



Equality Diversity and Inclusion Action Plan 2023-2024

Following the merger in April 2022 we have combined our policies and procedures and produced a new 3-year Group Strategy and a new underpinning EDI Strategy and People Strategy. The information below is taken from our new Group Strategy, EDI Strategy and People Strategy.

Objective	Current position / Baseline	Action / Task	When	Measure of success	Progress
Theme 1: Organisational equality diversity and fairness					
1.1	Benchmarking	<p>EDI Strategic Priority</p> <p>Use the benchmarking, and assessment tools provided by the diversity and inclusion organisations we are members of to identify any gaps and the areas for improvement.</p>	2023/2024	<p>1. In September 2023 we will be working in partnership with the Business Disability Forum to benchmark our workplace practices – utilising the BDF’s Disability ‘SMART’ assessment tool. The assessment tool will enable us to understand how inclusive our organisation is for disabled colleagues and those with ill health conditions and identify the areas where we need to improve. The outcome of the assessment will also provide evidence to enable us to become a Disability Confident Leading organisation and support our commitments (contained in our new Group EDI Strategy) to understand and improve the experience of our disabled colleagues and customers.</p>	<p>1. We undertook the Disability SMART Assessment in June 2024 and the outcome of this exercise has enabled us to identify areas for improvement and the actions we need to take. The assessment highlighted that we had good systems in place to support the recruitment and retention of disabled colleagues and that our reasonable adjustment processes were robust and effective. The areas for improvement included having an exec director sponsor for disability equality and inclusion, learning and development that included a focus on disability and having procurement processes that ensured suppliers and partners can provide accessible and usable products and services.</p>

					<p>2. In early 2024, we will also be working with the Employers Network for Equality and Inclusion to undertake an assessment of our employment policies and procedures – utilising the ENEI’s ‘Talent Inclusion and Diversity Evaluation (TIDE) benchmarking tool. TIDE covers the following areas of assessment:</p> <ul style="list-style-type: none"> • Workforce equality and inclusion • Strategy and planning • Leadership and accountability • Recruitment and attraction • Training and development • Other employment practices • Communication and engagement • Procurement <p>Once the TIDE assessment has been completed, we will use the findings to identify and address the areas where we need to improve.</p>	<p>2. We’re now developing an improvement plan in consultation with our Ability Colleague Network and will shortly be launching a new EDI E-Learning module which will include a focus on disability equality and inclusion.</p> <p>3. At the time of reporting, we’ve yet to undertake the ENEI’s TIDE benchmarking evaluation as the ENEI are in the process of reviewing the assessment tool.</p>
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1.2	Strengthen the leadership and governance of equality diversity and inclusion.		EDI Strategic Priority Ensure senior leadership accountability for the delivery of the priorities and commitments set out in the Group EDI Strategy.	2023/2024	<ol style="list-style-type: none"> 1. In 2022 we appointed an executive director lead for EDI. To ensure senior leadership accountability every member of the senior leadership team (i.e. directors and above) will have annual EDI objectives they will be responsible for delivering. 2. The governance and delivery of the EDI Strategy is the responsibility of the executive leadership team – and progress on the delivery of the strategy is regularly reported to the executive committee and the board. 3. Our directorates will also develop and deliver EDI action plans based on locally identified priorities and the priorities contained in the EDI strategy. 4. By the end of 2023 every member of the senior leadership team will be provided with EDI learning and development to support their leadership responsibilities in the delivery of our EDI strategic commitments. 	<ol style="list-style-type: none"> 1. Nothing further to update. 2. Nothing further to update. 3. Most of our directorates are at an early stage in the development of their EDI Plans, except for the Development Directorate which has a well-established EDI Working Group and senior level sponsors who are responsible for the delivery of the agreed actions. 4. To help embed a wider understanding of our EDI priorities within the organisation, we launched a new EDI E-Learning module focussed on the content of the EDI Strategy and the Equality Act 2010. Our Better Together Manager’s Programme (which is being delivered to more than 650+ line managers) also
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						<p>includes a focus on creating an inclusive culture.</p> <p>5. In February we also delivered an EDI workshop to our board and executive team entitled the 'Chair's EDI Challenge' an initiative developed by the National Housing Federation.</p>
Theme 2: Sustainable and diverse supply chains						
2.1	Providing training and employment opportunities for local people		<p>People Strategic Priority Through our new Peabody Academy, we are committed to building talent for the future by providing a wide variety of apprenticeship opportunities to our residents and customers, enabling them to realise their full potential.</p>	2023/2024	<ol style="list-style-type: none"> 1. For Peabody residents, we provide information advice and guidance to identify skills and strengths and we also offer support with completing application forms, writing CVs or improving interview techniques to give the best chance at securing an apprenticeship. 2. The creation of our new Peabody Academy will bring a wide range of new opportunities for our colleagues and customers. We will focus initially on customer experience and values/culture, delivering skills-based learning across the organisation. As we progress with the development of the Academy, we'll see courses and learning grow, maximising the use of our Apprenticeship Levy. The 	<ol style="list-style-type: none"> 1. Nothing further to update.

					<p>ambitions of the Academy over the life of this strategy include:</p> <ul style="list-style-type: none"> • Attracting, developing, and retaining the skills we need to deliver our priorities. • Creating a long-term talent pool. • Developing skills for emerging pressures within the fast-moving landscape of the sector, specifically building safety, environmental sustainability, care and support, complaints, repairs and maintenance and professional competencies which are required under new changes brought in under amendments to the Social Housing Regulation Bill. • Creating social impact through learning with customers & colleagues learning side by side. <p>3. In addition, our apprenticeship roles are open to Peabody residents, as well as unemployed people who fit the following criteria:</p> <ul style="list-style-type: none"> • Resident in a London borough. 	
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					<ul style="list-style-type: none"> • Eligible to work in the UK. • Aged 16 or over and have finished secondary education by the start of the apprenticeship. 	
2.2	Tackle stigma and eliminate discrimination.		EDI Strategic Priority Tackle inequality and discrimination.	2023/2024	<p>1. Taking action to tackle inequality and discrimination is one of the priorities within our new Group EDI Strategy. To help achieve this we will take the following action:</p> <ul style="list-style-type: none"> • Assess the impact our policies, processes and practices have on equality and take action when we identify an adverse impact on colleagues and customers from a protected group. • Adopt a zero-tolerance approach to discrimination in any form, taking robust action where we find evidence of it. • Commit to being an anti-racist organisation and demonstrate it in our actions. • Take action to improve the experience of our disabled colleagues and customers. • Collaborate with other organisations and networks and use our 	<p>1. Since the publication of the strategy in May 2023, we've published a refreshed EDI Policy, produced guidance for our Care and Support services on how to support colleagues that have experienced discriminatory verbal abuse from residents and published a refreshed Transgender Inclusion Policy.</p> <p>2. In December 2024 we'll also be publishing a refreshed Workplace Adjustment Policy and in October 2024 we published our first policy and procedure focussed on supporting colleagues that experience sexual harassment in the workplace.</p> <p>3. The implementation of this policy is supported by a mandatory E-Learning module which was launched the beginning of November. In May 2025 we'll undertake a 6 month review of the module to ensure that it's fit for purpose</p>

					<p>influence to lobby for support for disadvantaged groups and changes to public policy.</p> <ul style="list-style-type: none"> • Embed our approach to tackling inequality and disadvantage by understanding the importance of intersectionality. • Celebrate the rich diversity of our colleagues, residents and customers through awareness campaigns. • Contribute to, or commission our own, research to understand inequalities faced by our colleagues, residents, and communities and how we can address them. • Require our suppliers and partners to share our commitment to EDI. 	<p>after which it will be refreshed annually.</p> <ol style="list-style-type: none"> 4. As this a mandatory programme that all 4,000 employees will be expected to complete, the expectation is that the rollout of the programme will be completed within the next 12-18 months. 5. In March 2023 we also introduced a more robust equality impact assessment framework to ensure that our policies procedures and practices do not adversely impact someone with a protected characteristic. 6. We've used the findings of a Disability SMART assessment to improve the experience of our disabled colleagues and our Ability Network has been instrumental in helping us to improve our reasonable adjustment processes. In addition, following the merger with Catalyst in April 2023, we now have a dedicated team to support colleagues that require a reasonable adjustment and have updated our RA policies and procedures for colleagues and residents. 7. However, the findings from our latest colleague engagement
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						<p>survey highlighted that disabled respondents had a lower engagement score compared to other respondents. This highlights that we still have more work to do to improve the experience of our disabled colleagues and this will be a priority area of focus for 2025</p> <p>8. Throughout the year we've celebrated multiple cultural awareness events including LGBT History Month, International Women's Day, Ramadan, Autism Awareness Month, Deaf Awareness Week, Gypsy, Roma and Traveller History Month. In October we'll also be celebrating Black History Month. Our 5 diversity networks have been instrumental in developing our awareness campaigns which involve both colleagues and residents.</p> <p>9. Our recently reviewed procurement policy and procedure which was published in October 2024, explicitly states that we will only work with suppliers who share our commitments to promoting equality diversity and inclusion in our workplace and our wider communities</p>
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						and that we expect all suppliers to comply with the requirements of the Equality Act 2010 and have an equality and diversity statement or policy and an active equality and diversity action plan.
Theme 3: Working together with Londoners						
3.1	Commitment to monitoring Social Value impact across all schemes using tools such as the HACT Social Value Insight tool, or internally set Social Value measures.		Group Strategic Priority Peabody are signed up to HACT's social value roadmap. The roadmap will enable the social housing sector to use social value information to improve services, enhance decision-making and increase the impact the sector makes.	2023/2024	1. Our new Group Strategy includes a three-year Value for Money Strategy that targets certain areas by 2025 which includes to: Generate £8m of investment returns each year from our non-core activities to support the delivery of social value in our communities.	<ol style="list-style-type: none"> 1. Total social value delivered across FY24-25 equated to £10.4m 2. We currently use the HACT Social Value Insight Tool to monitor and report on social value delivered. 3. We also use HACT during the Procurement stage to collect and evaluate social value plans from bidders. Social Value now has a 20% weighting in above threshold tenders across the organisation. 4. We understand there is more to do on increasing the impact we make and to make it simpler to connect community needs with suppliers who can offer their support. To this end, we commissioned Match My Project and have launched our Peabody instance of this portal in May 2025. This portal allows us to enrol all supply

						chain partners who may be able to provide support, and as well Peabody frontline teams and community organisation partners who may be seeking support. Through this portal, direct matches can be made and communication started towards supporting social value projects. Moving forward this will be our main avenue for social value brokerage.
3.2	Deliver high quality services that are accessible to all.		EDI Strategic Priority Provide high-quality inclusive, accessible services that meet the needs of our residents and customers.	2023/2024	<p>1. Our priority is to improve the wellbeing and quality of life of our customers and provide high-quality inclusive, accessible services that meet their needs. To help achieve this we will:</p> <ul style="list-style-type: none"> • Involve our customers and residents in shaping the design and delivery of our services. • Improve the quality of the data we hold about our customers and residents and use it to inform the design of services that are tailored and appropriate to their needs. • Analyse customer satisfaction survey results by protected group and use the results to better 	<p>1. Whilst much of the work related to this priority is not directly delivered through the Group EDI strategy, the following are examples of how we're working to meet the diverse needs of residents. These include:</p> <ul style="list-style-type: none"> • Through our Care and Support services the provision of specialist homes for people who are homeless, have learning disabilities, older people and those with mental health issues and the provision of supported housing to those with additional needs. • Responding to our resident's needs by delivering new more accessible digital delivery channels. • Providing interpreting and translation services.

					<p>understand inequalities and improve our practices.</p> <ul style="list-style-type: none"> • Make sure our resident engagement activities are open to all and that those involved represent our customer base. • Support and partner with organisations that are led by and serve a diverse range of customers and communities. • Ensure our service delivery policies include rigorous processes to tackle hate crime, domestic abuse, and safeguarding. We'll also make sure colleagues are trained and able to provide customers with the support they need. • Ensure that all our customer communication is accessible by using alternative formats such as audio and translation services. • Through our development programmes, create sustainable mixed communities and provide high-quality homes irrespective of tenure. 	<ul style="list-style-type: none"> • Our work with local partners and public health to deliver projects that tackle health inequalities. • The support provided to residents that experience antisocial behaviour or a hate crime. • Through the refresh of our Community Investment Strategy, which was published in May 2023, ensuring that the PCF strategy continues to meet the diverse needs of our residents and service users. • Our extensive network of community centres which are accessible, inclusive and safe spaces. • Our resident engagement model which aims to make resident engagement easier, more informal and ensure that the voices of more diverse residents are heard at every level of the organisation. • Our work to drive improvements in the accuracy of our resident diversity data where we'll be doing more to explain to residents why we're collecting this information and showing them what we're using it for. • Our significant investment in our existing homes so that they
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						are safe and well-maintained places to live and that they meet the diverse needs of those that live in them.
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