

Our Purpose Impact Report

Year ending 31 December 2023



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Welcome

CEO Richard Fearon on why our purpose is more important than ever

Nearly 150 years ago Leeds Building Society was set up with the simple aim of helping people buy a home in Leeds. Today we're still helping people buy homes, not just in Leeds but throughout the UK.

But we've gone even further. Our purpose, 'putting home ownership within reach of more people – generation after generation', isn't just about getting people on the ladder today. It's also about pushing for the creation of a sustainable, fairer housing market - tomorrow and beyond.

We can't do it alone, which is why we want to create a national mission to build more homes of all types, increase routes to affordable home ownership and help people to save for a deposit.

A lack of supply and soaring asking prices, which require eye-watering deposits¹, have led to the home ownership crisis we find ourselves in. We commissioned independent research last year, which forecast that more than **426,000 people** would be priced out of the housing market over the next five years.² That works out as **233 people every day** unable to put down roots or feel settled in a community.

We've achieved a lot in 2023 in support of our purpose. Innovative new collaborations have directly made a difference to first time buyers and we've donated to good causes working with some of the groups furthest away from home ownership. Plus, we've also worked to discover what some of the eco-friendly homes of the future will look like.

I was incredibly proud when we won the Leading with Purpose award at the 2023 Business Culture Awards. This shows that the judges recognised how we're making business decisions based on how much

they help to transform people's lives. And it demonstrates our purpose isn't something we pay lip service to, it's something we passionately believe in.

Before I share how we're progressing to be a truly purpose-led business, I'd like to thank our members for choosing us, and my colleagues for all their hard work and dedication.

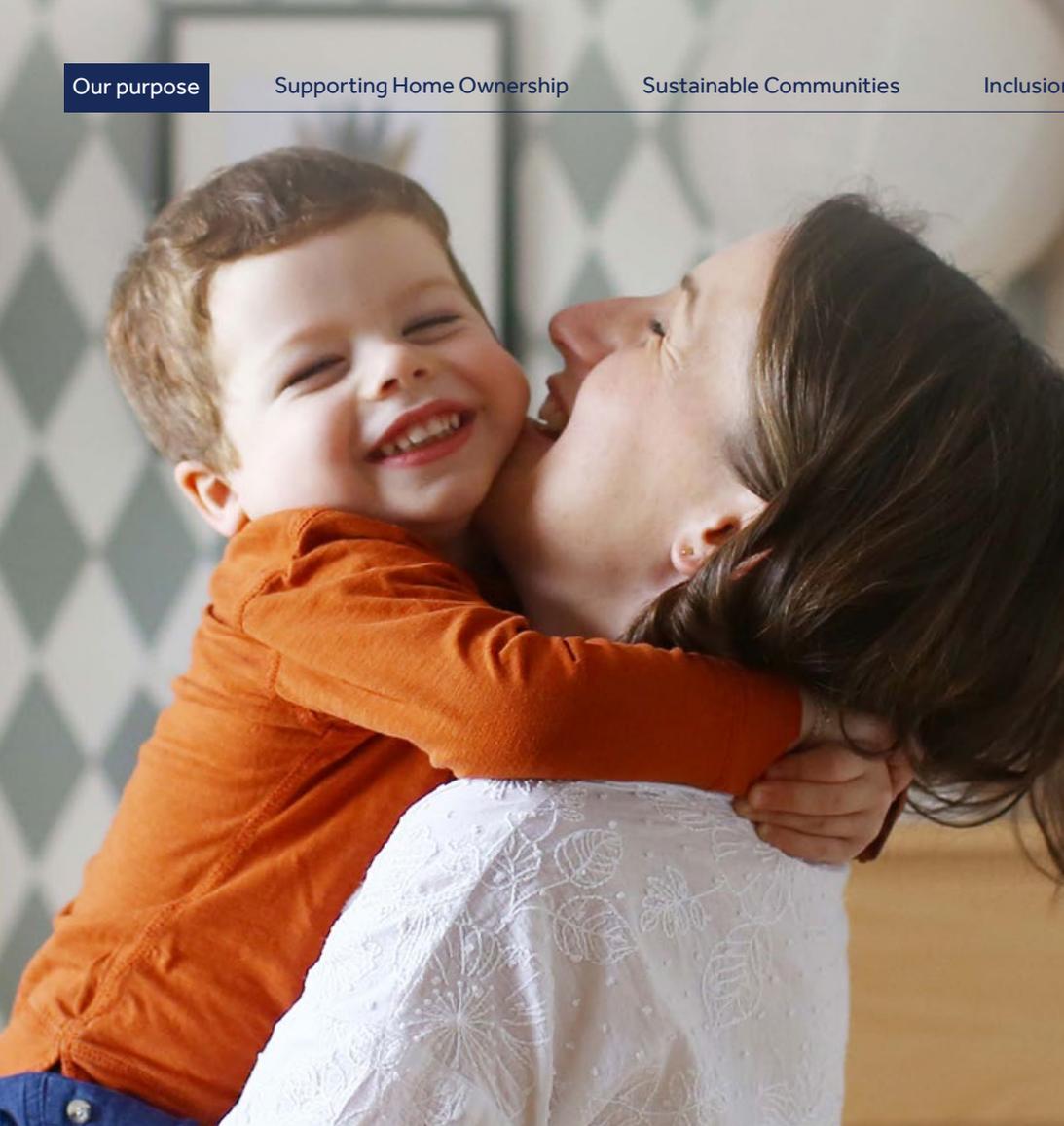


Our purpose isn't something we pay lip service to, it's something we passionately believe in.



1. Source: Regulated Mortgage Survey (RMS), UK Finance, June 2023

2. Source: Independent assessments of future housing transactions commissioned by Leeds Building Society, September 2023.



Our purpose

Putting home ownership within reach of more people – **generation after generation.**

In the current housing market, **it's never been harder for people who want to buy a home.**¹ And it's tough for many people who are already on the ladder, too. But everything we do is focused on our purpose – and we believe it's more important than ever as we serve our members.

Whether it's finding new ways of helping aspiring home owners, supporting members struggling with their mortgage or by investing in communities in need, we're having a positive impact. **This report shows exactly how we're doing that.**

Our drive to support home ownership is underpinned by four other priority areas²

These areas are informed by extensive research carried out in 2021 with our members, our board, senior leadership team, colleagues and partners to understand what matters most to everyone involved with the Society:



Sustainable Communities
Helping people in need of a safe and secure home



Trust and Transparency
Being a business members and colleagues can rely on



Inclusion and Diversity
Building a Society for everyone



Climate and Environment
Helping to achieve long-term net zero targets

Business Culture Awards 2023
Winner
Leading with Purpose



Winner: Leading with Purpose award – Business Culture Awards 2023

"A truly inspiring example of a purpose leading an organisation and achieving results."

1. Leeds Building Society calculations using ONS and Bank of England house prices and earnings data. October 2023.
2. For the purpose of reporting with reference to the Global Reporting Initiative Standards on sustainability, we have taken into account this materiality assessment, as well as the nature of our business, in order to determine those topics which are most important and relevant to our stakeholders and our business – see GRI Index on page 46 for more information and for our sustainability reporting.

We set targets in 2021 to monitor our progress. These are kept under review to ensure they support the delivery of our purpose ambitions. For example, we've set new stretching Inclusion and Diversity targets in line with industry best practice, which replace previous targets. We've also introduced a new Scope 3 target and ambition, in addition to our existing climate targets.

 Supporting Home Ownership	 Sustainable Communities	 Inclusion and Diversity	 Climate and Environment	 Trust and Transparency
<p>Help 65,000 first time buyers into a home of their own by 2025.</p> <p>Progress: Ahead</p> <p>2023 target: 41,000 first time buyers supported by the end of 2023 2023 actual: 55,700 first time buyers supported by the end of 2023</p> <p>Improve mortgage broker satisfaction scores by 20% by 2025.¹</p> <p>Progress: Achieved</p> <p>2023 target: +60 Broker NPS² 2023 actual: +62 Broker NPS²</p> <p>Maintain an average savings rate premium of at least 0.25% compared to market average.³</p> <p>Progress: Achieved</p> <p>2023 target: >0.25% 2023 actual: 0.59%</p>	<p>Provide £3m to charities and communities through grants, donations and sponsorship by 2025.</p> <p>Progress: Ahead</p> <p>2023 target: £2.1m by end of 2023 2023 actual: £2.5m by end of 2023</p> <p>Maintain our share of UK high street branches at higher than 0.50%.⁴</p> <p>Progress: Achieved</p> <p>2023 target: >0.50% 2023 actual: 0.65% (as at March 2023)</p>	<p>Achieve 45% female representation in leadership roles by 2030.</p> <p>Progress: On track</p> <p>2023 target: 39% 2023 actual: 39%</p> <p>Achieve 10% ethnic minority representation in leadership roles by 2030.</p> <p>Progress: Ahead</p> <p>2023 target: 7.5% 2023 actual: 8.5%</p> <p>Our Inclusion and Diversity colleague sentiment score is in top 25% of Financial Services by 2030.</p> <p>Progress: On track</p> <p>Target: Top 25% by 2030 2023 actual: 8.7 (on the cusp of top 25%)</p>	<p>Reduce absolute Scope 1 and 2 market-based emissions by 90% by 2030.⁵</p> <p>Progress: Behind</p> <p>2023 target: 20% reduction 2023 actual: 29% increase</p> <p>Reduce absolute Scope 1 and 2 location-based emissions by 60% by 2030.⁵</p> <p>Progress: Ahead</p> <p>2023 target: 13% reduction 2023 actual: 39% reduction</p> <p>Maintain carbon neutrality for Scope 1 and 2 market-based emissions and selected Scope 3 emissions, on the pathway towards net zero.⁶</p> <p>Progress: Achieved⁷</p> <p>2023 target: 0 tCO₂e 2023 actual: 0 tCO₂e</p> <p>Reduce absolute Scope 3 emissions (categories 1-14) by 25% by 2030.⁵</p> <p>Progress: Behind</p> <p>2022 target: -2.8% (latest data available) 2022 actual: -2.7% (latest data available)</p> <p>Ambition to reduce the intensity of our Scope 3 financed emissions (category 15) from our residential mortgage book by 45% by 2030.⁵</p> <p>Progress: Behind</p> <p>2022 target: -5.0% (latest data available) 2022 actual: -0.1% (latest data available)</p>	<p>Maintain strong colleague engagement score which places us in line with the UK financial services sector benchmark.⁸</p> <p>Progress: Achieved</p> <p>2023 target: Top 25% 2023 actual: 8.3 (placing us in top 25%)</p> <p>Maintain high member satisfaction scores of over 90%.¹</p> <p>Progress: Achieved</p> <p>2023 target: >90% 2023 actual: 94%</p> <p>Key</p> <p>Ahead Where the cumulative performance to date is >5% above the target on a pro-rata basis (where appropriate).</p> <p>On track Where the cumulative performance to date is between 100%-105% versus the pro-rata target.</p> <p>Behind Where the cumulative or in year performance is below the associated target.</p> <p>Achieved Where the reported performance for the year is in line with or above the in year target.</p>

1. Broker satisfaction is captured by independent research of 900 interviews between January and December 2023 (75 per month). Overall customer satisfaction is captured from a survey of 3,612 members from January 2023 to December 2023.
 2. The Net Promoter Score[®] (NPS) is a measure of satisfaction and loyalty to the Group based on survey responses. It measures the proportion of promoters (positive responses) less the proportion of detractors (negative responses). We use the NPS methodology to measure satisfaction among the brokers we work with.
 3. CACI's CSDB, Stock, January 2023 to December 2023, latest data available. CACI is an independent company that provides financial benchmarking data of the retail cash savings market.
 4. Based on bank and building society UK business count data, Office for National Statistics, March 2023.

5. Our carbon emission reduction targets begin from a 2021 base year. For more explanation of the definition of our climate targets please see pages 34 and 35.
 6. In accordance with Climate Impact Partner's CarbonNeutral Protocol, this includes emissions from our business travel, fuel and energy related activities, waste generated in operations, and home working.
 7. Subject to independent verification which will be completed during 2024. Any additional carbon offset credits that need to be purchased as a result of verification / final emissions calculations will be bought during 2024.
 8. Our Employee Engagement Survey provider (Peakon) enables us to measure colleague sentiment and benchmark this against other financial services organisations in the UK.

Supporting Home Ownership

Making home ownership a right, **not a privilege**



We're in the middle of a home ownership crisis. And the numbers speak for themselves. Home ownership is at its least affordable for **150 years**.[^]

£280,000

is the **average price** of a first time buyer's home in the UK.*



£68,700

was the **average deposit** needed to buy a home in 2022,* which is...

115%

of the **average first time buyer's annual earnings**.*

[^] Source: Office for National Statistics (ONS), released 22 March 2023, ONS website, statistical bulletin, Housing affordability in England and Wales: 2022
* Source: WPI Strategy calculations using RMS data, September 2023

Greetings from **LOSTHAVEN**



Losthaven is a fictional city we created to highlight the upcoming generation of 'lost' first time buyers.

Our research predicts that by 2027, **426,000 would-be first time buyers will be priced out of getting onto the housing ladder**¹ due to current market conditions. This will be the population of Losthaven, making it even larger than Coventry.²

1. Source: Independent assessments of future housing transactions commissioned by Leeds Building Society, September 2023
2. [Coventry Joint Strategic Needs Assessment 2023](#)

Going further to help first time buyers

Half of our new lending went to new home owners, allowing us to support **17,700 first time buyers in 2023**.

This is a time when the housing market is more uncertain than it has been in years. Making a difference to people's chances of buying a home needs a different approach. Through a series of innovative collaborations and product developments, we've supported people who want to get on the ladder, those taking their first steps and people who may be thinking of their next move.

Lesa's forever home

"Moving into my new home in December 2022 was a dream come true. With only one income, I opted for a shared ownership mortgage so I could afford to move to a nice, safe area with my kids. Leeds Building Society guided me through the process with great communication, alleviating any anxieties. Being handed the keys symbolised a fresh start, filled with hope and happiness. I want to eventually increase my ownership by staircasing - I see this house as our forever home."

“

Being handed the keys symbolised a **fresh start**, filled with **hope** and **happiness**.

”

Lesa, Leeds Building Society mortgage member

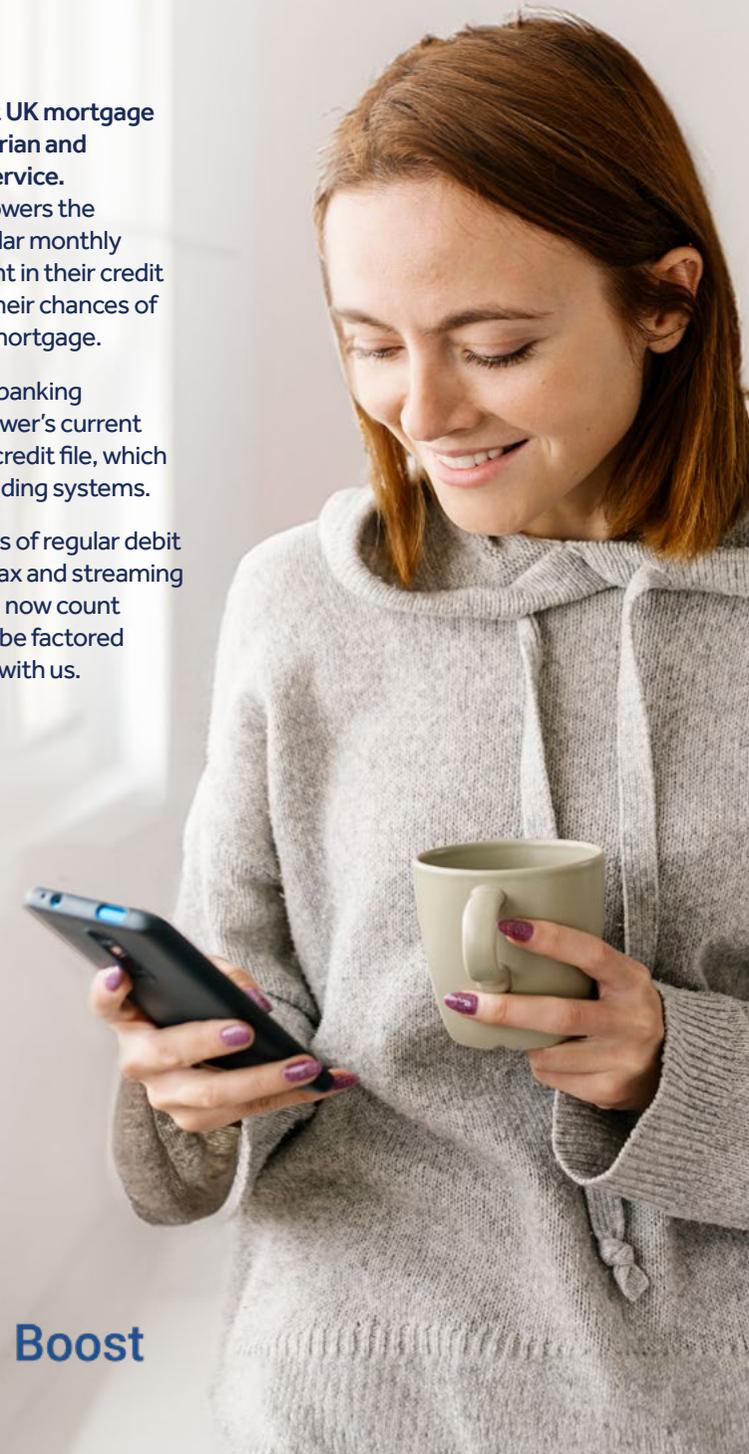
Experian Boost

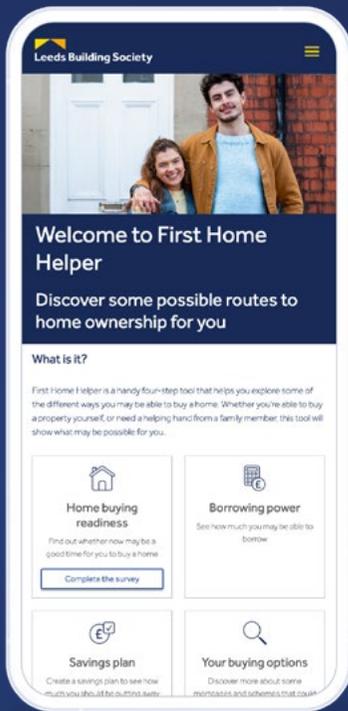
In 2023 we became the **first UK mortgage provider to work with Experian and connect to its free Boost service**.

Boost gives would-be borrowers the chance to have certain regular monthly payments taken into account in their credit score. This could increase their chances of successfully applying for a mortgage.

The free service uses open banking technology to link the borrower's current account payments to their credit file, which is then connected to our lending systems.

It means the past 12 months of regular debit payments, such as council tax and streaming service subscriptions, could now count towards their credit file and be factored into mortgage applications with us.





First Home Helper online tool

In collaboration with technology company Life Moments, we created an online tool that provides impartial guidance on the possible paths to home ownership for prospective first time buyers.

The First Home Helper tool asks users several questions about their financial situation. It helps them to understand how much they could save and borrow, and provides information about the different mortgages and schemes available.

Innovative new products to help people buy a home

Shared Ownership Saver

We're one of the leading providers of shared ownership mortgages, allowing people to buy part of their home and rent the rest. Shared ownership lets people get on the housing ladder faster, as the deposit needed is smaller than for a standard purchase.

Plus, it gives buyers the chance to gradually build their equity and buy a bigger share of their home – a process known as staircasing.

We recently launched the UK's first savings account specifically designed to help shared ownership mortgage holders to increase their share of the home they own.

The Shared Ownership Saver is exclusively for our members with shared ownership mortgages. Savers can choose to use the savings pot to gradually increase the ownership percentage on their homes through staircasing.

Home Deposit Saver

Home Deposit Saver is a regular savings account that, on top of paying a variable rate of interest, could offer a £500 bonus (full terms and conditions apply) for savers after they receive their mortgage offer from us.

Building up a deposit can be the biggest obstacle for many first time buyers, but this is a way we can reward and motivate aspiring home owners.

The account is also available to those moving up the ladder as well as those getting on it.

Reach Mortgages

Reach Mortgages are a new range of residential mortgages that help put home ownership in reach of people who may otherwise face barriers to buying a home.

The range means brokers can give mortgage options to customers whose credit score means they aren't eligible for a standard product.

It's another way we're putting the words of our purpose into meaningful action for potential home owners.

“

First Home Helper is a very good system. It explains things very clearly without the jargon.

It's very easy to use, I'm a fan.

It's definitely helpful.

”

First Home Helper user, June 2023

Understanding barriers to home ownership

But we didn't just come up with new ideas and products to help first time buyers. To understand the barriers they face, we commissioned research that showed the scale of the home ownership crisis in the UK.

Our first time buyer research

We published a detailed assessment of the housing market and the expected drop in first time buyers in the coming years. In collaboration with WPI Strategy, we analysed first time buyer affordability between 1982 and 2022, and how the challenges of buying a first home have changed within the UK housing market.

We used economic data, including Office for Budget Responsibility and Treasury forecasts, to model what the next five years could hold, with 426,000 fewer buyers coming into the market. It's clear long-term solutions are needed.

The report, called "A Place to Call Home", shows that house prices paid by first time buyers were 16 times higher in 2022 than in 1982*. But first time buyer gross earnings were only seven times higher*, meaning the house price to earnings ratio for this

group more than doubled from 2x earnings to almost 5x earnings. The average deposit rose from 25.5% of average first time buyer earnings in 1982 (£2,100) to 115% in 2022 (£68,700)**. And with interest rates rising significantly in the past two years, there's now a potent mix of high deposits and high repayments.

We've used the research as evidence for our call for reform, with action required in three key areas to create a market that better supports and empowers first time buyers.

Recommendations include:

1. **Building more homes of all types** – including targets for affordable housing
2. **Increasing affordable routes to home ownership** – including developing more bridges to ownership
3. **Supporting people to save for their deposit** – including reform to the Lifetime ISA scheme



[Read "A Place to Call Home"](#)

* Source: Regulated Mortgage Survey (RMS), UK Finance, June 2023
 ** Source: WPI Strategy calculations using RMS data, September 2023

Helping members to stay in their homes

Signing up to the Mortgage Charter

Although it's crucial to get people onto the housing ladder – it's just as important to help people stay on it. We were among the first lenders to sign up to the government's Mortgage Charter, and the very first to launch a simple, digital application process for borrowers seeking assistance through the scheme.

While the Charter formalises and extends the support measures we offer to borrowers in need, we continue to go further. For example, we haven't charged arrears fees*, such as failed direct debit fees, since early 2020, and won't do so until at least January 2025.

Taking steps to improve housing supply

As well as taking action to tackle the UK's long-term housing needs, we can also take steps to improve supply immediately.

In 2022 we became the first national mortgage lender to stop new lending on residential second homes. Now we're exploring extending that to holiday lets.

As there's a balancing act between the significant role such properties play in local economies and their impact on housing supply for residents, we believe decision-making is best placed with local authorities.

We've started discussions with a select group of councils about restricting new mortgage lending on holiday lets in areas where they feel the negatives outweigh the positives, and we hope to run a pilot exercise soon.

Support for vulnerable customers

Every day our colleagues talk to members who are struggling with the cost of living crisis and reach out to us to discuss their mortgage payments.

We provide in-depth training for colleagues so they can fully support customers in financial difficulty and find the best ways to help them.

We also signpost to free help that our members might benefit from, including support from debt charities like Step Change, or to other organisations that assist with issues such as gambling addiction.

Helping members in financial difficulty

"I help members who are struggling with their mortgage payments, or think they're likely to. Every single person I speak to is vulnerable, and the cost of living crisis has had a huge impact on people.

I often speak to people who, up until now, have never missed a mortgage payment in their life. Now they're struggling all of a sudden, and that's why my team is here.

I'm in this job because I want to be able to make a difference. We can do that by helping people with their budgets, providing options for their mortgage payments or by signposting them to additional free support if they need it. When people say that by speaking to me it's lifted a weight off their mind and they can now sleep at night, it makes it all worthwhile."

Jo Lyford, Mortgage Support Specialist

“

When people say that by speaking to me it's lifted a **weight off their mind and they can now sleep at night**, it makes it all worthwhile.

”

* Third party costs, such as solicitor costs, are passed onto the customer.



At the heart of our daily mission is a commitment to give first time buyers a leg-up onto the property ladder, helping people buy their next (or forever) homes, and offering unwavering support when our members need it most. Every action we take is fueled by the determination to **make home ownership a right, not a privilege.**

We're not just talking about making a change, we're actively bringing home ownership within reach of more people, generation after generation. Whether it's addressing and taking action on issues affecting first time buyers or developing innovative products tailored to help them onto the ladder, we're playing our part in reshaping the narrative of home ownership.

Sustainable Communities

Everyone deserves a
safe and secure home



Our 2023 community highlights

We've strengthened our support for communities over the last 12 months through grants and donations, colleague fundraising and volunteering, and strategic charity collaborations.



What we did in 2023:

Donated over

£1.1 million

to communities including...



£340,000

donated to 47 charities

240

charities and non-profits supported

£250,000

donated across six colleague-nominated community projects



£267,000

raised for Dementia UK

5,900

volunteering hours donated

We'll soon be working with a new charity for three years, starting in 2024.

Who are we supporting?

Young care leavers

1 in 3

young people leaving the care system experience homelessness within the first two years of leaving care.¹

Single parent families

1 in 38

lone mothers in England are homeless.²

People impacted by global crises

300,000

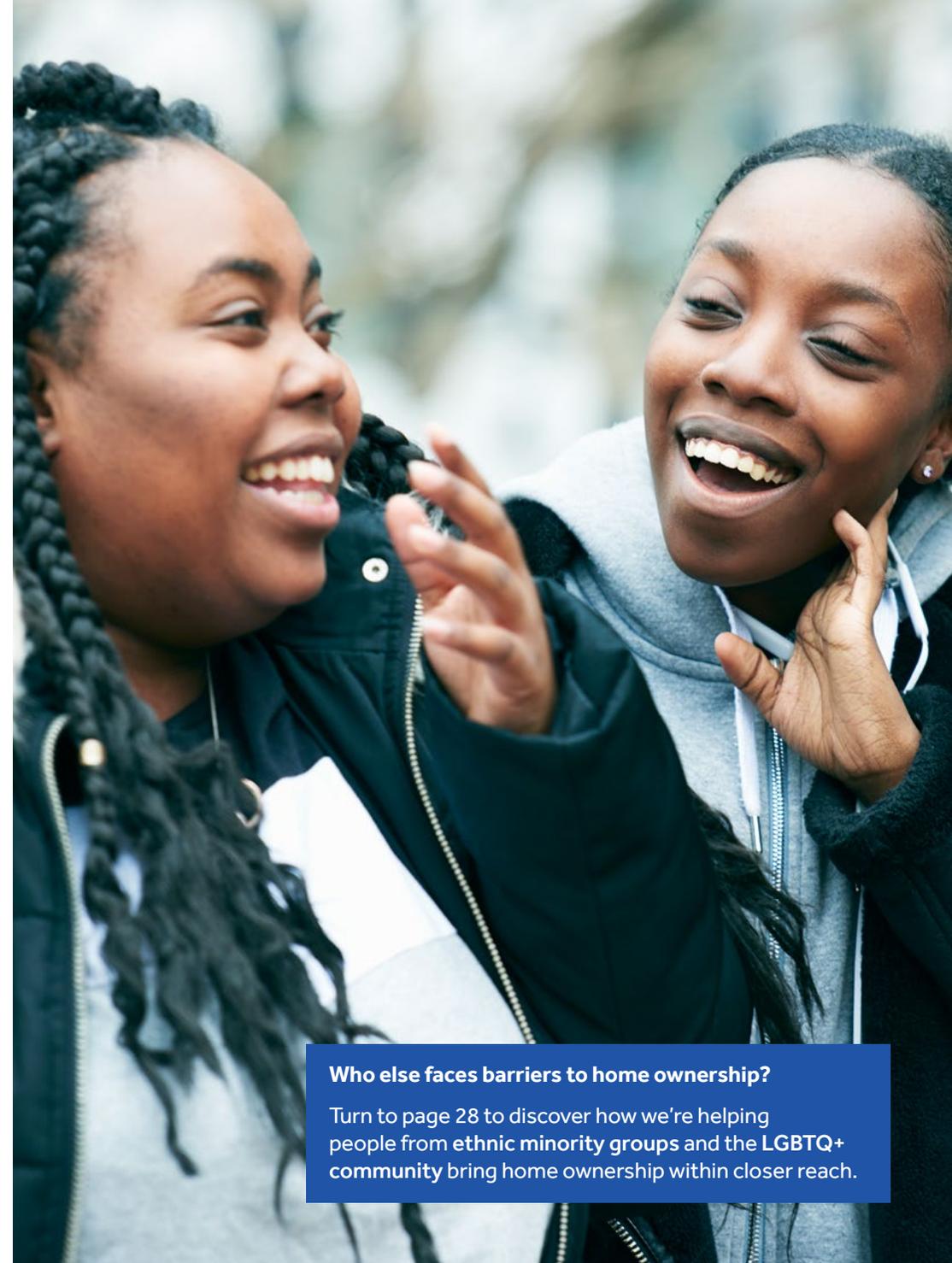
homes and buildings were destroyed in the earthquakes that devastated Turkey and Syria in early 2023.³

People at risk of homelessness

270,000+

households in England are homeless or at risk of homelessness.⁴

1. British Association of Social Workers 2023 Spotlight on Poverty: Care Leavers and Care Experienced People | www.basw.co.uk
 2. Shelter 2021 Women are some of the biggest losers in England's broken housing system - Shelter England
 3. Disasters Emergency Committee 2023
 4. ONS 2023 "Hidden" homelessness in the UK: evidence review - Office for National Statistics (ons.gov.uk)



Who else faces barriers to home ownership?

Turn to page 28 to discover how we're helping people from ethnic minority groups and the LGBTQ+ community bring home ownership within closer reach.

Cost of living crisis

Rising energy bills, interest rates, and household costs have seen the cost of living in the UK soar in the last two years. In the UK, an estimated 14.4 million people are living in poverty, representing 22% of the population.¹ Our support for charities and community groups is more important than ever.



Holbeck Together

Not far from our head office in Leeds is the neighbourhood of Holbeck. It's where we were founded and is one of the most deprived communities in the country.

Holbeck Together is a recognised community organisation that gives practical support to local residents. They provide nutritious meals, warm spaces, advice and community transport.

Since 2017 they've been using some of our office space (free of charge), and we're exploring ways we can help them expand their services even more to meet rising demand.

£307,000

was awarded in large grants to 12 charities in Yorkshire and the North East



Leeds Building Society Foundation

Our Foundation provides grants to charities that align with its purpose 'to support people in need of a safe and secure home'. Overseen by a board of independent trustees, they award funds donated by the Society and from members, who donate the pence interest through our Your Interest in Theirs scheme. In 2023 the Foundation awarded £340,000 to 47 charities.

£33,000

was awarded in small grants of up to £1,000 to 35 charities across the UK



1. Poverty in the UK: Statistics, House of Commons Library 2023



Every child needs a bed

Zarach, awarded £54,700 over two years

Grant funding from our charitable foundation has helped Leeds-based charity Zarach provide practical support to families experiencing poverty. Initially set up to provide beds for children, our funding for its Thrive programme supports tailored packages of help such as debt management, mental health support, translation services, furniture and flooring.

(*Names have been changed to protect identities).

Sarah* fled a violent relationship and arrived in Leeds with her daughter, Elise*, and one bag of their belongings.

Zarach provided beds for both Elise and Sarah. The Family Engagement Team helped to place Elise in a suitable school and connect Sarah to support with finding household furniture. Elise is excited to start at her new school, and Sarah has begun to build a new life for her and her daughter.

Providing a home, not just a place to stay

Nomad Sheffield, awarded £89,900 over three years

Nomad manages 22 'supported' bed spaces in 10 properties and a further four shared properties comprising of 55 bedrooms across Sheffield, providing more than 30,000 nights of accommodation for people at risk of homelessness each year. The average stay with Nomad is eight months, allowing people the time to learn the skills they need to become financially independent and psychologically resilient before moving on to their own long term home, often managed by Nomad's recently acquired subsidiary

Clarity Lettings, which manages over 100 properties across South Yorkshire and Derbyshire.

Funding from our Foundation is supporting this work, known as the SmartSteps programme, which, above all else, empowers people to transition out of homelessness, learn the skills they need to change their lives and avoid homelessness in the future. This intensive support can be, and often is, life changing.

Nomad's SmartSteps programme empowers people to transition out of homelessness, learn the skills they need to change their lives and avoid homelessness in the future.

Read about some of the Foundation's other grants, supporting homeless young people on page 18 and destitute asylum seekers on page 19 (Local refugees and asylum seekers).

Reaching vulnerable young people

Our new financial education strategy focuses on supporting young people who face financial independence at an early age, such as care leavers who are at greater risk of homelessness.¹ We'll be announcing more financial education plans in 2024.

Supporting vulnerable people into a place of their own

RUSH House, awarded £76,500

RUSH is a charitable organisation providing young people aged 16-25 with accommodation, advice, independent living skills and training. Its 'A Place of Your Own' programme has helped hundreds of vulnerable young people prepare for living in their own home. It covers subjects such as tenancy rights and responsibilities, furnishing and running a house on a budget, safety and security, maintaining good health and basic food hygiene.

We're working with RUSH to create digital resources so more young people can access this essential support, as well as extending the programme by creating a new module focused on home ownership.

One young person supported by RUSH has now embarked on a lifelong ambition to study nursing.

"At 18 years old I walked through the doors of RUSH House with my whole life in a black bag, which was normal for me at the time. The staff at RUSH House believed in me and helped me get a place on a Health and Social Care course. Now, after seven years of working in a hospital, I've just been accepted at Sheffield Hallam University and have a family and home of my own."

1. [Statutory homelessness in England: financial year 2022-23, November 2023](#)



Supporting homeless young people

Bradford Night Stop, awarded £49,900 over two years

Our charitable foundation is supporting Bradford Night Stop's 'Homelessness to a home' volunteer-run project, providing emergency beds for homeless young people and housing advice to help them secure longer-term accommodation. They also connect them to employment, education and training opportunities needed to manage a home.

“

In two months I moved from being homeless and sleeping in a forest, to having a long-term place to stay.

”

Young person supported by Bradford Night Stop

Global crisis response

Emergency aid for Turkey and Syria

Two devastating earthquakes struck Turkey and Syria in the space of twelve hours in February 2023. Tens of thousands of people were killed¹, and millions more impacted. Around 300,000 buildings, including blocks of flats, hospitals and schools, were completely destroyed.

On behalf of our colleagues and members, we donated £25,000 to the Disasters Emergency Committee to provide aid in Turkey and Syria. This went towards providing shelter, food, medical aid, warm clothing and heaters to those who were left without a home in freezing conditions.

Local refugees and asylum seekers

Through our charitable foundation and a Society donation we're providing funding for Leeds Asylum Seekers Support Network (LASSN).

LASSN helps more than 270 volunteers to support 485 asylum seekers and refugees each year. They run two houses in the Leeds area, providing a safe place for destitute male asylum seekers who have nowhere else to stay while they appeal their immigration applications.

As well as supporting the running costs of these houses, we're funding the installation of new windows and insulation, as part of a project to improve the energy efficiency of a third house, purchased thanks to a legacy from a supporter.

Providing safe accommodation for Ukrainian refugees

Following the invasion of Ukraine, more than six million people have fled Ukraine in search of safety, with more than three million displaced inside the country.²

We made donations towards emergency aid in 2022, and in early 2023 six families with young children moved into newly refurbished accommodation above our Peterborough branch.

We're working with Oasis Community Housing to help these Ukrainian families settle in the local community, access essential services such as schools and doctors, and make local connections. Four of the residents are now in employment, with three securing work since moving in and another now in full-time post-16 education.

Jen Gauden-Hand from Oasis Community Housing has seen first-hand the changes in one resident. "Being at the project has greatly improved her mental health. She feels better, safer, more confident. Free."

"Another lady is here with her two young children. Both her parents are in Poland and her husband remains in Ukraine to fight. They don't have any family in the UK. Sadly, this is a common story. But to be able to show her the two beautifully furnished rooms she's now sharing with her children was a privilege."

“

Being at the project has greatly improved her mental health. She feels better, safer, more confident. **Free.**

”



1. Disasters Emergency Committee 2023
2. UNHCR The UN Refugee Agency (unrefugees.org.uk) 2023

Bringing dementia support Closer to Home

Our four-year collaboration has seen us raise a fantastic £860,000 to provide vital support to families living with dementia, since 2020. Last year we opened up our branches across the UK to host free advice clinics with specialist Admiral nurses for anyone who needed it.

400 families took up these free appointments held in 40 of our branches, from Newcastle to Southampton.

Since the launch of the Closer to Home clinics in 2021, over 4,000 people have accessed virtual or face-to-face appointments.

One carer using the service said: "I felt like I'd been listened to and didn't feel judged or questioned. I also feel like I left with a completely different mindset with my approach to my mam's care."

Andy's story

"I was diagnosed with dementia in March 2023, aged 52. It was a complete shock to me. One day, I saw a Facebook advert for Closer to Home clinics with a dementia specialist Admiral Nurse in my local Leeds Building Society branch.

The nurse, Helen, was amazing. It was amazing to speak to a dementia expert who understood what my wife and I were going through. Knowing that Helen was there for us was so reassuring. It's given us both a little bit of security to know that support will be there when we need it on our journey."



We've raised over **£267,000** this year

Together we've been raising money to fund Dementia UK's vital Closer to Home advice clinics. Thanks to the generosity and enthusiasm of our colleagues and members, we've smashed our original four-year target of £500,000 and have been able to help 4,000 families get the support they need at this challenging time in their lives.



All of us at Dementia UK are so grateful for the incredible support that Leeds Building Society has provided since 2020. We've raised an incredible **£860,000**, which is helping to deliver critical Closer to Home dementia advice clinics. This means we'll be able to provide a lifeline to more people affected by dementia when they need it most, now and in the future. I want to say a huge thank you to everyone who has contributed.

Hilda Hayo, CEO and Chief Admiral Nurse



Colleague volunteering

Every colleague receives 14 paid hours to volunteer in their community. For every hour they volunteer, we reward them with £10 to donate to a charity of their choice.¹ Last year they volunteered **over 5,900 hours** to more than **190** charities and community groups, and donated over **£31,000** to good causes through their volunteering efforts.

Supporting unemployed women into work

Colleagues have supported Smart Works Leeds throughout 2023, donating clothes and helping price and prepare stock to raise funds for the charity.

Through interview coaching and 'dress for success' styling sessions, Smart Works supports unemployed women into work, boosting their confidence by providing candidates with a whole new outfit so they look and feel the part.

But our support goes beyond volunteering, and we donated £55,000 during 2023 to fund two support workers.

1. Up to a maximum of £140 per year per colleague

Career advice for young people

Colleagues from our Cobalt Contact Centre near Newcastle have created links with local schools, supporting community programmes including money management and enterprise skills to 400 pupils from eight schools.

"We were working with 10-11 year olds and it really opened their minds. I thought the final exercise, which was running their own business, was particularly informative and useful, as well as a lot of fun."

Mandy Turnbull – Customer Representative, Contact Centre

Getting our hands dirty to take action for climate change

Turn to page 37 to read about how colleagues have volunteered to help the environment.



Colleague-nominated community projects

Colleagues worked with charities and non-profit making organisations to come up with innovative solutions to help groups of people who often experience barriers to home ownership. Six community projects share funding totalling £250,000.

You can read about our support for RUSH House on page 18, LASSN on page 19, Pride of Place, LATCH on page 28 and KAWACC on page 41.



A home is more than just four walls, it's a sanctuary. In collaboration with charities and by championing community initiatives, we strive to lay the foundations for **a safe and secure home for everyone**, regardless of their background. Together we're starting to address some of the barriers that hinder people from having a place to call home.

In our mission to make a positive impact, our colleagues volunteer their time and take part in fundraising initiatives. We're proud to support charities that foster hope and resilience in the face of challenges, both locally and globally.

Inclusion and Diversity

Building a society
for everyone



What we did in 2023

- Hosted sessions with external speakers for colleagues to raise awareness of key I&D topics
- Expanded our early career outreach programmes to include a virtual work experience and apprenticeship programme
- Funded colleague-nominated community projects, supporting disadvantaged groups
- Sponsored Leeds Pride and Leeds Carnival, and attended Northern Pride, with more than 250 colleagues joining the celebrations
- Provided a virtual sign language interpreter service for our members
- Accredited with the Gold Standard by Inclusive Employers

Being You; Transforming Us

Our people make Leeds Building Society a great place to work. We strive to help every colleague feel seen, valued and be at their best.

That's where our inclusion and diversity (I&D) strategy, Being You; Transforming Us comes in. It focuses on embedding inclusive practices into everything we do, seeking out diverse perspectives to fuel innovation and deliver our purpose.

Our Being You; Transforming Us strategy has four pillars:

Listening

Amplifying diverse perspectives

Learning

Understanding the challenges certain groups may face

Leveraging insight

Understanding opportunities to make a difference

Leading

Turning our words into action

"Focusing on I&D is critical for a positive culture in a company. The changes in conversations and vulnerability of our colleagues has been amazing to see. People feel more comfortable and educated in I&D areas than ever before. Seeing colleagues be curious and understanding each other on much more than a professional level has in turn then improved their professional relationships!

I am so proud to be part of the improvement of our Society culture to create a positive and inclusive environment for not only colleagues but our customer base as well."

Victoria Kenny, LGBTQ+ Forum Leader

“

I am so proud to be part of the improvement of our Society culture to create a positive and inclusive environment for not only colleagues but our customer base as well.

”



Leeds Building Society

Listening

Everyone has the right to feel heard. That's why we're committed to amplifying voices and challenging non-inclusive behaviours, to better support our colleagues and members.

Our five colleague-led forums work with our inclusion and diversity team to celebrate key moments and raise awareness on a variety of topics, making sure diverse perspectives are highlighted.

We're also proud to be out and about celebrating diversity in our communities. This year we continued our sponsorship of Leeds Pride, but also had a presence at Northern Pride for the first time and sponsored Leeds West Indian Carnival, with volunteers from the Society joining in to support this fantastic event.



Leeds Building Society: The next generation

Our apprentices

In September, our new apprentices joined the Society, taking their first steps on their career journeys with us. Hailing from a range of different backgrounds and life experiences, we can't wait to listen to their fresh ideas and see how their energy contributes to our shared purpose. We wish them every success towards building rewarding careers and making a positive impact at the Society.



"I thoroughly enjoyed studying criminology at A-Level, so when I saw the opportunity to work in financial crime prevention, I jumped at the chance. I'm undertaking a Level 4 Intelligence Analyst apprenticeship and I'm already working on tasks independently, thanks to being in such a supportive team. The role is interesting, varied and is helping me build skills and knowledge. I feel proud to be helping to stop fraud and protect our members."

Isobel Wood - Apprentice Investigator

Gaining valuable work experience

Our new digital work experience programme launched in 2023 and attracted a diverse range of participants, with 398 young people joining us virtually across two cohorts. The purpose of this programme is to promote awareness of Leeds Building Society as an employer and share insight into entry level roles that students may apply for.

Our work experience cohort:

45%
were female

69%
were from an ethnic minority background

29%
indicated that they'll be the first member of their family to go/
likely to go to university

Learning

Through highlighting the different lived experiences of individuals, it helps us learn more about the barriers certain groups may face and understand the role we can play in removing them.



Sign language

While we offer the option of sign language interpreters in our branch network, we knew we had an opportunity in our call handling process to make this service more accessible. We're delighted to be working with Sign Solutions to offer virtual sign language interpreters to our members through the use of video calls.

Alongside the launch of this service, we took the opportunity to build further understanding of hearing loss. We're working with Sign Solutions to develop training for our colleagues on how we can support individuals with hearing loss.

Empowering allyship

Everyone has a role to play in driving change that helps all colleagues to feel supported – we can all be allies.

That's why this year we launched our Empowering Allyship programme that takes all our colleagues on their own allyship journey. Made up of four learning modules, our colleagues explore the importance of creating an inclusive culture and why it matters, how they can raise awareness of non-inclusive behaviours and how to be an ally to each other.



"I delivered module two of our Empowering Allyship programme to two of our branch teams. The sessions led to really thought-provoking discussions and helped us understand more about different perspectives.

As a branch team we engage every day with the diverse communities we serve. This programme will support us in understanding how we can be even better allies to our communities and also each other."

Lara Mant, Branch Manager (Edinburgh and Whitley Bay)



...we can be even better allies to our communities and also each other.



Leveraging insight

We're committed to reviewing our progress on our strategy to help us make a positive and lasting difference.

Helping to make the Society safe and welcoming for all

In 2023 we launched Inclusion Includes You, a campaign to understand more about our colleagues by asking them to share their equality data with us.

This data, covering areas like caring responsibilities, sexual orientation and disability, aids us in assessing our representation and understanding the experiences of our colleagues. Diverse perspectives are crucial to achieving our purpose and addressing inequality. We're exploring ways to capture this type of data with members too, by incorporating inclusive elements like the 'Mx' title in applications. We also launched optional pronoun badges for our colleagues this year.

These seemingly small changes make a big impact, supporting people to feel seen, valued, and enabled to be their best.

Making an impact

Our efforts are already gaining recognition, marking a significant milestone this year. We're thrilled to announce that we've been awarded the prestigious Gold Standard by Inclusive Employers, a testament to our unwavering commitment to foster a diverse workforce. Notably, we take pride in being the first building society to achieve this accreditation, reflecting our dedication over the past 12 months.

But our commitment to diversity goes beyond recognition. We believe in not just meeting standards but exceeding them. The Gold Standard accreditation from Inclusive Employers is not the end, and we're committed to our ambition of having a workforce that truly reflects the richness of our society.



Leading

Home ownership is not equal or diverse

For us to be able to better support the journey to home ownership, it's important we understand the different challenges some groups may face. We're putting our words into action.

Support for single mothers with

Leeds Action to Create Homes (LATCH), awarded £54,500

LATCH refurbishes derelict and run-down houses in the diverse Chapeltown, Harehills and Burley areas of Leeds. Once the properties are fully modernised and furnished, they provide supported housing for people who need a home. Eighty per cent of their tenants are female and from ethnic minority groups.

We're funding practical support and basic furniture for 25 women and their children who have experienced homelessness, lived in LATCH's supported accommodation and are now ready to live independently.

1. [Homeless Link 2022 What, how and why we need to address LGBTQ+ youth homelessness](#)
Homeless Link

2. [Census 2021 Topic Summary: Sexual Orientation & Gender Identity, January 2023.](#)

LGBTQ+ support for Pride of Place Living, awarded £41,500

We're supporting Pride of Place to establish the first ever LGBTQ+ affordable housing project in Leeds. A quarter (24%) of the youth homeless population in the UK identify as LGBTQ+, with rejection and abuse from family members due to their identity often being the driving force behind their homelessness. Homeless Link say 77% of their referrals are for this reason.¹

Pride of Place has a vision to enable the creation of a vibrant and sustainable LGBTQ+ community in central Leeds where LGBTQ+ people can live, work, and enjoy life independently.

Leeds is home to just under half of West Yorkshire's LGBT+ population², yet there are no housing projects geared to their specific needs, which include safety and wellbeing concerns in relation to housing, care and support.

We're providing funding to employ a project manager who will kickstart this innovative project, locate the first Leeds site and collaborate with a housing association to begin the build.

“ An LGBTQ+ affirmative housing scheme that provides affordable housing is essential to redress the pay gap that the LGBTQ+ community faces. We're aiming to create 35 new homes that are a mix of one, two and three bedrooms, suitable for people over 50, disabled people, families and young people.”

Jane Stageman, Pride of Place Living





In the journey towards home ownership, we recognise certain groups face more challenges than others. But people's chances of getting on the housing ladder shouldn't hinge on factors like race, gender or sexual orientation. That's why we're committed to make home ownership accessible to all.

Taking our commitment beyond mere words, we're actively turning words into actions. By fostering a genuinely diverse workforce, we aim to better support our members and communities. Our focus is on **building a society for everyone** that reflects the rich diversity of our communities.

Together, we're shaping a future where inclusion isn't just a buzzword but a lived reality for everyone.

Climate and Environment

Working towards
a greener tomorrow



Climate change is a code red for humanity

Urgent action is needed to prevent catastrophic impacts from climate change and to make sure every generation has a safe and sustainable place to call home.

Global greenhouse gas emissions continue to rise and irreversible impacts from climate change are becoming increasingly likely. The summer of 2023 was the hottest on record¹, contributing to extreme weather events across the world. Without an urgent collective effort, these impacts are set to get worse – including extreme heat and rising sea levels.

1.5°C

Global temperature increases must be kept below this level to avoid the worst impacts of climate change.²

This requires global greenhouse gas emissions to be roughly halved over the remainder of the decade and reach net zero by no later than 2050.

Impacts at 1.5°C and 2°C of warming			
Direct impacts	1.5°C	2°C	2°C impacts
Extreme heat Global population exposed to severe heat at least once every five years	14%	37%	2.6x worse
Sea-ice-free arctic Number of ice-free summers	At least every 100 years	At least every 10 years	10x worse
Sea level rise Amount of sea level rises by 2100	0.40 meters	0.46 meters	0.06m more

1. Source: The Climate Change Service: The 2023 Annual Climate Summary - Global Climate Highlights 2023
 2. IPCC press release: The evidence is clear: the time for action is now. We can halve emissions by 2030. April 2022
 3. Source: Half a Degree and a World Apart: The Difference in Climate Impacts Between 1.5°C and 2°C of Warming, October 2018
 4. Baker, W., Acha, S., Jennings, N., Markides, C. and Shah, N. (2022). Decarbonising buildings: Insights from across Europe. Grantham Institute Brieng Paper
 5. Climate Change Committee - Progress in reducing emissions: 2023 Report to Parliament, June 2023

Our path to net zero

Net zero means no longer adding to the amount of greenhouse gases in the atmosphere. But homes in the UK are some of the least energy efficient⁴ in Europe, with buildings contributing to 17% of the UK's carbon emissions.⁵

Cutting these emissions is vital to meet net zero and limit temperature increases. We're playing our part, but we can't do it alone. A comprehensive and joined up approach is needed across government and industry to support households in reducing emissions from their homes.

Supporting a fair and equitable transition to net zero is fundamental to us delivering our purpose of supporting sustainable and long-term home ownership. Working with members, colleagues, suppliers and industry, we're supporting the transition to net zero and encouraging home owners to make better choices for today and tomorrow.



Helping our members take positive steps towards greener living



We're taking action in making real and lasting change. We've worked with Energy Saving Trust to launch an online tool to help members assess the energy performance of their properties. The tool generates personalised advice and practical tips to reduce consumption and save money.

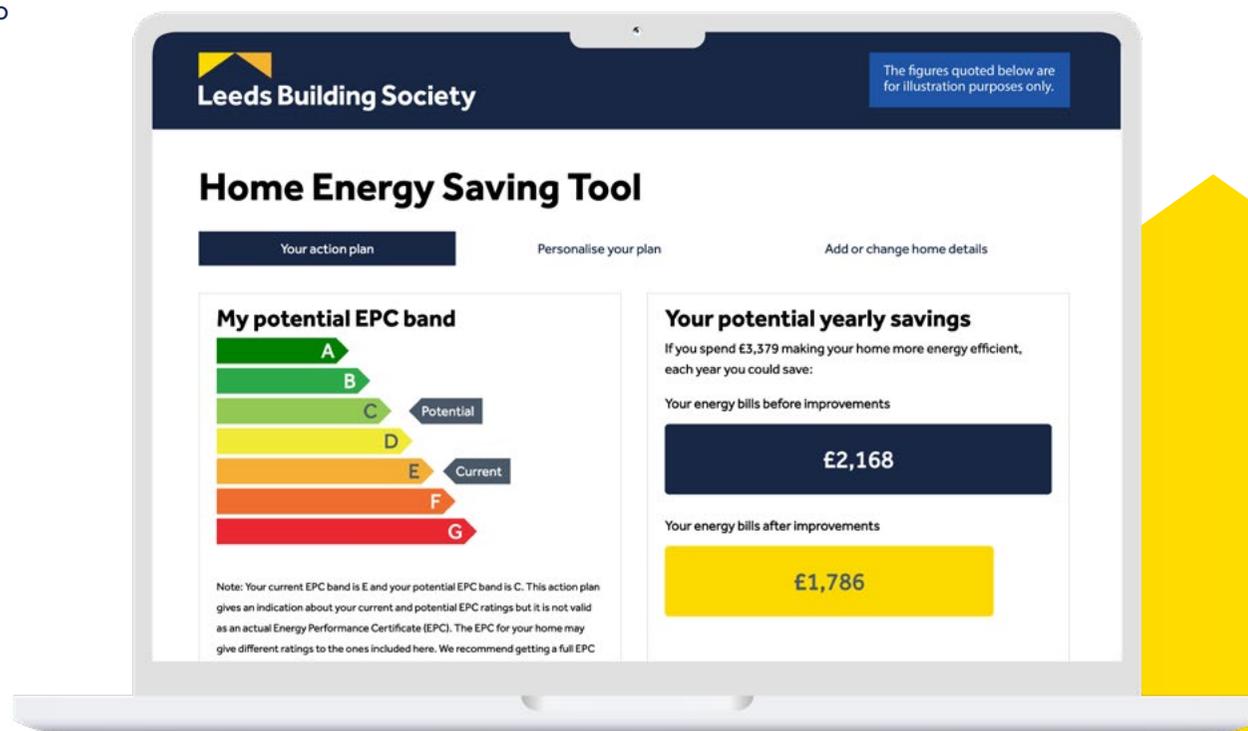
Since June 2023, 556 people have assessed their consumption and we'll continue to encourage members to use this tool.



We're also part of the Green Finance Institute's (GFI's) coalition for the Energy Efficiency of Buildings.

We've launched pilots for a range of new green mortgages that follow the GFI's Green Home Finance Principles, and we were one of the first lenders in the UK to introduce revised mortgage affordability requirements so members can borrow more to buy the energy efficient property they want.

We recognise that more needs to be done to help decarbonise the UK's housing stock. We're committed to looking at additional innovative options to support our members in making greener choices.



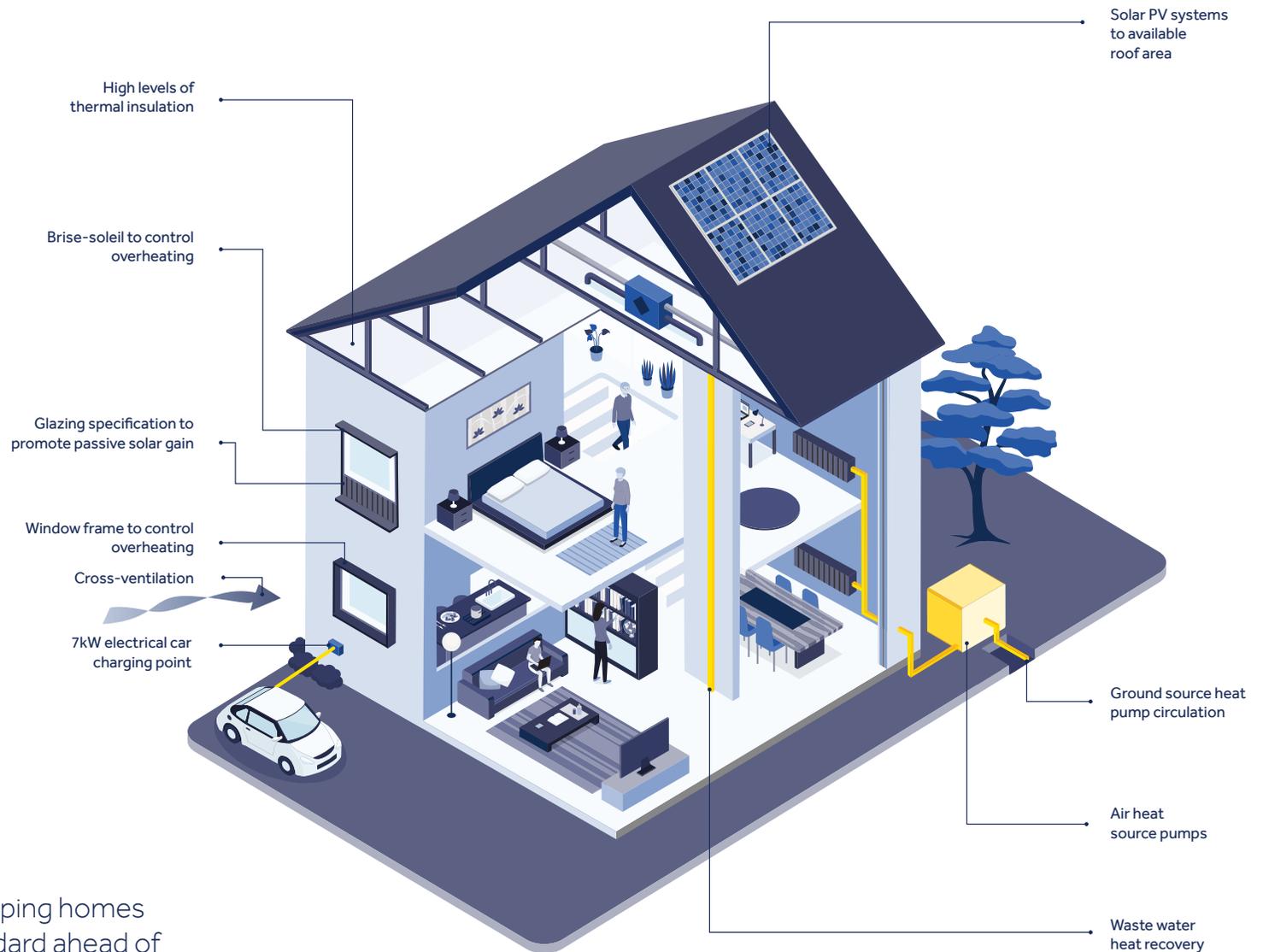
Do you understand the energy consumption of your property?
 Try out our [Home Energy Saving tool](#) to receive a personal action plan for your home.

Supporting the Future Homes Standard

Fundamental to our purpose is the need for the UK to build new homes and meet housing demand. New homes need to be energy efficient and, under new proposals, from 2025 they'll need to align with the Future Homes Standard (FHS)¹. The FHS will make sure all new homes produce 75%-85% less carbon emissions.

We're working with Keepmoat to support the first large scale development of houses built to the Future Homes Standard.

We're one of the first lenders to agree to lend on these properties and we're co-funding research by the University of Birmingham to understand what it's like to live in one of these homes.



“

We're thrilled to lead the way in developing homes that fully meet the Future Homes Standard ahead of it becoming mandatory in 2025. This has been made possible through our strong working relationships with our partners on this development.

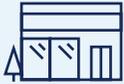
”

Tristin Willis, Regional Managing Director at Keepmoat

1. Source: [The Future Homes and Buildings Standards 2023 Consultation](#)

Our strategy and targets

Our pledge: We're committed to an orderly and fair transition to a greener, net zero economy by 2050.

There are three Scopes of greenhouse gas emissions:			
<p>Scope 1 Emissions from sources owned or controlled by the Society</p> <p>Examples include:</p>  <p>Offices and branches</p>	<p>Scope 2 Emissions from purchased energy</p> <p>Examples include:</p>  <p>Purchased electricity</p>	<p>Scope 3 (categories 1-14) Indirect emissions from our operational activities</p> <p>Examples include:</p>  <p>Employee commuting, business travel and suppliers</p>	<p>Scope 3 (category 15) Indirect emissions from our investment and financing activities</p> <p>Examples include:</p>  <p>Residential mortgages and sovereign debt</p>

Our near-term climate targets and ambitions:

- We're targeting the following absolute reductions in our Scope 1 and 2 emissions:
 - 90% reduction by 2030** from a 2021 base year, using a **market-based approach**
 - 60% reduction by 2030** from a 2021 base year, using a **location-based approach**
- By 2030, we're targeting a 25% reduction in our absolute **Scope 3 operational emissions** (categories 1-14), from a 2021 base year.
- By 2030, we have an ambition to reduce the **Scope 3 emissions intensity from our residential mortgage portfolio** by 45%, from a 2021 base year.
- On the pathway to net zero we'll maintain carbon neutrality for Scope 1 and 2 market-based emissions and selected Scope 3 emissions.

Reducing our carbon footprint

Our Scope 1 and 2 emissions

We've set ambitious targets and plans to be net zero in our own operations (Scope 1 and 2 emissions) and significantly reduce our energy consumption by 2030. We already purchase 100% of our electricity from renewable sources.

We're now focusing on refurbishing our network of branches to remove gas from all of our buildings and make them more energy efficient.

You can find further details and explanation of our carbon footprint and current progress against our targets and ambitions within our [Annual Report and Accounts](#) (on pages 68-80)

Helping others reduce their carbon footprint

Indirect emissions (referred to as Scope 3) make up the majority of our carbon footprint but reducing them will be a big challenge. Most of the required actions are outside of our direct control and there are a number of barriers to overcome, requiring close collaboration with all of our stakeholders.

Our Scope 3 operational emissions

We've agreed a new target to reduce our Scope 3 operational emissions (categories 1-14) by 25% by 2030, in line with the Science Based Targets initiative (SBTi).

To achieve this, we'll be increasing engagement with our suppliers to influence reductions in emissions from the goods and services that we buy. We'll also provide support and guidance to our colleagues to help them make greener choices and reduce waste.

We also have an ambition to reduce the intensity of the Scope 3 emissions from residential properties that we finance (category 15) by 45% by 2030, in line with SBTi requirements.

Achieving this will be extremely challenging given the current barriers to progress and gaps in government policy. As a mutual, we believe that net zero must be delivered in an equitable way to ensure nobody is unfairly disadvantaged or left behind. Our aim is to avoid, where possible, taking any actions to restrict finance for less energy efficient homes where it is not feasible, cost-effective, or affordable to meet increased energy efficiency standards.

We support UK Finance's recommendations as part of their Net Zero Homes report¹ and call on government to:

1. Implement remaining elements of the Future Homes Standard (FHS) to ensure all new homes from 2025 are net zero ready
2. Ensure energy performance methodologies for buildings are fit for purpose
3. Provide certainty for firms involved in retrofitting homes with long-term public policies
4. Provide additional support for vulnerable people to make energy efficiency improvements to their home

1. UK Finance - Net Zero Homes: Time for a Reset, November 2022.

Carbon offsetting

We're committed to maintaining a carbon neutral status for our own operations (Scope 1 and 2 market-based emissions) and selected Scope 3 emissions. We'll do this by purchasing high-quality carbon credits to compensate for our current emissions, until we implement actions to reduce them.

To maintain our carbon neutral status, we're working with Climate Impact Partners, a specialist in carbon market solutions for climate action. During 2023, we maintained our CarbonNeutral® company certification in accordance with The CarbonNeutral Protocol, the leading global framework for carbon neutrality.

Our offsetting program delivers finance to projects which are reducing and removing emissions now, supporting the transition to a low carbon global economy.

All the projects are independently verified to assure emission reductions or removals are occurring. This ensures the highest environmental integrity in our commitment to have an immediate, positive impact on the climate.



Our climate action highlights

 <p>Reducing our carbon footprint</p>	<ul style="list-style-type: none"> Scope 1 and 2 market-based emissions reduced by 92% since 2016 Energy consumption reduced by 42% since 2016 Carbon neutral in our own operations (Scope 1 and 2) and selected Scope 3 emissions since 2021 0% waste submitted to landfill ¹
 <p>Our net zero transition</p>	<p>For members:</p> <ul style="list-style-type: none"> Launched pilots for a range of 'green' mortgages Improved affordability for mortgages on the most energy efficient new homes Worked with the Energy Saving Trust to launch an online energy efficiency tool for members <p>For suppliers:</p> <ul style="list-style-type: none"> Engaged with suppliers to understand their emissions and targets Embedded climate factors into decision making and onboarding for new suppliers <p>For colleagues:</p> <ul style="list-style-type: none"> Colleague survey completed to understand emissions from home working and commuting New climate training module completed by all colleagues during 2023 Regular climate awareness campaigns for colleagues
 <p>Our climate-related risks</p>	<ul style="list-style-type: none"> Reported against our climate risks and opportunities in line with the requirements of TCFD (Task Force on Climate-related Financial Disclosures) since 2021 Reported against our full Scope 3 footprint since 2022 Worked with Hometrack since 2020 to assess our climate risk exposures against our business model



¹. Includes waste arising from core business activities. Excludes items such as redundant IT equipment and waste from three of our branches that are part of a shared building.

Sustainability and the environment

Climate change and human activity continue to have a detrimental impact on global biodiversity and the UK is now one of the most nature-depleted countries on the planet.¹ We support actions being taken to reverse this as part of the Global Biodiversity Framework (GBF) and will continue to take steps to review and improve our sustainability practices across our business.

- 16% (or one in six) of species are at risk of being lost from the UK.¹
- Only 14% of habitats that are important for wildlife are in a good ecological state, including just 7% of woodlands and 25% of peatlands.¹
- Only 44% of UK woodland is certified as sustainably managed in the UK and up to 70% of ancient woodlands have already been lost.¹

Environmental charities

Our colleagues have rolled up their sleeves to donate 1,600 volunteering hours to our three environmental charities.



1. Source: State of Nature 2023 report



Yorkshire Wildlife Trust

- 280 volunteering hours donated

Canal & River Trust

- 550 volunteering hours donated
- One mile of waterway habitat maintained
- Three public-facing events supported - Waterfront Festival, Neurodiverse event and Leeds Light Night



Working alongside the Canal & River Trust, we're pleased to have made a positive impact on the local environment through the hard work of the team. Volunteering is a great opportunity to get outside and spend time with colleagues across the business, and it's great to see people enjoying the experience and caring for the canal and river that flows past our offices.



Iain Cornish, Chair, Leeds Building Society



Meet Chloe, the first woodland trainee

“I’m delighted to be Yorkshire Dales Millennium Trust’s first woodland trainee. I’ve had an exciting 2023 and I’m thrilled that after completing my YDMT traineeship, I’ve joined the Forestry Commission as a Development Woodland Officer.

This is a professional forester’s apprenticeship programme with the opportunity to study a level 6 in forestry management at the National School of Forestry in Cumbria. This is helping me to continue pursuing my dream of becoming an arborist and wouldn’t have been possible without support from Leeds Building Society for our Woodlands Programme.”

Chloe Knights, YDMT Woodland Trainee

Yorkshire Dales Millennium Trust

Since we began working with the Yorkshire Dales Millennium Trust in 2021, we’ve planted a tree for every new children’s savings account opened. We also dedicate a tree on behalf of every one of our colleagues each year.

We’ve now planted over 15,000 trees in the Yorkshire Dales and surrounding areas, offsetting an estimated 2,500 tonnes of carbon over the next 50 years.

In July 2023, we switched from tree planting to restoring wildflower meadows in the Yorkshire Dales and Forest of Bowland, bringing back species-rich wildflower meadows from the brink of extinction in the UK.

In 2023 we:



Donated 770 volunteering hours



Restored one hectare of wildflower meadow



Planted over 8,700 trees



Offset 1,450 tonnes of carbon over the next 50 years

How we're supporting community climate projects

Energy-efficient housing

When money is tight, it's all the more important to reduce energy bills. Two colleague-nominated projects we're supporting have a focus on energy efficiency, benefitting both the planet and the bill payer.

Keighley Association for Women and Children's Centre (KAWACC), awarded £40,000

We're funding a one-year pilot to help Pakistani and Bangladeshi Muslim women reduce their energy and household bills through KAWACC's Energy Know How project.

Through workshops and one-to-one conversations, the women will receive practical support to understand their bills, including accessing discounts such as the Warm Homes scheme. They'll learn how to reduce their energy consumption through understanding appliance consumption, taking part in low energy cooking sessions using culturally appropriate recipes, and receiving information about insulation and draft proofing.

"Our Energy Know How project responds to issues faced by almost everyone accessing our services in 2023, as growing household bills push low-income households closer to fuel and food poverty.

By focusing on lowering energy bills, we're showing women how to reduce their carbon footprint through small changes that also save money, and encouraging them to share these transferable skills with family and friends."

Naz Kazmi, Keighley Association for Women and Children's Centre

Renewable energy helps Bristol's homeless

Last year we provided funding of £62,000 to install solar panels on the roof of a temporary housing solution for Help Bristol's Homeless. This will help to reduce the charity's energy bills, saving an estimated 105 tonnes of carbon over the next 25 years.

"This support is sustainable, helping us to reduce our energy bills for many years to come."

Jasper Thompson, CEO of Help Bristol's Homeless





Together, we're redefining home ownership by ensuring our plans to help people onto the housing ladder align seamlessly with a more sustainable future.

Taking decisive steps towards sustainability, we've implemented eco-conscious policies and provided practical tools for our members. Our commitment extends beyond traditional mortgages - it's a pledge to **a greener tomorrow.**

How we're making progress on our climate and inclusion and diversity agendas

In conversation with Deputy CEO,
Andrew Greenwood



Firstly Andrew, what's your role in terms of climate and inclusion and diversity?

I sponsor our inclusion and diversity agenda and I also manage our climate-related risks. These two priorities help us make sure we're a sustainable business.

I'm really proud of what we've done in the past 12 months across these areas. This report brings to life the huge amount of work that's taken place.

What progress have we made on inclusion and diversity since 2022?

We've established an inclusion and diversity strategy to help us build a diverse workforce, where all colleagues feel valued for who they are. This is helping us build the right foundations and culture for collaboration and innovation. So much so, we've been accredited with the Gold Standard by Inclusive Employers - a mark of our progress to becoming the inclusive organisation we aspire to be.

Giving people equal opportunity to own their own home is just as important. We're focused on removing the barriers to home ownership for those who face disadvantages in society and find it more difficult to get on the property ladder.

How is the Society working towards net zero?

We've taken some big steps forward in our net zero journey during 2023. We've taken action to reduce our greenhouse gas emissions and deliver against our climate targets.

With a cost of living crisis affecting us all, it's more important than ever we support members and other stakeholders in reducing energy and other costs. It's important that as a business we also reduce our own carbon footprint.

Our updated green affordability mortgage assessment is one way we've done this. It's a win-win, because it lets members borrow more against the most energy efficient properties, making their mortgage more affordable on a home with lower energy costs and a smaller carbon footprint.

How are collaborations helping with those net zero ambitions?

We know we can't do it alone, so we've joined up with other organisations to help us achieve our ambitions. We've worked with the Energy Saving Trust on a tool to help members understand and improve the energy efficiency of their properties.

Fundamental to our purpose is the need for the UK to build more houses to meet housing demand. These new homes need to be energy efficient. That's why we're excited to collaborate with housebuilder Keepmoat and support the first large scale development of homes built to the Future Homes Standard. These are homes built with the highest levels of energy efficiency.

And what about reducing our emissions?

We've taken significant strides forward in our climate ambitions for our indirect emissions. We've set a target for Scope 3 operational emissions and an ambition for the emissions from the residential properties we finance. Find out more about this on page 34.

Trust and Transparency

Keeping things clear
and simple



What we did in 2023

- Gained the Good Business Charter accreditation following an assessment in 2023
- Received awards and recognition for excellent and trustworthy customer service
- Continued our commitment to fair pay for colleagues and paying our fair share of tax
- Continued reporting with reference to the Global Reporting Initiative standards

ECCA NORTH EAST CONTACT CENTRE AWARDS



When people consider which savings or mortgage provider to use, we understand that trust is essential.

We're committed to providing the best experience possible for our members and brokers.

Here are just some of the awards and accreditations we received in 2023 that demonstrate this:



Fairness

Fairness and transparency are critical to behaving responsibly as a business – that's why we make sure we pay our colleagues fairly and pay our fair share of tax.

We're also accredited as a Living Wage Employer, meaning we pay all colleagues and contractors at least the Real Living Wage, as set by the Living Wage Foundation.

Fair Pay

Our own Fair Pay Charter demonstrates our commitment to sharing success with our colleagues, fairly rewarding them for their efforts and acknowledging their vital role in providing the best possible customer service. [Our Fair Pay Charter](#) can be read in full on our website.

Fair Tax

We're proud to have been re-accredited with the Fair Tax Mark in 2023 for the sixth year in a row. As outlined in our [Tax Strategy](#) this demonstrates our ongoing commitment to pay the right amount of corporation tax and report our tax affairs transparently to stakeholders.

Governance and policies

Governance

The board is responsible for approving and overseeing our strategies, including our Environmental, Social & Governance (ESG) Strategy and People Strategy. These are all closely linked, with a focus on supporting the delivery of our purpose. **We have different stakeholder groups which help us to do this.**

Responsible Business Forum

This forum supports the Executive Committee and the board in overseeing the delivery of our ESG Strategy. It's chaired by the Chief Strategy & Insights Officer. The targets we've set, which support the measurement of our ESG activities and our progress against them, can be seen on page 5.

Climate Forum

This forum supports and oversees the delivery of our climate activities. It's chaired by the Chief Risk Officer.

Inclusion Steering Committee

This committee supports the board in monitoring progress against our Inclusion and Diversity Strategy. It's chaired by our Deputy Chief Executive Officer and sponsor of our inclusion and diversity agenda.

Other colleague groups

Alongside these forums, there are a number of other colleague groups which focus on specific ESG priorities including our inclusion and diversity forums (see page 25) and our green champions group.

A subset of our Executive Committee is responsible for reviewing and approving

this Purpose Impact Report, and the Audit Committee is responsible for approving our financial and climate reporting within our [Annual Report and Accounts \(ARA\)](#).

We have not sought external assurance on the Purpose Impact Report as we continue to embed our reporting, and work towards seeking external assurance in future years.

Policies

Policies and standards underpin our strategy and activities, setting out how our colleagues are expected to behave and how we make decisions. These include our [Environmental, Social and Governance \(ESG\) Policy](#), our [Tax Strategy](#), and our [Board Diversity Statement](#). Additionally, our [Modern Slavery Statement](#) can be found on our website.

[Our Supplier Code of Conduct](#) sets out how we expect suppliers to behave, and how we ensure those standards are upheld during our relationship.

More information on governance within the Society can be found in the Corporate Governance Report and the Strategic Report within the ARA. It details how we ensure the needs of all stakeholders are considered in a balanced way as part of our decision making as a business, and how we maintain a healthy and positive culture.

The Remuneration Report sets out how our remuneration policy and practices are designed to promote our sustainable success, with executive remuneration aligned to our purpose and behaviours and linked to the delivery of our long term strategy. This can also be found within the ARA.

ESG audit scores

Morningstar Sustainalytics is a leading ESG data, research and ratings firm that supports investors around the world with the development and implementation of responsible investment strategies.¹

During 2023, we maintained our strong Sustainalytics ESG Risk Rating of 16.1, and our overall risk rating continues to be Low. This places us within the top 15% of banks.



Assessment of risk of financial loss due to ESG factors

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Appendix

This report complements our Annual Report and Accounts (ARA) by providing a more in-depth view of our purposeful and ESG activities. It sets out what we've been doing during 2023 to ensure we **put home ownership within reach of more people – generation after generation.**

This report is prepared with reference to the Global Reporting Initiative (GRI) Standards 2021 – internationally recognised standards for sustainability disclosures. The use of these standards ensures we report on the topics that are most material to our stakeholders, in a way that's consistent and comparable with other businesses.

The GRI index can be found within this Appendix.

Global Reporting Initiative index

The Global Reporting Initiative (GRI) Standards are comprehensive and internationally recognised, allowing consistent reporting of sustainability impact and activity across industries.

In this Purpose Impact Report we are reporting with reference to the following GRI Standards, which are based on the areas which are most material to our business and stakeholders. We're also working towards reporting additional GRI Standards topics and aim to provide a more comprehensive view of our activities in the future.

Statement of Use

Leeds Building Society has reported the information cited in this GRI content index for the period from 1 January 2023 to 31 December 2023 with reference to the GRI Standards (GRI 1: Foundation 2021). This report will be published annually in line with our [Annual Report and Accounts](#).

The following policies provide additional supporting information: [Annual Report and Accounts](#), [Modern Slavery Statement](#), [Tax Strategy](#).

We've reported on the following material topics:

- GRI 1: Foundation 2021
- GRI 2: General Disclosures 2021
- GRI 3: Material Topics 2021:
 - GRI 201: Economic Performance 2016
 - GRI 204: Procurement Practices 2016
 - GRI 205: Anti-Corruption 2016
 - GRI 206: Anti-competitive Behaviour 2016
 - GRI 207: Tax 2019
 - GRI 302: Energy 2016
 - GRI 305: Emissions 2016
 - GRI 306: Waste 2020
- GRI 308: Supplier Environmental Assessment 2016
- GRI 401: Employment 2016
- GRI 402: Labour 2016
- GRI 403: Occupational Health and Safety 2018
- GRI 404: Training and Education 2016
- GRI 405: Diversity and Equal Opportunity 2016
- GRI 406: Non-discrimination 2016
- GRI 407: Freedom of Association and Collective Bargaining 2016
- GRI 413: Local Communities 2016
- GRI 415: Public Policy 2016

We're working on being able to report on these topics in future:

- GRI 414: Supplier Social Assessment 2016
- GRI 417: Marketing and Labelling 2016
- GRI 418: Customer Privacy 2016

We acknowledge that the below topics are important, however they're not material or aren't applicable to our business:

- GRI 202: Market Presence 2016
- GRI 203: Indirect Economic Impacts 2016
- GRI 206: Anti-competitive Behaviour 2016
- GRI 301: Materials 2016
- GRI 303: Water and Effluents 2018
- GRI 304: Biodiversity 2016
- GRI 408: Child Labour 2016
- GRI 409: Forced or Compulsory Labour 2016
- GRI 410: Security Practices 2016
- GRI 411: Rights of Indigenous Peoples 2016
- GRI 416: Customer Health and Safety 2016

GRI index

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisational details	Legal name: Leeds Building Society Location: Leeds, United Kingdom ARA , p248
	2-2 Entities included in the organisation's sustainability reporting	ARA , p219
	2-3 Reporting period, frequency and contact point	Appendix , p46, 55
	2-4 Restatements of information	Not applicable - no restatements made
	2-5 External assurance	Trust and Transparency , p44
	2-6 Activities, value chain and other business relationships	ARA , p10-11, 26-30 Modern Slavery Statement
	2-7 Employees	ESG Data Tables , p49
	2-8 Workers who are not employees	ESG Data Tables , p49
	2-9 Governance structure and composition	Trust and Transparency , p44 ARA , p121-139
	2-10 Nomination and selection of the highest governance body	ARA , p140-146
	2-11 Chair of the highest governance body	ARA , p113, 121-122
	2-12 Role of the highest governance body in overseeing the management of impacts	Trust and Transparency , p44
	2-13 Delegation of responsibility for managing impacts	Trust and Transparency , p44
	2-14 Role of the highest governance body in sustainability reporting	Trust and Transparency , p44
	2-15 Conflicts of interest	ARA , p130, 144
	2-16 Communication of critical concerns	ARA , p126, 154
	2-17 Collective knowledge of the highest governance body	ARA , p132-134
	2-18 Evaluation of the performance of the highest governance body	ARA , p132-134
	2-19 Remuneration policies	ARA , p158-171

GRI Standard	Disclosure	Location	
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	ARA , p158-171	
	2-21 Annual total compensation ratio	ARA , p170 Note: The Chief Executive Officer pay ratio has been calculated using the government's preferred methodology.	
	2-22 Statement on sustainable development strategy	Our purpose , p3 and our Inclusion and Diversity and Climate Pledges , p41	
	2-23 Policy commitments	ESG Policy	
	2-24 Embedding policy commitments	ESG Policy , Trust and Transparency , p44	
	2-25 Processes to remediate negative impacts	Complaints	
	2-26 Mechanisms for seeking advice and raising concerns	ARA , p126, 154	
	2-27 Compliance with laws and regulations	ARA , p176-188	
	2-28 Membership associations	UK Finance, Building Societies' Association, Business in the Community Climate and Environment p33, 35-36, Trust and Transparency p43	
	2-29 Approach to stakeholder engagement	Our purpose , p4 ARA , p25-30	
	2-30 Collective bargaining agreements	ESG Data Tables , p49	
	GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our purpose , p4
		3-2 List of material topics	Appendix - Global Reporting Initiative Index , p46
	GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	ARA , p189-190
201-2 Financial implications and other risks and opportunities due to climate change		ARA , p47-82	
201-3 Defined benefit plan obligations and other retirement plans		ARA , p225-229	

GRI index

GRI Standard	Disclosure		Location
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	ESG Data Tables, p49
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	ESG Data Tables, p49-50
	205-2	Communication and training about anti-corruption policies and procedures	ESG Data Tables, p50
	205-3	Confirmed incidents of corruption and actions taken	There have been no incidences of corruption in 2021, 2022 or 2023.
GRI 206: Anti-competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	ESG Data Tables, p50
GRI 207: Tax 2019	207-1	Approach to tax	Trust and Transparency, p43 ARA, p 214, 229 -230, 248 Tax Strategy
	207-2	Tax governance, control, and risk management	
	207-3	Stakeholder engagement and management of concerns related to tax	
	207-4	Country-by-country reporting	
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	ARA, p69-70
	302-3	Energy intensity	ARA, p69-70
	302-4	Reduction of energy consumption	ARA, p69-70
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	ARA, p70-71
	305-2	Energy indirect (Scope 2) GHG emissions	ARA, p70-71
	305-3	Other indirect (Scope 3) GHG emissions	ARA, p75
	305-4	GHG emissions intensity	ARA, p69-70
	305-5	Reduction of GHG emissions	ARA, p69-70
GRI 306: Waste 2020	306-3	Waste generated	ESG Data Tables, p50
	306-4	Waste diverted from disposal	ESG Data Tables, p50
	306-5	Waste directed to disposal	ESG Data Tables, p50
GRI 308: Supplier Environmental Assessment 2016	308-1	New Suppliers that were screened using environmental criteria	ESG Data Tables, p50
	308-2	Negative environmental impacts in the supply chain and actions taken	ESG Data Tables, p50
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	ESG Data Tables, p50-51
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Not applicable - we do not discriminate between full time/part-time/temporary for benefits.
	401-3	Parental leave	ESG Data Tables, p51

GRI Standard	Disclosure		Location
GRI 402: Labour/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	We comply with statutory requirements. Notice periods for consultation and negotiation are not specified in our Information and Consultation of Employees agreement.
GRI 403: Labour/Management Relations 2018	403-1	Occupational health and safety management system	ESG Data Tables, p51
	403-2	Hazard identification, risk assessment, and incident investigation	ESG Data Tables, p51-52
	403-4	Worker participation, consultation, and communication on occupational health and safety	ESG Data Tables, p52
	403-5	Worker training on occupational health and safety	ESG Data Tables, p52
	403-8	Workers covered by an occupational health and safety management system	ESG Data Tables, p52
	403-9	Work-related injuries	ESG Data Tables, p52
	403-10	Work-related ill health	ESG Data Tables, p53
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	ESG Data Tables, p53
	404-3	Percentage of employees receiving regular performance and career development reviews	ESG Data Tables, p53-54
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	ESG Data Tables, p54
	405-2	Ratio of basic salary and remuneration of women to men	Our Gender Pay Gap Report sets out our gender pay gap across all colleagues, expressed as a percentage.
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	ESG Data Tables, p54
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Supplier code of conduct All colleagues have the opportunity to join the Colleague Association.
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Sustainable Communities, p13-22
GRI 415: Public Policy 2016	415-1	Political contributions	ARA, p172

ESG data tables

GRI 2-7	Employee breakdown	2023	2022	2021
Total employees by gender				
405-1	No. female employees	1024	978	883
	Percentage of female employees	57.1%	58.5%	59.2%
405-1	No. male employees	769	693	608
	Percentage of male employees	42.9%	41.5%	40.8%
Permanent/Temporary by gender				
	No. permanent employees	1776	1648	N/A
	No. temporary employees	17	23	N/A
	No. permanent - female	1013	964	N/A
	No. permanent - male	763	684	N/A
	No. temporary - female	11	14	N/A
	No. temporary - male	6	9	N/A
Full-time/Part-time by gender				
	No. full-time employees	1491	1396	1209
	No. part-time employees	302	275	282
	No. full-time - female	758	732	635
	No. full-time - male	733	664	574
	No. part-time - female	266	246	248
	No. part-time - male	36	29	34
Notes on basis of preparation and any contextual info required				
Headcount - 31st Dec each year. Excludes Contractors, LTHI & Pensioner. Details taken from previously published reporting. Temporary = fixed term contract. Contract type not available for 2021. N/A indicates unavailable data.				
2-8	Workers who are not employees - breakdown	2023	2022	2021
	No. of workers who are not employees	90	16	17
Most common types of worker and their contractual relationship with the organisation				
Daily rate contract resource engaged through agency, professional services or umbrella company or a managed service provider. Typically contractors working across Operations, Brand, Treasury, Data, Contact Centre and Risk.				
Type of work performed				
Majority project resource including Core project and some minimal 'business as usual' resource which provides an ability to flex up and down at short notice.				
Notes on basis of preparation and any contextual info required				
Shared reporting between HR Shared Service team and Finance.				

Notes on any significant fluctuations between time periods				
The 2023 figure includes reporting on contractors engaged by the business directly through suppliers, which was not previously reported in 2021 and 2022 figures as this data was not available.				
2-30	Collective bargaining agreements	2023	2022	2021
	Percentage of total employees covered by collective bargaining agreements	98.2%*	98.6%*	N/A
*All colleagues except for 23 Directors/Chiefs/Non-Executive Directors.				
202-2	Proportion of senior management hired from the local community			
	Proportion of senior management at significant locations of operation hired from the local community	36%	N/A	N/A
"Senior Management" = Level BL2 (Head of Department) and above "Significant locations of operations" = West Yorkshire (Head Office in Leeds) "Local" = county of the significant location of operation				
204-1	Suppliers	2023	2022	2021
	Proportion of spending on suppliers - West Yorkshire	8%	15%	6%
	Proportion of spending on suppliers - rest of UK	92%	85%	94%
	Proportion of spending on suppliers - non-UK	N/A	N/A	N/A
Note: The 2023 Global Slavery Index highlights the risk of slavery/forced labour is low in the UK. Leeds Building Society' Supplier Code of Conduct sets out standards expected on the topic of modern slavery/forced labour. Data not available for non-UK suppliers. Minor redefinition of West Yorkshire area between 2022 and 2023 for reporting purposes.				
N/A indicates unavailable data.				
205	Anti-corruption 2016	2023	2022	2021
205-1	Operations assessed for risks related to corruption			
	Total number and percentage of operations assessed for risks related to corruption	Risk assessment performed Society-wide (100% coverage)		
Significant risks related to corruption identified through the risk assessment:-				
A full risk assessment has been performed and is reviewed annually. The Society has proportionate controls, policies, standards and procedures in place to manage its financial crime risks. Financial crime includes money laundering, financing terrorist activities, fraud, bribery and corruption, and tax evasion. Corruption covers a wide span of criminality covering dishonest or fraudulent acts involving a bribe. For the purposes of the Society's risk assessment, under the heading of bribery and corruption we considered the following threats:- bribery, conflict of interest and insider trading.				
Leeds Building Society is considered low risk from a corruption perspective due to its adherence to stringent anti-money laundering, counter-terrorist financing, fraud prevention, and anti-bribery measures. The Society's commitment to regulatory compliance and robust internal controls minimises the likelihood of involvement in illicit financial activities. Controls include the monitoring of Politically Exposed Persons, conflict of Interest policies, gift registers and third-party management.				

ESG data tables

205	Anti-corruption 2016	2023	2022	2021
205-1	Additionally, being based in the UK, where regulatory frameworks are well-established, and serving a UK customer base, contributes to a lower risk profile. The Society's focus on mortgage and savings products further aligns with transparent financial transactions, reducing susceptibility to corruption-related risks.			
205-2	Communication and training about anti-corruption policies and procedures			
	Total number and percentage of governance body members that the organisation's anticorruption policies and procedures have been communicated to	Policies and procedures have been communicated to all governance body members		
	Total number and percentage of employees that the organisation's anticorruption policies and procedures have been communicated to, broken down by employee category	Policies and procedures have been communicated to all relevant colleagues		
	Total number and percentage of business partners that the organisation's anticorruption policies and procedures have been communicated to, broken down by type	All suppliers expected to adhere to Supplier Code of Conduct (which requires a zero-tolerance approach to bribery, fraud, money laundering and corruption)		
205-3	Confirmed incidents of corruption and actions taken			
	Total number and nature of confirmed incidents of corruption	0	0	0
206-1	Anti-competitive behaviour	2023	2022	2021
	Number of legal actions pending or completed regarding anti-competitive behaviour	0	0	0
306	Waste	2023	2022	2021
306-3	Total weight of waste generated in metric tons	114.29	96.02	109.44
306-4	Waste diverted from disposal			
	Total waste diverted from disposal (weight, in metric tons)	97.90	82.85	92.59
	Any relevant contextual information			
	No data held for January 2021 waste. IT-related waste not included			
306-5	Waste directed to disposal			
	Total non-hazardous waste directed to disposal - incineration (with energy recovery)	15.97	12.99	16.86
	Total non-hazardous waste directed to disposal - incineration (without energy recovery)	0.42	0.19	N/A

Any relevant contextual information				
No data held for January 2021 waste. IT-related waste not included				
N/A indicates unavailable data.				
308	Supplier Environmental Assessment			
308-1	Percentage of new suppliers that were screened using environmental criteria	56%	N/A	N/A
308-2	Number of suppliers assessed for environmental impacts	82	N/A	N/A
	Number of suppliers identified as having significant actual and potential negative environmental impacts	36	N/A	N/A
Significant actual and potential negative environmental impacts identified in the supply chain.				
The suppliers counted in the above, are those that have an inherent risk score above LBS appetite. The themes around these scores are the supplier is not publishing targets or emissions, therefore we are unable to fully assess and monitor their impact.				
Percentage of suppliers identified as having significant actual and potential negative environmental impacts:-				
	- With which improvements were agreed upon as a result of assessment	64%	N/A	N/A
	- With which relationships were terminated as a result of assessment, and why	0%	N/A	N/A
While no relationships were terminated in 2023, there are some potential suppliers who were discounted from tendering activity, and did not win the business. Reasons for exclusions would have included ESG responses. These are included in the figures, as assessments were made against them. All suppliers identified above as having actual and potential negative impacts have been reviewed, and some risk accepted. Others are under review, and action plans are in place.				
401	Employment - new hires and leavers	2023	2022	2021
401-1	No. of new hires	371	490	335
	Rate of new hires	21.4%	31.2%	22.8%
	No. of new hires - female	190	277	194
	No. of new hires - male	181	213	141
	Rate of new hires - female	19.0%	30.0%	22.2%
	Rate of new hires - male	24.8%	33.0%	23.6%

ESG data tables

	No. of new hires - under 30 years old	146	241	145
	No. of new hires - 30-50 years old	188	202	149
	No. of new hires - over 50 years old	37	47	41
	Rate of new hires - under 30 years old	35.4%	62.4%	38.8%
	Rate of new hires - 30-50 years old	18.9%	22.7%	17.8%
	Rate of new hires - over 50 years old	11.5%	16.0%	15.7%
	No. of leavers	227	281	248
	Rate of employment turnover	13.1%	18.4%	17.5%
	No. of leavers - under 30 years old	96	116	100
	No. of leavers - 30-50 years old	87	122	105
	No. of leavers - over 50 years old	44	43	43
	Rate of employment turnover - under 30 years old	23.3%	30.0%	26.7%
	Rate of employment turnover - 30-50 years old	8.7%	13.7%	12.6%
	Rate of employment turnover - over 50 years old	13.6%	14.6%	16.4%
401-3	Parental leave			
	Total number of employees that were entitled to parental leave - female	868*	749*	N/A
	Total number of employees that were entitled to parental leave - male	620*	514*	N/A
	Total number of employees that took parental leave - female	8	4	N/A
	Total number of employees that took parental leave - male	1	0	N/A
	*as at 31 December - 1 year's service required. N/A indicates unavailable data.			
403	Occupational health and safety	2023	2022	2021
403-1	Occupational health and safety management system:			
	The Society's health and safety policy acts as the health and safety management system. The health and safety policy is implemented in compliance with relevant legal requirements to ensure the wellbeing of its employees - the Society meets its obligations under all relevant health and safety regulations, including the Health and Safety at Work Act 1974, as well as specific regulations on display screen equipment, accident reporting, construction, control of asbestos and hazardous substances, gas and electrical safety and manual handling and lifting. The health and safety management system is not recognised or certified by a recognised risk management standard. It covers the Society's lending and deposit taking activities from 53 locations throughout the UK, dealing with customers face to face in branch or in an office providing phone and online support.			

403-2	Hazard identification, risk assessment, and incident investigation
	Identifying work-related hazards and applying the hierarchy of controls is a critical aspect of maintaining safe workplaces.
	Regular workplace inspections are completed annually to identify potential hazards throughout the property portfolio. In-house inspections and third party suppliers are involved in examining physical conditions, equipment and work processes. Employees are also encouraged to report hazards they observe during their work via e-learning, COLLIN and committee meetings. Incident reporting and investigations are completed to identify root causes and any potential hazards that may not be evident through routine inspections. Change management is another way to identify and evaluate new emerging hazards from refurbishments, new processes, or equipment in the work environment.
	Thorough risk assessments are completed in house and via a third party (i.e. fire risk assessment and water hygiene assessments) to identify hazards in the workplace. This involves evaluating the likelihood and severity of potential harm, considering factors such as frequency of exposure and its consequences.
	The Society applies a structured and consistent approach to the risk management by ranking the different categories of control measures in the following order: elimination (most effective), substitution, engineering controls and administration controls. To provide an example, to eliminate the risk of musculoskeletal injury or illness caused by poor workstation design, the head office has ergonomically efficient substitutes such as sit stand desks and adjustable monitor arms.
	Once controls are identified, The Society write and implement policies, standards, and training to minimise risk. All applicable are briefed and are readily available on the colleague intranet.
	Online management tools are used to monitor compliance of risk assessments, highlighting areas of concern and identifying areas for improvement. In addition to this, inspection, testing and examination paperwork completed by third parties is reviewed inhouse weekly. All data is reviewed and the information is shared with the H&S working group (HSWWG) to ensure the controls are adequate and adjusted where necessary, these meetings occur every 3 months.
	By integrating these steps into a systematic process it effectively identifies, assesses and controls work related hazards, fostering a safer and healthier environment.
	Individuals responsible for hazard identification and risk assessment possess all the necessary qualifications and experience to carry out the role effectively. Job descriptions detail the necessary qualifications and experiences needed for the role, with additional training provided where gaps are identified. On occasion external expertise is sought to bring fresh perspectives and to ensure that the organisation is meeting or exceeding industry standards.

ESG data tables

	<p>An annual management review is completed to review hazards identification and risk assessment processes. This ensures commitment from top leadership and allows for strategic decision making regarding resource allocation and improvement initiatives.</p> <p>Colleagues, visitors or contractors that identify a hazard that cannot be addressed locally, will refer the hazard, fault or defect through the right channels (dependent on location). At the offices it's an email to reception, security or to report directly to the front desk. Within the branch network the hazard is logged within the computer aided facilities management system, with priority ratings assigned and service level agreements in place.</p> <p>All accidents and incidents, no matter how minor or major, must be reported immediately via telephone or email to the property department and to the relevant line manager. The injured party, another colleagues or the line manager can complete the Accident Report Form (available to download from the company's intranet) within 2 days and for this to be sent to the H&S department. All accident report forms are reviewed by the H&S team, and depending on severity, a suitable investigation is arranged and completed within 2 weeks.</p> <p>The Society encourages employees to raise concerns and have an open discussion where employees can challenge, raise concerns, and allow the society to take appropriate action to remedy the situation. The 'Speak Up Standard' encourages employees to report hazards, near misses and incidents without fear of retribution, victimisation or detriment.</p>
403-4	<p>Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.</p>
	<p>Workers' participation and consultation are integral to the development, implementation, and evaluation of a health and safety management system. The Society has formal channels for communication between management and colleagues, including a designated health and safety manager that provides information to the branches via operational support and weekly bulletins, update the colleague intranet for H&S support and attendance at regular committees. There are nominated representatives for fire and first aid-related matters and also for the committee meetings, which allow colleagues and management to discuss health and safety matters, and allows for the exchange of ideas, feedback and resolution of concerns. All colleagues have access to relevant health and safety information via the intranet, including training information, policies, guidance, incident reports and other information crucial for understanding and mitigating risks. Colleagues are included in workplace inspections, and their perspectives contribute to a comprehensive understanding of the effectiveness of the management system.</p> <p>The Health, Safety & Wellbeing Working Group (HSWWG) supports the Society on all matters relating to the Health, Safety and Wellbeing of its colleagues, members and all others who may be affected by its business activities. Member colleagues from different departments at the Society attend each session, where individuals' duties (such as policy, procedure, guidelines and codes are practice inc. H&S matters, incidents and wellbeing issues) are discussed. Approved minutes are circulated and the chair produces an annual report. Decision making authority sits with the Deputy Chief Executive Officer. The Working Group will meet up to four times per year and a minimum of two ad hoc meetings may be requested by any member of the Group, if required.</p>

403-5	A description of any occupational health and safety training provided to workers			
	<p>The Society provides in-house essential e-learning which gives colleagues a good grounding in general health and safety at work. On completion colleagues will be able to:</p> <ul style="list-style-type: none"> Identify key health and safety laws and understand how to comply with them Implement a range of risk prevention methods, including those relating to manual handling, fire hazards & display screen equipment Identify safety signage in the workplace List step-by-step procedures to follow in different types of emergency 			
403-8	Occupational health & safety management			
	If the organisation has implemented an occupational health and safety management system based on legal requirements and/or recognised standards/guidelines - does this apply to all colleagues and contractors?	Yes - all colleagues		
	Has the system been internally audited, or externally audited or certified?	Yes, corporate website accreditation evidenced		
403-9	Work-related injuries			
	Employees - number and rate of fatalities as a result of work-related injury	0	0	0
	Employees - number and rate of high-consequence work-related injuries (excluding fatalities)	0	0	0
	Employees - number and rate of recordable work-related injuries	9	5	6
	Employees - main type of work-related injuries			
	<p>2023 - 1. Slip and trips from same level 2. Slip and trip from a level 3. Struck against (impact with a static object) 2022 - 1. Contact with hot liquids 2. Struck by object 3. Slips and trips from same level. 2021 - 1. Struck by object 2. Slips and trips from same level 3. Contact with electricity 4. Contact with hot liquid.</p>			
	Contractors - number and rate of fatalities as a result of work-related injury	0	0	0
	Contractors - number and rate of high- consequence work-related injuries (excluding fatalities)	0	0	0
	Contractors - number and rate of recordable work-related injuries	2	2	1
	Contractors - main types of work-related injury	1. Struck against (impact with a static object)	Struck against	Struck against

403-10	Work-related ill health			
	The number of fatalities as a results of work-related ill health	0	0	N/A
404	Training	2023	2022	2021
404-1	Training by gender			
	Average hours of training undertaken during the reporting period - all employees	22	24	23
	As above - female employees	22	25	24
	As above - male employees	21	24	22
	Training by employee category			
	Average hours of training undertaken - all employees within Audit function	10	20	16
	As above - Brand & Marketing function	Not appl	5	14
	As above - Commercial function	33	30	15
	As above - Customer function	27	27	31
	As above - Finance function	10	14	14
	As above - Operations function	10	22	12
	As above - Risk function	14	19	18
	As above - Strategy & Insights function	11	16	16
404-3	Employee performance & career development reviews			
	Percentage of total employees who received a regular performance and career development review during the reporting period - all employees	Check Ins- 64% PDP - 87%	121 - 76% PDP - 87%	121 - 84% PDP - 88%
	As above - female	Check Ins- 64% PDP - 89%	121 - 77% PDP - 87%	121 - 84% PDP - 89%
	As above - male	Check Ins- 65% PDP - 84%	121 - 74% PDP - 88%	121 - 83% PDP - 86%
	Training data excludes contractors.			
	*Not appl = not applicable due to changes in functions. N/A indicates unavailable data.			

404	Training	2023	2022	2021
404-3	Training by employee category			
	Percentage of total employees who received a regular performance and career development review during the reporting period - senior management	Check Ins- 51% PDP - 76%	121 - 50% PDP - 62%	121 - 65% PDP - 29%
	Percentage of total employees who received a regular performance and career development review during the reporting period - all employees within Audit function	Check Ins- 82% PDP - 91%	121 - 100% PDP - 100%	121 - 78% PDP - 100%
	As above - Brand & Marketing function	Not appl	Not appl	121 - 69% PDP - 78%
	As above - Commercial function	Check Ins- 71% PDP - 79%	121 - 72% PDP - 88%	121 - 83% PDP - 73%
	As above - Customer function	Check Ins- 64% PDP - 89%	121 - 79% PDP - 90%	121 - 88% PDP - 94%
	As above - Finance function	Check Ins- 68% PDP - 91%	121 - 89% PDP - 83%	121 - 83% PDP - 90%
	As above - Operations function	Check Ins- 54% PDP - 85%	121 - 79% PDP - 86%	121 - 88% PDP - 87%
	As above - Risk function	Check Ins- 78% PDP - 86%	121 - 60% PDP - 82%	121 - 69% PDP - 83%
	As above - Strategy & Insights function	Check Ins- 65% PDP - 85%	121 - 78% PDP - 89%	121 - 78% PDP - 52%

To improve and streamline our performance management processes, in 2023 we introduced quarterly 'check ins', replacing the previous monthly 121s. Based on colleagues in post at end of the year, excludes Non-Executive Directors, LTHI, contractors and new starters in the last quarter. "Senior Management" = Level BL2 (Head of Department) and above. PDP = Personal Development Plan, 121 = regular performance review.
 *Not appl = not applicable due to changes in functions.

405-1 Governance body breakdown

Percentage of individuals within organisation's governance bodies			
- female	33.3%	27.3%	27.3%
- male	66.7%	72.7%	72.7%

Percentage of individuals within organisation's governance bodies			
- under 30 years old	0.0%	0.0%	0.0%
- 30-50 years old	18.2%	18.2%	16.7%
- over 50 years old	81.8%	81.8%	83.3%

405-1 Governance body breakdown

Percentage of individuals within organisation's governance bodies			
- BAME	8.3%	9.1%	8.3%

Employee breakdown

Percentage of employees - under 30 years old	22.4%	25.4%	24.6%
Percentage of employees - 30-50 years old	59.2%	55.8%	56.9%
Percentage of employees - over 50 years old	18.5%	18.9%	18.5%
Percentage of employees -BAME	14.1%	11.4%	9.3%

406-1 Discrimination

	2023	2022	2021
Number of incidents of discrimination	0	0	N/A

N/A indicates unavailable data.

Driven by our purpose

Owning a home isn't easy right now, but everything we do is about bringing that dream a little closer. That's because we believe **everyone deserves a place to call home.**

If you have any queries regarding this report please contact the Responsible Business team at community@leedsbuildingsociety.co.uk or write to us at Leeds Building Society, 26 Sovereign Street, Leeds, LS1 4BJ.

