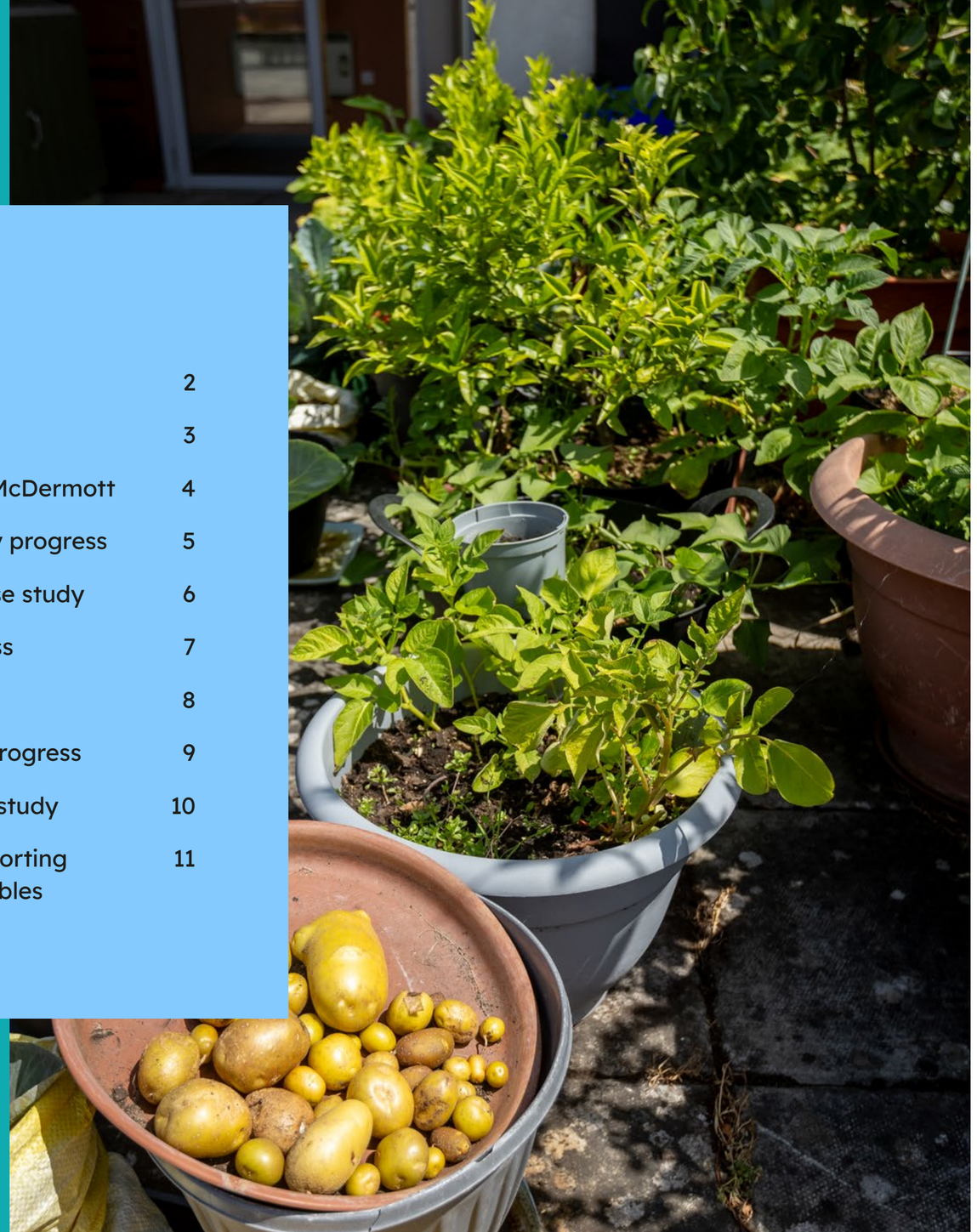
Peabody

ESG Report 2025

Working together

to create sustainable places

Contents



Who we are

More than 160 years after it was established, Peabody is one of the oldest not-for-profit housing associations in the UK. We're responsible for nearly 109,000 homes, with around 220,000 residents across London and the Home Counties. We also provide care and support services to around 25,000 customers.

Our workforce of around 3,900 colleagues is focused on doing what's right for residents and working closely with them to provide support when people need it most.

We are committed to investing in homes, so they are safe, well maintained, and as energy efficient as possible. We're focused on becoming more local and having people residents can talk to in all our 140 neighbourhoods. This local approach means that we can better meet the needs of residents and those living in local communities.

We work with councils and communities to help promote economic inclusion, help tackle inequality and poverty, and prioritise wellbeing. And we invest in local communities through our Peabody Community Foundation.

Our rents were £1.1bn lower than the market in 2024-25. And with an average rent of £147 a week in London and the South East - that's around a third of what you'd pay in the private rental market - we offer significant value for residents and communities. We are also committed to building much-needed affordable homes to help tackle the chronic housing crisis.

Peabody

Highlights

Environmental

81.7%

of residents' homes EPC C or above

99.7%

of new homes at least EPC B

£431m

spent maintaining and improving residents' homes

Social

£1.1bn

rent subsidy

£9m

invested in local communities

4,500

people helped by our Financial Inclusion team

Governance

3,900

colleagues paid the real or London living wage

1,300

colleagues turned mandatory training into a professional qualification

£10.4m

social value created

Foreword

Ian McDermott

Chief Executive Officer

This year's ESG Report reflects our commitment to making sustainability part of everything we do. It shows how we do much more than provide affordable homes. We work together with residents and partners to help provide the support and services that local people really need, and we do what we can to reduce our impact on the environment and prepare for the challenges of climate change.

We also look after our colleagues, making sure they have opportunities to enhance their skills and look after their wellbeing - all while our Governance and Executive teams keep a close eye on how the organisation is run so we can continue to create stronger, more sustainable communities long into the future.

By doing these things, and focusing on the 46 requirements of the Sustainability Reporting Standards (SRS) laid out in the tables at the end of the report, we're placing a value on the environmental and social impact we make and the governance structure in which we operate. We're also showing we're happy to be held to account for our actions.

As you'll see in the report, we're making progress. From building climate resilience and biodiversity into existing and new developments and cutting carbon emissions where we can, we're embedding our sustainability commitment throughout the organisation. Nearly 82 percent of residents' homes now have an Energy Performance Certificate (EPC) rating of C or above, which means they're easier to keep warm and have a lower carbon footprint. This compares with fewer than half of homes in the private rented sector. We're also improving green space and regenerating local ecosystems to help reduce the impact of the changing climate on residents' homes and local communities.

Social impact remains important to us too. This year we helped thousands of local people with community support programmes, access to food projects, and training and skills initiatives – all with the aim of helping them become healthier, wealthier, and happier. We continued to find new ways to hear from residents, hosting more events, and our second year of Tenant Satisfaction Measures (TSMs) showed an increase across all categories among residents who rent their home. While we know we have a long way to go, rest assured that we are listening, learning and making improvements.

Strong governance and our inclusive culture underpin everything we do. Our Board, which for the period of this report included two resident members, but now has three, uses its valuable and varied insight to make better informed decisions. And we're continually looking for ways to be as inclusive as possible, reduce our gender and ethnicity pay gaps, and to support our colleagues.

Looking ahead, we remain committed to the goals of the SRS – building trust through transparent reporting, improving the sustainability of residents' homes and our operations, and working together with residents, partners, and colleagues to build a fairer, greener future for all.

Taking action today for a *better tomorrow*



We are committed to addressing climate change across everything we do, from residents' homes and business practices, to creating sustainable places.

We're working hard to embed this commitment across the whole organisation, introducing a training and awareness programme for senior leaders, and growing our network of Sustainability Champions to help promote sustainable initiatives. We also updated our Sustainable Finance Framework, aligning our financing activities with our sustainability goals, and setting us up to issue new green, social, and sustainable bonds or loans to fund projects as required.

In February, we added to our sustainability credentials, receiving the top ranking of 'frontrunner' status in all three categories of RITTERWALD's Certified Sustainable Housing Label.

>> Sustainable homes

During the year, we invested £27m in sustainability programmes, including improving the energy efficiency of more than 400 homes under the government's Social Housing Decarbonisation Fund (SHDF) programme and a further 200 as part of the ECO4 scheme. The work included replacing windows and upgrading boilers, installing new insulation and ventilation systems and where appropriate, adding solar panels or heat pumps.

We increased the number of residents' homes with an EPC rating of C or above to 81.7 percent (2024: 78 percent), and the average Standard Assessment Procedure (SAP) rating was 74.52 (2024: 73.71). The higher the rating, the easier the home is to keep warm, which reduces the need for as much heating, and ultimately helps lower residents' energy bills and the home's carbon footprint.

Since the end of the year, we've received £23.5m from the SHDF Wave three to improve the energy efficiency of 4,500 homes and a further grant from the ECO4 programme.

>> Carbon footprint

Our carbon emissions fell nine percent (excluding Scope four emissions), to 350,229 tonnes CO2. Last year's figure was adjusted to take into account an update in the methodology used to calculate these emissions. This means we can make a like-for-like comparison and get a more accurate and consistent picture of our progress.

While the decline is welcome, most of it relates to a drop in spending on goods and services, as well as improved data on energy efficiency measures in residents' homes. Going forward, we'll continue to improve how we measure our footprint, while also identifying where we can reduce it further.

>> Climate risk and biodiversity

We monitor the impact the changing climate is having on residents, their homes, and local areas carefully, reporting regularly to our Executive team and Board. Currently, fewer than two percent of residents' homes are at high risk of overheating and just half a percent are at high risk of flooding (one in 30 years probability). But we know that the climate is continually changing, and extreme weather is expected to increase. So, as well as working to mitigate these risks where we can by maintaining outside areas, improving access to green space, and regenerating local ecosystems, we're also assessing the potential long-term impacts on residents' homes and local communities. This will help us plan and prioritise what we need to do to reduce these risks and ensure residents' homes remain safe, resilient, and comfortable in the years ahead.

In Thamesmead, where we own two-thirds of the town, we've made significant investment in areas like Southmere Lake, improving the water quality and enhancing the surroundings to bring benefits to both local wildlife and residents.

When planning new developments, where possible we aim to exceed the government's 10 percent biodiversity net gain requirements, ensuring we make the most of the local area.

>> Resources

In line with our Sustainability Strategy 2023-26, we're reducing the amount of energy we use by five percent each year across our four main offices. To monitor this, we're implementing an energy management system, which will not only have financial benefits, but also help reduce our environmental impact.

Decarbonising homes brings many *benefits for residents*

Residents living in Dells Wood, Enfield, are paying less for their energy, emitting no carbon, and making extra money selling surplus electricity back to the grid thanks to the improvements we've been making to their homes.

Previously, Dells Wood residents were struggling with high energy bills and discomfort in the winter due to outdated electrical heating systems and poor insulation. We used money from the government's ECO4 energy efficiency programme, a scheme aimed at improving the least energy-efficient homes, to fund upgrades to 25 homes.

The work was done in two parts. The first stage included adding loft and cavity wall insulation. This is known as a fabric-first approach and focuses on reducing the building's need for energy by improving the insulation and airtightness of walls, roofs, and floors. A year later, we put in air source heat pumps and solar panels, completely decarbonising the homes.

"While this is a small project, it's a great example of what can be achieved if the work is planned properly," said Rashida Kutubu, a Senior Project Manager specialising in retrofit work at Peabody. "Heat pumps can be expensive, but we've mitigated the cost by installing solar panels. Residents can generate their own carbon-free power to run their heat pump and then sell any excess energy back to the grid.

"We know it works because residents are already doing it."

According to our latest data, residents have earned an average of £139 selling electricity they've generated through their solar panels back to the grid since they were installed in October 2024. And one home exported 60 percent of their solar power, making around £241.

As well as the financial benefit, these homes are now completely carbon-free, saving an estimated 100 tonnes of carbon emissions a year. This is equal to removing 12 petrol cars from the road for a year or avoiding 25 return flights between London and New York.

During the whole project, we stayed in close contact with the residents, making sure they knew what was happening when. We were clear about how long the work would take, and the benefits the residents would enjoy afterwards.

Speaking about the project, Rashida said: "By doing this work, we're not only making residents' homes more comfortable, which helps improve their wellbeing, we're also reducing the financial burden and the impact they're having on the environment. It's positive all round."

Helping provide the right support *in local communities*

Through our Peabody Community Foundation, we help people live healthier, wealthier and happier lives. We work closely with residents, local organisations, and partners to provide the right support and advice in local communities. And we give residents the chance to tell us how they're doing so we know where we can improve.

>> Supporting residents

During the year, we worked across 20 neighbourhoods, reaching over 30,000 people through our community partnership programmes and services. This included more than 8,500 children. We helped more than 20,000 people access food-related support through our surplus food hubs and by providing food vouchers. The London Food Insecurity Network (LFIN), our food insecurity partnership with HACT, the Felix Project, and other G15 housing associations, supported 48 surplus food winter markets, distributing the equivalent of 62,000 meals that would otherwise have gone to waste, and saving people living in local communities £208,200.

Demand for our financial inclusion and critical support services remained high, with the teams receiving almost 4,500 referrals and helping increase residents' income by a combined £3.5m. More than 500 residents were referred to Pocket Power, a service which helps people reduce their utility bills and access fuel support. Of those, 295 residents were helped to save an average of £193 each.

We helped more than 1,200 people find work thanks to partnerships between our Economic Inclusion team and local organisations. And our annual Career and Volunteer Fair connected 1,200 people with a range of employers and advice services.

Through our 98 community centres, we provided more than 65,000 hours of free sessions or activities on everything from wellbeing workshops to English lessons. And activities at our Southall Day Centre in Ealing benefited nearly 2,500 older people.

>> Partners

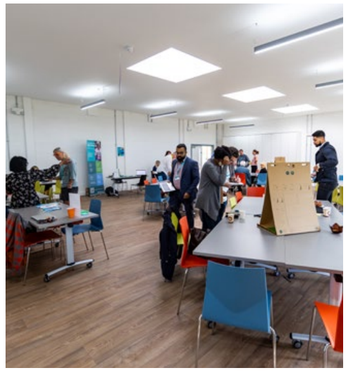
Everything we do, we do in partnership, taking a place-based approach to working with residents, community members, local authorities, public health bodies, grassroots groups and other voluntary organisations.

Our own fundraising activities, such as our colleague fun run, partner dragon boat race and golf day, raised over £200,000 to support community programmes. And by encouraging our partners to give back to the neighbourhoods they're working in, we generated over £10m of social value to local communities with things like apprenticeships, careers advice sessions, and volunteering on community projects or activities.

>> Homes

At an average of £147 a week, our rents remain low - around a third of what you'd pay in the private rental sector, providing a benefit to residents, local communities, and the UK economy of £1.1bn. We take looking after residents' homes seriously and spent £431m during the year. This included £200m on repairs and routine maintenance and £231m on home improvements. We've also implemented a risk-based response to all damp, mould and condensation (DM&C) reports, making sure we're ready for Awaab's Law, which came into force in October 2025.

>> Resident voice



We know we are only as good as our residents say we are, and we are continually working hard to do better. Our second set of Tenant Satisfaction Measures (TSMs) show an increase in all 12 measures for rented residents, with overall satisfaction up at 58.7 percent (2024: 57.7 percent). The combined overall satisfaction rate, including shared-ownership residents, was 54 percent (2024: 52.4 percent).

We are committed to ensuring that residents can hold us to account for the services we provide. During the year, more than 2,250 residents came to our listening events or influencing sessions, we organised 270 engagement activities and held 201 consultations. In October we held our first Resident Conference, which was attended by more than 70 people. Together, these voices have helped us to better respond to residents' needs.

There's so much on offer at *Darwin Court*

On a sunny afternoon in South London, the water butt that serves the rooftop garden on the East side of Darwin Court, one of our community centres in Southwark, burst. While this was bad news for the community garden, it's good news for the men from the local community who spent their afternoon chatting whilst putting together a replacement butt.

"Without realising it, they effectively had their own therapy session," said Mark Saunderson, who's managed the Darwin Court Community Centre for the past 14 years. "Some people may think I'm being lazy not putting it together myself, but in reality, it's a way of bringing people together."

During his time at the centre Mark has learnt that it can be hard to bring certain groups of people together. So finding different things that draw in new groups of people like this can be really helpful.

"When I started, I had my own ideas about what events and support we should provide," says Mark. "But now I've learnt that it's more of a partnership. You need to give people choice and let them play their part."

At Darwin Court, partnership working seems to be paying off. More than 10,000 people aged three months to 102 years, visit the centre each month (including repeat visitors), making use of the wide range of activities and facilities on offer. These include everything from swimming and exercise classes, English and maths lessons, to the much-needed Darwin Court Food Hub.

The hub, which is supported by one of our partners Purdy as part of their commitment to providing value in the community, supports about 250 families a week. It has even expanded to include a monthly baby bank, which supports about 15 families. As well as doing its bit to help tackle food poverty, the hub is also helping reduce food waste.

Theresa, a Peabody resident who uses the hub, described it as an "amazing service" that provides "much-needed extra help" for her household, while another resident, Mariam, said it's "very helpful, especially in these difficult times".

About a quarter of those who work at the centre are Peabody residents and many other residents who attend classes, leave with qualifications that help them find a job or improve their financial situation.

"We're here to support residents and I get to see the difference that we are making on a day-to-day basis," says Mark, adding that hopefully, once the new water butt is in place, the gardening competition between the East and West blocks can resume. "It didn't start out like this," he says. "But it's become a kind of passive support - a really great way of bringing people of all nationalities together. They're growing weird and wonderful things that I didn't know you could grow in the UK, let alone eat!"

Providing the right *governance framework*

As a non-profit housing association, we operate under a set of regulatory standards designed to ensure we are effectively managed, financially sound, and delivering excellent service. However, compliance is just the starting point. The quality of the services and support we provide depends on strong governance and active involvement from our leadership, colleagues, and residents.

>> Leadership

Our leadership, comprising our Board, committees, and Executive team, brings together a wide range of expertise and insight. They share a commitment to provide the best service possible for residents and do this by engaging widely across the organisation. During the year, we had two residents on the Board, and in September added a third. Our Resident Experience Committee has a majority of resident members and is chaired by a resident Board member. Resident Board members regularly meet with our Resident-Led Panel to ensure all voices are represented at the highest levels.

>> Risk and regulatory oversight

Following a Stability Check in winter 2024, the Regulator of Social Housing confirmed Peabody's G1 rating for governance and V2 for viability. This means that we meet the regulator's governance and viability requirements and have the financial capacity to deal with a reasonable range of adverse scenarios but need to manage material risks to ensure continued compliance.

We maintain a proactive approach to managing risk, including things like carbon reduction, sustainability, and achieving net zero. These risks are documented in our Group Risk Register and are reviewed regularly by the Audit and Risk Committee and the Board. We've also been working hard to make sure we're ready for the International Financial Reporting Standards (IFRS) and mapping out plans to minimise our exposure to climate-related risks.

During the year, we became the first housing association to receive the Good Business Charter accreditation, recognising responsible business behaviour across 10 areas, including colleague wellbeing, diversity and inclusion, environmental responsibility, and commitment to customers.

>> Equality, diversity and inclusion

We strive to create a workplace culture where everyone feels welcome, valued and able to be their authentic selves. This inclusive environment helps us attract and retain a wide range of talent. All employees, including those in Care and Support roles, receive at least the Real Living Wage or London Living Wage.

Our five colleague-led diversity networks for disability, gender, family, pride and race, highlight our commitment to building an inclusive organisation where everyone can thrive. They're open to everyone and provide a safe space for colleagues to discuss issues, find support, and work together to help deliver positive change. We also regularly carry out employee surveys and resident panel sessions, as well as talking to regulators and key partners, to make sure every voice is heard.

While we know we still have work to do, our gender and ethnicity pay gaps reduced year-on-year, and at 2.8 percent, our median gender pay gap is significantly lower than the UK average of 13.1 percent. The median ethnicity pay gap reduced to minus 0.6 percent. These reductions were in part due to more women and ethnically diverse colleagues moving into the higher pay brackets, as well as changes to bonuses making rewards fairer.

>> Supporting colleagues

We take the wellbeing of our colleagues seriously, offering a broad range of benefits focused on health, wellbeing and financial support. We have trained Wellbeing and Domestic Abuse Champions, and we promote physical health through our flexible benefits programme where colleagues can spend a percentage of their salary (up to a certain amount) on things like dental insurance, a health cash plan, critical illness cover, or a cycle-to-work scheme.

The Peabody Academy, which in January received a top rating from the education regulator, Ofsted, has grown since it was set up two years ago, and at the end of March had 83 apprentices enrolled. All colleagues are expected to complete one or more of the 180 different compliance training courses we offer, depending on their role. And during the year, nearly a third of colleagues turned their mandatory training into a professional qualification.

Case study

Working at Peabody is *more than just a job*

For Nadia, her apprenticeship in housing management has been a game changer. It's not only helped her move up the career ladder in a sector she's always wanted to work in, but also boosted her confidence and shown her that anything is possible.

In fact, Nadia's hard work and positive approach to learning has paid off so well that she had the confidence to apply for a housing manager job outside of Peabody and got it. While Peabody will unfortunately be saying goodbye to her, at least for now, it's good news for the sector and we may well see her again in the future as her career progresses.

"We know we have a lot of great people at Peabody, and we want to give them the opportunity to improve their skills and enhance their prospects," said Tracy Round-Turner, head of the Peabody Academy. "Offering training improves colleague morale and retention, fills skills gaps, and helps businesses adapt to change – all things that are important to Peabody."

The Peabody Academy and has grown from 12 apprentices when it was set up two years ago, to 83 at the end of March 2025. (Of those, 41 are doing apprenticeships directly with Peabody and 42 with external providers.) Since the year-end, the number has risen to 122. In January, the Academy received a top rating from the education regulator, Ofsted, putting it in the leading 1.2 percent of new training providers in the country.

Writing in the Ofsted report, the inspectors said that "the leaders and managers are passionate about creating a culture of lifelong learning". They also said that apprentices who have secured new roles or promotion cited the knowledge and confidence they gained through their apprenticeship as having "greatly contributed to their success".

Looking ahead, we're hoping the Academy will also help us play our part in addressing the severe shortage of skilled workers in the housing sector. In December 2024, the London Homes Coalition, a partnership of major housing associations, contractors, and specialist suppliers in London, released a report highlighting the critical risk to the maintenance, retrofit and provision of London's affordable housing caused by a lack of skilled workers. And in October of the same year, our Chief Operating Officer and Deputy Chief Executive, Elly Hoult, started a 'Choose housing' campaign as part of her presidency of the Chartered Institute of Housing (CIH) to raise awareness of the career opportunities in the housing sector.

"Apprenticeships have the potential to shape futures, transform lives and drive innovation," said Tracy. "They are a vital part of our workforce and our economy, bridging the gap between education and employment."

And as Najma Mohamed, a Level 3 Business Administrator Apprentice, said: "There are many benefits to doing an apprenticeship, you get to learn, grow and build on your skills, and get a qualification at the end, also while getting paid." It's a win-win for everyone, albeit with some hard work too.

Sustainability Reporting Standard (SRS) - Disclosure against criteria

<table>
<tr><th>Theme</th><th>Criteria #</th><th>Type of criteria</th><th>Criteria</th><th>Response</th></tr>
<tr><td rowspan="5">Climate change</td><td>C1</td><td>Core</td><td>Distribution of EPC ratings of existing homes (those completed before the last financial year).</td><td>A – 739 (0.68%) (2024: 0.7%)
B – 24,884 (23.05%) (2004: 21%)
C – 62,530 (57.92%) (2024: 57%)
D – 18,573 (17.2%) (2024: 20%)
E or below – 1,241 (1.15%) (2024: 1.3%)</td></tr>
<tr><td>C2</td><td>Core</td><td>Distribution of EPC ratings of new homes (those completed in the last financial year).</td><td>A – 0 (2024: 8.4%)
B – 1,032 (99.71%) (2024: 90%)
C – 3 (0.29%) (2024: 1.6%)</td></tr>
<tr><td>C3</td><td>Core</td><td>Does Peabody have a net zero target and strategy?

If so, what is it and when does Peabody intend to be net zero by?</td><td>- Our goal remains to achieve net zero by 2050. This requires all homes to have an EPC rating of at least B.
- We have an interim goal of all homes being EPC C by 2030.
- We also plan to reduce our corporate greenhouse gas emissions each year and will be setting targets for each operational area of the business. These figures will be reported to the Board and ultimately assessed as part of senior leadership remuneration reviews.</td></tr>
<tr><td>C4</td><td>Enhanced</td><td>What retrofit activities has Peabody undertaken in the last 12 months in relation to its housing stock?

How do these activities align with, and contribute towards, performance against Peabody’s net zero strategy and target?</td><td>- We carried out retrofit work on hundreds of homes last year to bring them up to EPC C standard. More than 200 were upgraded as part of the ECO4 scheme and a further 400-plus under the Social Housing Decarbonisation Fund (SHDF).
- The work included replacing windows and upgrading boilers, installing new insulation and ventilation systems and, where appropriate, adding solar panels or heat pumps.
- These changes make the homes easier to keep warm, which reduces the need for so much heating, and ultimately helps lower resident’s energy bills and our carbon footprint.</td></tr>
<tr><td>C5</td><td>Enhanced</td><td>Scope 1, 2 and 3 greenhouse gas emissions. (Full Carbon Report)

Scope 1, 2 and 3 greenhouse gas emissions per home.</td><td>
<table>
<tr><th></th><th>2025 Kg CO2e</th><th>2024 Kg CO2e</th></tr>
<tr><td>Scope 1</td><td>20.089</td><td>19,164</td></tr>
<tr><td>Scope 2</td><td>11,969</td><td>10.234</td></tr>
<tr><td>Scope 3</td><td>318,170</td><td>353,585</td></tr>
<tr><td>Scope 4</td><td>-331</td><td>-1,764</td></tr>
<tr><td>Total footprint (excluding scope 4):</td><td>350,229 (9% decrease)</td><td>382,983</td></tr>
</table>
- 1.5 vs 1.6 TnCo2 per home managed (Full Carbon Footprint)
- 0.31 vs 0.32 TnCO2 per home managed (SECR)

- 340.0 vs 358.2 TnCO2 per £1m of turnover (Full Carbon Footprint)

- 189.2 vs 186.2 TnCo2 per £1m of turnover (SECR)

The prior year figures were adjusted to take into account an update in the methodology used to calculate emissions. This means we can make a like-for-like comparison and get a more accurate and consistent picture of our progress.</td></tr>
</table>

Sustainability Reporting Standard (SRS) - Disclosure against criteria

Theme	Criteria #	Type of criteria	Criteria	Response
Climate change	C6	Enhanced	How has Peabody mapped and assessed the climate risks to its homes and supply chain, such as increased drought and overheating risks and how is it mitigating these risks?	- We have mapped out our physical and transition risks using the International Financial Reporting Standards (IFRS S1 and S2) methodology and presented the findings to the Executive and the Board. - We've also shared our plans to add climate resilience into our next sustainability strategy. - We're using the data from the mapping exercise to help us put in appropriate strategies to mitigate the risks. - Currently, fewer than 2% of Peabody homes are at high risk of overheating, according to our estimates. We use each home's SAP rating to calculate the likelihood of it overheating during hot weather. We're working hard to improve the green space and increase the amount of shade to mitigate the effects of excess heat. - Meanwhile, our calculations also show that fewer than 0.5 percent of postcodes with Peabody homes are at high risk of flooding (a one in 30-year event). The risk is assessed using the risk from rivers, sea, and surface water. In future, we hope to move to a building-level risk assessment for each type of flooding.
Ecology	C7	Enhanced	Does Peabody have a strategy to enhance green space and promote biodiversity on or near homes? If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?	- Our development team is working on a New Homes Sustainability Framework, which will further inform our approach to biodiversity and green spaces. - Our Sustainability Strategy 2023-26 outlines how we plan to maintain our open spaces, improve access to green space and regenerate local ecosystems. - It includes a commitment to meet the government's 10% biodiversity net gain requirement and we use this target as a baseline for all developments, looking to exceed it where possible. - We are committed to ensuring that we consider landscaping, active spaces, and community in all our developments. This can be seen in Thamesmead, where we own two-thirds of the town and are working hard to make the most of, and improve, natural spaces, parks and waterways. We've made significant investment in Southmere Lake to increase biodiversity, improve water quality and enhance the surroundings to improve access and usability. - Our development team is working on a New Homes Sustainability Framework, which will further inform our approach to biodiversity and green spaces.
	C8	Enhanced	Does Peabody have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how does it target and measure performance?	- 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 continuing to see progress in reducing the environmental impact of our estate services, switching to plant-based chemicals and cleaning products, reducing water use and plastics consumption. - We're actively reducing the amount of chemicals we use to maintain our open spaces and limiting the use of chemicals on hard surfaces. We don't use any on our softer green spaces. - We weed our garden shrub beds by hand, and all our garden waste is recycled locally.

Sustainability Reporting Standard (SRS) - Disclosure against criteria

Theme	Criteria #	Type of criteria	Criteria	Response
Resource management	C9	Enhanced	Does Peabody have a strategy to use, or increase the use of, responsibly sourced materials for all building and repair works? If so, how does it target and measure performance?	- We plan to develop a strategy to increase the use of responsibly-sourced materials so we can reduce the impact we have on the planet whilst building new homes. - In line with this, we already responsibly source all our building materials, making sure our new homes are more energy efficient than residents' existing homes. We build to a higher standard than the minimum requirements in the London Plan, using things like FSC timber – that's wood from well managed forests or recycled sources - as standard. - We also use whole carbon lifecycle assessments to look at how much carbon is produced from materials, construction, and the use of a building, during its entire life. - We're in the process of developing a framework, which will monitor the performance of our new homes against four broad themes, one of which is resource efficiency. In the future, each project will report its performance against the New Homes Sustainability Framework.
	C10	Enhanced	Does Peabody have a strategy for waste management incorporating building materials? If so, how does it target and measure performance?	- In line with the London Plan, we carry out circular economy statements on new developments. These show how we design homes that limit construction waste, as well as reuse and recycle materials for longevity and to adapt to changing needs. We're also working on a New Homes Sustainability Framework, which will further inform our approach to recycling and managing building waste. - Residents have told us how important it is to them to recycle and dispose of waste responsibly. So we're working with local councils to help create reliable waste collection systems and recycling facilities, making it easier for residents to recycle and increase recycling rates across all estates.
	C11		Does Peabody have a strategy for water management? If so, how does it target and measure performance?	- We plan to develop a strategy for water management, but in the meantime are focused on reducing the use of gas and electric, as well as the amount of waste, by 5% in line with our Sustainability Strategy 2023-26. - We are implementing an energy management system to record our corporate use of facilities, as well as what we supply to residents. It will initially focus on gas and electricity but then be extended to include water. This is currently assessed through retrospective billing data. - We also have a Wetland Management Programme, which is focused on increasing the biodiversity of the canals, lakes and marshlands we manage in Thamesmead. So far, we've restored some bankside habitats, implemented urban drainage facilities and rain gardens.

Sustainability Reporting Standard (SRS) - Disclosure against criteria

Theme	Criteria #	Type of criteria	Criteria	Response
Affordability and security	C12	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 relevant Local Authority. 2) Rent compared to the relevant Local Housing Allowance (LHA).	- Peabody Trust: 30.51% of PRS rent (TCH: 43.87%) - Peabody Trust: 44.85% of LHA rent (TCH: 65.27%)
	C13	Core	Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to:	- General needs (social rent): 63,717 (59.1%) - Intermediate rent: 3,243 (3.0%) - Affordable rent: 8,511 (7.9%) - Supported Housing: 3,536 (3.3%) - Housing for older people: 2,660 (2.5%) - Low-cost home ownership: 11,060 (10.2%) - Care homes: 124 (0.1%) - Private Rented Sector: 2,259 (2.1%) - Other (leasehold): 12,782 (11.8%)
	C14	Core	Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to:	- General needs (social rent): 209 (20.7%) - Intermediate rent: 12 (1.2%) - Affordable rent: 447 (44.3%) - Supported Housing: 19 (1.9%) - Housing for older people: - - Low-cost home ownership: 194 (19.2%) - Care homes: - - Private Rented Sector: - - Other (leasehold): 129 (12.8%)
	C15	Core	How is Peabody trying to reduce the effect of high energy costs on its residents?	- Our Financial Inclusion team referred 505 residents to Pocket Power, a service which helps people reduce their utility bills and access fuel support. Of those, 295 residents received help which generated an average saving of £193 each. - We also referred residents to the energy advice and money-saving service LEAP, which provides help with switching energy tariffs, using a smart meter and other heating-related tips. - Our annual winter warmers scheme provides things like electric blankets and other cold weather supplies to residents in need. - We also signpost residents to other useful resources, such as the government's warm home scheme, utility company hardship funds, or warm banks. These provide an extra level of assistance to residents finding themselves short of fuel.
	C16	Enhanced	How does Peabody provide security of tenure for residents?	- 97.8% of our social rent tenancies are lifetime tenancies. - All new social rent, affordable rent and sheltered housing residents are automatically offered a lifetime tenancy.

Sustainability Reporting Standard (SRS) - Disclosure against criteria

Theme	Criteria #	Type of criteria	Criteria	Response
Building safety and quality	C17	Core	Describe the condition of Peabody's portfolio, with reference to: % of homes for which all required gas safety checks have been carried out. % of homes for which all required fire risk assessments have been carried out. % of homes for which all required electrical safety checks have been carried out.	 Peabody Trust: 100% (TCH:100%) Peabody Trust: 100% (TCH:100%) Peabody Trust: 93.6% (TCH: 100%) All cases of non-compliance relate to where we haven't been able to gain access to the property.
	C18	Core	What % of homes meet the national housing quality standard? Of those which fail, what is Peabody doing to address these failings?	99.9% of homes meet the national housing quality standard. We expect all homes that failed the standard to become compliant during 2025-26.
	C19	Core	How does Peabody manage and mitigate the risk of damp and mould for its residents?	- We have introduced a risk-based response to all damp, mould, and condensation (DM&C) reports in line with the requirements of Awaab's Law. - Cases are triaged by our Contact Centre according to resident vulnerability and severity, with low-risk instances being addressed through Responsive Repairs and monitored by contractors, medium-risk cases managed through to completion by the Resident Resolution Team, working alongside contractors and surveyors, and high-risk/complex cases being overseen by a dedicated Building Surveyor and case manager within the Property Services team. - Property Services also operates a proactive programme, identifying at-risk blocks and engaging directly with residents to uncover and resolve hidden issues, with an emphasis on addressing root causes. - We are piloting smart interventions, such as environmental sensors and improved ventilation, on high-risk estates. Stock Condition Surveys also feed into this process. - We've also introduced internal awareness campaigns to help drive cultural change, as well as mandatory DM&C e-learning for frontline colleagues. - Our new enhanced data systems help support real-time case visibility, with weekly reports delivered to the Executive team to maintain accountability and oversight. - We are also looking at rolling out technical training for non-technical colleagues, so resident-facing teams know how to identify damp and mould and understand how it can impact certain health conditions and vulnerabilities.

Sustainability Reporting Standard (SRS) - Disclosure against criteria

Theme	Criteria #	Type of criteria	Criteria	Response
Resident voice	C20	Enhanced	What are the results of Peabody's most recent tenant satisfaction survey? How has the housing provider acted on these results?	- 53% overall satisfaction rate (2024: 52.4%). - 58.7% satisfaction amongst residents who rent their home (2024: 57.7%). - 22.9% satisfaction amongst shared owners (2024: 26.6%) See our TSM web page for more details. - Some of the changes we've made, such as improving access to our Contact Centre and making our repairs service more local, are starting to pay off. - We're working hard to improve satisfaction further by listening to residents to find out what support and services they really need. We've also set up a new Home Ownership team to focus on improving the service for those who own their home and shared owners.
	C21	Enhanced	What arrangements are in place to enable residents to hold management to account for the provision of services?	- Our Resident Engagement Model is built around five core components: Resident Insight, Resident Engagement, Resident Consultation, Resident Scrutiny, and Resident Communication. Together these help to promote transparency, influence, and accountability, ensuring residents are actively involved in the governance and management of their communities. - Designed in consultation with residents, the model operates across three levels: • Strategically: Our Resident-Led Panel overseas resident engagement activities, supported by five sub-groups focusing on complaints, home ownership, communications, scrutiny, and engagement. It provides oversight and channels residents' feedback into areas identified for improvement. • Regionally: We host forums and events across four regions to address local issues and gather resident input. • Locally: We support over 70 Tenant & Resident Associations, fostering grassroots resident-led engagement. We also have Peabody Voice, a community of engaged residents who share feedback and ideas, and we gather valuable data through surveys and reports. - As of the end of March 2025, we had two residents on the Board who help share the resident perspective with other Board members. In September 2025, another resident joined the Board, helping increase the residents voice at the highest levels. - We've also introduced local drop-in surgeries and face-to-face events, a pilot programme to improve the visibility for Neighbourhood Managers and the My Peabody online service, enabling real-time and convenient access to services. - During the year, more than 2,250 residents came to our listening events or influencing sessions, we organised 270 engagement activities and held 201 consultations. In October we also held our first Resident Conference, which was attended by more than 70 people. Together these voices have helped us to better respond to residents' needs and improve the services we provide.
	C22	Enhanced	In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?	- 385 cases where the ombudsman determined a maladministration took place (362 Peabody and 23 TCH). The majority of the cases related to complaint handling, repairs (including damp and mould), anti-social behaviour (ASB), and record keeping. - In response to these issues, we introduced a Complaints Delivery Plan, which focuses on making it easier for residents to contact us and improving the way we prioritise and track issues. Our Repairs Transformation Programme aims to make our repairs service more local to increase visibility and improve accountability. We've also updated our ASB and Good Neighbour policies, improved staff training, and implemented a new technology and telephone system. - These changes have improved SLA compliance, case resolution, and governance, with further progress driven by our forthcoming Learning from Complaints Strategy.

Sustainability Reporting Standard (SRS) - Disclosure against criteria

Theme	Criteria #	Type of criteria	Criteria	Response
Resident support	C23	Core	What are the key support services that Peabody offers to its residents? How successful are these services in improving outcomes?	- Our Economic Inclusion team supports residents, communities and local businesses to access economic opportunities. We partner with local organisations, employers and Peabody's supply chain to create and promote opportunities for residents and those living in local communities. This helps boost incomes, secure quality employment, advance careers, and develop professional skills and aspirations. We also support start-ups and established businesses to grow. See the Jobs, skills and business support web page for more information. - Our support finder online resource contains a list of organisations to help residents with the increasing cost-of-living, support their overall health and wellbeing, and boost their skills and career opportunities. It includes national and local support, covering everything from energy bills, food costs, and debt advice, to government funding and assistance, training and education opportunities, and mental, physical and emotional wellbeing support. - Our Advice and Wellbeing team help connect residents with vital support services offering practical and emotional advice in situations where people: 1) Feel socially isolated or are experiencing physical or mental health issues. 2) Want to find out more about how to connect with their local community. 3) Are facing unemployment or struggling to find work. 4) Need to get online or access digital services to improve their wellbeing. 5) Are struggling with their new home and local community. 6) Need support to sustain their tenancy. See the Advice and wellbeing web page for more information. - The team also support people who are experiencing money difficulties to apply for the relevant benefits and, if necessary, help with the appeals process. They also offer budgeting advice and can refer residents to other services for additional support if needed. See the Welfare, benefits and money service web page for more information. - Our Financial Inclusion team received almost 4,500 referrals for support and helped increase residents' income by a combined £3.5m. One example of this, is John, a resident who received backdated welfare payments of £10,000 thanks to a simple home visit from the team.

Sustainability Reporting Standard (SRS) - Disclosure against criteria

Theme	Criteria #	Type of criteria	Criteria	Response
Placemaking	C24	Enhanced	Describe Peabody's community investment activities, and how Peabody is contributing to positive neighbourhood outcomes for the communities in which its homes are located.	- The Peabody Community Foundation (PCF) leads on our community investment work. It focuses on people, places, properties, and partnerships, and in line with our Community Investment Strategy 2024-27, aims to help create happier, healthier, and wealthier communities. During the year, it invested £9m in local communities. - Together, we worked across 20 neighbourhoods, boroughs and towns in London and the Home Counties, reaching over 30,000 people through our 215 community partnership programmes and services. This included over 8,500 children and young people and more than 3,100 older people. We also helped 20,000 people access food-related support. - We supported over 4,700 people to improve their economic situation, including helping 1,257 people into work. We awarded £200,000 in grants to local community groups and charities, including 11 groups through the Kerslake Community Award Fund. We also raised a similar amount through fundraising events to support our community programmes, and unlocked £10.4m in social value through our supply chain partners. - We provided more than 65,000 hours of free or low-cost use of our 98 community centres and spaces, which equates to £1.1m of in-kind venue hire given for community benefit. We supported 17 resident-led centre management committees, and 2,480 older people engaged in activities at our Southall Day Centre in Ealing. - For more information see the Peabody Community Foundation Annual Report and Accounts 2023-24. The 2024-25 report will be out in November.
			Provide examples or case studies of where Peabody has been engaged in placemaking or placeshaping activities.	- Alongside other colleagues across the business, the Community Investment team takes a place-based approach to working through local partnerships with residents, wider community members, local authorities, public health, voluntary groups and other registered providers to enhance neighbourhoods and improve them for, and with, the whole community. - Our Community Properties team works alongside Development to ensure community assets are fit for purpose and respond to the needs of the local community. Examples of placemaking: - Thamesmead, which covers the boroughs of Greenwich and Bexley in South East London. Here we're taking a whole-place approach to developing a new town over 30 years, with five main areas of delivery: town management, growth and regeneration, landscape, culture, and people and community. For more information see Maintaining-momentum- Plan for Thamesmead-2023-2028. - The Open Havelock Community Centre in Southall. Built on the site of 36 abandoned garages and 2,000 square metres of empty space, is now a valuable community space with a multi-purpose room that hosts a range of events and classes, children's play and learning spaces, a community kitchen, changing rooms, and secure storage facilities. It also has individual workshop units that are ideal homes for small creative businesses and entrepreneurs looking for somewhere to grow their business. For more information see the Open Havelock Community Centre web page. - The Southall Grand Union Canal Wellbeing Way is a green corridor that wraps around Southall, allowing local people to step away from the urban streets and connect with nature. We are working in partnership with the Canal & River Trust, Ealing Council, and Ealing Council's Sport England National Lottery funded Let's Go Southall project to transform the canal towpaths and surrounding green spaces. The improvements will provide opportunities for Southall's community and visitors to lead more active lives and boost their wellbeing, while enhancing the biodiversity and climate resilience of the area.

Sustainability Reporting Standard (SRS) - Disclosure against criteria

Theme	Criteria #	Type of criteria	Criteria	Response
Structure and governance	C25	Core	Is Peabody registered with the national regulator of social housing?	- Yes
	C26	Core	What is Peabody's most recent regulatory grading/status?	- Governance grade G1. - Viability grade V2. - Awaiting our first consumer standard grade.
	C27	Core	Which Code of Governance does Peabody follow, if any?	- The Peabody Code of Governance is based on the National Housing Federation 2020 Code of Governance.
	C28	Core	Is Peabody a not-for-profit?	- Yes, Peabody is a charitable Community Benefit Society under the Co-Operative and Community Benefit Societies Act 2014 and regulated by the Financial Conduct Authority (FCA).
	C29	Core	Explain how Peabody's board manages ESG risks. Are they incorporated into the Group's risk register?	- ESG risks are identified on the Group Risk Register, primarily on Group Risk 10 which covers sustainability, net zero and carbon retrofitting risks which may impact the strategic objectives of the organisation. - The register is reviewed by the Executive and Audit and Risk Committee (ARC) every three months. They then report any areas of concern to the Board every six months. - We worked with an external consultant to ensure we're ready for the new IFRS reporting requirements. We now have a plan, which includes details on how we mitigate against climate risks, which will be incorporated into our next Sustainability Strategy. - We provide an ESG update each year to ARC before the publication of this ESG Report.
	C30	Core	Has Peabody 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
Board and trustees	C31	Core	Demographics of Peabody's Board.	As at 31 March 2025, the Board comprised: - 33% women (in September this increased to 36% as an additional resident joined the Board). - 25% from ethnic minority backgrounds (in September this increased to 36% as an additional resident joined the Board). - 16% residents (in September this increased to 27% as an additional resident joined the Board). - 25% with a disability. - The average age of the Board was 58 years. - The average tenure of the Board was 5.7 years (70 months).
	C32		Board and management turnover.	- Board turnover: 27.6%. (This relates to people who came to the end of their tenure.) - Management team turnover: 23.2%.
	C33		Number of Board members on Peabody's Audit Committee with recent and relevant financial experience.	- Two Board members on the Audit Committee have recent and relevant financial experience.
	C34		What % of Peabody's Board are non-executive directors?	- 83%. - The only Executive member of the Peabody Board is the Chief Executive Officer, who doesn't hold a voting share.

Sustainability Reporting Standard (SRS) - Disclosure against criteria

Theme	Criteria #	Type of criteria	Criteria	Response
	C35		Has a succession plan been provided to Peabody's Board in the last 12 months?	- Succession planning is overseen by the Nominations and Remuneration Committee under delegated authority from the Board. The Board receives a summary of the matters considered by the Committee at each Board meeting following the Committee's session and considers recommendations from the Committee relating to appointments to both the Board and other Board approved committees for approval. - Succession plans are reviewed at each Nominations and Remuneration Committee meeting.
	C36		For how many years has Peabody's current external audit partner been responsible for auditing the accounts?	- 10 years.
	C37		When was the last independently run, board-effectiveness review?	- As per the NHF Code of Governance an independent board effectiveness review is carried out at least every three years. The last such review was in January 2024. In the intervening years, there is an internal review of the effectiveness of the Board.
Board and trustees	C38		How does Peabody handle conflicts of interest at the Board?	- Our Conflicts of Interest Policy came into effect from 3 April 2023 and is reviewed every three years. - We review the Board and committee members' declared interests at least once a year at the Board and publish the results on our website. - Board, committee members and employees are asked to declare any changes to their declarations to the Governance team as soon as reasonable to do so. - Members are reminded at each Board and committee meeting to declare any relevant interests. Where these occur and depending on the nature of the interest declared, the individual would be asked to leave the meeting and wouldn't receive any related information.
	C39	Core	Does Peabody pay the Real Living Wage?	- Yes, Peabody pays the Real Living Wage, and where appropriate, the London Living Wage.
	C40	Core	What is Peabody's median gender pay gap?	- 2.8% (This is the most recent data available as reported in our Gender and Ethnicity Pay Gap Report 2024 which was published in April 2025. Figures for 2024-25 will be out by April 2026.)
	C41	Enhanced	What is Peabody's CEO:median-worker pay ratio?	10.9:1
	C42	Core	How is Peabody ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	- Our EDI Strategy 2023-26 has six strategic priorities: 1) Tackle inequality and discrimination. 2) Embed EDI throughout each stage of the employee lifecycle. 3) Improve the diversity of our senior management team and the Board. 4) Improve the quality of workforce data. 5) Promote, develop and support our colleague-led diversity networks. 6) Provide high-quality, accessible services that residents need. - We support the induction process by delivering an EDI session introducing new colleagues to our inclusive culture and activities and support the embedding of our values, particularly #Celebrate Diversity. - We've introduced a Celebrate Diversity Fund that encourages colleagues to share, and raise awareness of, EDI, faith and cultural topics. - We've designed a 'Creating an inclusive culture' model to support the Better Together People Management Programme, which is being delivered through the Academy team to all Managers, and we've redesigned the Inclusive Peabody e-learning module and rolled it out to all colleagues. - During the year, we had 62 nominations for the G15 Ethnicity Awards and won awards in five categories, including an Outstanding achievement award for one colleague. - We are running our internal 10-month Black on Board programme, designed to help people become Board members, for the fourth time.

Sustainability Reporting Standard (SRS) - Disclosure against criteria

Theme	Criteria #	Type of criteria	Criteria	Response
Board and trustees	C43	Enhanced	How does Peabody support the physical and mental health of its staff?	- We've signed up to the Mental Health at Work Commitment, joining 1,400 organisations who believe mental health at work is a priority. - We've also signed up with TELUS Health to offer a range of free services to colleagues, such as one-off advice or face-to-face, virtual or telephone counseling sessions. - We have Wellbeing Champions and Domestic Abuse Champions, who are trained to help colleagues who are impacted by domestic abuse or other issues. - We offer a cycle-to-work scheme, and a flexible benefits scheme where employees can claim 1% of their salary a year to a maximum of £400 to spend on benefits such as dental insurance, a health cash plan, critical illness cover, health assessments, and gym membership. - We also run a Wellness at work module in our People Management Programme to train managers how to have good wellbeing conversations, manage sickness absence and create a culture where colleagues can ask for wellbeing support and managers feel equipped to give it. - We have partnered with several local councils to bring in external experts and physical health stations to support colleagues to understand their physical health and where they can make improvements to their lifestyle.
	C44	Core	How does Peabody support the professional development of its staff?	- We offer a wide range of training and professional development courses through the Peabody Academy and other organisations, and during the year helped 1,338 colleagues, equal to a third of the workforce, improve themselves professionally through apprenticeships, professional compliance courses, or other qualifications. - We provide more than 180 different compliance courses, and all colleagues are required to complete one or more depending on their role. During the year, 1,230 colleagues turned their mandatory compliance training into a professional qualification. - In January, the Peabody Academy received a top rating from the education regulator, Ofsted, putting it in the top 1.2 percent of new education providers in the country. And at the end of March, 83 apprentices were enrolled.
	C45	Enhanced	How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this social value?	- When procuring goods or services, we look to see if working with particular suppliers would: • Create jobs, training or community-based opportunities for residents. • Improve the physical environment. • Help youth facilities or projects. • Drive local economies or grant programmes for resident-led initiatives, or provide expertise and mentoring support. • Encourage environmental wellbeing. - Once a contract is in place, suppliers must complete a quarterly survey using the Housing Association's Charitable Trust (HACT) Social Value Insight tool to show the social value delivered over that period. - During the year, our supply chain partners delivered £10.4m of social value as reported and evidenced using the HACT tool.
Supply chain	C46	Enhanced	How is sustainability considered when procuring goods and services? What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?	- We are developing a New Homes Sustainability Framework which will lay out our approach to sustainability across our supply chain, including the metrics we'll use to monitor performance. - In the meantime, 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 require all our suppliers to be proactive in minimising their impact on the environment 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. - We are committed to working with delivery partners, contractors and suppliers that have the highest ethical and environmental standards. Where possible, we procure products and materials from sustainable sources and local supply chains and prioritise the use of reused, recycled or repurposed materials. - We require contractors or suppliers to demonstrate their commitment to ethical and responsible sourcing throughout the tender process, with weighting given to responsible sourcing in tender applications and requirements included in final contracts. Our Alcumus procurement system requires service providers to submit environmental policies and grades the returns. - Supply chain risk is managed by the commissioning directorates, and by the procurement team. - We ensure that we get all our energy from renewable sources and all our electricity supplies on corporate contracts are REGO backed.

Peabody

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