

INVESTORS IN PEOPLE®
We invest in people



Your survey results

North Star Housing Group

Project number: CRM-25-00256

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Your Investors in People survey 2024

Your staff survey was conducted between **15 September and 15 October 2025**. As with previous surveys, engagement was very high, with **92% of your people** taking the time to respond to all **38 questions**. The total number of staff in scope has increased since your last survey in 2024 (+8).

The survey used a **seven-point Likert scale**, ranging from *strongly agree* to *strongly disagree*, applied to a series of statements. Each of the 38 questions received a score out of **7.0**, with the highest score representing unanimous *strong agreement* from all respondents. To achieve the maximum score for any given Indicator, every participant would need to *strongly agree* with all statements associated with that Indicator. As a result, a score of **6.0 or above** is generally considered to represent **very strong performance**.

As a **Platinum-accredited Investor in People**, the survey also enables you to benchmark your results against **previous years**, your **sector**, and other **organisations holding the Investors in People Award**.

What to be proud of

- 98% of people feel North Star has a positive impact on society.
- 97% say they have discussed their performance with their manager in the last six months
- 94% ink North Star is a great place to work
- 98% state that they share your values
- 98% of people say their role enables them to work well with others

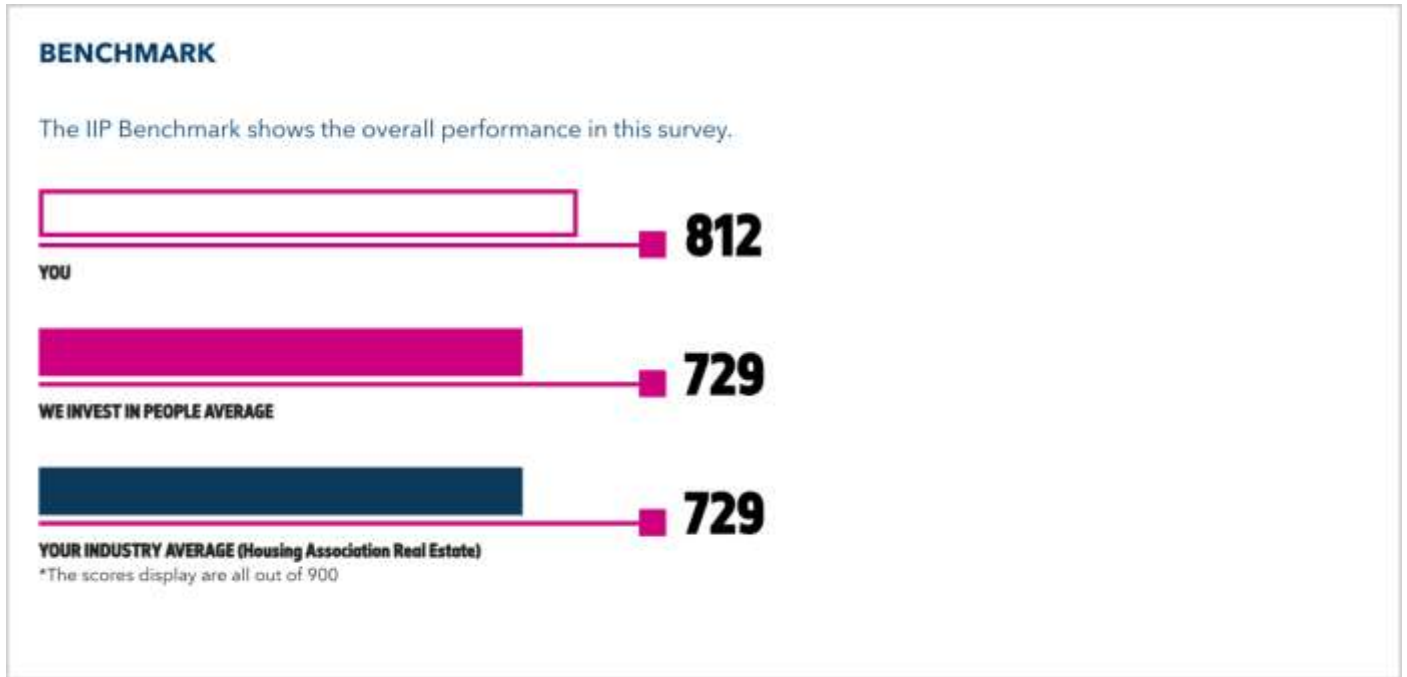
What to work on

- There are slightly lower scores for Supported Housing compared to others but are still above or equivalent to the IIP average
- This group has a lower score in every Indicator compared to 2024.

Survey highlights

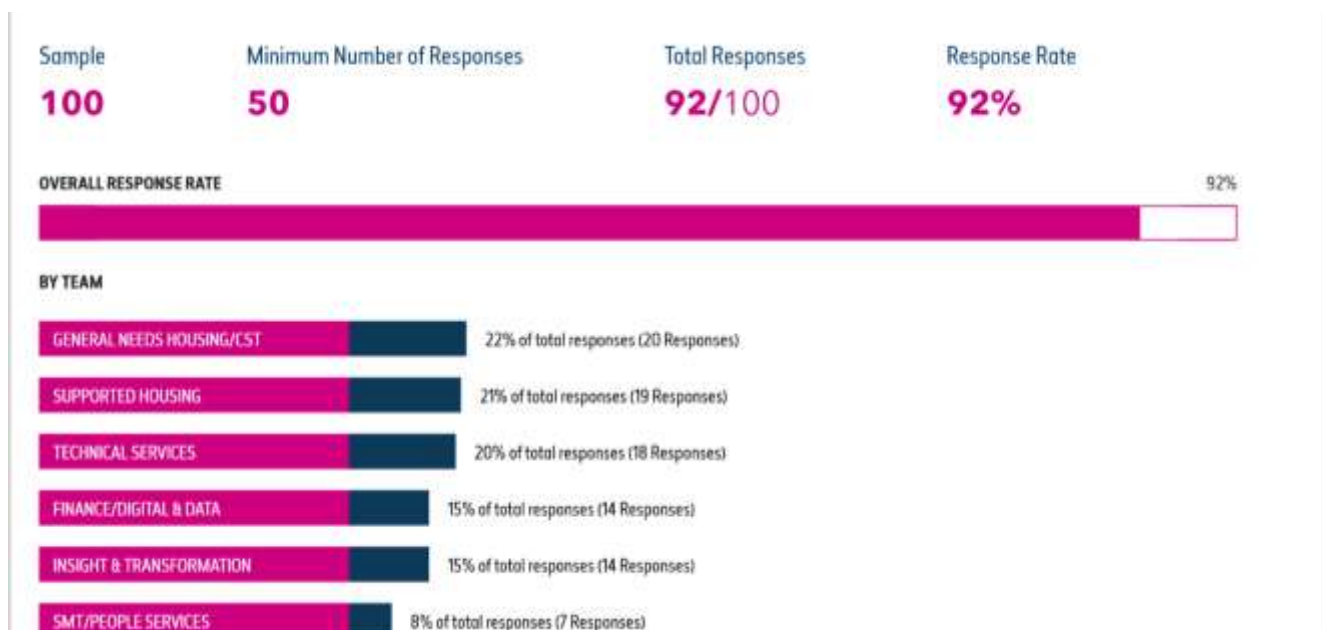
Your overall survey score was 812 out of a maximum of 900. This is considerably above both the IIP average and that for your sector (Housing associations and real estate). Platinum organisations are expected to achieve a score of 800.

Your overall survey score



Who took the survey?

There was a response rate of 92% which is exceptionally high. All of the groups you selected achieved the minimum requirement in order for them to be included in the analysis. Your staff numbers have increased since 2024.



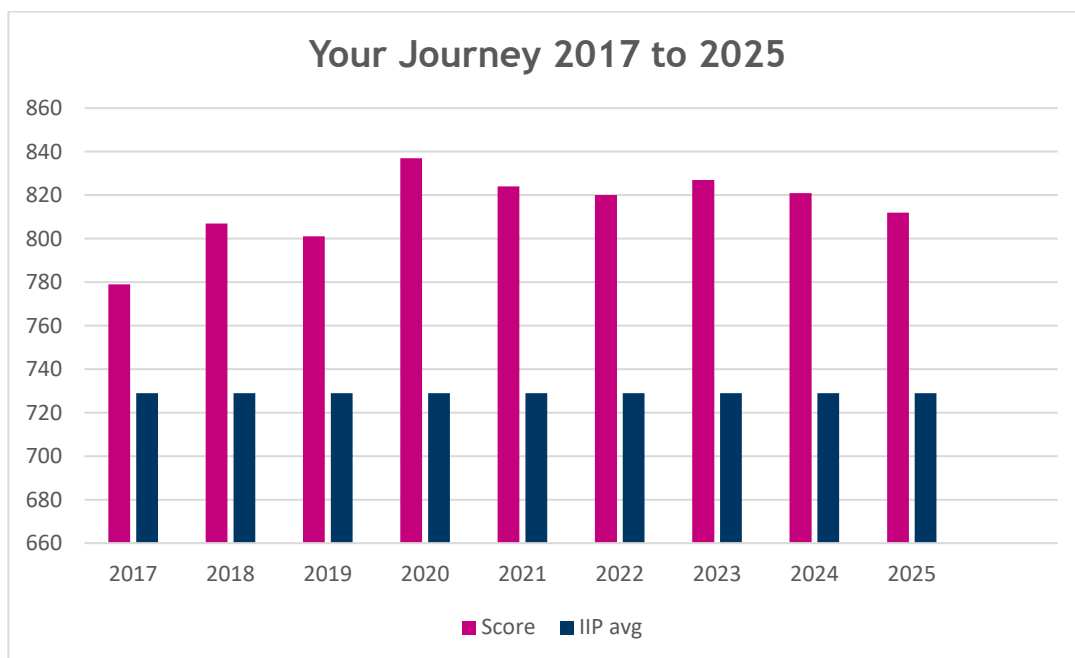
Your Journey

Eight-year trend

You have participated in the Investors in People survey for the past **eight years**, providing a valuable dataset from which to track performance trends over time. Throughout this period, your overall scores have consistently exceeded the **IIP average by a significant margin**. Since **2018**, your survey results have remained at **800 (out of 900) or higher**.

Your **highest-ever score** was achieved in **2020**, during the coronavirus pandemic. This coincided with a **full IIP assessment year**, when results typically show a slight uplift compared with interim surveys.

The results for **2025** are **marginally lower than those recorded in 2024**, but they remain well above both the sector and IIP benchmarks.



Achieving such strong results over an extended period—during which the sector has faced significant challenges, including a global pandemic and wider economic pressures—demonstrates that your approach to **people leadership, management, and development** is both **robust and culturally embedded**. However, it is important to remain vigilant and avoid complacency, as this year’s results represent the **second consecutive year of marginal decline**.

Your survey results by indicator

Results v IIP Benchmark

The table below shows your average score and compares this to the average for IIP organisations. For example, **+0.6** means you are 0.6 above the IIP average.

The table below shows that you are considerably above the IIP average for all of the nine Indicators.

Indicator summary

| | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE | AVERAGE SCORE | DIFFERENCE FROM IIP AVERAGE |
|--|----------------|--------------|----------------|----------------------------|-------------------|----------|-------------------|---------------|-----------------------------|
| Indicator 1 Leading and inspiring people | 52.4% | 33.4% | 5.7% | 3.8% | 2.7% | 1.6% | 0.3% | 6.2 | +0.6 |
| Indicator 2 Living the organisation's values and behaviours | 60.7% | 30.2% | 5.4% | 2.6% | 0.4% | 0.7% | 0% | 6.5 | +0.6 |
| Indicator 3 Empowering and involving people | 59.8% | 29.1% | 6.5% | 1.6% | 1.6% | 0.8% | 0.5% | 6.4 | +0.6 |
| Indicator 4 Managing performance | 65.2% | 25.3% | 5.2% | 1.1% | 1.6% | 1.6% | 0% | 6.5 | +0.7 |
| Indicator 5 Recognising and rewarding high performance | 34.2% | 38.9% | 13% | 4.9% | 5.2% | 3% | 0.8% | 5.8 | +0.7 |
| Indicator 6 Structuring work | 56.5% | 32.9% | 8.2% | 1.9% | 0.3% | 0.3% | 0% | 6.4 | +0.5 |
| Indicator 7 Building capability | 53.3% | 35% | 7% | 2.6% | 1.3% | 0.2% | 0.7% | 6.3 | +0.8 |
| Indicator 8 Delivering continuous improvement | 44.6% | 43.8% | 7.6% | 3% | 0.5% | 0.5% | 0% | 6.3 | +0.6 |
| Indicator 9 Creating sustainable success | 62.8% | 27.2% | 5.7% | 3.3% | 0.3% | 0.3% | 0.5% | 6.5 | +0.7 |

Results v Industry Benchmark

This table shows your score compared to the average for your sector (Housing associations and real estate). This shows that you are even further above this particular benchmark, with Indicators 5 and 9 being your strongest relative to the benchmark.

Indicator summary

| | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE | AVERAGE SCORE | HOUSING ASSOCIATION REAL ESTATE |
|--|----------------|--------------|----------------|----------------------------|-------------------|----------|-------------------|---------------|---------------------------------|
| Indicator 1 Leading and inspiring people | 32.1% | 40.6% | 20.5% | 4.9% | 1.6% | 0.3% | 0% | 6 | +0.4 |
| Indicator 2 Living the organisation's values and behaviours | 43.8% | 41.9% | 9.4% | 4.2% | 0.6% | 0% | 0% | 6.2 | +0.3 |
| Indicator 3 Empowering and involving people | 34.7% | 40.6% | 19.5% | 1.6% | 1.9% | 1.3% | 0.3% | 6 | +0.3 |
| Indicator 4 Managing performance | 52.3% | 36.7% | 8.4% | 1.9% | 0.6% | 0% | 0% | 6.4 | +0.5 |
| Indicator 5 Recognising and rewarding high performance | 23.1% | 41.6% | 19.2% | 11.7% | 2.6% | 1.6% | 0.3% | 5.6 | +0.6 |
| Indicator 6 Structuring work | 33.4% | 43.2% | 16.2% | 5.2% | 1.6% | 0.3% | 0% | 6 | +0.1 |
| Indicator 7 Building capability | 32.5% | 43.6% | 16.4% | 5.5% | 1.6% | 0.5% | 0% | 6 | +0.4 |
| Indicator 8 Delivering continuous improvement | 34.4% | 38.3% | 16.2% | 8.1% | 1.9% | 0.6% | 0.3% | 5.9 | +0.3 |
| Indicator 9 Creating sustainable success | 56.2% | 34.1% | 4.9% | 3.9% | 1% | 0% | 0% | 6.4 | +0.6 |

Results v Previous survey (2024)

This Indicator table compares your results to your previous survey in 2024. There has been a marginal decline across five of the nine Indicators.

Indicator summary

| | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE | AVERAGE SCORE | NOR-24-00885 - 21/10/2024 |
|--|----------------|-------|----------------|----------------------------|-------------------|----------|-------------------|---------------|---------------------------|
| Indicator 1 Leading and inspiring people | 52.4% | 33.4% | 5.7% | 3.8% | 2.7% | 1.6% | 0.3% | 6.2 | -0.2 |
| Indicator 2 Living the organisation's values and behaviours | 60.7% | 30.2% | 5.4% | 2.6% | 0.4% | 0.7% | 0% | 6.5 | 0.0 |
| Indicator 3 Empowering and involving people | 59.8% | 29.1% | 6.5% | 1.6% | 1.6% | 0.8% | 0.5% | 6.4 | 0.0 |
| Indicator 4 Managing performance | 65.2% | 25.3% | 5.2% | 1.1% | 1.6% | 1.6% | 0% | 6.5 | -0.1 |
| Indicator 5 Recognising and rewarding high performance | 34.2% | 38.9% | 13% | 4.9% | 5.2% | 3% | 0.8% | 5.8 | -0.2 |
| Indicator 6 Structuring work | 56.5% | 32.9% | 8.2% | 1.9% | 0.3% | 0.3% | 0% | 6.4 | -0.1 |
| Indicator 7 Building capability | 53.3% | 35% | 7% | 2.6% | 1.3% | 0.2% | 0.7% | 6.3 | 0.0 |
| Indicator 8 Delivering continuous improvement | 44.6% | 43.8% | 7.6% | 3% | 0.5% | 0.5% | 0% | 6.3 | 0.0 |
| Indicator 9 Creating sustainable success | 62.8% | 27.2% | 5.7% | 3.3% | 0.3% | 0.3% | 0.5% | 6.5 | -0.1 |

Your survey results by theme

Each Indicator within the framework is underpinned by **three themes**, resulting in a total of **27 themes** across the Standard. The table below highlights your **five highest- and lowest-scoring themes** from this year's survey.

Your **strongest themes** relate to **management performance, understanding the organisation's social impact (external context), living the organisation's values, and collaborative working.**

Even your **lowest-scoring themes** remain **above the overall IIP average**, reflecting a consistently high level of performance across all areas.

| Themes (Highs and Lows) | | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE | AVERAGE SCORE | DIFFERENCE FROM IIP AVERAGE |
|--|-------|----------------|-------|----------------|----------------------------|-------------------|----------|-------------------|---------------|-----------------------------|
| Your highest themes | | | | | | | | | | |
| Understanding the external context INDICATOR 9: Creating sustainable success | 71.7% | 20.7% | 5.4% | 2.2% | 0% | 0% | 0% | 0% | 6.6 | +0.8 |
| Measuring and assessing performance INDICATOR 4: Managing performance | 71.7% | 20.7% | 4.3% | 2.2% | 1.1% | 0% | 0% | 0% | 6.6 | +0.9 |
| Adopting the values INDICATOR 2: Living the organisation's values and behaviours | 66.8% | 28.8% | 2.2% | 1.1% | 0.5% | 0.5% | 0% | 0% | 6.6 | +0.6 |
| Enabling collaborative working INDICATOR 6: Structuring work | 60.9% | 32.6% | 4.3% | 2.2% | 0% | 0% | 0% | 0% | 6.5 | +0.5 |
| Making decisions INDICATOR 3: Empowering and involving people | 68.5% | 22.8% | 4.3% | 2.2% | 1.1% | 0% | 1.1% | 1.1% | 6.5 | +0.6 |
| Your lowest themes | | | | | | | | | | |
| Developing leadership capability INDICATOR 1: Leading and inspiring people | 41.3% | 37% | 9.8% | 7.6% | 2.2% | 2.2% | 0% | 0% | 6 | +0.8 |
| Adopting a culture of recognition INDICATOR 5: Recognising and rewarding high performance | 38% | 39.1% | 15.2% | 1.1% | 3.3% | 2.2% | 1.1% | 1.1% | 6 | +0.6 |
| Deploying the right people at the right time INDICATOR 7: Building capability | 37% | 38% | 12% | 4.3% | 5.4% | 0% | 3.3% | 3.3% | 5.8 | +0.5 |
| Recognising and rewarding people INDICATOR 5: Recognising and rewarding high performance | 33.2% | 40.2% | 11.4% | 4.3% | 6.5% | 3.3% | 1.1% | 1.1% | 5.8 | +0.7 |
| Designing an approach to recognition and reward INDICATOR 5: Recognising and rewarding high performance | 32.6% | 35.9% | 14.1% | 9.8% | 4.3% | 3.3% | 0% | 0% | 5.7 | +0.8 |

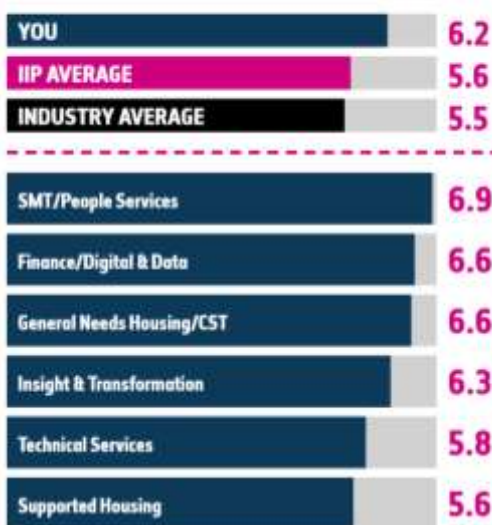
What your survey told us

Leading

LEADING AND INSPIRING PEOPLE

| Indicator 1: Leading and inspiring people | | | | | | | |
|---|----------------|-------|----------------|----------------------------|-------------------|----------|-------------------|
| BASE QUESTIONS | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE |
| Indicator Average | 52.4% | 33.4% | 5.7% | 3.8% | 2.7% | 1.6% | 0.3% |
| I trust the leaders of my organisation | 45.7% | 38% | 7.6% | 4.3% | 2.2% | 1.1% | 1.1% |
| Management communicates the organisation's ambition | 56.5% | 35.9% | 2.2% | 2.2% | 1.1% | 2.2% | 0% |
| My manager motivates me to achieve my best | 66.3% | 22.8% | 3.3% | 1.1% | 5.4% | 1.1% | 0% |
| My organisation develops great leaders | 41.3% | 37% | 9.8% | 7.6% | 2.2% | 2.2% | 0% |

LEADING AND INSPIRING PEOPLE



With a score of 6.2, this Indicator sits 0.6 above the overall IIP average and 0.7 above the benchmark for Housing Associations. It is slightly lower than last year's result (down 0.2), though this change is not statistically significant. However, a closer look at the data shows a more notable shift within Supported Housing, where scores have fallen by 0.7 since the previous survey.

The two highest-scoring statements remain unchanged from last year:

- Management communicates the organisation's ambitions
- My manager motivates me to achieve my best

From a team perspective, this Indicator records your second-highest agreement level, with a score of 6.9 from SMT/People Services. However, it also includes two teams scoring below 6.0 - Technical Services (5.8) and

Supported Housing (5.6). The Supported Housing score now aligns with the IIP benchmark, representing a notable decline from 6.3 in the previous survey.

This Indicator also shows one of the widest variations between the highest and lowest scoring teams, highlighting differing perceptions of management and leadership across the organisation.

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

| BASE QUESTIONS | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE |
|--|----------------|-------|----------------|----------------------------|-------------------|----------|-------------------|
| Indicator Average | 60.7% | 30.2% | 5.4% | 2.6% | 0.4% | 0.7% | 0% |
| The values at my organisation guide the way we work | 50% | 37% | 7.6% | 3.3% | 1.1% | 1.1% | 0% |
| I share my organisation's values | 68.5% | 26.1% | 3.3% | 2.2% | 0% | 0% | 0% |
| My organisation has clear values | 65.2% | 31.5% | 1.1% | 0% | 1.1% | 1.1% | 0% |
| My behaviour reflects the organisation's values | 75% | 21.7% | 1.1% | 2.2% | 0% | 0% | 0% |
| I challenge behaviours which don't match the organisation's values | 44.6% | 34.8% | 14.1% | 5.4% | 0% | 1.1% | 0% |

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS



The results indicate that your **organisational values are well embedded and widely shared**, influencing **decision-making at all levels**. Your overall score for this Indicator is **0.6 above the IIP average**, consistent with your **2024 survey performance**.

Your **highest-scoring statements** were:

- *I share my organisation's values*
- *My organisation has clear values*
- *My behaviour reflects the organisation's values*

All statements scored **significantly above both the IIP and industry averages**, demonstrating a strong alignment between organisational and individual values. Responses to the statement "*I challenge behaviours that don't match the organisation's values*" have shown a **slight improvement** compared with the previous survey.

All teams recorded scores **above 6.0**, providing clear evidence that your values are **consistently understood and lived across the organisation**.

EMPOWERING AND INVOLVING PEOPLE

| Indicator 3: Empowering and involving people | | | | | | | |
|---|----------------|-------|----------------|----------------------------|-------------------|----------|-------------------|
| BASE QUESTIONS | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE |
| Indicator Average | 59.8% | 29.1% | 6.5% | 1.6% | 1.6% | 0.8% | 0.5% |
| I am encouraged to use initiative in my role | 70.7% | 22.8% | 5.4% | 0% | 0% | 1.1% | 0% |
| I have all the information I need to do my job well | 50% | 39.1% | 6.5% | 0% | 3.3% | 1.1% | 0% |
| I have a say in decisions that affect my role | 50% | 31.5% | 9.8% | 4.3% | 2.2% | 1.1% | 1.1% |
| I am trusted to make decisions in my role | 68.5% | 22.8% | 4.3% | 2.2% | 1.1% | 0% | 1.1% |

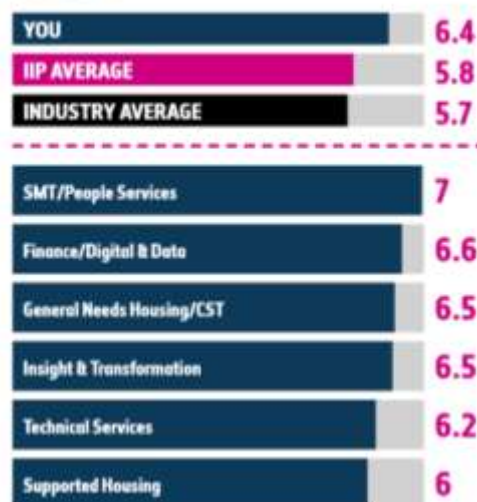
The results indicate that **at least 90% of people feel able to participate in and influence decision-making** at an appropriate level. A score of **6.4 out of 7 is excellent** and has been **maintained for the past two surveys**. This year shows a **slight uplift** (less than 0.1), which does not affect the overall Indicator score but reflects continued strength in this area. There was also a **modest improvement** in responses to the statement *“I have all the information I need to do my job well.”*

There are **slightly more instances of disagreement** than in previous years, typically involving **one or two respondents** per statement.

The **highest-scoring statement** is *“I am encouraged to use initiative in my role,”* while the **lowest-scoring statement** is *“I have a say in decisions that affect my role.”* However, even this lowest score remains **0.7 above the IIP average** and **0.8 above the Social Housing benchmark**—making it, in relative terms, your **strongest-performing question within this Indicator**.

The **SMT/People Services team** achieved a **perfect score of 7.0**, the highest in the survey, while **all other teams scored 6.0 or above**, demonstrating consistently high levels of empowerment and engagement across the organisation.

EMPOWERING AND INVOLVING PEOPLE



Supporting

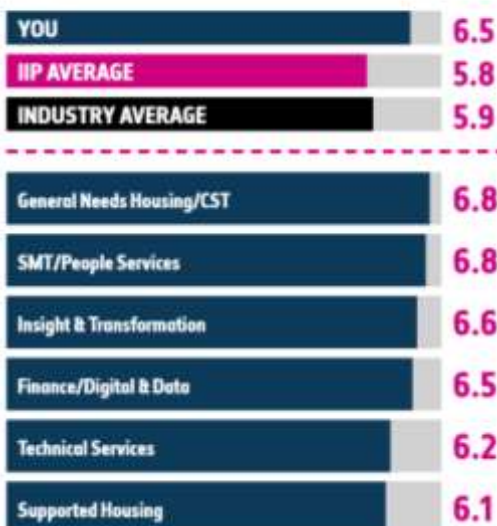
MANAGING PERFORMANCE

| Indicator 4: Managing performance | | | | | | | |
|--|----------------|-------|----------------|----------------------------|-------------------|----------|-------------------|
| BASE QUESTIONS | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE |
| Indicator Average | 65.2% | 25.3% | 5.2% | 1.1% | 1.6% | 1.6% | 0% |
| I have agreed my objectives with my line manager within the last 12 months | 58.7% | 32.6% | 3.3% | 1.1% | 1.1% | 3.3% | 0% |
| I feel encouraged to perform to the best of my abilities | 69.6% | 20.7% | 6.5% | 0% | 1.1% | 2.2% | 0% |
| My manager helps me improve my performance | 60.9% | 27.2% | 6.5% | 1.1% | 3.3% | 1.1% | 0% |
| I have discussed my performance with my manager in the last 6 months | 71.7% | 20.7% | 4.3% | 2.2% | 1.1% | 0% | 0% |

This is one of your **three highest-scoring Indicators**, sitting **0.7** above the overall IIP average. Agreement levels are exceptionally high, with **over 94% of respondents agreeing with all statements** and no ‘strongly disagree’ responses recorded.

There has been a **slight decline of 0.1** compared to the previous year. However, this marginal change is **not statistically significant** and is likely to reflect **short-term or situational factors**.

MANAGING PERFORMANCE



For instance, the response of a single individual feeling less positive on the day of completion—or a simple marking error—could easily account for such a small shift.

The **lowest-scoring statement**, which also showed the **largest decline (0.2)** since the previous survey, was “*I have agreed my objectives with my line manager within the last 12 months.*” This modest reduction may be influenced by the presence of **new starters** who have not yet completed a full performance review cycle.

Once again, there were no ‘strongly disagree’ responses, and the **most positive feedback** was for the statement “*I have discussed my performance with my manager in the last six months.*”

All teams continue to score **above 6.0**, although **Technical Services** recorded the largest decrease (-0.4) and **Supported Housing** a smaller decline (-0.3).

RECOGNISING AND REWARDING HIGH PERFORMANCE

| Indicator 5: Recognising and rewarding high performance | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE |
|---|----------------|--------------|----------------|----------------------------|-------------------|----------|-------------------|
| Indicator Average | 34.2% | 38.9% | 13% | 4.9% | 5.2% | 3% | 0.8% |
| I am rewarded in ways that match my motivations | 32.6% | 35.9% | 14.1% | 9.8% | 4.3% | 3.3% | 0% |
| I feel appreciated for the work I do | 38% | 39.1% | 15.2% | 1.1% | 3.3% | 2.2% | 1.1% |
| I am consistently recognised when I exceed expectations | 32.6% | 40.2% | 12% | 4.3% | 6.5% | 3.3% | 1.1% |
| I get appropriate recognition for the work I do | 33.7% | 40.2% | 10.9% | 4.3% | 6.5% | 3.3% | 1.1% |

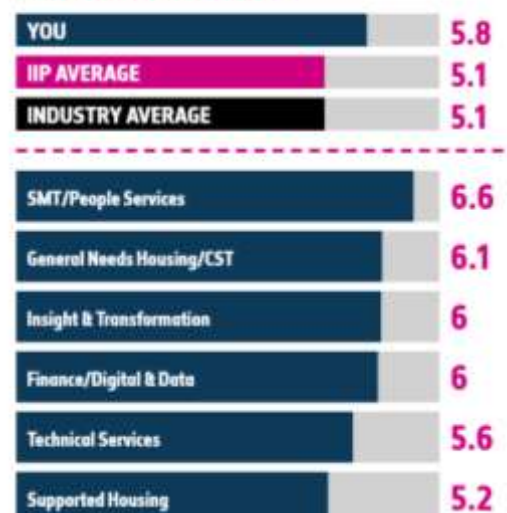
Indicator 5 represents the **lowest benchmark** within the survey overall, and it is also **North Star's lowest-scoring Indicator**. However, when compared with the **IIP average**, it stands out as one of your **strongest areas of performance**, scoring **0.7 above the IIP average**.

This indicates that your **recognition and reward processes** are functioning effectively and that **managers are implementing them in ways that have a clear positive impact**.

The most positively rated statement is *"I feel appreciated for the work I do,"* which sits **0.6 above both the IIP and Social Housing averages**. Relative to the Social Housing sector, your strongest comparative result was for the statement *"I am rewarded in ways that match my motivations,"* which is **0.9 above the sector benchmark**.

This Indicator also shows the **widest variation between teams**, with **SMT/People Services** achieving **6.6**, while **Supported Housing** scored **5.2**. The Supported Housing score represents a **decline of 0.6** since the previous survey.

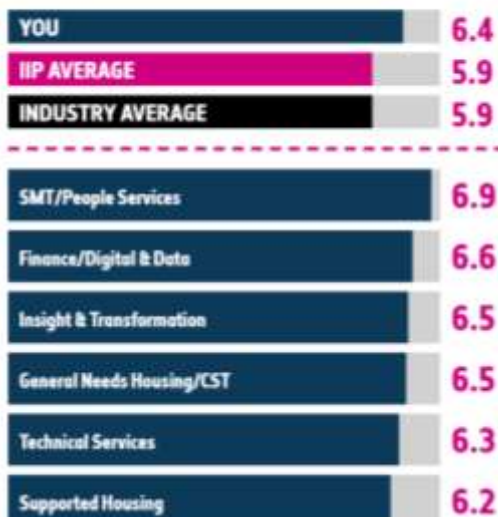
RECOGNISING AND REWARDING HIGH PERFORMANCE



STRUCTURING WORK

| Indicator 6: Structuring work | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE |
|---|----------------|-------|----------------|----------------------------|-------------------|----------|-------------------|
| Indicator Average | 56.5% | 32.9% | 8.2% | 1.9% | 0.3% | 0.3% | 0% |
| My work is interesting | 58.7% | 34.8% | 5.4% | 1.1% | 0% | 0% | 0% |
| I am able to develop the skills I need to progress | 55.4% | 28.3% | 14.1% | 2.2% | 0% | 0% | 0% |
| I have the right level of responsibility to do my job effectively | 51.1% | 35.9% | 8.7% | 2.2% | 1.1% | 1.1% | 0% |
| My role enables me to work well with others | 60.9% | 32.6% | 4.3% | 2.2% | 0% | 0% | 0% |

STRUCTURING WORK



This Indicator explores how **roles and organisational structures** are designed to help people **perform at their best**, by ensuring **role clarity** and encouraging **collaboration**.

There are **very low levels of disagreement** across all statements linked to this Indicator. Compared with the **IIP average**, the strongest relative result was for the statement *“I am able to develop the skills I need to progress.”* The statements achieving the **highest overall scores** were *“My role enables me to work well with others”* and *“My work is interesting.”*

While there are **minor declines** in a small number of statements, the Indicator as a whole **remains a strong area of performance for North Star**. Team scores are all above **6.0**, with **minimal change** compared to the previous survey.

Improving

BUILDING CAPABILITY

| Indicator 7: Building capability | | | | | | | |
|--|----------------|-------|----------------|----------------------------|-------------------|----------|-------------------|
| BASE QUESTIONS | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE |
| Indicator Average | 53.3% | 35% | 7% | 2.6% | 1.3% | 0.2% | 0.7% |
| I make use of my organisation's learning and development opportunities | 51.1% | 33.7% | 10.9% | 4.3% | 0% | 0% | 0% |
| I have opportunities to learn at work | 64.1% | 30.4% | 3.3% | 2.2% | 0% | 0% | 0% |
| I know how my organisation invests in learning and development | 59.8% | 34.8% | 3.3% | 2.2% | 0% | 0% | 0% |
| My manager thinks it is important that I develop my skills | 54.3% | 38% | 5.4% | 0% | 1.1% | 1.1% | 0% |
| People are selected for roles based on their skills and abilities | 37% | 38% | 12% | 4.3% | 5.4% | 0% | 3.3% |

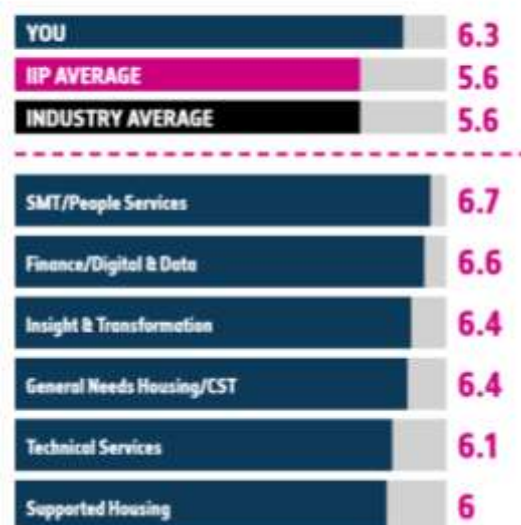
Your results demonstrate a **strong belief** that people development sits at the heart of the organisation. For example, over **97%** of respondents agreed with the statements:

- *I have opportunities to learn at work*
- *I know how my organisation invests in learning and development*
- *My manager thinks it is important that I develop my skills*

Your overall score for this Indicator is **0.8** above the IIP average, making it your **strongest result** relative to the IIP benchmark.

There is **no significant change** from the already high scores achieved in 2024, and all teams scored above 6.0. While some teams have shown marginal fluctuations, this remains a **consistently strong area of performance**.

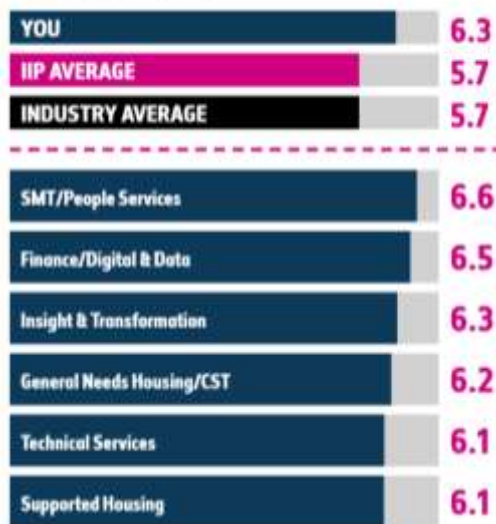
BUILDING CAPABILITY



DELIVERING CONTINUOUS IMPROVEMENT

| BASE QUESTIONS | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE |
|--|----------------|-------|----------------|----------------------------|-------------------|----------|-------------------|
| Indicator Average | 44.6% | 43.8% | 7.6% | 3% | 0.5% | 0.5% | 0% |
| I look for improvement ideas from my colleagues | 46.7% | 44.6% | 4.3% | 3.3% | 1.1% | 0% | 0% |
| I am encouraged to improve the way I do things | 41.3% | 46.7% | 8.7% | 3.3% | 0% | 0% | 0% |
| I am responsible for improving the way we do things | 44.6% | 39.1% | 10.9% | 3.3% | 1.1% | 1.1% | 0% |
| I am trusted to try new approaches in the way I work | 45.7% | 44.6% | 6.5% | 2.2% | 0% | 1.1% | 0% |

DELIVERING CONTINUOUS IMPROVEMENT



All statements achieved agreement levels above 94%, representing another exceptional result. The overall Indicator score of 6.3 sits 0.6 above the IIP average.

Your overall score for this Indicator is unchanged from the previous survey, reflecting continued strong performance. Once again, there is clear evidence of a positive and collaborative team culture, with the highest-scoring statement being “I look for improvement ideas from my colleagues.”

The lowest-scoring statement was “I am responsible for improving the way we do things,” yet when compared to the IIP average, this remains your strongest relative result.

Team results are strong across all areas, with greater consistency between teams than in previous years – the smallest gap to date between the highest and lowest scoring teams. Overall, team-level results have remained broadly consistent with 2024.

These findings suggest that continuous improvement is embedded within North Star’s culture, with people feeling empowered to contribute ideas and supported by collaborative working practices that encourage shared responsibility for progress.

CREATING SUSTAINABLE SUCCESS

| Indicator 9: Creating sustainable success | | | | | | | |
|--|----------------|-------|----------------|----------------------------|-------------------|----------|-------------------|
| BASE QUESTIONS | STRONGLY AGREE | AGREE | SOMEWHAT AGREE | NEITHER AGREE NOR DISAGREE | SOMEWHAT DISAGREE | DISAGREE | STRONGLY DISAGREE |
| Indicator Average | 62.8% | 27.2% | 5.7% | 3.3% | 0.3% | 0.3% | 0.5% |
| My organisation has a plan for the future | 69.6% | 23.9% | 3.3% | 2.2% | 0% | 0% | 1.1% |
| My organisation is a great place to work | 54.3% | 30.4% | 9.8% | 3.3% | 1.1% | 1.1% | 0% |
| My organisation embraces change | 55.4% | 33.7% | 4.3% | 5.4% | 0% | 0% | 1.1% |
| My organisation has a positive impact on society | 71.7% | 20.7% | 5.4% | 2.2% | 0% | 0% | 0% |

One of the key questions within the survey is “My organisation is a great place to work,” and **over 94% of respondents** agreed with this statement. There were **two disagreements** and **three neutral responses**.

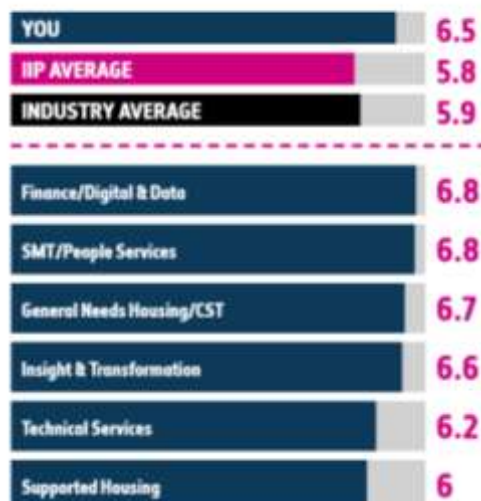
While not your highest-scoring statement, this remains a very positive result. The **top-scoring statement** this year was “My organisation has a positive impact on society,” which received **no disagreements** and **over 97% agreement** across all respondents.

The survey also reflects **strong confidence in North Star’s future direction and positive attitudes towards embracing change**. There has been a **marginal overall decline of 0.1** since the previous survey—spread evenly across all statements rather than concentrated in a specific area.

All teams scored highly, though **Supported Housing** recorded a **0.5 decline** compared to 2024. Even here, the difference was minimal, with only **one respondent ‘somewhat disagreeing’** with a single statement.

With an **overall score of 6.5 (out of 7.0)**, this remains **one of North Star’s strongest Indicators**. The results suggest a **deep-rooted sense of pride and purpose**, underpinned by **strong social values** and a belief in the organisation’s **positive contribution to its communities**.

CREATING SUSTAINABLE SUCCESS



Concluding Remarks

This year's survey demonstrates **continued high performance in people management, leadership, and development**. You have now achieved a score of **over 800 out of 900 for seven consecutive years**, reflecting a **strong and mature culture** where the principles of high performance are deeply embedded.

While this remains an excellent result, it is important to acknowledge the **second consecutive year of marginal decline**. This should not be a cause for concern but rather an opportunity to explore **targeted improvements** that could sustain momentum and drive further gains.

Some of the variation appears to be **team-specific**, with **Supported Housing**—and to a lesser extent **Technical Services**—showing **disproportionate declines**. However, a closer look at the data suggests that in smaller teams, a **single disengaged response** can have a noticeable statistical impact.

There are also **emerging differences in perception between teams**, particularly within **Indicator 1 (Leading and Inspiring People)** and **Indicator 5 (Reward and Recognition)**.

North Star now appears to be at a stage where **future improvements will come from incremental refinements** rather than major cultural shifts. In this context, the 2025 survey provides **useful insight into where small, focused actions** could reinforce an already high-performing culture.

Next Steps

The next stage will involve **exploring the results in more depth**, including through the **feedback meeting scheduled for Monday**, which will provide an opportunity to **discuss key findings and initial reflections directly with the leadership team**. This discussion can help identify any areas that would benefit from further investigation – for example, through **team conversations, manager reflections, or short focus groups** – to understand the **underlying factors behind team-level variation and the small but consistent downward trend**.

At the same time, it is important to **keep the findings in perspective**. The results continue to reflect **exceptional levels of engagement and alignment**, and the minor fluctuations observed are **typical within a mature, high-performing organisation**. The focus should therefore remain on **learning, refinement, and sustaining success**, rather than major corrective action.

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