

Creating sustainable *homes and places*



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Highlights of the last year

Social

Rent subsidy to the market

£621m

Average weekly rent

£127

New social rent homes built

604

Investment in community activities across the Group

£10m

Grants awarded to support grassroots community organisations

£1.1m

Residents supported by the Home Energy Advice Service

546

People supported into jobs and apprenticeships

443

Environmental

Homes rated EPC C or above

78%

New homes EPC average rating

EPC B

Investment in refurbishing play spaces

£1.3m

Governance

All 4,000+ colleagues paid at least the Real Living Wage or London Living Wage

4,000

Social value weighting in procurement activities

20%

CEO to worker pay ratio

10:1

Introduction

We're one of the oldest not-for-profit housing associations in the UK. Our purpose is to help people flourish. We do this by providing great homes and services, making a positive difference in our communities, and creating an inspiring and inclusive place to work.

Following our merger with Catalyst in 2022, Peabody is responsible for more than 107,000 homes in London and the Home Counties. We have over 220,000 residents and around 17,000 care and support customers.

Created 160 years ago to alleviate poverty in London through quality affordable housing, we provide homes to those who need them most, with social rented homes significantly below market level. In 2022-23, 78 percent of our new homes were for affordable rents and shared ownership.

Foreword

We recently published our refreshed environmental sustainability strategy. This sets out in detail what we'll do at Peabody in the next three years to lay the foundations for getting to net zero. But as an organisation we consider and report on sustainability in a much wider way. Of course, it's about our environmental impact and performance, but it's also about the social impact we make. The difference we're able to make in people's lives to help them flourish. The way we treat our colleagues, live our values and strive every day to improve our services and our relationships with people in our communities. It's also about securing the future by ensuring there is a sustainable Peabody that's here for the next 160 years, supporting our residents, their communities and the environment in which they live.

This approach aligns with the Sustainability Reporting Standard for Social Housing. We helped create the standard and continue to play our part in its evolution so it's helpful and relevant for not-for-profit associations, investors and all our stakeholders. It's now a fundamental part of how we show our ESG credentials and performance, and we look forward to reporting under version 2.0 in the future.

I'm very pleased to share Peabody's ESG report for 2023. We've made good progress this year, investing substantially for the benefit of residents. Our renewed local focus and increased investment in our homes and services are really starting to make a positive difference in our communities. We spent £356m on maintaining and improving our homes last year, and we're planning a further £2bn spend on our existing homes over the next five years. We also provided a new social home for over 600 families in 2022-23.

Almost 78 percent of our homes are now rated EPC C or above following improvements during the year. And we're planning to upgrade thousands more homes in the next three years to reduce energy demand and help residents cut their bills. Of the 2,399 new homes we completed in 2022-23, 93.46 percent are EPC B. By 2026 we want at least 82 percent of our homes to be EPC C or above and we continue to work towards all our homes achieving this by 2030.

We continue to carefully manage the 1,200 hectares of open space we own. This includes over 100,000 trees, five hectares of grazing marsh, canals, lakes, woodlands and 14 sites of nature conservation interest. We want to achieve at least 10 percent biodiversity net gain in our new developments as well as greening our existing estates where it's possible to do so.

I've been lucky to meet residents and visit communities all over London and the home counties this year. It's a vital part of my job to listen to what they say about our services, and more importantly act on what they're telling us. We listen through our formal structures, with six residents sitting on our Board and sub-committees and 18 on our strategic decision-making groups. We created a new Customer Engagement Co-design Action Group this year and now provide financial support for 65 local resident groups. I also meet residents who get in touch and invite me to visit, as well as when I attend local community events.

We continue to make a significant positive social impact. Our rents are annually £621m lower than market levels at an average of £127 per week in London and the home counties. Around 17,000 people benefit from our care and support services. Last year we supported nearly 450 people into work as part of our £10m investment in community activities. We also helped 3,526 people with advice and support to improve their skills and 689 people to achieve qualifications.

I hope you find the report useful and please do get in touch with any comments, questions or feedback.

Ian McDermott
Peabody Chief Executive



Social

Secure and affordable *homes*

In 2023, our residents typically paid 41.6 percent of average market rents. Our average rent is £127 per week, saving residents more than £621m in 2023 compared to the private rental market.

C1: For properties that are subject to the rent regulation regime, report against one or more affordability metric:

1 Rent compared to median private rental sector (PRS) rent across the Local Authority

Social rent as a proportion of market

Number of bedrooms	FY 2022/23	FY 2021/22 legacy Peabody	FY 2021/22 legacy Catalyst
1	42%	42%	43%
2	39%	39%	41%
3	35%	33%	35%
4	28%	29%	25%
5+	29%	27%	33%
Bedsit	68%	52%	
Bedspace	50%	46%	37%

2 Rent compared to Local Housing Allowance (LHA)

Local Housing Allowance (LHA) rates are calculated based on average private market rents paid by tenants in a particular broad rental market area and are limited by legislation. LHA is used to calculate the amount of Housing Benefit, or the housing element of Universal Credit, that can be paid to residents. We set nearly all our rents significantly below this level.

Social rents as a proportion of LHA

Number of bedrooms	FY 2022/23	FY 2021/22 legacy Peabody	FY 2021/22 legacy Catalyst
1	46%	52%	48%
2	53%	47%	53%
3	41%	42%	50%
4	34%	37%	45%
5	34%	35%	38%
6+	35%	34%	39%
Bedsit	50%	46%	49%
Bedspace	97%	50%	

C2: Share, and number, of existing homes (owned and managed) completed before the last financial year allocated to: general needs (social rent), intermediate rent, affordable rent, supported housing, housing for older people, low-cost home ownership, care homes, private rented sector, other.

Existing homes

	2023	%
Social rent	63,790	59%
Affordable rent	8,327	8%
Intermediate market rent	3,267	3%
Supported housing	3,896	4%
Housing for older people	2,598	2%
Low-cost home ownership (shared ownership)	11,413	11%
Private rented sector	2,200	2%
Care homes	124	
Other (including leasehold managed, homes owned and managed by others, homes managed on behalf of others and non-social housing)	11,834	11%
Total	107,449	100%

C3: Share, and number, of new homes (owned and managed) that were completed in the last financial year, allocated to: general needs (social rent), intermediate rent, affordable rent, supported housing, housing for older people, low-cost home ownership, care homes, private rented sector.

We're continuing to build more affordable homes where we can, helping to tackle the housing supply crisis. Working in partnership with councils and partners, we're building homes and places for the long term, supporting sustainable local areas for generations to come. We've made good progress on developments at Dagenham, Islington, Tottenham, and Oxford, as well as at several smaller sites across Bedfordshire, Buckinghamshire and Hertfordshire.

In 2023, we completed 2,399 new homes, of which 78 percent were for social and affordable rent and shared ownership. We built 604 homes for social rent this year. We also started 2,376 homes in 2023. We are working in partnership with the Mayor of London, Homes England, and local councils and development partners as part of the last Affordable Homes Programme to deliver these. To date, we have started more than 11,000 new affordable homes, and completed 5,043 homes.

New homes

	2023	FY 2021/22 legacy Peabody	FY 2021/22 legacy Catalyst
Social rent	604	299	33
Affordable rent	409	93	188
Intermediate market rent	0	0	0
Shared ownership	861	249	333
Market rent	0	0	0
Market sale and other	525	225	15
Total	2,399	866	69

C4: How is the housing provider trying to reduce the effect of fuel poverty on its residents?

We're helping residents stay warm this winter by making it easier for them to make cost-effective decisions about their energy use and preventing fuel poverty.

We also helped 263 residents save an average of £240 per week using Pocket Power, a social enterprise which helps with utilities such as water bills, mobile phone tariffs and car insurance.

Pocket Power helped resident Natasha save £630 on her utility bills. Affinity Water reduced her water charges and sent her water saving tools to bring

down the cost of her heating bill. The service also helped Natasha move to a cheaper broadband provider and save money on her car insurance.

Providing energy advice

In 2023, 546 residents used our Home Energy Advice Service. Following our telephone advice calls, we sent 69 residents free LED bulbs, heated throws and reflective radiator panels. We also held several in-person events at our community centres in Islington, Hackney, Thamesmead and Hammersmith and Fulham.

Fallon, a resident who benefitted from the service said:

"I didn't know there was a service that can help people with energy issues and give support. It's really nice to know that the opportunity is there - it's very informative, very helpful and gives good advice."

We're prioritising affordability for our customers in the way that we design our new homes by reducing their demand on energy. We select efficient electric heat generation technology, ventilation systems and appliances to minimise the energy required to meet customers' demands.



Our award-winning Home Energy Advice Service is open to all residents, offering help with fuel and energy bills.

Social

Secure and affordable *homes*

Proactive energy management

We secured all our central contracts for energy before gas and electricity prices increased in 2021. These tariffs are now coming to an end so we're negotiating with our energy providers to try and keep our energy prices at reasonable rates. For our estates with higher energy use, we have applied for the government's Energy Bills Discount Scheme. This provides support for eligible heat networks to further reduce residents' energy bills.

Improving our data

We're improving our data on energy performance to make better informed decisions about how we invest in our existing homes and energy centres. The second phase of our new energy management system will automate the data for all our homes to ensure we pick up live issues and resolve them as quickly as possible.

C5: What percentage of rental homes have at least a three-year tenancy agreement?

98.6 percent of our social rent homes are lifetime tenancies. All new social rent, affordable rent and sheltered housing tenancies are automatically offered a lifetime tenancy.



Improving our homes

We're investing in improving our homes to make them more energy efficient. Government grants are supporting our upgrades and to date, we've been successful in securing £27.3m from two waves of the Social Housing Decarbonisation Fund (SHDF) and grants from the Greater London Authority. We are matching £25m, supporting our £50m project to improve the energy efficiency of thousands of our homes with an EPC rating of D or less to an average EPC C, paving the way for further improvements in the future. In the last year, we invested £179m in improving our homes and we'll continue to invest in our homes going forward.

Work is underway at Dibden Street in Islington, where we are using SHDF funding to improve 66 homes, making them more energy efficient and sustainable for the future.

Building safety and *quality*

C6: What percentage of homes with a gas appliance have an in-date, accredited gas safety check?

100 percent of our domestic homes and communal sites with a gas appliance installed have an accredited gas safety check.

C7: What percentage of buildings have an in-date and compliant Fire Risk Assessment?

Making sure our homes are safe is our top priority. One hundred percent of our homes have an in-date and compliant fire risk assessment. As of 31 March 2023, we invested £66m in building and fire safety work, taking our cumulative building safety spend to over £225m over four years. We're committed to protecting residents from any additional costs where possible.

C8: What percentage of homes meet the national housing quality standard?

99.7 percent for our homes meet the Decent Homes Standard. We're working closely with our contractors to complete all necessary repairs to our homes. We'll also be improving kitchens, bathrooms and other amenities where required, as part of our planned repairs programme this year.

£225m

cumulative building safety spend
over four years



We've been awarded the Certified Sustainable Housing label twice by pan-European residential real estate consultancy, RITTERWALD.

Social

Resident *voice*

C9: What arrangements are in place to enable the residents to hold management to account for provision of services?

Listening to residents helps us improve our services. We have several ways in which residents can get involved, putting them at the heart of what we do.

Board and committees

Our residents are involved at the highest level of Peabody's decision-making. We have six residents who sit on our Board and Board sub-committees. They feed into and influence strategic and long-term decisions made by our governance bodies. This year, they've helped us shape our Group Strategy and our plans for customer services.

Local Peabody

Our local approach will ensure that we are delivering the things that matter most to our residents. We've created five regions, run by managing directors who have overall accountability whilst building strong relationships with our stakeholders. Every team in the organisation works closely with our managing directors to deliver their services locally, from providing data and insight to informing and influencing decision-making.

Within these regions we have neighbourhood teams, who cover smaller areas and have more time to get closer to residents. We're also working with residents to shape our services going forward.

Informing strategic decisions

Eighteen residents currently sit on our strategic groups. In April 2023, we recruited seven residents to form the Customer Engagement Co-design Action Group. The group represents a wide range of residents, tenures and geography. Members took part in listening sessions with both residents and colleagues to hear about experiences of delivering and receiving services, as well as exploring how and why residents want to be engaged. The Customer Engagement Co-design Action Group participated in five sessions, which were held throughout June. This included four in-person and one online session. The sessions were attended by colleagues too, including members of the Customer Engagement Team, managing directors and customer-facing colleagues.

The Co-design Action Group have presented the following recommendations to the Customer Experience Committee (CEC). They have recommended that we:

- Make a cultural commitment to resident engagement.
- Nurture resident talent.
- Create a flexible and accessible engagement offer.
- Always 'close the loop' and show residents what we have done with feedback.
- Support the creation of a new resident-led panel to oversee and connect resident engagement activity across Peabody.



Resident board members attending a meeting at our community centre in Pembury, Hackney.

We're now recruiting new resident board members to create the resident-led panel, which will help turn these recommendations into actions.

Local resident groups

Our 65 local resident groups help us understand how we can improve our services and provide feedback on our progress. They are supported by colleagues and have access to training and grant funding. This makes sure they are well equipped to help us improve our services.

Online engagement

This year, 385 residents joined our online meetings to share their views about our services and issues that matter to them. We're following up on common themes and speaking to local groups in smaller meetings at different locations.

C10: How does the housing provider measure resident satisfaction and how has resident satisfaction changed over the last three years?

We continuously survey residents to better understand how we should deliver our services and where we can improve. The satisfaction with landlord services (for general needs and housing for older people) for 2023 was 63 percent, unchanged from the previous year. In 2021, it was 67 percent.

We're determined to boost resident satisfaction. We're doing this by combining our new local focus with better technology and data-driven services. Our new local approach means that teams will be more focused on better serving the needs of our communities and providing a more effective and easily accessible repairs service.

We're also working to improve the way we handle complaints by reviewing and strengthening procedures, setting up resident-led panels and carrying out comprehensive reviews. We have adopted professional standards and values, formed a working group, and are working with a data consultancy to identify common issues and patterns in our complaints.

Resident satisfaction

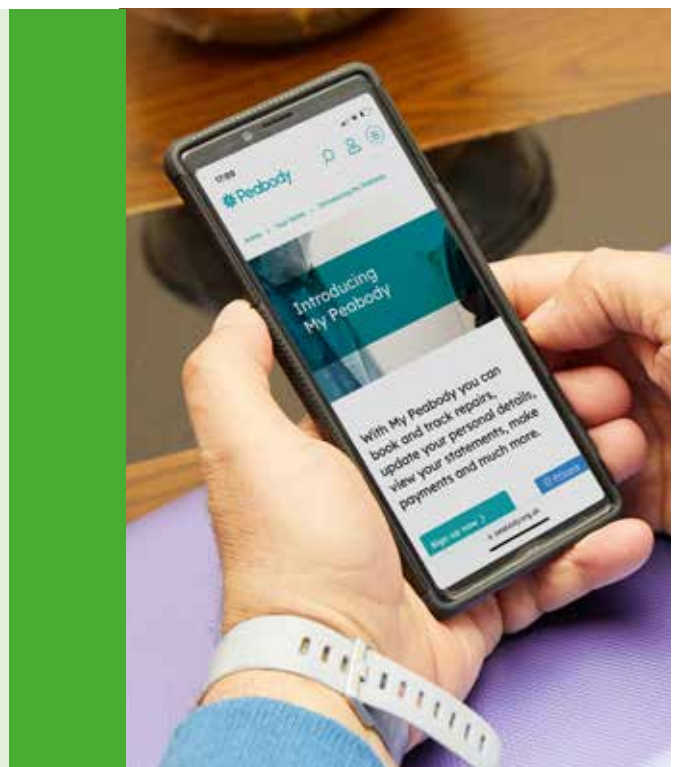
	2023	2022*	2021*
Satisfaction of last repair	80%	84%	85%
Satisfaction with quality of last repair	90%	90%	89%
Satisfaction with call handling	85%	80%	82%

*Figures relate to Peabody before merger

My Peabody and Peabody 360

We're making it easier for residents to request and track their repairs. My Peabody helps residents to book and track their repairs, update their personal details, view statements, make payments and much more. More than 17,000 residents have registered and over 100 repairs and payment requests are being processed each day. We're also introducing a 'request a service' option which will let residents access property information or report issues such as fly-tipping in communal areas. We will continue to support our more vulnerable residents using our usual channels.

For colleagues, we have introduced Peabody360 which allows teams to view resident information on the go. Our teams are finding it easier to have information at their fingertips when they are out and about on our estates, and to raise repairs instantly.



Social

Resident *voice*

C11: In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?

In 2022-23, 75 determinations for both Peabody and legacy Catalyst were made, of which 43 percent found no service failure. Thirty-six percent were determined maladministration including six cases that had severe maladministration findings and 16 cases were determined as service failure.

The historic cases determined during this period were from between 2019 and 2021. These pre-date the merger of Catalyst and Peabody and before improvements were made during the second half of 2022 to the way we handle complaints.

Since these complaints were made, we have formed a specialist, centralised complaints handling team who make sure that any issues are handled promptly. We have also improved our record keeping with a new centralised system and are reviewing how we can strengthen our approach to meet the needs of customers.

The key learnings that came out of these determinations were:

- We have improved our complaints handling, ensuring that we respond on time and in the right complaint format.
- We need to make sure compensation is determined in line with current guidelines.
- We need to better understand our residents' needs and vulnerabilities and ensure we make full allowances for these.
- We need to speed up the time it takes to carry out repairs; these were taking too long.
- We need to improve the way we keep our records, especially in relation to cases of anti-social behaviour.
- We are not complacent, we need to keep continually improving and providing a better service for residents.

In March 2023 we received the results of the Housing Ombudsman's P49 Investigation Report. This was the result of an investigation carried out by the Ombudsman on the legacy Catalyst complaints service before the merger with Peabody. In the final report four key areas were identified:

- Complaint handling and communication: providing a complaints response within deadlines.
- Repair record keeping: needing to ensure that we have full access to all repair records and can provide these when requested and use them during investigations.
- New homes process: ensuring that the process of managing defects for new homes is managed by the landlord and records are stored accurately.
- Compensation: making sure that we apply this fairly and consider individual customer circumstances.

As a result of the learning and feedback, we have carried out the following improvements:

- Introduced a new quality assurance policy for complaints to ensure we provide a clear guide of how to effectively handle complaints. We also use this for any quality audits we carry out on complaints.
- Brought in new complaints and compensation policies to ensure a consistent approach to how Peabody and legacy Catalyst complaints are handled.
- Delivered extensive complaint handling training to all colleagues who handle complaints. This included how to respond to complaints and investigations, how to manage cases relating to vulnerable residents and how to apply compensation fairly.
- Completed training on how to record contacts on our central customer system. We have also moved the management and logging of repairs for legacy Catalyst properties into our central Customer Hub which has already started to deliver much-needed improvements in the way repair records are managed and kept.
- Introduced a new homes policy which details the way in which we deal with new build properties and provide the right aftercare for customers.

C12: What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?

This year we invested £10m in community activities across the Group, supporting our communities and helping residents and customers to play a part in creating the future they want.

In 2023, we:

- Awarded £1.1m in local grants for community projects.
- Secured £68,000 for our Advice in Community Settings programme in Thamesmead schools.
- Helped 3,526 people with advice and support to improve their employment skills.
- Supported 689 people to achieve qualifications and 443 people into work.
- Connected 1,600 people with 60 employers at our annual jobs fair.
- Supported 17,438 people through our care and support services.

Careers and ambitions

Our Economic Inclusion team helps residents and local businesses boost their income by gaining quality employment, progressing in their careers, and developing their professional skills and aspirations. In 2023, we helped 443 people find a job, start an

apprenticeship or access training. We also gave advice on benefits and staying financially stable while helping people to improve their confidence and motivation to achieve their goals. We send a fortnightly Jobs, Training and Opportunities bulletin to all residents, helping them find new opportunities that are right for them, flagging growth sectors and the skills, aptitudes and knowledge needed to enter them. We deliver monthly business forums, supporting businesses to access procurement tenders, space or opportunities to trade either directly with Peabody or through our supply-chain; lots of this support is focused on growing a green, sustainable business.

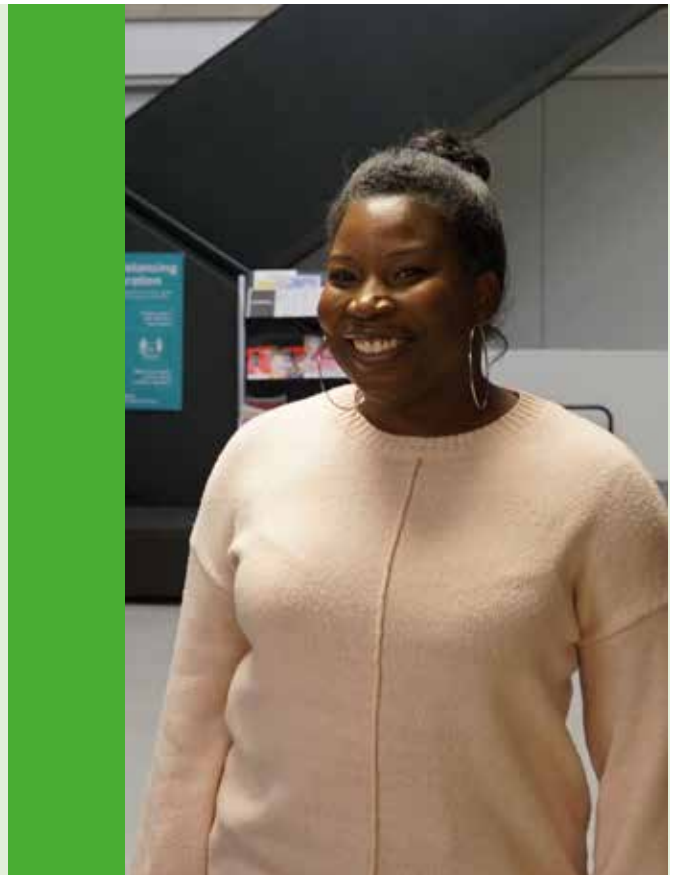
We're working with partners to ensure that green, sustainable jobs are advertised to residents, and we're creating ways for people to access available opportunities. Our development team is also creating green jobs as part of their projects. For example, as part of our joint venture with Hill Group, we'll be supporting residents to upskill and install heat pumps on our Dagenham Green site. Working with our partners, we're also supporting a range of initiatives in the green sector, from home energy efficiency with Energy Garden who train young people to install solar panels to Generation UK that delivers and leads retrofit skills and green space management programmes.

Finding residents their dream roles

Our Economic Inclusion team, directly and through partners, support residents to find a new or better paid job, change career or help them progress to their career ambitions. We provide access to several programmes and opportunities, including one-to-one support with writing CVs and job applications, career advice, and help with interview skills. We also provide information about starting or growing a business and about growth sectors and the skills and aptitudes needed to work in them.

Peabody resident Rose came to see our Economic Inclusion team when she saw our newsletter offering help. We helped Rose prepare her job applications, write her CV and personal statement and by helping her prep with mock interview practice. She said:

“I couldn't believe that I got my first call back after three years of applying. After all the support I was given from Peabody, I had a successful interview. I managed to get an HR role and I had wanted to be in HR for the whole of my career. I have been working for so many years and I can't believe I am finally in my dream job.”



Social

Resident *voice*

Our annual Peabody Jobs Fair was attended by more than 1,600 people in November 2022, with over 60 employers and organisations offering live job and training opportunities. We held online workshops with a focus on CVs, job applications, and interview preparation with around 200 participants.

We launched our new online Support Finder which gives residents a quick and easy way to find local support. Residents can also save money on their food, leisure, and shopping with deals from our own website PeerUp Perks.

Supporting residents

We know that managing a tenancy is not always easy. Our Tenant and Family Support Team offer support and advice to tenants and families in need. In 2023, we made more than 38,000 welfare calls throughout the year, ensuring that support was available. Our Financial Inclusion team also provides money and debt advice, supporting more than 2,200 residents in 2023.

Food insecurity projects

As the cost-of-living crisis continues, many residents are struggling to provide healthy meals for their families. Our food pantries have been a vital lifeline for more vulnerable residents, providing low-cost food, healthy eating advice and financial support, whilst preventing food waste in our communities.

Creating new roles for a green economy

We're embedding green skills throughout the regeneration of Holloway Park in Islington. We'll provide 51 construction apprenticeships, with the aim to have 30 percent of those for women. We've fitted a Green Skills Hub on site to provide construction skills training for the duration of the project. We've also set up a 'Women in Build' training programme in partnership with the Women's Trade Network and the Learning Curve Group. A 'Sustainability in Construction' course has also been launched with The Skills Centre.

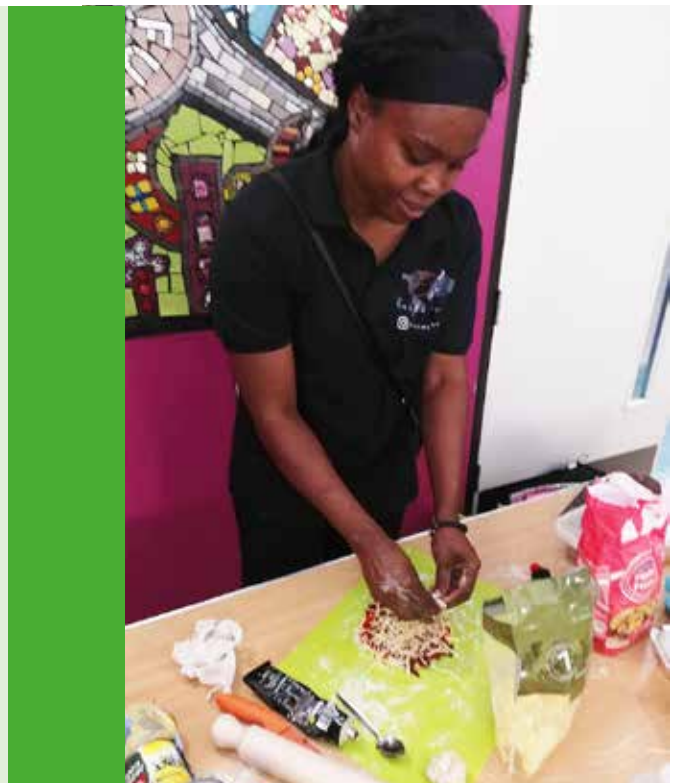


Earth Living at Friary Park

Social enterprise Earth Living was founded by Nocketa, a Peabody resident at Friary Park, our estate regeneration project in Acton, Ealing. Started during the pandemic, the enterprise has become a vital lifeline for the community, providing healthy Caribbean meals made using surplus food donated by local food charities and food pantries.

Nocketa said: "My business partner Michelle and I started Earth Living during the pandemic, providing home-cooked Caribbean food. We founded the project with one bag of rice and one box of chicken, feeding homeless and elderly people. Now we do even more - it's much more demanding but I love it."

Earth Living has grown from providing 300 meals per week during the pandemic, to 500 meals per week which are all prepared by Nocketa herself. In the future, Nocketa hopes to create jobs for the residents of Friary Park, having a team to prepare and distribute the meals across the estate.



Sandringham Hub food pantry

As part of our wellbeing offer in Sandringham, Houghton Regis, we've partnered with local food pantries to offer free food for residents and the wider community. Each week there is a supply of fresh fruit and vegetables as well as store cupboard essentials on offer for anyone in the community. One of the residents said: "Sometimes we struggle to buy food because the prices have risen over the past year and show no signs of stopping. It's reassuring to know this service is on our doorstep."



Darwin Court food hub

Our food hub at Darwin Court in Southwark is open to all Peabody residents, offering a fresh supply of fruit and vegetables, store cupboard essentials and baby products on a weekly basis. The team also offers a delivery service for residents who can't travel.

One of the residents who regularly uses the service said:

"I've been coming every week since the food hub started in August. Everyone is very friendly and welcoming. I feel good about coming here and meeting everyone."



Bubble and Squeak

Started in 2017, Bubble and Squeak is a social enterprise started by local children in Hammersmith and Fulham to reduce food waste. The community food project was set up after children at Old Oak Primary School were horrified by the amount of usable food being sent to landfill and wasted. Supported by City Harvest and The Felix Project, they crowdfunded for a shipping container to store the donated surplus food and now distribute the food from a stall at the end of the school day. The project has grown to include a Kitchen Social which operates from our Old Oak Community Centre which we offer to Bubble and Squeak at no charge. Here they prepare hot meals for residents in the local community and run food-related activities during the school holidays.



Social

Thamesmead

C13: Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

Peabody is leading the long-term regeneration of Thamesmead in South East London. Our mission is to improve, grow and look after the town for the long term.

We're working closely with local people and partners to create opportunities and improve neighbourhoods across the town. We're listening to people and encouraging them to get involved in this work, from volunteering programmes through to community-led groups and co-design projects.

Improving day-to-day experiences

We have a long-term commitment to look after Thamesmead. We're working to ensure the town feels well managed and cared for, the 5,600+ homes we own and manage are well maintained, and our services are modern and responsive. Our environmental services team, made up of 145 people, continues to work 365 days a year to manage the land we own. This includes 53,000 trees, 240 hectares of parks and green spaces, five lakes and 5km of canals and waterways.

Making the most of our green and blue spaces

Helping people connect with nature is an important part of our work in Thamesmead. Highlights for 2022-23 included welcoming 182 swimmers to outdoor sessions in Birchmere Lake, 360 students on wildlife and welly walks and hosting 2,400 visits to Tump 53 Nature Reserve. We also worked with 51 people on our Making Space for Nature volunteering programme, run in partnership with North West Kent Countryside Partnership. Work on the £3.9m South Thamesmead Garden Estate Clever Cities coalition with residents, the Mayor of London and Groundwork is also making great progress.

A home for culture

Growing Thamesmead's cultural economy and facilities is another key part of our work. In March 2023, local arts organisation, TACO!, moved into a new space in Cygnet Square, the new public square in Southmere, South Thamesmead. The space includes a gallery and event space, café, bar, bookshop and broadcast studio for the local radio station, RTM.FM which hosts over 90 community broadcasters.

Planned and programmed with local people, the Thamesmead Festival 2022 attracted 7,000 people, and the Fields of Everywhen hot air balloon – a giant

Tump 53 is a nature reserve situated in the Moorings Neighbourhood, connecting children, young people and the wider community with the environment.



floating artwork featuring over 200 designs from local residents featured in regional, national and international media. We also supported the Young London Print Prize 2022. Over 1,500 9–11-year-olds took part, using art to highlight the climate crisis.

Providing new homes and amenities

TACO!’s move follows the completion of the first phase of development at Southmere. This includes 534 new homes (of which 55 percent are affordable), Cygnet Square, a library with community facilities (The Nest), as well as commercial space for shops, services and cafes, along with outstanding public realm. The second phase, providing a further 329 homes and quality outdoor space, is underway.

Investing in communities

We continued to support people into education, training and employment through a range of initiatives in 2022-23. Through our partnership with Youth Build Ventures UK, who help young people find work opportunities in the construction industry, 51 young people gained essential skills and qualifications, with 10 graduates offered full-time employment. We facilitated hands-on work placements for a further 71 people looking to gain work experience, while 36 Peabody residents secured

work following support from our employment advisor. Meanwhile 2,700 Thamesmead students learned more about career options available to them as part of our partnership with Career Ready.

We continue to support people looking to set up or grow their business. In 2022-23 we provided access to business enterprise development, support and resources to over 91 people in Thamesmead. We also supported 78 businesses to trade at the Thamesmead Festival and other local events.

Thanks to a range of Peabody-supported initiatives – from cycling to summer holiday activities – more than 900 people took part in health-related activities during 2022-23. Many of these took place at our community centres, with 80 community-led groups operating from them.

We continue to encourage residents to lead their own nature-based, community or cultural projects to benefit local people. During 2022-23 we increased funding through the Thamesmead Community Fund from £2,000 to £3,000, and allocated more than £61,000 to 21 projects, ranging from inclusive activities for children with special needs or disabilities and their families to men’s health initiatives.

Biodiversity
volunteers at
Crossway Orchard



Social

St John’s Hill, Wandsworth

We’re regenerating an old 1930s Peabody estate, replacing the original 353 homes with 658 new homes with balconies or gardens, as well as a new community centre, commercial space and an extra care scheme. We’re working with residents and the wider community on every aspect of the scheme, putting residents firmly at the heart of the regeneration. All existing Peabody residents were offered a new home with the same tenure on the new estate. 116 households have taken up our offer of a new home, while others have chosen to move to Peabody homes in other parts of London which are better suited to their needs.

As part of our consultations, residents told us that they wanted to improve public access to the estate, so we have removed the 1930s perimeter wall and created new routes to encourage better connections with the wider community.

Fifty-four percent of the new homes being built are affordable, with more social housing than there was on the old estate. We have also made the homes more energy efficient, installing solar panels and a district heating network.

As part of the project, artists Rodney Harris and Valda Jackson worked with residents to design a new sculpture. It’s been embedded into the brickwork of the community centre, keeping in mind the local area, its history, and the wider community. Residents took part in workshops at the community centre focusing on the meaning of home. The artists worked closely with the local community to design a tree with branches and hanging fruits symbolising activities that are important to the residents. These included headphones to represent the youth club, bunting to represent community celebration, toys to represent childhood memories and a teapot to represent the meetings and clubs which take place in the centre.

Pat Champion, Chair of the St John’s Hill Tenant and Residents Association and the Resident Steering Group said: “Peabody is part of my life. My father and grandfather both worked for Peabody, and I have lived at St John’s for many years, and it is part of me. All my children live in Peabody homes.

“After the pandemic, and all the building during the regeneration it will be wonderful to have a big new community centre to fill with activities. Everyone is very excited to get back to being together and doing their clubs again like bingo, yoga, sewing and line dancing to mention a few.”



Newman Place, Oxford

We completed the first phase of Newman Place in Oxford, with 102 affordable homes for shared ownership and social rent. Once complete, the development in Littlemore Park, just three miles south of Oxford, will create 273 new affordable homes for the area.

The homes are being built on the site of the former Littlemore Park hospital, which dates back to the 1840s, and the development has been named after Saint John Henry Newman. Each building is also named after a local notable person with a connection to the local area, including Wilson House, Atwater House and Standford House.

A winding boardwalk leads to a shaded area of restored copse, originally the former hospital's burial site. Working with a public artist, we've installed a bronze monolith commemorating the park's history and creating a space for visitors and residents to come and pay their respects.

Newman Place is well-connected to the social and economic hub of Oxford and is helping hundreds of local people to stay in the area and get onto the property ladder in one of the least affordable places to live. The cost of housing in the city means that local hospitals struggle to recruit and train staff, so priority purchase will be given to NHS workers.

To protect Littlemore's biodiversity, we've been working with Witney-based BSG Ecology to build hibernacula for slow worms and other species. We're also protecting the bat population by not installing any artificial lighting along the pathways. Bi-annual habitat surveys will be carried out for the next 25 years to make sure we continue to preserve the biodiversity of the estate.

102 affordable homes
completed for shared ownership and rent



Environmental

This year, we published our new Environmental Sustainability Strategy 2023–2026, which sets out a clear plan to improve homes and reduce our emissions for the next three years.

We will:

- Improve the energy efficiency of thousands of our homes by 2026.
- Build all our new homes to a minimum EPC B standard.
- Make significant progress towards making all our vehicles electric.
- Boost colleague and resident engagement on sustainability each year.
- Report regularly on our progress towards becoming net zero by 2050.

C14: Distribution of EPC ratings of existing homes (those completed before the last financial year).

Within the EPC ratings, our average SAP rating across our rented stock was 73.39, improving on our March 2022 average SAP rating of 72.57. The national average for housing in England is SAP 66.

	Number of homes FY 2022-23	% of homes FY 2022-23	Number of homes FY 2021-22	% of homes FY 2021-22
EPC A	796	0.7%	222	0.3%
EPC B	17,791	16.6%	7,655	14.3%
EPC C	65,967	61.7%	38,356	58.4%
EPC D	20,958	19.6%	15,992	24.6%
EPC E or worse	1,477	1.4%	1,735	2.4%

*Some properties are still being assessed.

Upgrading our existing homes is a priority for us and we're taking a fabric-first approach to improving them. We're installing better insulation and ventilation and replacing doors and windows, creating homes which are sustainable for the future and cost residents less to heat. For a home that is EPC B, residents will be charged on average £341 using the average cost of heating, compared to £2,420 for an EPC G home. Over the next three years, we will increase the energy performance of thousands of homes so that more than 80 percent of our homes will be EPC C by 2026.

We have 22,435 homes which are still EPC D and below. These pose a challenge to make them fit for the future while retaining their unique character. They will not reach net zero with the technology currently available. We will continue to embrace new technologies as they become available and offset emissions where appropriate, helping us get one step closer towards getting these homes to EPC C.

C15: Distribution of EPC ratings of new homes (those completed in the last financial year).

We're building all our new homes to EPC B standard, future proofing our homes and making sure they are resilient to climate change.

	Number of homes	% of homes
EPC A	80	3.33%
EPC B	2,242	93.46%
EPC C	64	2.67%
EPC D	11	0.46%
Unknown	2	0.08%
Total	2,399	100%

We're ensuring all our energy comes from renewable sources. All suppliers are REGO (Renewal Energy Guarantees of Origin) backed, accounting for 85 percent of our supplies. All our electricity is zero carbon.

C16: Scope 1, Scope 2 and Scope 3 greenhouse gas emissions

Scopes are the basis of mandatory Green House Gas Protocol (2001) reporting in the UK.

	Year ending 31 March 2022*	Carbon emissions (tCO ₂ e)
Carbon emissions (tCO ₂ e)	80	3.33%
Carbon emissions (tCO ₂ e)	2,242	93.46%
Carbon emissions (tCO ₂ e)	64	2.67%
Total carbon emissions (tCO₂e)	2,399	100%

*Scope greenhouse gas emissions for year ending 31 March 2023 will be available late 2023.

We will carry out our second Streamlined Energy and Carbon Reporting (SECR) guidance to measure and report on our carbon footprint in the next financial year.

C17: What energy efficiency actions has the housing provider undertaken in the last 12 months?

We secured £27.3m from two waves of the Social Housing Decarbonisation Fund (SHDF) and grants from the GLA. This year, we successfully secured £25m from the second wave of the SHDF which we are matching to invest £50m to improve our existing homes. The project will ensure over 80 percent of our homes are EPC A to C by 2026, paving the way for further upgrades in the future.

We’re continuing to install solar panels and batteries across 356 homes in London. The panels will save residents around £1,000 per year in electricity, with the batteries storing energy throughout the day, to use in the evening at no charge.

This year, our Home Energy Advice Service has been offering free energy advice to all residents, regardless of tenure, helping them save on their energy and water bills. In the next year, we will be offering all residents access to Pocket Power, helping them save money on their household bills and access discounts on services such as water and council tax. We’ve also engaged with residents on our new environmental sustainability strategy and their views are informing our plans.

We’re installing on-street electric vehicle (EV) charging point across our London estates. So far 21 have been completed and we’re well on our way to installing 50 charging points by the end of 2024. We aim to convert all our fleet across London and the Home Counties to electric vehicles by 2030.

C18: How is the housing provider mitigating the following climate risks:

- Increased flood risk.
- Increased risk of homes overheating.

We’re continuously monitoring and assessing our homes for flood risk. The risk to homes in London is minimised and river flooding is reduced by the Thames Barrier. Homes which are further down the river in Dagenham and Thamesmead are further protected by flood barriers which are maintained by The Environment Agency.

Flash flooding is starting to have an impact on our homes. In July 2021, excessive rainfall caused damage to 30 of our homes in the Royal Borough of Kensington and Chelsea. We’ll be starting works to improve the homes at the end of 2023, where we will be installing new flood doors, pumps and non-return

valves to the affected homes to prevent and minimise the impact of further flooding in the future.

All new estates have Sustainable Urban Drainage Systems (SUDs) to help with the damage caused by sustained rainfall in urban areas, as mandated by the London Plan’s policies for developments. All our new homes are built away from flood plains and are designed with ventilation and shading in mind.

Flood risk from portfolio stock model

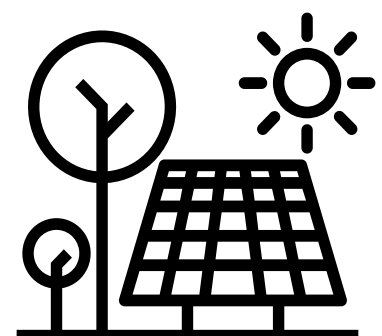
	No. of homes	% of homes
No risk	86,523	80%
Very low risk	17,601	16%
Low risk	1,462	2%
Medium risk	1,487	1%
High risk	377	1%

Overheating risk from portfolio stock model

	No. of homes	% of homes
Minimal risk	52,509	49%
Slight risk	44,359	41%
Medium risk	8,712	8%
High risk	1,870	2%

All our new homes have flood risk assessments where required and we make sure that we incorporate mitigation measures such as permeable paving, green roofs and SUDs into schemes. We continuously monitor the risk of flooding through SHIFT assessments for our new and existing homes. We make sure all our new builds are designed to prevent overheating and flood risk.

For each of our new homes, we also undertake an overheating risk analysis, ensuring the design of buildings are carefully balanced, considering risk of overheating, noise discomfort, safety, and daylight in the home.



Environmental

C19: Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.

We provide advice about energy efficiency, displaying energy advice online on our website and in-person through our Energy Advice Service. All residents have access to free advice, helping them reduce their energy use and supporting them through the ongoing cost-of-living crisis. We have been proactively tackling reports of damp, mould and condensation in our homes making it easier for residents to report issues to us online and using a dedicated telephone service. We have set up a new specialist group to work in our Customer Care team to ensure that damp and mould issues are resolved correctly from the moment they are reported to us. We also give residents advice about ventilating their homes on our website.

All residents of our new homes are provided with a user guide which includes energy saving advice, guidance on buying new energy efficient appliances, recycling and ventilation.

Ecology

C20: How is the housing provider increasing green space and promoting biodiversity on or near homes?

Across the Group, we have more than 1,200 hectares of space including 101,000 trees, five hectares of grazing marsh, canals, lakes, woodlands and 14 sites of nature conservation interest. Our new Environmental Sustainability Strategy 2023-2026 maps out how we're planning to maintain our open spaces, improve access to green space and regenerate local ecosystems. In 2024, we will create a Biodiversity Action Plan and will be delivering at least 10 percent biodiversity net gain for all new projects submitted for planning from November 2023 onwards. We will also complete our biodiversity baseline dataset (60 percent currently complete) by 2026, which will inform how we improve land use and biodiversity in our woodland areas.

Southall Wellbeing Way

We're taking part in a project in Glade Lane Canalside Park in Southall to improve biodiversity and reduce pollution and flood risk, making the park more accessible to the community. We're working with the Mayor of London and the Canal and Riverside Trust as part of Southall Wellbeing Way to transform the area. We're creating new wildlife habitats, planting a diverse range of plants and improving access to the towpath for pedestrians and cyclists. We will also reduce the risk of flooding during wet weather by diverting surface water from the park through a new winding water channel into ponds and wetlands.



Using nature to break down barriers

Our Care and Support team use our outdoor green spaces to engage with customers. Our disability support services organised a gardening competition to celebrate their horticultural achievements and spend more time outdoors together. Customers demonstrated their skills in three categories: best communal garden, best pots and hanging baskets and best alternative garden. The judging panel was also made up of customers, who, assisted by their support workers, chose the winners. Sunrise Avenue in Essex won best communal garden, for their grassy green area bordered by colourful plants and trees and a wall mural depicting three of the residents.



Working with Kew Gardens at Watermeadow Court

We're partnering with Royal Botanic Gardens, Kew, to bring their expertise in pollination and nature-based solutions to our development at Watermeadow Court in Hammersmith and Fulham. As part of our joint venture with developers Mount Anvil, the new homes will benefit from attractive landscaping designed by Kew scientists who are providing expert advice on plant species and habitat creation to support a diversity of pollinators and other animals. Throughout the year, Kew scientists have been visiting the site and surrounding parks to sample the biodiversity and better understand the plants and pollinators that thrive in the area.

The team from the Royal Botanic Garden, Kew, will use the development to educate young people in Hammersmith and Fulham about the importance of biodiversity and fighting climate change. The partnership will also provide funding for a budding scientist's annual placement, working with the scientists at Kew.



South Thamesmead Garden Estate

At Southmere Lake, we're improving the water quality, public access to the lake and enhancing its biodiversity. This year we have removed silt, created extensive new reedbeds, planted floating islands and built new fishing platforms to improve access to the lakes. We're already seeing evidence of greater species diversity and we will be carrying out an ecological study over the next year to better understand the range of species attracted to the lake. We will also use the findings to better inform how we manage the lake and will be continuing to work with the wider community through our Making Spaces for Nature Forum.

As part of the regeneration of South Thamesmead Garden Estate, we're using nature-based solutions to create a more varied habitat by planting with a focus on pollinators and opportunities for nesting birds. We're installing planted sustainable urban drainage systems that will not only help manage rainfall but also create new habitats.

Thamesmead's Environmental Services team maintains our green and blue spaces to a high standard. We're training the team in new approaches for landscape management including grassland and meadow management and looking after the more ambitious landscapes in our new developments.



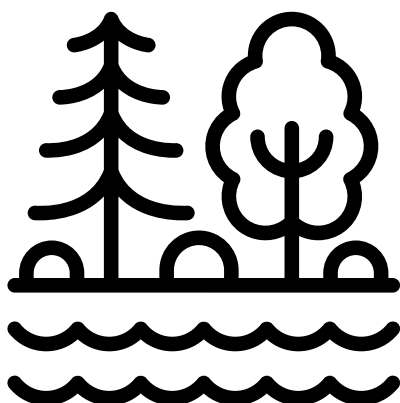
Environmental

C21: Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?

Our open spaces play a vital role in improving air quality and absorbing gaseous pollutants like carbon. As part of our sustainability strategy, we will be mapping our blue and green spaces to establish a baseline biodiversity dataset. This will help us find opportunities to enhance our biodiversity to capture more carbon and improve flood protection, as well as reducing overheating.

We're also actively reducing the amount of chemicals we use to maintain our open spaces. We limit the use of chemicals on hard surfaces such as car parks and footpaths and we don't use chemicals in any of our softer green spaces. We weed our garden shrub beds by hand and all our garden waste is recycled locally.

We're continuing to see progress in reducing the environmental impact of our estate services, switching to using plant-based chemicals and cleaning products, reducing water use and plastics consumption. We've also successfully reduced the use of glyphosate (weed killers) on our estates by advising our teams to use them only on hard surfaces and when necessary.



Resource management

C22: Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?

We want to reduce the impact we're having on the planet while building new homes. We're responsibly sourcing all our building materials, making sure our new homes are more energy efficient than our older homes. We make sure that all our building materials come from sustainable sources, for example, we use FSC timber as standard.

We're also in the process of developing a sustainability framework which will monitor the performance of our new homes against four broad themes. One of the themes is 'resource efficiency'. This clearly sets out our commitment to increase the use of responsibly sourced materials. Each project will report its performance against the sustainability framework.

We're minimising upfront embodied carbon as a priority, carefully balancing whole life cycle carbon impacts with choosing what offers best value and service for residents and our impact on the environment. Whole lifecycle carbon assessments are being carried out on all our new developments. We carry out upfront and whole life carbon modelling, integrating them into the design process to inform key decisions as they are made, rather than being used as a retrospective accounting method at the end.

We're focussing on building more efficiently ensuring floor areas, floor heights and envelope areas deliver the requirements and level of quality without excess. We're using less materials and substituting materials where lighter or lower impact materials are available and considering longer life structures, materials and systems.

C23: Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?

Residents tell us it is important to them to recycle and dispose of waste responsibly. We're working with councils to create reliable waste collection and recycling facilities, while increasing recycling rates across all our estates. Our pilot project on four Lambeth estates showed us that by adding food waste collections and refreshing and relaunching recycling facilities, we can make a huge difference in recycling rates. On the back of the project, we created a Flats Recycling Package toolkit for local authorities which has been available beyond Lambeth and London to all local councils in the UK.

Our Peabody Design Guide also makes sure that we design homes efficiently, limit construction waste, select the right materials for long-term use and are flexible to adapt to changing needs. Around 80 percent of our homes are built using one or more of the seven modern methods of construction, building reliably and sustainably.

C24: Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?

We want all our new and existing homes and offices to have water efficiency measures. So we're bringing together all our utilities and aim to have a water management strategy in place by 2024.

We ensure all our new homes have water efficiency fittings, achieving water consumption of less than 105 litres per day. We're also taking changing climate conditions into consideration, installing green roofs and podiums to manage water runoff as part of our Sustainable Urban Drainage systems. Excess water is redirected into lakes and rivers.

We have upgraded 1,528 kitchens, including tap aerators which reduce water flow from 15 litres per minute to six litres per minute. We have also replaced 1,094 bathrooms, installing dual-flush toilets which use less water than the old-style flush systems.



Holloway Park, Islington

As part of our work at the former Holloway Prison site, we commissioned a pre-demolition audit of the prison buildings which confirmed that we could recycle 99.5 percent of our building materials. We will reuse the bricks and concrete from the former prison to level out the ground, which currently has an 11m level difference across the site.

Structure and governance

C25: Is the housing provider registered with the national regulator of social housing?

At the time of publication of this report, the Peabody Group includes four registered providers of social housing:

- Peabody Trust
- Peabody Developments Limited
- Town and Country Housing
- Charlton Triangle Homes.

C26: What is the most recent regulatory grading/status?

On 27 September 2023, following an in-depth assessment by the Regulator of Social Housing, we retained the highest possible rating for governance G1 and a compliant viability rating of V2.

C27: Which Code of Governance does the housing provider follow, if any?

During the year to March 2023, the Peabody Group applied the principles and provisions of the National Housing Federation Code of Governance for housing associations (2020 edition) or the 'NHF Code'.

C28: Is the housing provider not-for-profit? If not, who is the largest shareholder, what is their percentage of economic ownership and what percentage of voting rights do they control?

As a not-for-profit housing provider, the Peabody Group is a registered Community Benefit Society under the Co-operative and Community Benefit Societies Act 2014 and has adopted the National Housing Federation Model Rules 2015 (with amendments).

C29: Explain how the housing provider's board manages organisational risks.

We believe organisational risk can and should be taken to achieve our business objectives if it is justified and actively managed. We monitor, manage and mitigate a range of strategic and operational risks so that we can take a risk-based approach to decision making. For example, minimising the likelihood and impact of financial loss, compromised service delivery, damage to our reputation or non-compliance with law or regulation.

The Board is accountable for ensuring an effective system of risk management and internal controls to help us deliver our Group Strategy. To do this, the Board is supported by the Audit and Risk Committee and the Executive Committee. Our approach to risk management is set out in our Risk Management Policy. Our system of internal control is based on the three lines of defence assurance model, a well-established risk and assurance model.

C30: Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc.) - that resulted in enforcement or other equivalent action?

No, we have not been subject to any adverse regulatory findings in the last 12 months.

C31: What are the demographics of the Board? And how does this compare to the demographics of the housing provider's residents?

Our Board members bring a broad range of skills, experience and knowledge to their roles, including expertise in finance, customer service and business. At the time of publication of this report, the Peabody Board was made up of 13 members of which 38 percent were women and 23 percent identify as Black, Asian or Minority Ethnic (the Board of 14 was 21 percent BAME on 31 March 2023). The average age of our Board members was 60 years old [on 31 March]. In the financial year ending 31 March 2023, the average tenure for the Board was five years.

C32: What percentage of the Board AND management team have turned over in the last two years?

Board and management team turnover in the last two years at Peabody was 22 percent and 53 percent at Catalyst. In the last two years, three Peabody executive team members have left: Sarah Thomas on 31 March 2023, Richard Mortimer on 2 April 2022 and Ashling Fox on 30 November 2022.

C33: Is there a maximum tenure for a Board member? If so, what is it?

We have adopted a standard maximum six-year tenure in line with the NHF 2020 code, for all new Board and Committee members, in effect from 1 April 2021. Existing Board and Committee members will continue to serve up to a maximum of nine years subject to regular review and approval.

C34: What percentage of the Board are non-executive directors?

Ninety-two percent of our Board are non-executive Board members. The only member of our Board from the Executive Committee is our Chief Executive Officer.

C35: Number of Board members on the Audit Committee with recent and relevant financial experience.

All our Board members on the Audit Committee have recent and relevant financial experience.

C36: Are there any current executives on the Remuneration Committee?

No. There are four non-executives serving as members of the Nominations and Remuneration Committee.

C37: Has a succession plan been provided to the Board in the last 12 months?

Yes. Our succession plan is reviewed by the Nominations and Remuneration Committee. Board selection is aligned to our Board Skills, Succession and Recruitment Policy (adopted on 1 April 2022), and will continue to support open and transparent recruitment processes.

Selection and appointment are undertaken objectively, based on the core skills and competencies, qualification and attributes required. The Nominations and Remuneration Committee also considers inclusion of members from diverse backgrounds as well as the balance of skills, experience and knowledge. The NHF 2020 Code which has been adopted by Peabody also includes details on succession planning.

Following the sad death of Lord Kerslake on 1 July 2023, David Hardy has taken on the role of Interim Chair of the Peabody Trust from 8 August 2023, until a permanent Chair is appointed. David joined the Peabody Board in June 2016 and is currently the Chair of the Peabody Finance and Treasury Committee. The recruitment process to appoint a long-term successor is progressing.

C38: For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

KPMG LLP was appointed as Peabody's external audit partner over seven years ago in January 2015. The current external audit partner has been responsible for audits for the last seven financial years. KPMG LLP was re-appointed for the enlarged Peabody Group following its merger with Catalyst. We will be running a competitive process to appoint our new external auditor within the next 18 months.

C39: When was the last independently run, Board-effectiveness review?

The last independently run review of Peabody was in 2021 and we are undergoing a new review due to be complete in March 2024. The Board, supported by the Nominations and Remuneration Committee, regularly reviews Board and Board Committee composition. They also carry out an annual self-assessment of performance and are independently evaluated in terms of Board effectiveness approximately every three years.

Board and trustees

C40: Are the roles of the chair of the Board and CEO held by two different people?

Peabody had the great fortune of having Lord Robert Kerslake as Chair for the reporting period until 31 March 2023. Following the sad death of the Chair Lord Robert Kerslake on 1 July 2023, David Hardy has been appointed Interim Chair of the Board. Our CEO is Ian McDermott who is the only executive team member of the Board.

C41: How does the housing provider handle conflicts of interest at the Board?

Peabody adopted a new Conflicts of Interest Policy on 1 April 2022.

The Board maintains the highest standard of probity and conduct and these are reflected and reinforced in our:

- Governance Framework.
- Peabody Code of Conduct (applicable to Board members).
- Agreements For Services or appointment letters signed by the members of the Board and members of subsidiary Boards.
- Annual review and report to the Board of Directors' declared interests.
- Register of Board Members' declared interests and arrangements with involved residents.

Where there is an actual or potential conflict of interest, the conflict is declared, and arrangements are put in place for the individual not to receive reports or subsequent minutes for any related items. These members would also not participate in the quorum for that part of the meeting and would be asked to leave the meeting when relevant discussion takes place. Board and Committee members and involved residents are required to review their continuing membership, and if necessary, take advice on whether they should stand down, when changes occur in either their own interests or those of a person closely connected to them which could give rise to a potentially serious or continuing conflict of interest with those of the Group.

C42: Does the housing provider pay the Real Living Wage?

All our employees are paid at least the Real Living Wage or London Living Wage which is the equivalent for London to reflect the higher costs of living in the capital. All our care and support colleagues are paid at least the Real Living Wage.

Structure and governance

We know that these are difficult times for our colleagues and residents. A Colleague Support Loan is available for all our colleagues across the Group to help with any unexpected financial costs. We have had 53 colleagues access the loan at year end 31 March 2023.

C43: What is the gender pay gap?

We carried out our 2022 Gender and Ethnicity Pay Gap assessment for Peabody and Catalyst as separate entities prior to joining together in April 2023.

At Peabody, we achieved a slight reduction compared to the previous pay gap assessment in the mean and median gender pay gap. In terms of the gender bonus pay gap, we cut the mean bonus pay gap from 32.6 percent to 15.8 percent, with women slightly more likely to receive a bonus than men.

Catalyst reduced the mean gender pay gap from 6.7 percent to 1.9 percent. We also cut the mean gender bonus gap significantly from 32 percent to -1.6 percent.

Ethnicity pay and bonus gap assessment

At Peabody, we regrettably did not reduce the ethnicity pay and bonus gaps, with the mean ethnicity pay gap increasing from 7.1 percent to 11.6 percent. In terms of bonuses, we found that colleagues from an ethnic minority background were less likely to receive a bonus than their white colleagues. The mean and median ethnicity bonus gap also increased significantly.

At Catalyst we successfully reduced the mean ethnicity pay gap to 10.6 percent from 11.4 percent. However, the median ethnicity pay gap increased from -3.09 percent to 0.6 percent. In terms of bonuses, we found that ethnic minority colleagues were slightly less likely to receive a bonus. We found a negative mean bonus gap of -0.2 percent and no median bonus gap.

Factors contributing to the findings

For Peabody, several factors have contributed to the gender and ethnicity pay and bonus gaps outcomes. These include:

- Three quarters of the people working in our Care and Support operations at the time of the pay gap assessment were women. These roles are typically lower paid.
- More women worked part time or reduced hours.
- Lower representation of women and ethnic minority colleagues in the senior management team (i.e., Heads of Service and above).
- The inclusion of the senior leadership team (assistant director and above) in the pay gap assessment.

Through our new Group Equality Diversity and Inclusion Strategy 2023-2026 we will take the following action to help address the gender and ethnicity pay gaps that have been identified:

- Improve the ethnic diversity of our senior management team. By 2025, we'll increase the number of senior managers (Heads of Service and above) from ethnic minority backgrounds from 15 percent to 30 percent.
- Make sure senior leaders are held accountable for addressing the gender and ethnicity pay and bonus gaps that have been identified.
- Review our approach to bonuses and provide clear guidance on how to manage and award them.
- Recruit people from diverse backgrounds.
- Improve the quality of our ethnicity workforce diversity data.
- Identify and apply best practice.

C44: What is the CEO-worker pay ratio?

The CEO to worker ratio for Peabody is 10:1.

C45: How does the housing provider support the physical and mental health of its staff?

We're supporting our colleagues' physical and mental health in various ways. We've refreshed our People Strategy 2023-26 which has a clear focus on wellbeing as a key to the colleague journey.

We're updating our wellbeing approach which will continue to focus on mental and financial wellbeing, as well as on men's health and building on our support for women who are going through the menopause.

We've introduced a new Employee Assistance Programme (EAP) which is aligned to Occupational Health. The EAP offers face-to-face counselling and other support.

We have over 50 Wellbeing Champions who are trained in mental health first aid, as well as various colleague networks which are sponsored by a member of our Executive Team to ensure they have high prominence in our organisation.

As part of our flexible benefits scheme, colleagues have access to a My Discount portal which provides a variety of discounts, including supermarket vouchers and cinema tickets, helping ease the impact of the cost-of-living.

We're also providing webinars and a wide range of wellbeing guidance on Workplace, our internal intranet, as well as having dedicated wellbeing groups and other social groups like the Gender Network and Family Network for colleagues to connect and engage.

We regularly communicate with colleagues through engagement surveys including our pulse surveys which focus on wellbeing.

C46: Average number of sick days taken per employee

In 2022-23, our employees took on average 7.6 sick days. In 2021-22, our average was 7.08 sick days.

C47: How is social value creation considered when procuring goods and services?

Following a pilot phase and comprehensive review, we apply a minimum weighting of 20 percent for social value in all procurement tenders above the UK Procurement Threshold, measured alongside quality and cost. This means companies and organisations bidding for Peabody contracts must give social value serious consideration when compiling tenders. It also ensures that we do business with companies who share our values and want to help grow our positive impact.



We've built a strong foundation for monitoring and evaluating social value performance while managing our ongoing relationships with our partners. Using metrics from the UK Social Value Bank, developed by HACT (Housing Associations' Charitable Trust), tenderers are asked to demonstrate their own, and where appropriate, their supply chains', ability to add economic, social and environmental value above and beyond simply providing the contracted service. We continue to work with HACT on the Social Value Roadmap, enabling the social housing sector to use social value information to improve services, enhance decision-making and increase the impact we make. We also participate in the Social Value Leadership Group, bringing together social value leaders from housing associations and local authorities across the country to share best practices and further refine our ways of working.

C48: How is environmental impact considered when procuring goods and services?

Our Environmental Sustainability Strategy 2023-2026 sets out our ambition to be net zero carbon in our day-to-day operations by 2030 and net zero carbon in all our rented homes by 2050.

We're working with our suppliers to meet our need for goods, services and utilities in a way that achieves value for money on a whole-life basis but also creates benefits for the Group, minimising our impact on our wider communities and the environment. We're ensuring that we get all our energy from renewable sources and all our energy supplies on corporate contracts are REGO backed.

We're also requiring all our suppliers to be proactive in minimising their impact when delivering their services to us. All our construction contractors have the ISO 14001 environmental management system in place or must state what other independently accredited system they are using to monitor their environmental impact standards, during the pre-qualification stage of the tender process.

Sustainability Reporting Standard

Disclosure Against Criteria

Theme#	Criteria#	Type of Criteria	Criteria	Measurement Unit	Response		
Affordability and Security	C1	Core	For properties that are subject to the rent regulation regime, report against one or more Affordability Metric: 1) Rent compared to Median private rental sector (PRS) rent across the Local Authority 2) Rent compared to Local Housing Allowance (LHA)	% of PRS rent (e.g. 80%) % of LHA rent (e.g. 90%)	41.6% 42%		
	T1	C2	Share, and number, of existing homes (owned and managed) completed before the last financial year, allocated to: - General needs (social rent) - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	Number of General needs units	63,790	% of General Needs units	59%
				Number of intermediate rent units	3,267	% of Intermediate Rent units	3%
				Number of Affordable rent units	8,327	% of Affordable Rent units	8%
				Number of Supported housing units	3,896	% of Supported Housing units	4%
			- General needs (social rent)	Number of Housing for older people units	2,598	% of Housing for Older People units	2%
			- Intermediate rent	Number of Low-cost home ownership units	11,413	% of Low-cost Home Ownership units	8.2%
			- Affordable rent	Number of Care home units	124	% of Care Home units	0.0%
			- Supported Housing	Number of Private rented sector units	2,200	% of Private Rented Sector units	2%
			- Housing for older people	Number of Other units	11,834	% of Other units	11%
			- Low-cost home ownership				
			- Care homes				
			- Private Rented Sector				
			- Other				
	C3		Share, and number, of new homes (owned and managed) that were completed in the last financial year, allocated to: - General needs (social rent), - Intermediate rent - Affordable rent - Supported Housing - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	Number of General needs units Number of Intermediate rent units Number of Affordable rent units Number of Supported housing units Number of Housing for older people units Number of Low-cost home ownership units Number of Care home units Number of Private rented sector units Number of Other units	604 0 409 0 0 861 0 0 525	% of General Needs units % of Intermediate Rent units % of Affordable Rent units % of Supported Housing units % of Housing for Older People units % of Low-cost Home Ownership units % of Care Home units % of Private Rented Sector units % of Other units	25% 0% 17% 0.0% 0.0% 36% 0.0% 0.0% 22%
	C4	Core	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	Qualitative response	For more detail, see page 5		
	C5	Enhanced	What % of rental homes have at least a 3 year fixed tenancy agreement?	% of homes	98.6%		

Theme#	Criteria#	Type of Criteria	Criteria	Measurement Unit	Response
Building Safety and Quality	C6	Core	What % of homes with a gas appliance have an in-date, accredited gas safety check?	% of homes	100%
	C7	Core	What % of buildings have an in-date and compliant Fire Risk Assessment?	% of buildings	100%
	C8	Core	What % of homes meet the national housing quality standard?	% of homes	99.7%
Resident Voice	C9	Core	What arrangements are in place to enable the residents to hold management to account for provision of services?	Qualitative response	For more detail, see page 8
	C10	Core	How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?	Qualitative response	For more detail, see page 9
	C11	Enhanced	In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?	Number of complaints upheld Qualitative response	75 For more detail, see page 10
Resident Support	C12	Core	What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?	Qualitative response	For more detail, see page 11
Placemaking	C13	Enhanced	Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	Qualitative response	For more detail, see page 14
Climate Change	C14	Core	Distribution of EPC ratings of existing homes (those completed before the last financial year).	% of homes rated A % of homes rated B % of homes rated C % of homes rated D % of homes rated E or worse Some properties are still being assessed	0.7% 16.6% 61.7% 19.6% 1.4%
	C15	Core	Distribution of EPC ratings of new homes (those completed in the last financial year).	% of homes rated A % of homes rated B % of homes rated C % of homes rated D % of homes rated E or worse % of homes without EPC rating (unknown)	95.7% 4.3%

Sustainability Reporting Standard

Disclosure Against Criteria

Theme#	Criteria#	Type of Criteria	Criteria	Measurement Unit	Response
Climate Change T6	C16	Enhanced	Scope 1, Scope 2 and Scope 3 greenhouse gas emissions.	Scope 1: Kg CO2 equivalent Scope 2: Kg CO2 equivalent Scope 3: Kg CO2 equivalent Scope 1, 2 & 3: Total Kg CO2 equivalent	18,894 8,931 149,896 177,721
	C17	Enhanced	What energy efficiency actions has the housing provider undertaken in the last 12 months?	Qualitative response	For more detail, see page 19
	C18	Enhanced	How is the housing provider mitigating the following climate risks: - Increased flood risk - Increased risk of homes overheating	Qualitative response	For more detail, see page 19
	C19	Enhanced	Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.	Qualitative response	For more detail, see page 20

Theme#	Criteria#	Type of Criteria	Criteria	Measurement Unit	Response
Ecology	T7	C20	Enhanced How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?	Qualitative response	For more detail, see page 20
		C21	Enhanced Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?	Yes / No / No, but planning to develop one Qualitative response	Individual schemes in place For more detail, see page 22
Resource Management	T8	C22	Enhanced Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?	Yes / No / No, but planning to develop one Qualitative response	Individual schemes in place For more detail, see page 22
		C23	Enhanced Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	Yes / No / No, but planning to develop one Qualitative response	Individual schemes in place For more detail, see page 22
		C24	Enhanced Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?	Yes / No / No, but planning to develop one Qualitative response	Individual schemes in place For more detail, see page 23

Sustainability Reporting Standard

Disclosure Against Criteria

Theme#	Criteria#	Type of Criteria	Criteria	Measurement Unit	Response		
Structure and Governance	T9	C25	Core	Is the housing provider registered with the national regulator of social housing?	Yes / No	Yes	
		C26	Core	What is the most recent regulatory grading/status?	Varies by nation	G1, V2	
		C27	Core	Which Code of Governance does the housing provider follow, if any?	Name of code	NHF Code	
		C28	Core	Is the housing provider not-for-profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Yes / No	Yes	For more detail, see page 24
		C29	Core	Explain how the housing provider's Board manages organisational risks.	Qualitative response		For more detail, see page 24
		C30	Enhanced	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) - that resulted in enforcement or other equivalent action?	Yes / No	No	For more detail, see page 24

Theme#	Criteria#	Type of Criteria	Criteria	Measurement Unit	Response			
Board and Trustees T10	C31	Core	What are the demographics of the Board? And how does this compare to the demographics of the housing provider's residents? Add commentary if useful.	% of Board that are women % of Board that are BAME % of Board that have a disability % of Board that are LGBTQ+ Average age of Board members (years) Average Board tenure (years) Additional commentary	42% 21% 60 5			
	C32	Core	What % of the Board AND management team have turned over in the last two years? Add commentary if useful.	% of Board % of management team Additional commentary	Peabody 24% Catalyst 52% Peabody 20% Catalyst 57%			
	C33	Core	Is there a maximum tenure for a Board member? If so, what is it?	Yes / No Length of maximum tenure (years)	Yes 6			
	C34	Core	What % of the Board are non-executive directors?	% of the Board	92%			
	C35	Core	Number of Board members on the Audit Committee with recent and relevant financial experience.	Number Description of experience	12 Either relevant professional qualifications or significant experience in these areas			
	C36	Core	Are there any current executives on the Remuneration Committee?	Yes/ No	No			
	C37	Core	Has a succession plan been provided to the Board in the last 12 months?	Yes/ No	Yes			
	C38	Core	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	Number of whole years	7			
	C39	Core	When was the last independently-run, Board-effectiveness review?	Date (month/year)	2021			
	C40	Core	Are the roles of the chair of the Board and CEO held by two different people?	Yes/ No	Yes			

Sustainability Reporting Standard

Disclosure Against Criteria

Theme#	Criteria#	Type of Criteria	Criteria	Measurement Unit	Response	
Board and Trustees	T10	C41	Core	How does the housing provider handle conflicts of interest at the Board?	Qualitative response	For more detail, see page 25
Staff Wellbeing	T11	C42	Core	Does the housing provider pay the Real Living Wage?	Yes/ No	Yes
		C43	Core	What is the median gender pay gap?	% gap (median)	9.1%
		C44	Enhanced	What is the CEO:median-worker pay ratio?	Total annual CEO remuneration divided by annual median working remuneration	Our CEO-worker pay ratio is 10:1.
		C45	Enhanced	How does the housing provider support the physical and mental health of their staff?	Qualitative response	For more detail, see page 26
		C46	Enhanced	What is the average number of sick days (both long and short term) taken per employee?	Number of days	7.6
Supply Chain	T12	C47	Enhanced	How is Social Value creation considered when procuring goods and services?	Qualitative response	For more detail, see page 27
		C48	Enhanced	How is Environmental impact considered when procuring goods and services?	Qualitative response	For more detail, see page 27



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