

TRANSPARENCY, INFLUENCE AND ACCOUNTABILITY STANDARD

Directors' remuneration and management costs 2025/26

What we pay our directors and what it costs to manage your homes.

Why we publish this

Affordable Housing and Communities Ltd (AHCL) is a registered provider of social housing (no. 4836). The Regulator of Social Housing's Transparency, Influence and Accountability Standard requires every registered provider, whatever its size, to give tenants accessible information about directors' pay and the cost of managing their homes.

The figures below cover our financial year from 1 February 2025 to 31 January 2026. We follow the method set out in the Regulator's [directors' remuneration and management costs note](#), so you can compare us with other landlords.

Our figures for 2025/26

Each measure is the total for the year divided by the 229 social housing homes we owned or managed on 31 January 2026.

£8.73

PER HOME

Pay of our highest paid director

£27.53

PER HOME

Pay of all our directors

£1,095

PER HOME

Management costs

MEASURE	TOTAL FOR THE YEAR	PER HOME
1. Pay of our highest paid director	£2,000	£8.73
2. Pay of all our directors	£6,305	£27.53
3. Management costs	£250,755	£1,095

How each is calculated

01 Highest paid director

Pay for the year of our highest paid director, not including pension and National Insurance contributions, divided by the number of homes.

02 All directors

Total pay for the year of all directors and former directors, including pension and National Insurance contributions, divided by the number of homes.

03 Management costs

Total management costs for our social housing for the year, divided by the number of homes.

Terms we use

- / **Remuneration:** the money paid to our directors, such as salary and benefits.
 - / **Directors:** AHCL board and executive directors.
 - / **Social housing homes:** the number of social homes we owned or managed on 31 January 2026.
 - / **Management costs:** the cost of running housing services for our social homes, including staff, offices, systems, repairs and maintenance, and services covered by service charges.
 - / **Period of account:** our financial year, 1 February 2025 to 31 January 2026.
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What the figures include

AHCL is part of the Affordable Housing and Healthcare Group. These figures cover AHCL only.

Management costs cover our social housing only. They do not include the group's non-social housing activity.

The figures come from our audited financial statements for the year ending 31 January 2026.