlord compliance and building safety
- The **macroeconomic and financial environment**, including inflationary pressures and funding
- **Counterparty risk**, including reliance on third parties for service delivery and development
- **Business continuity**, particularly cyber security and wider disruption risks
- **Planning and decision making**, including workforce capacity and governance
- **Quality of services** and delivery of customer outcomes

These areas reflect the Group's operating environment and the risks most likely to impact delivery of its corporate objectives, regulatory compliance and financial viability.

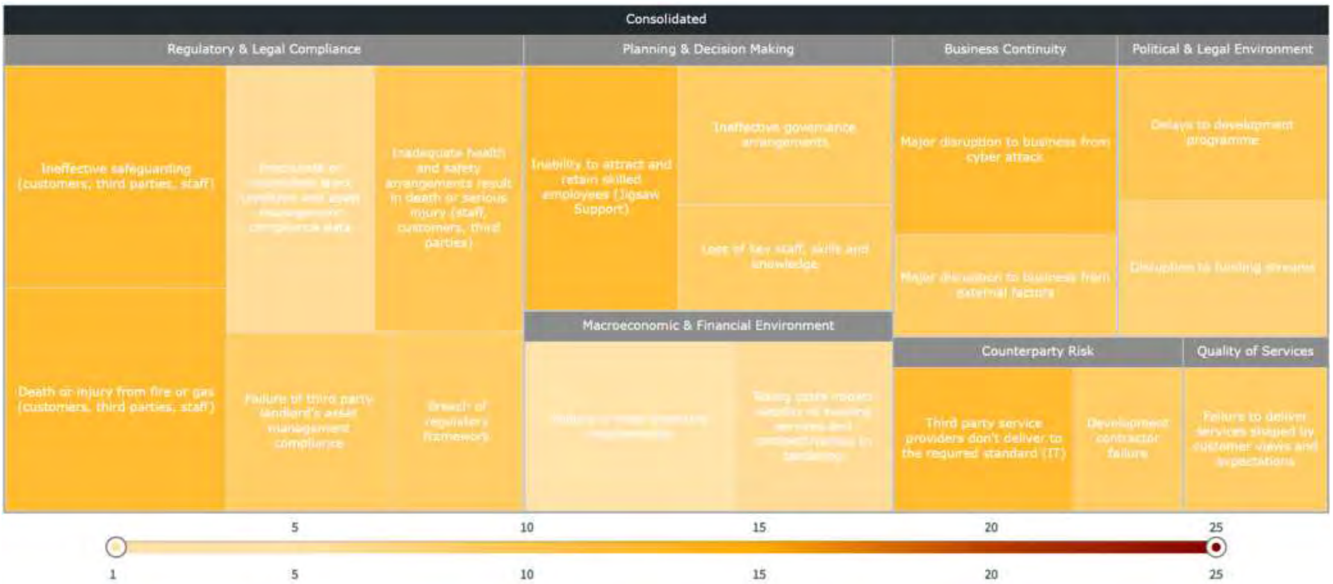
Internal Controls Assurance

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable assurance against material misstatement or loss.

The process for identifying, evaluating and managing the significant risks faced by the Group is ongoing and has been in place throughout the period commencing 1 April 2025 up to the date of approval of this document.

Key elements of the control framework include:

- Formal policies and procedures, including documented key processes and the Group's *Scheme of Delegation*. These are reviewed by the Board and the executive management team on an agreed cycle.
- A performance management framework which provides the Board and management with regular reporting on financial performance and key performance indicators.
- A robust financial planning framework, including budgets and monthly management accounts. These are reported to the Board on a quarterly basis, with significant variances investigated and explained.



The area of each rectangle is proportional to the assessment of Inherent Risk, darker shading indicates higher Residual Risk.

Figure 17: Risk analysis.

Figure 18: Examples from the Group's suite of performance dashboards.

- A robust approach to treasury management, supported by third-party advisors, with ongoing monitoring of loan covenants and funding requirements.
- Formal appraisal and authorisation procedures for significant new initiatives and projects, aligned to the Group's risk management framework and Scheme of Delegation.
- Oversight by the Remuneration & Nominations Committee of board appraisal, recruitment and succession planning.
- Appropriately qualified and experienced employees responsible for key business functions.
- Periodic review of the internal audit function through external quality assessment to support ongoing development and compliance with the recently updated *Global Internal Audit Standards*.
- A co-sourced internal audit function, combining an in-house team with external expertise, led by a qualified Chief Audit Executive. The Risk & Audit Committee approves the annual risk-based audit plan and reviews internal audit reports, management responses and other sources of assurance. The audit plan is risk-based and aligned to the Group's key risk exposures.

- Oversight by the Risk & Audit Committee of the effectiveness of the Group's risk management and internal control arrangements, including co-ordinating assurance and reporting to the Board.
- A risk management framework through which key risks are identified, assessed and recorded, with controls and assurance mapped. The risk register is reviewed quarterly by the executive management team and Risk & Audit Committee. Risk owners provide regular updates on the operation of controls and the level of assurance available for key risks.
- Reporting by the executive management team to the Board on significant changes in the business and external environment which may impact the Group's risk profile.
- A Board-approved *Probity, Anti-Fraud and Whistleblowing Policy*, setting out the Group's approach to preventing, detecting and responding to fraud and misconduct.
- Maintenance of a fraud and theft register, with all incidents reported to the Risk & Audit Committee.

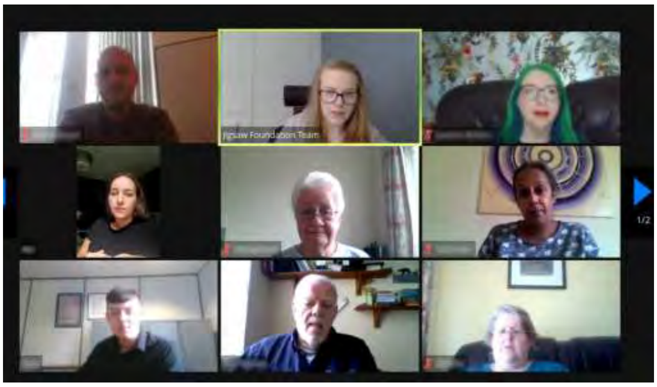


Figure 19: Our tenant scrutiny panels undertake deep-dive investigations into areas voted for by tenants.

The Group uses a range of financial instruments including loans, cash, rent arrears and trade creditors. These instruments arise either directly from the Group's operations or as part of its financing and treasury management activities. The principal purpose of these financial instruments is to support the delivery of the Group's objectives through the management of liquidity, working capital and long-term funding.

The existence of these financial instruments exposes the Group to a number of financial risks. The main risks arising from the Group's financial instruments are considered by Board to be interest rate risk, liquidity risk and credit risk. In accordance with its *Risk Management Policy* and *Treasury Management Strategy*, the Board reviews and agrees policies for managing each of these risks as summarised below.

Interest Rate Risk

The Group finances its operations through a mixture of retained surpluses and various debt borrowings. The Group's exposure to interest rate fluctuations on its borrowings is managed by the use of both fixed and variable rate facilities.

The Group currently borrows from a variety of lenders at both fixed and floating rates of interest. The Group's *Treasury Management Strategy* targets the level of fixed rates of interest to be between 70% and 100% of its loan portfolio. At the year-end 85% (2025: 88%) of borrowings were at fixed rates between 10.9% and 2.1% with an average borrowing rate of 4.93%.

Liquidity Risk

The Group seeks to manage financial risk by ensuring sufficient liquidity is available to meet its foreseeable needs and to invest cash assets safely and wisely.

The Group has a clear focus on cash collection and monitors cashflow forecasts closely and regularly, to ensure it has sufficient funds to meet its business objectives, pay liabilities when they fall due and ensure adequate liquidity with respect to emerging risks.

With respect to short-term liquidity, at the year-end the Group had access to £31.7m (2025: £36m) of both cash balances and short-term investments held as cash, together with access to c. £321.4m (2025: £335m) of undrawn committed Group bank facilities. In addition, the Group retains £100m of retained bonds with a long–stop date of May 2027.

Credit Risk

The Group operates a prudent policy in respect of funding counterparties and aims to minimise the risk of financial loss or liquidity exposure associated with any counterparty.

Short-term investments are widely diversified and are kept at a minimum by temporarily repaying revolving credit facilities in order to manage working capital requirements. During 2025/26, all cash investments were held with counterparties which met the requirements of Group's *Treasury Management Strategy*.

The Group seeks to minimise the credit risk relating to tenant rent arrears through its robust recovery procedures, providing support to existing tenants where necessary and by undertaking affordability assessments with applicants for new tenancies. The Group's money advice service provides the necessary support to tenants and the Group's arrears recovery team closely monitors tenant arrears as a whole.

Unregulated Subsidiaries

The Group has a number of unregulated subsidiaries which traded in the year (see page 53). They are managed and monitored under the same internal control framework as outlined above.

There is no detrimental financial risk to the Group should the unregulated subsidiaries cease operations at any point as their assets exceed their liabilities.

Compliance

This document has been prepared in accordance with applicable reporting standards and legislation. The Board confirms that the Group has complied with the regulator's *Governance and Financial Viability Standard*.

Code of Governance

During 2025/26 the Group's Code of Governance was *Code of Governance 2020* (National Housing Federation, 2020). The Board is pleased to report compliance with the Code with the following exception:

The Group has decided not to impose a six year limit on the term of office of board and committee members who were appointed prior to the adoption of the Code. This is to ensure that the group-wide board and committees remained appropriately skilled and an excessive churn of members was avoided.

Concurrently, the Group has adopted a board and committee member recruitment strategy to achieve the replacement of members minimising disruption whilst maintaining continued good governance. New appointments to the board and committees comply with the maximum service requirement of six years.

Regulatory Framework

The Group is subject to the Regulator of Social Housing's Regulatory Framework. The Board is pleased to report full compliance.

Statement of Responsibilities of the Board for the Report and Financial Statements

The board members are responsible for preparing the Report of the Board and the Financial Statements in accordance with applicable law and regulations.

Under the Co-operative and Community Benefit Societies Act 2014 and social housing legislation the Board is required 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 for registered housing providers: Housing SORP 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 Association will continue in business.

The board members are responsible for keeping adequate accounting records that are sufficient to show and explain the transactions of the Group and disclose with reasonable accuracy at any time the financial position of the Group 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 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 for registered housing providers: Housing SORP 2018*.

Financial statements are published on the Group'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'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.

Going Concern

Based on the following assessment the Board is satisfied that the Group continues to be a going concern and has therefore produced financial statements on a going concern basis.

The Group's activities, current financial position and the principal factors likely to affect its future development are set out in the Strategic Report.

The Group Board approved the Group's 2026/27 budget prior to 31 March 2026 and approved the Group's thirty-year financial plan shortly afterwards.

The Board is content that these plans were affordable and that the financial statements should be prepared on a going concern basis.

The Group Board reviewed a range of scenarios and stress tests in order to fully understand the potential impact on the thirty-year financial plan and the Group's loan covenant position.

This considered how alternate projections for inflation, interest rates and house prices impact on the Group's loan covenant position. The alternate projections for inflation, interest rates and house prices arise from two different macroeconomic scenarios:

1. *2025 Bank of England (BOE) stress test* which envisages envisages a severe negative global aggregate supply shock, which leads to deep recessions across countries including the UK. In the scenario, heightened geopolitical tensions lead to increases in commodity prices. World trade fragments leading to a material disruption in supply chains. This leads to a sharp rise in inflation, and central banks increase interest rates in response and advanced economy government bond yields rise.
2. A *Black Swan Event* which — perhaps stretching the limits of plausibility — combines the worst independent ten year movements in recent memory of each macroeconomic variable[14] into a single unprecedentedly challenging scenario.

For the purposes of the stress test, the Group Board selected scenarios where combinations of key risks unexpectedly materialise to present medium and long term impacts to the business.

The Group Board also explored both the medium and long term impacts occurring at the same time to present the business with an unprecedentedly challenging *Perfect Storm* of severe materialised risks.

The Group Board continues to review the Group members financial plans with the executive team to make any necessary changes and continue to

[14]Specifically the house price movements experienced during 2008–2018, interest rate movements in 1971–1980, increases in inflation experienced between 1960–1969, and the rent reductions imposed during 2016–2020.

work with our customers and stakeholders to deliver our services.

The Group has access to long-term debt facilities and sufficient liquidity, which provide adequate resources to finance committed reinvestment and development programmes, along with the Group's day to day operations.

The Group's long-term financial plans show that it is able to service debt facilities whilst continuing to comply with lenders' covenants.

The Board is, to the best of its knowledge, satisfied that covenant compliance is maintained throughout the life of the plan on the basis that the thirty-year financial plan has been stress tested to withstand significant composite risks materialising, without breaching lender covenants, thus confirming the future viability of the Group.

Auditor

All of the current board members have taken all reasonable steps to ensure that they are aware of any information needed by the Group's auditor for the purposes of its audit and to establish that the auditor is aware of that information.

The board members are not aware of any relevant audit information of which the auditor is not aware.

Menzies LLP has expressed their willingness to continue in office as the Group's auditors.

Approved by the Board on 17th September 2026 and signed on its behalf on 17th September 2026 by:

Roli Barker

Group Chair

Giving Back to our Communities

The first of our Giving Back Days took place in Manchester and Nottingham, with colleagues coming together to make a difference to our residents' neighbourhoods.

4. Financial Statements

Independent Auditor's Report to the Members of Jigsaw Homes Group Limited

Opinion on the Financial Statements

We have audited the financial statements of Jigsaw Homes Group Limited ("the Society") and its subsidiaries ("the Group") for the year ended 31 March 2026 which comprise the Group and Society statement of comprehensive income, the Group and Society statement of financial position, the Group and Society statement of changes in equity, the statement of cash flows and notes to the financial statements, including a summary of principal accounting policies in Note 2. 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).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Society's affairs as at 31 March 2026 and of the Group's income and expenditure and the Society's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance 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.

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 are independent of the Group and 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, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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.

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's or 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. Our responsibilities and the responsibilities of the board with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the Strategic Report, other than the financial statements and our auditor's report thereon. The board is responsible for the other information. 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.

In connection with our audit of the financial statements 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 or the Housing and Regeneration Act 2008 to report to you if, in our opinion:

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

Responsibilities of the Board

As explained more fully in the Statement of Board Responsibilities set out on page 41, 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 determines 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 is 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 intends to liquidate the Group or the Society or to cease operations, or have no realistic alternative but to do so.

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.

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

Extent to Which the Audit Was Capable of Detecting Irregularities, Including Fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws and regulations that affect the Group and Society, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws and regulations that we identified included the Co-operative and Community Benefit Societies Act 2014, the Statement of Recommended Practice for registered housing providers: Housing SORP 2018, the Housing and Regeneration Act 2008, the Accounting Direction for Private Registered Providers of Social Housing 2022, tax legislation, health and safety legislation and employment legislation.

- We enquired of the board and reviewed correspondence and board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Board have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the board have in place to prevent and detect fraud. We enquired of the board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations and fraud was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: laws related to the construction and provision of social housing recognising the nature of the Group's activities and the regulated nature of the Group's activities.
- We reviewed financial statements disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the board about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Use of Our Report

This report is made solely to the Society as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014 and Section 128 of the Housing and Regeneration Act 2008. 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 Society's members as a body for our audit work, for this report, or for the opinions we have formed.

Signed by:
Menzies LLP
1B871A978CD84D2...

Menzies LLP, Statutory Auditor

For and on behalf of
Menzies LLP
One Express
1 George Leigh Street
Manchester
M4 5DL

23-Sep-2026

Statement of Comprehensive Income

Year ended 31 March 2026	Notes	2026 Group £'000	2026 Association £'000	2025 Group £'000	2025 Association £'000
Turnover	3	242,204	82,590	235,581	77,776
Cost of sales	3	(3,848)	–	(8,318)	–
Operating expenditure	3	(179,145)	(82,409)	(174,467)	(77,714)
Profit on disposal of fixed assets	5	7,620	–	3,468	–
Operating surplus	**8**	**66,831**	**181**	**56,264**	**62**
Interest receivable	6	992	120	1,745	131
Interest and financing costs	7	(39,357)	(103)	(40,529)	(147)
Movement in fair value of Investment Properties	13	114	125	98	87
Surplus before tax	**8**	**28,580**	**323**	**17,578**	**133**
Taxation	9	(98)	(98)	(48)	(48)
Surplus for the year after tax		**28,482**	**225**	**17,530**	**85**
Other comprehensive income					
Actuarial gain in respect of pension schemes	30	1,955	1,013	31,480	27,726
Effect of the asset ceiling	30	(2,602)	(1,981)	(30,814)	(27,449)
Taxation	9	242	242	(70)	(70)
Total comprehensive income for the year		**28,077**	**(501)**	**18,126**	**292**

The results for the year relate wholly to continuing activities and the notes on pages 53 to 83 form an integral part of these Financial Statements.

The Financial Statements and notes on pages 53 to 83 were approved and authorised for issue by the Board on 17th September 2026 and signed on its behalf on 17th September 2026 by:

R. Barker

Chair

M. Murphy

Company Secretary

B. Moran

Group Chief Executive

Statement of Financial Position

At 31 March 2026	Notes	2026 Group £'000	Association £'000	2025 Group £'000	Association £'000
Fixed assets					
Tangible fixed assets	12	1,870,721	2,497	1,772,387	2,498
Investment in subsidiaries		–	50	–	50
Investment properties	13	1,429	725	1,315	600
		1,872,150	**3,272**	**1,773,702**	**3,148**
Current assets					
Stock	14	8,718	694	14,346	769
Trade and other debtors	15	18,473	3,274	19,384	2,655
Investments	16	3,311	–	3,168	–
Cash and cash equivalents	17	28,412	5,654	32,363	8,052
		58,914	**9,622**	**69,261**	**11,476**
Less: Creditors: amounts falling due within one year	18	(76,641)	(10,288)	(62,367)	(10,612)
Net current assets		**(17,727)**	**(666)**	**6,894**	**864**
Total assets less current liabilities		**1,854,423**	**2,606**	**1,780,596**	**4,012**
Creditors: amounts falling due after more than one year	19	(1,299,138)	–	(1,251,263)	–
Provisions for liabilities					
Pension provision	30	(3,370)	(1,259)	(5,495)	(2,164)
Other provisions	19	–	–	–	–
Total net assets		**551,915**	**1,347**	**523,838**	**1,848**
Reserves					
Revenue reserve		551,915	1,347	523,838	1,848
Designated reserve		–	–	–	–
Total reserves		**551,915**	**1,347**	**523,838**	**1,848**

The Financial Statements and the notes on pages 53 to 83 which form an integral part of these Financial Statements, were approved and authorised for issue by the Board on 17th September 2026 and signed on its behalf on 17th September 2026 by:

R. Barker
Chair

M. Murphy
Company Secretary

B. Moran
Group Chief Executive

Statement of Changes in Equity

Group	Revenue reserve £'000	Total £'000
Balance at 31 March 2024	**505,712**	**505,712**
Surplus from Statement of Comprehensive Income	17,530	17,530
Actuarial gain in respect of pension schemes (Note 30)	31,480	31,480
Pension surplus deemed not recoverable (Note 30)	(30,814)	(30,814)
Recognition of deferred tax asset	(70)	(70)
Balance at 31 March 2025	**523,838**	**523,838**
Surplus from Statement of Comprehensive Income	28,482	28,482
Actuarial gain in respect of pension schemes (Note 30)	1,955	1,955
Pension surplus deemed not recoverable (Note 30)	(2,602)	(2,602)
Recognition of deferred tax asset	242	242
Balance at 31 March 2026	**551,915**	**551,915**

Association	Revenue reserve £'000	Total £'000
Balance at 31 March 2024	**1,556**	**1,556**
Surplus from Statement of Comprehensive Income	85	85
Actuarial gain in respect of pension schemes (Note 30)	27,726	27,726
Pension surplus deemed not recoverable (Note 30)	(27,449)	(27,449)
Recognition of deferred tax asset	(70)	(70)
Balance at 31 March 2025	**1,848**	**1,848**
Surplus from Statement of Comprehensive Income	225	225
Actuarial gain in respect of pension schemes (Note 30)	1,013	1,013
Pension surplus deemed not recoverable (Note 30)	(1,981)	(1,981)
Recognition of deferred tax asset	242	242
Balance at 31 March 2026	**1,347**	**1,347**

Statement of Cash Flows

Year ended 31 March 2026	**Group 2026**	**Group 2025**
Net cash generated from operating activities (see below)	**95,949**	**85,000**
Cash flow from investing activities		
Purchase of tangible fixed assets	(134,529)	(132,470)
Proceeds from sale of tangible fixed assets	16,420	15,813
Grants received	22,490	25,506
Interest received	987	1,703
	(94,632)	**(89,448)**
Cash flow from financing activities		
Interest paid	(45,294)	(45,716)
New secured loans	47,856	63,000
Repayment of borrowings	(7,686)	(17,962)
	(5,124)	**(678)**
Net change in cash and cash equivalents	**(3,807)**	**(5,126)**
Cash and cash equivalents at beginning of the year	35,531	40,657
Cash and cash equivalents at end of the year	**31,724**	**35,531**

Year ended 31 March 2026	**Group 2026**	**Group 2025**
Cash flow from operating activities		
Surplus for the year	28,482	17,530
Adjustments for non-cash items:		
Depreciation of tangible fixed assets	28,740	26,414
Taxation expense	98	48
Reclassification of other fixed assets to investments	–	188
Net fair value losses recognised in profit and loss	(114)	(286)
(Increase)/decrease in stock and properties for sale	5,628	3,306
Decrease/(Increase) in trade and other debtors	2,404	(761)
Decrease in trade and other creditors	8,007	10,711
Pension costs less contributions paid	(2,994)	(2,613)
(Surplus)/deficit on the sale of fixed assets	(8,636)	(4,594)
Adjustments for investing or financing activities:		
Government grants utilised in the year	(4,031)	(3,726)
Interest payable	39,357	40,529
Interest receivable	(992)	(1,745)
Taxation paid/(received)	–	(1)
Net cash generated from operating activities	**95,949**	**85,000**

The notes on pages 53 to 83 form an integral part of these financial statements.

Notes to the Financial Statements

1. Legal Status

Jigsaw Homes Group Limited is incorporated in England under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Regulator of Social Housing as a Private Registered Provider of Social Housing.

The registered office is Cavendish 249, Cavendish Street, Ashton-under-Lyne, Tameside, OL6 7AT.

Jigsaw Homes Group Limited is a member of the Jigsaw Homes Group Structure (the Group), of which Jigsaw Homes Group Limited is the parent company. At the year-end, the Group comprised the parent company and the following principal entities:

Name	Incorporation	RSH registration	Parent
Cavendish Property Developments Limited	Companies Act 2006	Non-registered	JHG
Jigsaw Funding PLC	Companies Act 2006	Non-registered	JHG
Jigsaw Homes Midlands	Co-operative and Community Benefit Societies Act 2014	Registered	JHG
Jigsaw Homes North	Co-operative and Community Benefit Societies Act 2014	Registered	JHG
Jigsaw Homes Tameside	Co-operative and Community Benefit Societies Act 2014	Registered	JHG
Jigsaw Support	Co-operative and Community Benefit Societies Act 2014	Non-registered	JHG
Jigsaw Treasury Limited	Companies Act 2006	Non-registered	JHG
Palatine Contracts Limited	Companies Act 2006	Non-registered	JHN
Snugg Properties Limited	Companies Act 2006	Non-registered	JHN

Table 14: Principal group members.

The board of Jigsaw Homes North is the corporate trustee of the James Tomkinson Memorial Cottages Trust.

On 1 April 2025, Jigsaw Homes Tameside was registered under the Co-operative and Community Benefit Societies Act 2014 as a Community Benefit Society.

2. Principal Accounting Policies

Basis of Accounting

The financial statements have been prepared in accordance with applicable law, the United Kingdom Accounting Generally Accepted Accounting Practice (UK GAAP) and the Statement of Recommended Practice for registered housing providers: Housing SORP 2018 (SORP). The Group is required under the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969 to prepare consolidated financial statements. The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Group's accounting policies.

The financial statements are prepared on the historical cost basis of accounting as modified by the revaluation of investments and are presented in pounds sterling.

Parent Company Disclosure Exemptions

In preparing the separate financial statements of the parent company, advantage has been taken of the following disclosure exemptions:

- no cash flow statement has been presented for the parent company,

- disclosures in respect of the parent company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the Group as a whole, and
- no disclosure has been given for the aggregate remuneration of the key management personnel of the parent company as their remuneration is included in the totals for the Group as a whole.

Basis of Consolidation

The Group accounts consolidate the accounts of the Association and all its subsidiaries at 31 March 2026. The consolidated financial statements incorporate the financial statements of the Association and entities controlled by the Group. Control is achieved where the Group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired or disposed of during the year are included in total comprehensive income from the effective date of acquisition and up to the effective date of disposal, as appropriate, using accounting policies consistent with those of the parent.

All intra-group transactions, balances, income and expenses are eliminated in full on consolidation. Investments in subsidiaries are accounted for at cost less impairment in the individual financial statements.

Going Concern

Based on the following assessment the Board is comfortable that the Group continues to be a going concern and have therefore produced financial statements on a going concern basis.

The Group's activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report.

The Group Board approved the Group's 2026/27 budget prior to 31 March 2026 and approved the Group's thirty-year financial plan shortly afterwards. The Board is content that these plans were affordable and that the financial statements should be prepared on a going concern basis.

The Group Board reviewed a range of scenarios and stress tests in order to fully understand the potential impact on the thirty-year financial plan and the Group's loan covenant position.

This considered how alternate projections for inflation, interest rates and house prices impact on the Group's loan covenant position. The alternate projections for inflation, interest rates and house prices arise from two different macroeconomic scenarios:

1. *2025 Bank of England (BOE) stress test* which envisages envisages a severe negative global aggregate supply shock, which leads to deep recessions across countries including the UK. In the scenario, heightened geopolitical tensions lead to increases in commodity prices. World trade fragments leading to a material disruption in supply chains. This leads to a sharp rise in inflation, and central banks increase interest rates in response and advanced economy government bond yields rise.
2. A *Black Swan Event* which — perhaps stretching the limits of plausibility — combines the worst independent ten year movements in recent memory of each macroeconomic variable[15] into a single unprecedentedly challenging scenario.

[15]Specifically the house price movements experienced during 2008–2018, interest rate movements in 1971–1980, increases in inflation experienced between 1960–1969, and the rent reductions imposed during 2016–2020.

For the purposes of the stress test, the Group Board selected scenarios where combinations of key risks unexpectedly materialise to present medium and long term impacts to the business.

The Group Board also explored both the medium and long term impacts occurring at the same time to present the business with an unprecedentedly challenging *Perfect Storm* of severe materialised risks.

The Group Board continues to review the Group members financial plans with the executive team to make any necessary changes and continue to work with our customers and stakeholders to deliver our services.

The Group has access to long-term debt facilities and sufficient liquidity, which provide adequate resources to finance committed reinvestment and development programmes, along with the Group's day to day operations.

The Group's long-term financial plans show that it is able to service debt facilities whilst continuing to comply with lenders' covenants.

The Board is, to the best of its knowledge, satisfied that covenant compliance is maintained throughout the life of the plan on the basis that the thirty-year financial plan has been stress tested to withstand significant composite risks materialising, without breaching lender covenants, thus confirming the future viability of the Group.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the year-end date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements:

Development expenditure

Initial capitalisation of costs is based on management's judgement when a development scheme is confirmed, usually when board approval has taken place including access to the appropriate funding. In determining whether a project is likely to cease, management monitors the development and considers if changes have occurred that result in impairment.

Categorisation of housing properties

Property assets are classified as investment property or property, plant and equipment depending on the intended use of the property.

The Group has undertaken a detailed review of the intended use of all housing properties. In determining the intended use, the Group has considered if the asset is held for social benefit or to earn commercial rentals.

Impairment

The Group has to make an assessment as to whether an indicator of impairment exists. In making the judgement, management consider the detailed criteria set out in the SORP to identify factors which are considered to be a trigger for impairment including but not limited to:

- Changes in legislation.
- Long term voids/demand for properties.
- Material reduction in market value.

- Development issues.

If at the time of approving the annual financial statements, management are aware of any contractors being in liquidation, and therefore risk exists to the validity of an ongoing development, the Group will only perform an impairment assessment, if, once the future costs are known with certainty the development does not meet the approved appraisal criteria when reappraised.

The Group is then required to determine the level at which the recoverable amount is to be assessed. The Group has identified a cash generating unit for impairment assessment purposes at a property scheme level.

Other key sources of estimation and assumptions:

Tangible fixed assets

Other than investment properties, tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

Pension and other post-employment benefits

The cost of defined benefit pension plans and other post-employment benefits and the present value of the net pension position reported in the Financial Statements depend on a number of factors and assumptions, including life expectancy, future salary increases and the discount rate on corporate bonds. Management review these factors and assumptions in the annual actuarial valuations alongside appropriate sensitivity analysis produced by the respective scheme actuary, when determining the net pension position to be reported in the Financial Statements. Variations in these assumptions could significantly impact the net pension position reported in the Financial Statements.

In assessing whether a defined benefit pension scheme surplus is recoverable, the Group considers its current right to obtain a refund or a reduction in future contributions. The Group has therefore assessed the probability of recovery and the reliable measurement of any asset and has concluded that a nil position is appropriate where the calculation of the scheme position has indicated a net asset position.

Impairment of non-financial assets

Reviews for impairment of housing properties are carried out when a trigger has occurred and any impairment loss in a cash generating unit is recognised by a charge to the Statement of Comprehensive Income. Impairment is recognised where the carrying value of a cash generating unit exceeds the higher of its net realisable value or its value in use. A cash generating unit is normally a group of properties at scheme level whose cash income can be separately identified.

Turnover and Revenue Recognition

Turnover represents rental income receivable, amortised capital grant from Homes England, revenue grants from local authorities, income from the sale of shared ownership and other properties developed for outright sale and other income arising from the Group's ordinary activities recognised in relation to the period when the goods or services have been supplied.

Revenue is recognised when (or as) the Group satisfies a performance obligation by transferring control of a good or service.

Rental income is recognised on a straight-line basis over the tenancy period from when the property is available for let and is reported net of void loss.

Income from property sales is recognised on legal completion.

Revenue is recognised on completion if the sale of goods or services is short-term in nature. Where this is not the case, revenue is recognised in proportion to the stage of completion at the reporting date. Revenue recognition commences only when the outcome of the goods and services rendered can be reliably measured, by reference to individual terms and conditions within each service contract, and it is probable that the economic benefits associated with the contract will flow to the Group, otherwise it is recognised to the extent costs are incurred.

Supporting People contract income received from Administering Authorities is accounted for as 'Charges for support services'.

Service charge income and costs are recognised on an accruals basis as the related services are provided. The Group operates both fixed and variable service charges on a scheme by scheme basis in full consultation with residents. Where variable service charges are used the charges will include an allowance for the surplus or deficit from prior years, with the surplus being returned to residents by a reduced charge and a deficit being recovered by a higher charge. Until these are returned or recovered they are held as creditors or debtors in the Statement of Financial Position.

Where periodic expenditure is required, a provision may be built up over the years in consultation with residents. Until costs are eventually incurred this liability is held in the Statement of Financial Position within long term creditors.

Loan Interest Costs

Loan interest costs are calculated using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the loan and is determined on the basis of the carrying amount of the financial liability at initial recognition.

Loan Finance Issue Costs

Loan finance issue costs are amortised over the life of the related loan. Loans are stated in the Statement of Financial Position at the amount of the net proceeds after issue, plus increases to account for any subsequent amounts amortised. Where loans are redeemed during the year, any redemption penalty and any connected loan finance issue costs are recognised in the Statement of Comprehensive Income in the year in which the redemption took place.

Bond Issue Costs

All of the Group's costs related to capital market funding services sourced by the Jigsaw Funding plc are recharged as interest in line with funding agreements to Jigsaw Treasury Limited, to whom the proceeds of such transactions have been on-lent and accounted for as interest receivable. These costs are then recharged from Jigsaw Treasury Limited to other members of the Group, in line with the amount of monies on-lent further.

Taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in the financial statements, except that a change attributable to an item of income or expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated, and deferred tax determined on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the year-end date, except:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.
- Where timing differences relate to interests in subsidiaries, associates and joint ventures and the Group can control their reversal and such reversal is not considered probable in the foreseeable future.

Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

Value Added Tax

The Group charges VAT on some of its income and is able to recover part of the VAT it incurs on expenditure. All amounts disclosed in the financial statements are inclusive of VAT to the extent that it is suffered by the Group and not recoverable.

Gift Aid

Donations payable to charitable entities within the Jigsaw Homes Group are treated as distributions and are presented within the Statement of Changes in Equity. The tax effect of gift aid payments is recognised in the surplus or deficit in the period in which it will be recognised for corporation tax purposes.

Tangible Fixed Assets and Depreciation

Housing properties

Housing properties are stated at cost, less accumulated depreciation. Donated land/assets or assets acquired at below market value from a government source, e.g. a local authority, are accounted for as a non-monetary government grant and are included as an asset and equal liability in the Statement of Financial Position at the fair value less consideration paid.

Housing properties under construction are stated at cost and are not depreciated. These are reclassified as housing properties on practical completion of construction.

Cost includes the cost of acquiring land and buildings, directly attributable development costs and borrowing costs directly attributable to the construction of new housing properties during their development.

The costs of shared ownership properties are split between current and fixed assets on the basis of the first tranche portion. The first tranche portion is accounted for as a current asset and the sale proceeds shown in turnover. The remaining element of the shared ownership property is accounted for as a fixed asset and subsequent sales treated as sales of fixed assets.

Freehold land is not depreciated.

Works to housing properties that are expected to provide incremental future benefits are capitalised as improvements, component replacement works are capitalised where these are identified as separate depreciating assets. Any other works are charged as expenditure in the surplus or deficit in the Statement of Comprehensive Income.

Where a housing property comprises two or more major components with substantially different useful economic lives (UELs), each component is accounted for separately and depreciated over its individual UELs. Expenditure relating to subsequent replacement or renewal of components is capitalised as incurred.

The Group depreciates freehold housing properties by component on a straight-line basis over the estimated UELs of the component categories.

UELs for identified components are as follows:

Component	Years
Boilers	15
Kitchens	20
Lifts	25–30
Bathrooms	30
Doors	30
Heating and electrical	30
Windows	30
Roofs	60–80
Structure	100

Table 15: Useful Economic Lives.

Other fixed assets

Other tangible fixed assets are stated at historical cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Depreciation is charged on a straight-line basis over the expected economic useful lives of the assets at the following rates:

Asset type	Rate
Land & buildings	3.33% on cost or length of lease
Furniture, fixtures & fittings	10% per annum on cost
Office & computer equipment	25% per annum on cost
Motor vehicles	25% per annum on cost

Table 16: Fixed Asset Depreciation Rates.

Capitalisation of Interest and Administration Costs

Interest on loans financing development is capitalised up to the date of the completion of the scheme and only when development activity is in progress.

Administration costs relating to development activities are capitalised only to the extent that they are incremental to the development process and directly attributable to bringing the property into their intended use.

Property Managed by Agents

Where the Group carries the majority of the financial risk on property managed by agents, income arising from the property is included in the Statement of Comprehensive Income.

Where the agency carries the majority of the financial risk, income includes only that which relates solely to the Group.

In both cases, the assets and associated liabilities are included in the Statement of Financial Position.

Leasing

The Group assesses whether a contract contains a lease at inception.

Where material, right-of-use assets and lease liabilities are recognised, except for short-term or low-value leases. Rental payments under short-term or low-value leases are charged to the Statement of Comprehensive Income on a straight line basis over the term of the lease.

Reverse premiums and similar incentives received on leases to enter into operating lease agreements are released to Statement of Comprehensive Income over the term of the lease.

Assets held under finance leases are included in the Statement of Financial Position and depreciated in accordance with the Group's accounting policies. The present value of future rentals is shown as a liability. The interest element of rental obligations is charged to the income statement for the period of the lease in proportion to the balance of capital repayments outstanding.

Investment Property

Investment property includes commercial and other properties not held for the social benefit of the Group.

Investment property is measured at cost on initial recognition, which includes purchase cost and any directly attributable expenditure, and subsequently at fair value at the reporting date. Fair value is determined annually by external valuers and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in the Statement of Comprehensive Income.

Current Asset Investments

Current asset investments include cash and cash equivalents invested for periods of more than 24 hours. They are recognised initially at cost and subsequently at fair value at the reporting date. Any change in valuation between reporting dates is recognised in the Statement of Comprehensive Income.

Stock and Properties Held for Sale

Stock of materials are stated at the lower of cost and net realisable value being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

Properties developed for outright sale are included in current assets as they are intended to be sold, at the lower of cost or estimated selling price less costs to complete and sell.

Properties developed for shared ownership are reviewed at first tranche sale to ensure that the market value has not declined compared to the original appraisal assumption.

At each reporting date, stock and properties held for sale are assessed for impairment. If there is evidence of impairment, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the Statement of Comprehensive Income.

Debtors and Creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price.

Sinking Fund

Unexpended amounts collected from leaseholders for major repairs on leasehold schemes and any interest received are included in creditors.

Financial Instruments

Financial instruments held are classified as follows:

- Financial assets such as cash, current asset investments and receivables are classified as loans and receivables and held at cost less impairment.
- Financial liabilities such as loans are held at amortised cost using the effective interest method.
- Commitments to receive or make a loan to another entity are held at cost less impairment.

Impairment of Financial Assets

Financial assets are assessed at each reporting date to determine whether there is any objective evidence that a financial asset or group of financial assets is impaired.

If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income immediately.

Financial instruments are assessed for impairment either individually or grouped on the basis of similar credit risk characteristics.

An impairment loss is measured as follows on the following instruments measured at cost or amortised cost:

- For an instrument measured at amortised cost, the impairment loss is the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate.
- For an instrument measured at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that the entity would receive for the asset if it were to be sold at the reporting date.

If, in a subsequent period, the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed either directly or by adjusting an allowance account.

The reversal cannot result in a carrying amount (net of any allowance account) which exceeds what the carrying amount would have been had the impairment not previously been recognised. The amount of the reversal is recognised in the Statement of Comprehensive Income immediately.

Social Housing Grant (SHG) and Other Government Grants

Where developments have been financed wholly or partly by social housing and other grants, the amount of the grant received has been included as deferred income and recognised in turnover over the estimated useful life of the associated asset structure (not land), under the accruals model. SHG received for items of cost written off in the Statement of Comprehensive Income is included as part of turnover.

When SHG in respect of housing properties in the course of construction exceeds the total cost to date of those housing properties, the excess is shown as a current liability.

Grants due from government organisations or received in advance are included as current assets or liabilities.

Non-Government Grants

Grants received from non-government sources are recognised under the performance model. If there are no specific performance requirements the grants are recognised when received or receivable. Where grant is received with specific performance requirements it is recognised as a liability until the conditions are met and then it is recognised as turnover.

Recycling of Capital Grant

SHG must be recycled by the Group under certain conditions, if a property is sold, or if another relevant event takes place. In these cases, the SHG can be used for projects approved by Homes England. However, SHG may have to be repaid if certain conditions are not met. If grant is not required to be recycled or repaid, any unamortised grant is recognised as turnover. In certain circumstances, SHG may be repayable, and, in that event, is a subordinated unsecured repayable debt.

Where SHG is recycled, the SHG is credited to a fund which appears as a creditor in the Statement of Financial Position, until used to fund the acquisition of new properties. Where recycled grant is known to be repayable it is shown as a creditor within one year in the Statement of Financial Position.

lf there is no requirement to recycle or repay the grant on disposal of an asset any unamortised grant remaining within creditors is released and recognised as income within the Statement of Comprehensive Income.

Retirement Benefits

Defined benefit pension schemes

Under defined benefit accounting, for all such schemes the Group participates in, 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. The Group's Statement of Financial Position includes the net surplus or deficit, being the difference between the fair value of scheme assets and the discounted value of scheme liabilities at the balance sheet date.

Surpluses are only recognised to the extent that they are considered recoverable through reduced contributions in the future or through refunds from the schemes. The current service cost and costs from settlements and curtailments are charged to operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Re-measurements are reported in other comprehensive income.

Defined contribution pension schemes

In relation to defined contribution schemes in which the Group participates in, contributions payable are charged to the Statement of Comprehensive Income in the period to which they relate.

Reserves

General reserves reflects accumulated surpluses for the Group which can be applied at its discretion for any purpose.

3. Turnover

3a) Turnover, cost of sales, operating expenditure and operating surplus.

Group	2026				
	Turnover £'000	Cost of sales £'000	Operating expenditure £'000	Disposal of property, plant & equipment £'000	Operating surplus £'000
Social housing lettings (Note 3c)	216,864	–	(163,988)	–	52,876
Other social housing activities:					
Housing management contracts	10,961	–	(8,591)	–	2,370
First tranche low cost home ownership sales	4,864	(3,848)	–	–	1,016
Other rental	933	–	(879)	–	54
Other activities	8,040	–	(5,626)	–	2,414
Non-social housing activities:					
Other rental	542	–	(61)	–	481
Disposal of fixed assets (Note 5)	–	–	–	7,620	7,620
Total	**242,204**	**(3,848)**	**(179,145)**	**7,620**	**66,831**

3b) Turnover, cost of sales, operating expenditure and operating surplus.

Group	2025				
	Turnover £'000	Cost of sales £'000	Operating expenditure £'000	Disposal of property, plant & equipment £'000	Operating surplus £'000
Social housing lettings (Note 3c)	204,743	–	(158,921)	–	45,822
Other social housing activities:					
Housing management contracts	11,296	–	(8,670)	–	2,626
First tranche low cost home ownership sales	9,445	(8,318)	–	–	1,127
Other rental	1,906	–	(1,793)	–	113
Supporting people contract income	–	–	–	–	–
Other activities	7,615	–	(5,044)	–	2,571
Non-social housing activities:					
Other rental	576	–	(39)	–	537
Sales of other housing properties	–	–	–	–	–
Disposal of fixed assets (Note 5)	–	–	–	3,468	3,468
Other activities	–	–	–	–	–
Total	**235,581**	**(8,318)**	**(174,467)**	**3,468**	**56,264**

The turnover reported for the the Parent of £82.59m (2025: £77.78m) relates in the main to recharges for services provided to subsidiary members of the Group.

3c) Turnover, operating expenditure and operating surplus from social housing lettings.

Group	General housing £'000	Supported housing and housing for older people £'000	Low cost home ownership £'000	Total 2026 £'000	Restated Total 2025 £'000
Income					
Rent receivable net of identifiable service charges and net of voids	171,850	19,920	6,259	198,029	186,080
Service charge income	8,117	5,688	999	14,804	14,938
Charges for support services	–	–	–	–	–
Amortised government grants	3,182	556	293	4,031	3,725
Turnover from social housing lettings	**183,149**	**26,164**	**7,551**	**216,864**	**204,743**
Operating expenditure					
Management	28,806	4,599	1,233	34,638	33,194
Service charge costs	9,762	5,998	1,029	16,789	16,631
Routine maintenance	39,980	4,789	221	44,990	41,922
Planned maintenance	19,742	4,390	141	24,273	24,581
Major repairs expenditure	10,404	1,129	25	11,558	12,151
Bad debts	1,025	118	7	1,150	1,153
Property lease charges	102	–	–	102	128
Depreciation of housing properties	23,576	2,366	1,052	26,994	24,993
Other costs	3,474	16	4	3,494	4,168
Operating expenditure on social housing lettings	**136,871**	**23,405**	**3,712**	**163,988**	**158,921**
Operating surplus on social housing lettings	**46,278**	**2,759**	**3,839**	**52,876**	**45,822**
Void losses	2,343	715	65	3,123	2,609

4. Accommodation Owned, Managed and in Development

Group	Group Owned	2026 Association Owned	No. of units Group Managed	Association Managed	Group Owned	2025 Association Owned	No. of units Group Managed	Association Managed
Social Housing								
General needs housing								
Social rent	20,927	4	1,216	–	20,849	4	1,241	–
Affordable rent	8,779	1	–	–	8,503	1	–	–
Market rent	81	–	–	–	81	–	–	–
Intermediate rent	500	–	–	–	419	–	–	–
Sheltered housing for older people	3,117	–	71	–	3,120	–	71	–
Supported housing	793	–	9	–	722	–	9	–
Low-cost home ownership	1,547	–	–	–	1,471	–	–	–
Leasehold where the Group owns the freehold	1,527	–	70	–	1,486	–	61	–
Total units social housing	**37,271**	**5**	**1,366**	**–**	**36,651**	**5**	**1,382**	**–**

The Association had five units in management (2025: five).
The Group owns 587 (2025: 585) properties which are managed by others.

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Group – In Development	**2026 No. of units**	**2025 No. of units**
Social Housing		
General needs housing		
Social rent	296	254
Affordable rent	313	618
Supported housing	15	70
Low-cost home ownership	159	198
Total units social housing	**783**	**1,140**

Group	**General Needs Social Rent**	**General Needs Affordable Rent**	**Inter-mediate Rent**	**Market Rent**	**Supported Housing**	**Low Cost Home Ownership**	**Sheltered Housing for Older People**	**Leasehold group owns freehold**	**Total**
Opening units	**20,849**	**8,503**	**419**	**81**	**722**	**1,471**	**3,120**	**1,486**	**36,651**
Adjustment to opening units	–	(1)	2	–	10	(3)	–	–	8
New units developed	171	295	82	–	49	97	–	–	694
Units sold	(83)	(17)	–	–	(3)	(18)	–	(1)	(122)
Lease expired	(2)	–	–	–	–	–	–	–	(2)
Other adjustments	(8)	(1)	(3)	–	15	–	(3)	42	42
Net change in units	**78**	**276**	**81**	**–**	**71**	**76**	**(3)**	**41**	**620**
Closing units	**20,927**	**8,779**	**500**	**81**	**793**	**1,547**	**3,117**	**1,527**	**37,271**

5. Profit on Disposal of Fixed Assets

Group	**2026 £'000**	**2025 £'000**
Proceeds of sales	12,008	7,009
Carrying value	(4,217)	(3,394)
Incidental costs	(171)	(147)
Total profit	**7,620**	**3,468**

6. Interest Receivable

Group	**2026 £'000**	**2025 £'000**
Bank interest receivable	992	1,745
Total	**992**	**1,745**

7. Interest and Financing Costs

Group	**2026 £'000**	**2025 £'000**
Loans and bank overdrafts	45,727	46,302
Amortisation of loan fees	(140)	(45)
Notional interest on Recycled Capital Grant Fund (Note 22)	61	41
Interest on pension deficit (Note 30)	266	347
Interest capitalised on housing properties under construction	(6,557)	(6,116)
Total	**39,357**	**40,529**

The Group's weighted average interest on borrowings of 4.93% (2025: 5.14%) was used for calculating capitalised finance costs.

8. Operating Surplus

Group	2026 £'000	2025 £'000
The operating surplus is stated after charging:		
Auditor's remuneration (excluding VAT):		
Audit of the Group financial statements	59	53
Audit of subsidiaries	80	72
Fees payable to the company's auditor & its associates for other services to the Group	9	9
Operating lease rentals:		
Land and buildings	128	78
Other	346	3,660
Depreciation:		
Depreciation of housing properties	26,994	24,993
Depreciation of other fixed assets	1,746	1,346

£59,424 (2025: £53,332) of auditor's remuneration charged to operating surplus relates to the Association.

During the period, the Group's auditors Menzies LLP provided audit services only. Taxation services are provided by another organisation.

9. Taxation

Group	2026 £'000	2025 £'000
Current tax		
Current tax on income for the year	–	–
Adjustments in respect of previous periods	–	–
Total current tax charge	**–**	**–**
Deferred tax		
Origination and reversal of timing differences	98	48
Adjustment in respect of previous years	–	–
Effect of tax rate change on opening balance	–	–
Total deferred tax credit	**98**	**48**
Total tax credit recognised in the Statement of Comprehensive Income	**98**	**48**

Reconciliation of effective tax rate	**2026**	**2025**
	£'000	**£'000**
Surplus for the year	28,482	17,530
Total tax expense	98	48
Surplus excluding taxation	**28,580**	**17,578**
Tax using the UK corporation tax rate of 25% (2025: 25%)	7,145	4,395
Effect of tax free income due to charitable activities	(6,893)	(4,191)
Amounts credited directly to other comprehensive income	–	–
Fixed asset differences	18	15
Other permanent differences	(171)	(182)
Deferred tax relating to other comprehensive income	–	–
Net expenses not deductible for tax purposes	(31)	–
Adjustments in respect of prior periods	–	–
Adjustments in respect of prior periods – deferred tax	–	–
Tax rate differences on deferred tax	–	–
Chargeable gains	31	–
Deferred tax not recognised	(1)	11
Total tax credit	**98**	**48**

On 1 April 2023, the main rate of UK corporation tax increased from 19% to 25%. This change will increase the Group's future current tax charge accordingly. The deferred tax assets at 31 March have been calculated based on the new rate.

Deferred tax assets and liabilities	**Assets**		**Liabilities**		**Net**	
	2026	**2025**	**2026**	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Capital gains	(53)	(22)	–	–	(53)	(22)
Unused tax losses	882	435	–	–	882	435
Other short term timing	216	488	–	–	216	488
Tax assets / (liabilities)	**1,045**	**901**	**–**	**–**	**1,045**	**901**

In addition to the deferred tax asset above, the Group has additional unrecognised gross tax losses of £171,637 (2025: £83,406) in respect of capital losses carried forward and short term timing differences.

10. Directors' Remuneration

Directors (key management personnel) are defined as members of the board, the group chief executive and any other person who is a member of the executive management team or its equivalent. The group chief executive was the highest paid director in the year.

Group	**2026**	**2025**
	£'000	**£'000**
		Restated
Executive directors' emoluments	1,405	1,392
Amounts paid to non-executive directors	252	256
Contributions made to pension schemes	96	122
Emoluments payable to the highest paid Executive (excluding pension contributions)	286	280

Jigsaw Homes Group Limited pays the board members who serve across the Jigsaw Homes Group Structure and makes appropriate recharges to the relevant subsidiary. The following table details payments made across the group structure.

Board members	**Total 2026**	**Total 2025**
Non-executive		
R Barker	28,892	28,325
A Todd	17,672	17,325
G Brown	17,672	17,325
A Jabbar	17,672	17,325
E Matley	17,672	13,887
K Jalli	10,659	10,450
J Tsui	10,659	5,225
T Ryan	8,836	17,325
M Harrison	8,836	–
M Kenyon	7,994	10,450
J Mutch	6,120	6,000
M Rudkin	6,120	6,000
C Green	6,120	6,000
S White	6,120	6,000
M McDermott	6,120	6,000
A Powell	6,120	6,000
D Jackson	6,120	6,000
C Beaumont	6,120	6,000
P Joyce	6,120	6,000
A Margai	6,120	6,000
S Walker	6,120	6,000
L Picart	6,120	6,000
C Elliott	6,120	6,000
N Ahmed	6,120	6,000
S Remi-Akinwale	6,120	4,500
A McClaren	6,120	1,500
D Dunwell	4,080	–
C Snow	2,550	–
M Lynch	722	6,000
B Groarke	–	8,663
R O’Connell	–	4,000
D Addy	–	4,000
S Akhtar	–	3,000
Y Cartey	–	2,000
L Garsden	–	500
Total	**251,836**	**255,800**

11. Employee Information

	Group		Association	
	2026	**2025**	**2026**	**2025**
The average number of persons employed during the year expressed in full time equivalents (35 hours per week) was:				
Management and administration	500	482	462	450
Development	23	32	23	32
Housing, support and care	855	833	640	605
Other	56	54	29	35
Total	**1,434**	**1,401**	**1,154**	**1,122**

	Group		Association	
	2026	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**
Staff costs				
Wages and salaries	53,966	51,865	44,459	42,358
Social security costs	6,817	5,168	5,643	4,281
Other pension costs	5,875	6,130	5,048	5,143
Total	**66,658**	**63,163**	**55,150**	**51,782**

	Group	
Aggregate number of full time equivalent staff whose remuneration (including pension contributions) exceeded £60,000 in the period:	**2026**	**2025 Restated**
£60,001 – £70,000	56	36
£70,001 – £80,000	25	32
£80,001 – £90,000	16	17
£90,001 – £100,000	12	6
£100,001 – £110,000	1	1
£110,001 – £120,000	4	2
£120,001 – £130,000	1	4
£130,001 – £140,000	1	1
£140,001 – £150,000	1	–
£190,001 – £200,000	1	1
£200,001 – £210,000	1	–
£210,001 – £220,000	1	3
£220,001 – £230,000	1	–
£240,001 – £250,000	–	1
£250,001 – £260,000	1	–
£300,001 – £310,000	1	1

12. Tangible Fixed Assets

Group **Housing properties**	**Social housing properties for letting completed £'000**	**Social housing properties for letting under construction £'000**	**Shared ownership properties completed £'000**	**Shared ownership properties under construction £'000**	**Total housing properties £'000**
Cost					
At start of the year	1,780,282	81,341	122,660	11,005	1,995,288
Additions	–	86,512	–	15,227	101,739
Capitalised administration costs	–	2,170	–	717	2,887
Interest capitalised	–	5,155	–	1,402	6,557
Component replacements	21,908	–	–	–	21,908
Components replaced cost	(4,402)	–	–	–	(4,402)
Schemes completed	114,056	(114,056)	16,326	(16,326)	–
Disposals cost	(3,695)	–	(4,901)	–	(8,596)
At end of the year cost	**1,908,149**	**61,122**	**134,085**	**12,025**	**2,115,381**
Depreciation and impairment					
At start of the year	233,063	–	7,555	–	240,618
Charge for the year	24,468	–	1,111	–	25,579
Components replaced	(2,987)	–	–	–	(2,987)
Disposals	(745)	–	(92)	–	(837)
At end of the year	**253,799**	**–**	**8,574**	**–**	**262,373**
Net book value:					
At 31 March 2026	**1,654,350**	**61,122**	**125,511**	**12,025**	**1,853,008**
At 31 March 2025	1,547,219	81,341	115,105	11,005	1,754,670

The Group applies component accounting, recognising separately those components with materially different useful economic lives. Useful economic lives are reviewed annually and revised where necessary to reflect asset performance and investment programmes.
All properties are held on either a freehold or long leasehold basis. There are 2,298 properties held on a long leasehold basis with an associated cost of £134m. 77% of the remaining lease periods are greater than 70 years.

The Group's weighted average interest on borrowings of 4.93% (2025: 5.14%) was used for calculating capitalised finance costs.

The Group considers its housing schemes to represent separate cash generating units (CGUs) when assessing for impairment in accordance with the requirements of FRS 102 and the Housing SORP. During the current year, the Group has carried out a review of impairment. This review involved an assessment of existing social housing properties to determine if there has been any indicator of impairment in the current financial year. This review is done at a scheme level, which is deemed to be an appropriate level of a cash generating unit of housing property assets.

Where any potential indicator as defined in FRS 102.27 *Impairment of Assets* is identified, a review of the affected scheme is undertaken to determine if an impairment is required.

Examples of key indicators for impairment include:

- Change in government policy, regulation or legislation which has a material detrimental impact.
- A change in demand for a property that is considered irreversible.
- Material reduction in the market value of properties intended to be sold.
- Obsolescence of a property or part of a property.

An assessment was carried out to identify impairment indicators linked to the fixed assets at year end. There were no indicators identified that required a full impairment review to be carried out using the depreciated replacement cost methodology. Therefore no impairment has been included in the Financial Statements.

Details of Social Housing Grant received during the year are provided in Note 21 on page 74.

Group	**2026 £'000**	**2025 £'000**
Works to existing properties in the year:		
Amounts capitalised	21,908	19,359
Amounts charged to expenditure	80,820	78,653
Total	**102,728**	**98,012**

Group – Other fixed assets	**Land and buildings £'000**	**Motor vehicles, plant & machinery £'000**	**Furniture and equipment £'000**	**Total other fixed assets £'000**
Cost				
At start of the year	20,695	921	25,243	46,859
Additions	–	234	1,508	1,742
Disposals	–	(27)	(1,163)	(1,190)
At end of the year	**20,695**	**1,136**	**25,580**	**47,411**
Depreciation and impairment				
At start of the year	7,857	341	20,944	29,142
Transfer	–	4	(4)	–
Charge for the year	480	169	1,097	1,746
Disposals	–	(27)	(1,163)	(1,190)
At end of the year	**8,337**	**487**	**20,874**	**29,698**
Net book value:				
At 31 March 2026	**12,358**	**649**	**4,706**	**17,713**
At 31 March 2025	12,838	580	4,299	17,717

Association – Other fixed assets	**Land and buildings £'000**	**Furniture and equipment £'000**	**Total £'000**
Cost			
At start of the year	3,166	13,367	16,533
Reclassification to investment properties	–	–	–
Additions	–	105	105
At end of the year	**3,166**	**13,472**	**16,638**
Depreciation and impairment			
At start of the year	751	13,284	14,035
Charge for the year	98	8	106
At end of the year	**849**	**13,292**	**14,141**
Net book value:			
At 31 March 2026	**2,317**	**180**	**2,497**
At 31 March 2025	2,415	83	2,498

13. Investment Properties

	Group		**Association**	
	2026 £'000	**2025 £'000**	**2026 £'000**	**2025 £'000**
At start of year	1,315	1,029	600	325
Reclassification from other fixed assets	–	188	–	188
Profit/(loss) from adjustment in value	114	98	125	87
At end of year	**1,429**	**1,315**	**725**	**600**

Fair value of the investment properties is based on a valuation on 31 March 2026 by independent valuer Bruton Knowles. The valuer holds a Royal Institution of Chartered Surveyors qualification and has recent experience in the location and class of investment property being valued. The valuation was made on an existing use value basis in accordance with the RICS Valuation - Professional Standards January 2014 Global & UK Edition (as amended April 2015). A formal valuation is carried out every three years.

14. Stock

	Group 2026 £'000	2025 £'000	Association 2026 £'000	2025 £'000
First tranche shared ownership properties				
Completed	2,596	969	–	–
Work in progress	5,382	12,557	–	–
Materials stock	740	820	694	769
Total	**8,718**	**14,346**	**694**	**769**

15. Trade and Other Debtors

	Group 2026 £'000	2025 £'000	Association 2026 £'000	2025 £'000
Rent arrears	9,216	9,946	–	–
Less: provision for bad debts	(5,247)	(5,989)	–	–
Sub-total	**3,969**	**3,957**	**–**	**–**
Trade debtors	2,758	3,036	162	128
Less: provision for bad debts	(956)	(1,316)	(7)	(122)
Sub-total	**1,802**	**1,720**	**155**	**6**
Prepayments and accrued income	8,918	6,359	2,027	1,410
Amounts owed by group undertakings	(0)	–	42	195
Other taxation and social security	8	69	0	40
Social housing grant receivable	814	5,084	–	–
Deferred tax	1,045	901	1,045	901
Other debtors	1,917	1,294	5	103
Sub-total	**12,702**	**13,707**	**3,274**	**2,655**
Debtors due after more than one year	–	–	–	–
Total	**18,473**	**19,384**	**3,274**	**2,655**

A number of tenants in arrears are in formal repayment agreements with the Group. An assessment of the net present value of those repayment agreements was carried out. The potential adjustment identified was insignificant and was less than the provision for bad debts against those tenancies. On this basis, no adjustment has been made in the financial statements in relation to the net present value of the repayment agreements.

The terms of the loans to group undertakings have been set to match the repayment terms to the bondholders. The loans are effectively secured through the security arrangements in place between the bondholders and Jigsaw Homes Group and as such there are sufficient net assets and liabilities in place to meet their obligations to the Group. Therefore the directors consider the credit risk to be low and no provision is required againsts the amounts due.

16. Investments

	Group 2026 £'000	2025 £'000	Association 2026 £'000	2025 £'000
Cash security	1,054	2,296	–	–
Liquidity reserve	2,257	872	–	–
Total	**3,311**	**3,168**	**–**	**–**

The monies held in liquidity reserves by counterparties as collateral for loans are held separately to cash at bank.

17. Cash and Cash Equivalents

	Group		Association	
	2026	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**
Cash at bank	28,412	32,363	5,654	8,052
Total	**28,412**	**32,363**	**5,654**	**8,052**

18. Creditors: Amounts Falling Due Within One Year

	Group		Association	
	2026	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**
Loans and overdrafts (Note 20)	16,655	7,590	–	–
Trade creditors	6,605	6,448	1,406	1,511
Amounts owed to group undertakings	–	–	5,925	5,991
Funds held on behalf of homeowners	2,347	2,070	–	–
Rents and service charges paid in advance	6,056	5,958	–	–
Corporation tax	–	–	–	–
Other taxation and social security payable	282	288	0	–
Accruals and deferred income	27,214	22,846	1,548	1,767
Deferred capital grant (Note 21)	4,008	3,856	–	–
Recycled capital grant fund (Note 22)	–	18	–	–
Other creditors	13,474	13,293	1,409	1,343
Total	**76,641**	**62,367**	**10,288**	**10,612**

19. Creditors: Amounts Falling Due After More Than One Year

	Group		Association	
	2026	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**
Social housing loans (Note 20)	900,246	868,274	–	–
Deferred capital grant (Note 21)	396,779	381,714	–	–
Recycled capital grant fund (Note 22)	2,038	1,200	–	–
Local authority loan	75	75	–	–
Total	**1,299,138**	**1,251,263**	**–**	**–**

20. Debt Analysis

Group	2026	2025
	£'000	£'000
Social housing loans		
Loans repayable by instalments:		
Within one year	8,832	7,546
In one year or more but less than two years	9,348	8,832
In two years or more but less than five years	36,587	38,462
In five years or more	265,669	273,144
Loans not repayable by instalments:		
Within one year	7,780	–
In one year or more but less than two years	7,449	–
In two years or more but less than five years	55,246	39,000
In five years or more	534,055	517,674
Less: loan issue costs	(7,141)	(7,914)
Loans premium/(discount):		
Amount due to be released within one year	44	44
Amount due to be released after more than one year	(968)	(924)
Total loans	**916,901**	**875,864**

Loans from external funders are secured by fixed charges on individual housing properties.
All loans are repayable with interest chargeable at varying rates from 10.9% to 2.1% during the year.

On 5 May 2022 Jigsaw Funding plc issued a £360 million (including £100 million retained) 30 year bond with an annual coupon of 3.375%. The bond was issued at a discount of 2.19% so that funds received were £254.3 million, which equated to a fixed rate of 3.45%. All of this funding has been on-lent to fellow group member and group treasury vehicle, Jigsaw Treasury Limited, via secured loans under a guarantee and security trust basis. The bond discount and the costs of issue are amortised over the term of the bond maturing in May 2052. The members of Jigsaw Homes Group are liable to Jigsaw Funding plc for both the bond coupon, any amortisation cost of any bond discount/premium and issue costs, under an agreement between both companies.

The interest rate profile of the Group at 31 March 2026 was	Total	Variable rate	Fixed rate	Weighted average rate	Weighted average term
	£'000	£'000	£'000	%	Years
Instalment loans	320,437	–	320,437	5.24	19.37
Non-instalment loans	604,529	141,462	463,067	4.41	16.00
Total loans	**924,966**	**141,462**	**783,504**	**4.70**	**17.17**

At 31 March 2026 the Group had the following borrowing facilities:	£'000
Undrawn facilities	321,370
Total	**321,370**

21. Deferred Capital Grant

Group	2026	2025
	£'000	£'000
At start of the year	385,570	363,364
Grant received in the year	19,188	25,543
Disposals	(1,261)	(741)
Released to income in the year	(4,031)	(3,726)
Additions from Recycled Capital Grant Fund (Note 22)	527	1,053
Additions from VRTB	794	–
Adjustment (Local authority loan)	–	77
At end of the year	**400,787**	**385,570**
Amount due to be released within one year	4,008	3,856
Amount due to be released after more than one year	396,779	381,714
Total	**400,787**	**385,570**

22. Recycled Capital Grant Fund

Group	**2026**	**2025**
	£'000	**£'000**
At the start of the year	1,218	1,153
Grants to recycle	1,285	1,075
Interest accrued	62	43
Recycling: grants recycled	(527)	(1,053)
At the end of the year	**2,038**	**1,218**
Amount three years or older where repayment may be required	–	–

23. Share Capital

Association	**2026**	**2025**
	£	**£**
At the start of the year	9	9
Issued/(disposed) during the year	–	–
At the end of the year	**9**	**9**

The par value of each ordinary share is £1. Each share has full voting rights and are not redeemable. The shares do not have a right to any dividend or distribution in a winding-up. All shares are fully paid.

24. Reserves

Revenue reserves records retained earnings and accumulated losses. Share capital represents the nominal values of shares that have been issued.

25. Capital Commitments

Group	**2026**	**2025**
	£'000	**£'000**
Capital expenditure contracted for but not provided for in the Financial Statements	91,672	115,423
Capital expenditure authorised by the Board but not yet been contracted for	36,303	28,184
Total	**127,975**	**143,607**
The Group expects these commitments to be financed with:		
Social housing grant	18,151	18,526
Proceeds from the sales of properties	16,236	17,059
Committed loan facilities and surpluses generated from operating activities	93,587	108,022
Total	**127,974**	**143,607**

The above figures include the full cost of shared ownership properties contracted for.

26. Operating Leases

Operating lease payment obligations are as follows:	**Group**		**Association**	
	2026	**2025**	**2026**	**2025**
	£'000	**£'000**	**£'000**	**£'000**
Land and buildings:				
Within one year	90	130	–	–
In one year or more but less than five years	281	309	–	–
In five years or more	35	80	–	–
Others:				
Within one year	2,515	1,814	2,515	1,814
In one year or more but less than five years	3,538	1,376	3,538	1,376
Total	**6,459**	**3,709**	**6,053**	**3,190**

Lease agreements do not include contingent rent or restrictions. Leases for land & buildings include renewal periods after five years throughout the lease.

27. Grant and Financial Assistance

Group	**2026**	**2025**
	£'000	**£'000**
The total accumulated government grant and financial assistance received or receivable at 31 March:		
Held as deferred capital grant (Note 21)	400,787	385,570
Recognised as income in Statement of Comprehensive Income	123,091	117,388
Total	**523,878**	**502,958**

28. Related Parties

Association	Income	Debtors/ (Creditors)
	£'000	£'000
Jigsaw Funding PLC	–	(50)
Jigsaw Homes Midlands	3,544	(59)
Jigsaw Homes North	42,321	(816)
Jigsaw Homes Tameside	36,267	(5,001)
Jigsaw Support	139	42

The Jigsaw Group Structure is shown in Note 1.

Jigsaw Homes Group Limited provides core administration, finance, development, management and maintenance services for each of the Group's subsidiaries. All transactions are recharged from the Group under a management agreement at an agreed return on cost.

29. Financial Instruments

	Group		Association	
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Financial Assets				
• Trade receivables	5,771	5,677	155	6
• Other receivables	12,703	13,707	3,119	2,649
• Short term investments	3,311	3,168	–	–
• Cash and cash equivalents	28,412	32,363	5,654	8,052
Total Financial Assets	**50,197**	**54,915**	**8,928**	**10,707**
Financial Liabilities				
Financial Liabilities measured at amortised cost				
• Loans payable	916,902	875,863	–	–
Financial Liabilities measured at historical cost		–		
• Trade creditors	6,605	6,448	1,406	1,511
• Other creditors	452,273	431,317	8,883	9,102
Total Financial Liabilities	**1,375,781**	**1,313,628**	**10,289**	**10,613**

Of the total £360 million bond issuance in May 2022, £260 million has been drawn and £100 million remains as retained bonds. The initial £260 million is secured by fixed charges over 3,046 of the Group's rented properties, valued for security purposes at c. £307 million as at 31 March 2026. The carrying value of those assets within the Group's financial statements is £275 million.

No collateral has been called in the period to 31 March 2026.

Costs incurred by Jigsaw Funding plc in the period to 31 March 2026 amounting to c. £9 million and which relate to providing funding services to the Group are recharged to Jigsaw Treasury Limited, which are further recharged to the eventual group member recipient of the funds.

The market value of the 30-year £360 million 3.375% instrument (repayable in May 2052) as at 31 March 2026 was £227 million. This value reflects the quoted price on the reporting date.

The risks in relation to this faced by the Group have been disclosed in the Strategic Report.

30. Pensions

Defined Benefit Pension Obligations

The Group participates in four pension schemes: the Social Housing Pension Scheme (SHPS), the Greater Manchester Pension Fund (GMPF), the Nottinghamshire Local Government Pension Scheme (NLGPS), and the Lancashire County Pension Fund (LCPF). All four schemes are multi-employer defined benefit schemes. The schemes are funded and are contracted out of the state scheme.

Social Housing Pension Scheme (SHPS)

The Group participates in the SHPS multi-employer pension defined benefit scheme.

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.

There is an actuarial valuation of the SHPS every three years. The main purpose of the valuation is to determine the financial position of the SHPS in order to determine the level of future contributions required so that the SHPS can meet its pension obligations as they fall due.

The last formal valuation of the SHPS pension scheme was performed at 30 September 2023 by a professionally qualified actuary using the Projected Unit Method. 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.

During the year to 31 March 2026 Group paid contributions at the rate of 8% (2025: 19.2%). Employee contributions varied between 3% and 8%.

Greater Manchester Pension Fund (GMPF)

The Group participates in the Greater Manchester Pension Fund (GMPF). GMPF is a multi-employer defined benefit scheme under the regulations governing the Local Government Pension Scheme. This scheme is funded and is contracted out of the state scheme.

There is an actuarial valuation of the GMPF every 3 years. The main purpose of the valuation is to determine the financial position of the GMPF in order to determine the level of future contributions required so that the GMPF can meet its pension obligations as they fall due.

The last formal valuation of the GMPF was performed at 31 March 2025 by a professionally qualified actuary using the Projected Unit Method. This valuation revealed a surplus of £64.6m.

During the year to 31 March 2026, the Group's organisations who are members of the GMPF paid contributions of 17.2% (2025: 17.2%) and 19.8% (2025: 19.8%) dependent on contractual arrangements. Employee contributions varied between 5.5% and 12.5%.

Lancashire County Pension Fund (LCPF)

Jigsaw Homes North (JHN) participates in the Lancashire County Pension Fund (LCPF). The LCPF is a multi-employer defined benefit scheme under the regulations governing the Local Government Pension Scheme. This scheme is funded and is contracted out of the state scheme.

There is an actuarial valuation of the LCPF every three years. The main purpose of the valuation is to determine the financial position of the LCPF in order to determine the level of future contributions required so that the LCPF can meet its pension obligations as they fall due.

The last formal valuation of the LCPF was performed at 31 March 2025 by a professionally qualified actuary using the Projected Unit Method. This valuation revealed a surplus of £7m.

During the year to 31 March 2026 JHN paid contributions at the rate of 22.3% (2025: 22.3%) . Employee contributions varied between 5.5% and 12.5%.

Nottinghamshire Local Government Pension Scheme (NLGPS)

Jigsaw Homes Midlands participates in the Nottinghamshire Local Government Pension Scheme (NLGPS). The NLGPS is a multi-employer defined benefit scheme under the regulations governing the Local Government Pension Scheme. This scheme is funded and is contracted out of the state scheme.

There is an actuarial valuation of the NLGPS every three years. The main purpose of the valuation is to determine the financial position of the NLGPS in order to determine the level of future contributions required so that the NLGPS can meet its pension obligations as they fall due.

The last formal valuation of the NLGPS pension scheme was performed at 31 March 2025 by a professionally qualified actuary using the Projected Unit Method. This valuation revealed a deficit of £109m.

Although under FRS 102 accounting, Jigsaw Homes Midlands has a notional pension deficit for accounting purposes, it does not have an actuarial deficit and therefore Jigsaw Homes Midlands does not make secondary contributions to the scheme. The pension scheme does not require a Recovery Plan.

During the year to 31 March 2026 Jigsaw Homes Midlands paid contributions at the rate of 10% (2025: 10%). Employee contributions varied between 6% and 12.5%.

Summary	**2026** **£'000** **Group**	**2025** **£'000** **Group**
Defined benefit pension (liability)/asset:		
Social Housing Pension Scheme	(3,370)	(5,495)
Greater Manchester Pension Fund	–	–
Lancashire County Pension Fund	–	–
Nottinghamshire Local Government Pension Scheme	–	–
	(3,370)	**(5,495)**
Amounts recognised in operating costs:		
Social Housing Pension Scheme	592	563
Greater Manchester Pension Fund	1,550	2,631
Lancashire County Pension Fund	74	99
Nottinghamshire Local Government Pension Scheme	295	417
	2,511	**3,710**
Net amounts recognised in finance costs:		
Social Housing Pension Scheme	266	347
Greater Manchester Pension Fund	–	–
Lancashire County Pension Fund	(3)	(4)
Nottinghamshire Local Government Pension Scheme	(6)	(6)
	257	**337**
Actuarial gains/(losses) recognised in other comprehensive income:		
Social Housing Pension Scheme	424	554
Greater Manchester Pension Fund	(1,119)	(52)
Lancashire County Pension Fund	(27)	(14)
Nottinghamshire Local Government Pension Scheme	75	178
	(647)	**666**

Financial Assumptions and Particulars of Amounts Recognised in the Financial Statements

The major assumptions used by the actuary in assessing scheme liabilities as at 31 March 2026 together with the analysis of amounts recognised in the financial statements are as follows:

Statement of Financial Position Items

	SHPS (Group) £'000	SHPS (Assoc.) £'000	GMPF (Group) £'000	GMPF (Assoc.) £'000	LCPF (Group) £'000	NLGPS (Group) £'000	Total (Group) £'000	Total (Assoc.) £'000
2026 by scheme								
Present value of funded benefit obligations	40,515	17,239	160,602	158,317	12,837	10,950	224,904	175,556
Fair value of plan assets	(37,145)	(15,980)	(258,741)	(255,663)	(20,529)	(19,254)	(335,669)	(271,643)
Pension surplus deemed not recoverable	–	–	98,139	97,346	7,692	8,304	114,135	97,346
Deficit/(Surplus)	**3,370**	**1,259**	**–**	**–**	**–**	**–**	**3,370**	**1,259**
2025 by scheme								
Present value of funded benefit obligations	41,323	17,522	147,972	145,840	12,744	10,893	212,932	163,362
Fair value of plan assets	(35,828)	(15,358)	(238,911)	(235,981)	(20,705)	(17,413)	(312,857)	(251,339)
Pension surplus deemed not recoverable	–	–	90,939	90,141	7,961	6,520	105,420	90,141
Deficit/(Surplus)	**5,495**	**2,164**	**–**	**–**	**–**	**–**	**5,495**	**2,164**

Components of Pension Cost

	SHPS (Group) £'000	SHPS (Assoc.) £'000	GMPF (Group) £'000	GMPF (Assoc.) £'000	LCPF (Group) £'000	NLGPS (Group) £'000	Total (Group) £'000	Total (Assoc.) £'000
2026 by scheme								
Service cost	538	352	1,550	1,524	71	285	2,444	1,876
Net interest cost	266	103	–	–	(3)	(6)	257	103
Administrative expenses	54	26	–	–	3	10	67	26
Total pension cost recognised in Statement of Comprehensive Income	**858**	**481**	**1,550**	**1,524**	**71**	**289**	**2,768**	**2,005**
2025 by scheme								
Service cost	520	327	2,631	2,597	96	409	3,656	2,924
Net interest cost	347	147	–	–	(4)	(6)	337	147
Administrative expenses	43	19	–	–	3	8	54	19
Total pension cost recognised in Statement of Comprehensive Income	**910**	**493**	**2,631**	**2,597**	**95**	**411**	**4,047**	**3,090**

Statement of Comprehensive Income

	SHPS (Group) £'000	SHPS (Assoc.) £'000	GMPF (Group) £'000	GMPF (Assoc.) £'000	LCPF (Group) £'000	NLGPS (Group) £'000	Total (Group) £'000	Total (Assoc.) £'000
2026 by scheme								
Experience on plan assets (excl amounts in net interest cost – (loss)	(1,488)	(901)	11,341	11,202	(720)	1,078	10,211	10,301
Other actuarial gains/(losses) on assets	–	–	(2,406)	(2,406)	–	13	(2,393)	(2,406)
Experience gains and losses on the plan liabilities – gain/(loss)	1,440	768	(10,160)	(9,967)	59	147	(8,514)	(9,199)
Re-measurements – demographic assumptions	(332)	(129)	(811)	(787)	5	(302)	(1,440)	(916)
Re-measurements – financial assumptions	804	408	2,847	2,825	(102)	542	4,091	3,233
Effect of the asset ceiling	–	–	(1,930)	(1,981)	731	(1,403)	(2,602)	(1,981)
Pension surplus deemed not recoverable								
Total – gain/(loss)	**424**	**146**	**(1,119)**	**(1,114)**	**(27)**	**75**	**(647)**	**(968)**

Change in Benefit Obligations

	SHPS (Group) £'000	SHPS (Assoc.) £'000	GMPF (Group) £'000	GMPF (Assoc.) £'000	LCPF (Group) £'000	NLGPS (Group) £'000	Total (Group) £'000	Total (Assoc.) £'000
2026 by scheme								
Benefit obligation at 1 April	41,323	17,522	147,972	145,840	12,744	10,893	212,932	163,362
Current service cost	538	352	1,550	1,524	71	285	2,444	1,876
Expenses	54	26	–	–	–	–	54	26
Interest on pension liabilities	2,394	1,032	8,472	8,350	717	624	12,207	9,382
Member contributions	–	–	880	869	34	136	1,050	869
Past service costs including curtailments	–	–	–	–	–	–	–	–
Experience on plan liabilities (gain)/loss	(1,440)	(768)	9,945	9,967	102	(147)	8,460	9,199
Re-measurements (liabilities)					–	–		
(Gain) on demographic assumptions	332	129	811	787	(59)	302	1,386	916
(Gain) on financial assumptions	(804)	(408)	(2,733)	(2,825)	(5)	(542)	(4,084)	(3,233)
Benefits/transfers paid	(1,882)	(646)	(6,295)	(6,195)	(767)	(601)	(9,545)	(6,841)
As at 31 March	**40,515**	**17,239**	**160,602**	**158,317**	**12,837**	**10,950**	**224,904**	**175,556**
2025 by scheme								
Benefit obligation at 1 April	44,431	18,911	171,731	169,295	14,487	12,297	242,946	188,206
Current service cost	520	327	2,271	2,237	96	409	3,296	2,564
Expenses	43	19	–	–	–	–	43	19
Interest on pension liabilities	2,159	927	8,264	8,147	693	602	11,718	9,074
Member contributions	–	–	892	881	37	148	1,077	881
Past service costs including curtailments	–	–	360	360	–	–	360	360
Experience on plan liabilities loss	2,238	1,070	(1,516)	(1,499)	(17)	6	711	(429)
Re-measurements (liabilities)								
(Gain) on demographic assumptions	–	–	(296)	(292)	(43)	(29)	(368)	(292)
(Gain) on financial assumptions	(6,508)	(3,215)	(27,766)	(27,405)	(1,817)	(2,137)	(38,228)	(30,620)
Benefits/transfers paid	(1,560)	(517)	(5,968)	(5,884)	(692)	(403)	(8,623)	(6,401)
As at 31 March	**41,323**	**17,522**	**147,972**	**145,840**	**12,744**	**10,893**	**212,932**	**163,362**

Change in Plan Assets

	SHPS (Group) £'000	SHPS (Assoc.) £'000	GMPF (Group) £'000	GMPF (Assoc.) £'000	LCPF (Group) £'000	NLGPS (Group) £'000	Total (Group) £'000	Total (Assoc.) £'000
2026 by scheme								
Fair value of plan assets at 1 April	35,828	15,358	238,911	235,981	20,705	17,413	312,857	251,339
Interest on plan assets	2,128	929	13,777	13,609	1,182	1,011	18,098	14,538
Return on assets less interest	(1,488)	(901)	11,240	11,202	(720)	1,078	10,110	10,301
Other actuarial gains/(losses)	–	–	(2,406)	(2,406)	–	13	(2,393)	(2,406)
Administration expenses	–	–	–	–	(3)	(10)	(13)	–
Employer contributions	2,559	1,240	2,634	2,603	98	214	5,505	3,843
Member contributions	–		880	869	34	136	1,050	869
Benefits/transfers paid	(1,882)	(646)	(6,295)	(6,195)	(767)	(601)	(9,545)	(6,841)
Fair value of plan assets at 31 March	**37,145**	**15,980**	**258,741**	**255,663**	**20,529**	**19,254**	**335,669**	**271,643**

Asset Allocation

	2026 £'000	2025 £'000
Equities	21 to 163,624	20 to 148,668
Government bonds	1,596 to 1,596	0 to 1,446
Other bonds	492 to 40,906	0 to 42,478
Property	287 to 25,566	248 to 21,238
Cash/liquidity	205 to 25,566	293 to 23,598
Other	155 to 20,016	33 to 20,105
Infrastructure	1 to 1,306	3 to 1,276
Insurance linked securities	24 to 31	47 to 63
Liability driven investment	4,872 to 6,453	4,651 to 6,200
Long lease property	0 to 0	4 to 6
Private debt	34 to 659	14 to 606
Secured income	485 to 642	256 to 342
Inflation linked pooled funds	1,280 to 1,280	0 to 1,205
Real Assets	0 to 0	1,839 to 2,451
Private Credit	0 to 0	1,880 to 2,505
Credit	1,505 to 1,993	587 to 783
Investment Grade Credit	1,929 to 2,555	473 to 630
Currency Hedging	636 to 843	25 to 33

Financial Assumptions

	2026 %	2025 %
Rate of CPI inflation	2.85 to 3.04	2.6 to 2.85
Pension increase rate	2.85 to 3.26	2.7 to 2.85
Salary Increase rate	2.85 to 4.5	2.85 to 4.1
Discount rate	6.1 to 6.25	5.8 to 5.94

Mortality Assumptions

	Males	Females
Current Pensioners	19.1 to 21.2	23.1 to 24.2
Future retiring in 20 years	20.4 to 22.8	24.3 to 25.9

Defined Contribution Pension Obligations

The Group participates in defined contribution schemes where the amount charged to the statement of comprehensive income represents the contributions payable to the scheme in respect of the accounting period.

31. Analysis of Changes in Net Debt

Group	At 1 April 2025	Cash flows	New finance leases	Other non-cash changes	At 31 March 2026
	£'000	£'000	£'000	£'000	£'000
Cash at bank and in hand	32,363	(3,950)	–	–	28,412
Investments	3,168	143	–	–	3,311
Obligations under finance leases	(3,709)	(474)	(2,276)	–	(6,459)
Bank loans	(875,864)	(40,170)	–	(867)	(916,901)
Net debt	**(844,042)**	**(44,451)**	**(2,276)**	**(867)**	**(891,637)**

Creating homes. Building lives.

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