



ESG Report 2024/25



Thrive
Homes



MENU

Welcome



Paul Richmond
Chief Executive

Thrive Homes is built around the importance of home as the foundation that enables individuals and families to build and sustain the lives they want. As an organisation, we are focused on increasing housing availability and affordability in some of the most expensive areas in the UK.

Our commitment to ESG is clear: drive sustainability while keeping customers at the heart of everything we do. The ESG space is evolving rapidly, and our understanding is strengthening each year as data quality and insight improve. We have recently begun developing our ESG statement of intent, which sets out how we will continue to deliver real benefits for our customers and the planet in a pragmatic, value-driven way. Work is underway to develop a transition plan that will detail how we will meet our 2050 Net Zero commitment supported by a deeper understanding of how climate change is affecting our customers, communities and the organisation, and the strategies required to mitigate these risks.

This marks our fourth-year reporting against the Sustainability Reporting Standard (SRS) for Social Housing. We have made a good start and recognise that further work is required to fully develop our approach across all areas included in the Sustainability Reporting Standard criteria.

Heating homes contributes to around a third of all carbon emissions in the UK, so we have a critical role to play in reducing the environmental impact of our

homes. Over the past 36 months our environmental efforts have centred around improving the energy efficiency of our homes – reducing energy consumption and helping to shield customers from rising energy costs. We are proud to now be able to say with confidence that 87% of our homes are rated EPC-C or above and we will achieve 100% by 2030.

While this report highlights our environmental performance, it also reflects the wider social value we deliver as a registered provider of social housing. Our primary contribution is providing safe, secure and affordable homes to people – both existing customers and future generations – who are unable to rent or buy in the private market. Last year, our average social and affordable rents were 51.2% lower than Private Rental Sector (PRS) and 38.9% lower than the Local Housing Allowance (LHA). We also supported around 150 customers to sustain their tenancies, by providing advice and referrals for financial wellbeing, ASB, domestic abuse and more.

I'm pleased to share Thrive's ESG Report for 2024/25. We've made good progress this year and are proud of the work we are doing to continue this trend.

As we reflect on the past 12 months and look ahead, I would like to personally thank my colleagues for their continued hard work. Their expertise, curiosity and smart, can-do attitude enable us to evolve, improve and deliver better outcomes for our customers year after year.





About Thrive

Thrive exists to provide and manage housing that helps individuals and families secure a good quality, safe home that they can afford.

We own and manage nearly 6,000 homes throughout Hertfordshire, Bedfordshire, Buckinghamshire and Oxfordshire delivering much-needed homes for social and affordable rent, intermediate rent, leasehold, shared ownership and private market rent (through Thrive Places). We are focused on increasing housing availability and affordability in some of the most expensive parts of the UK.

Since its formation in 2008, Thrive has pursued its aim of improving the condition of its existing homes, developing new homes for rent and sale, and expanding our area of operation to include adjacent home counties and the Oxford-Cambridge Arc. In 2021, Thrive achieved its first growth milestone of 5,000 homes. As of March 2025, we now own and manage 5,931 homes - a 42% growth in 17 years.

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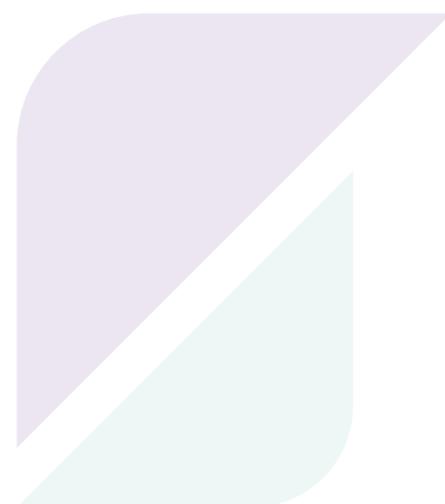
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ESG Highlights

87%

of existing homes are **EPC-C rating** or above (2023/24: 83%)

99.9%

of homes meet Decent Homes Standard (2023/24: 99.9%)

18,496

tonnes of carbon emissions across scopes 1, 2, and 3 (2023/24: 18,124 tCO₂e)

£139

Average weekly rent for social and affordable homes (2023/24: £144)

£5.4m

invested in maintaining existing homes (2023/24: £6.1m)

G1/V2 REGULATOR

of Social Housing Governance and Viability Rating (2023/24: G1/V2)

74.8%

customer satisfaction low-cost rental accommodation (LCRA) (2023/24: 73%)

Investors in People
'We invest in wellbeing'

GOLD



At Thrive we are committed to growing our organisation and delivering our services in a way that is environmentally sustainable and minimises our impact on our planet. This approach ensures we provide high quality housing that is safe, comfortable, and affordable for our current and future customers.

By creating a 'Roadmap for Every Home', we have been able to identify the level of improvement work needed to meet energy efficiency standards so we can plan future investment.

- In 2024/25 we are proud to report:**
- 87% of existing homes are rated EPC-C or above by the end of year.
 - Successful completion of SHDF Wave 2.1 programme bringing external wall insulation to 109 homes.
 - Successfully secured over £4.9million of grant funding to undertake energy efficiency upgrades to 372 homes.



MENU



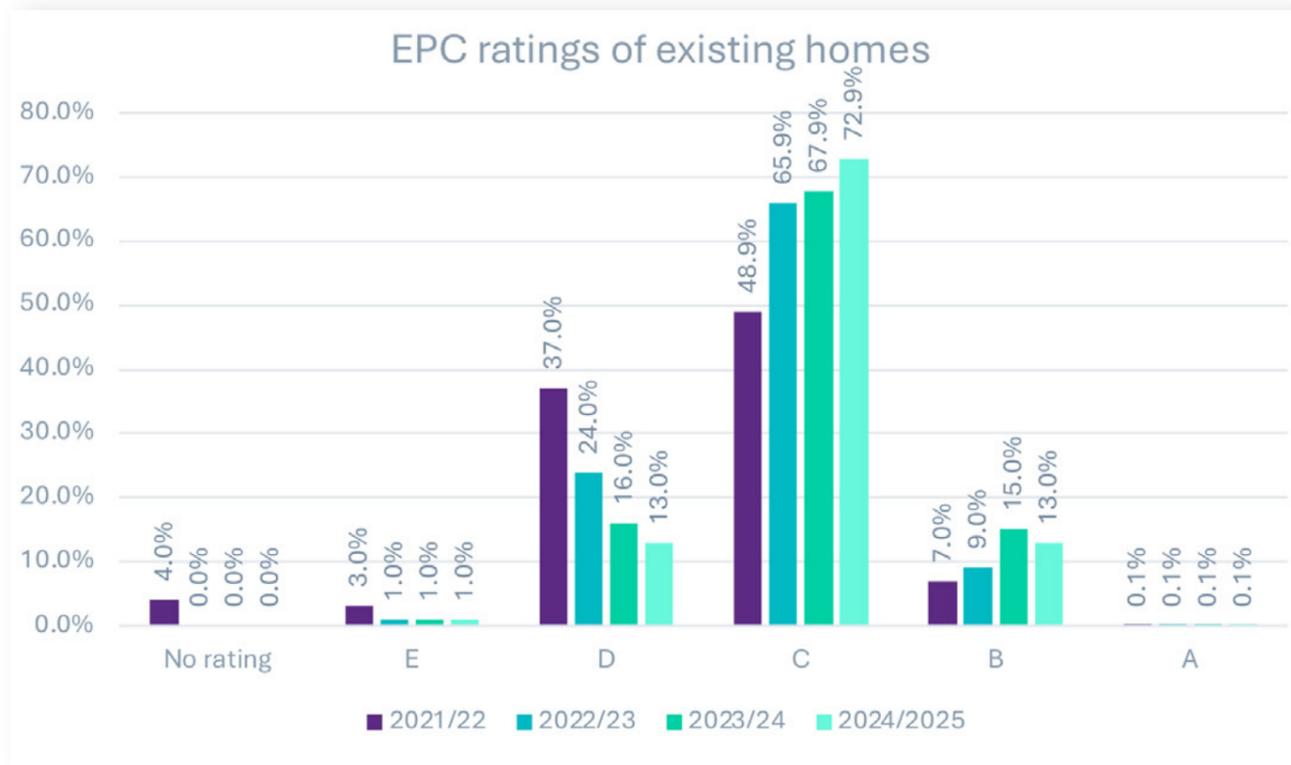
Climate Change

C1

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

By 31st March 2025, 87% of existing homes had an EPC-C rating or above, and an average SAP score of 73.2. The energy use intensity (EUI) of 171.8kWh/m²/yr was also recorded, which is significantly lower than the region's average of 231kWh/m²/yr.

This improvement was supported by new legislation last year, enabling access to richer EPC data for our housing stock. Data cleansing exercises led to some properties changing bands – most downgrades saw flats moving from EPC-B to EPC-C – resulting in a more accurate dataset overall.



C2

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

75% of new homes were built to EPC-B rating, and 25% built to EPC C. The average SAP score of all new homes was 81.66.

C3

Does the housing provider have a Net Zero target and strategy?

We currently have a component lead pathway to Net Zero in place for our housing stock which is updated annually. Work on a costed organisational transition plan is due to start in 2025/26.

C4

What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?

Since 2023, we have secured £4.9 million in grant funding to improve our homes through:

- the Social Housing Decarbonisation Fund (SHDF);
- the Great British Insulation Scheme (GBIS);
- ECO 4 ; and
- Heat Network Efficiency Scheme (HNES).

This year saw the completion of external wall insulation to 109 homes, cavity wall insulation to 46 homes and loft insulation to 217 homes. Through retrofit measures, we exceeded our target for homes reaching EPC C by 3.4%.

We've also begun assessing heat efficiency at two sheltered schemes with support from HNES grant funding. These reports will be used to identify opportunities for improving heat network performance, reduce energy consumption and inform future investment decisions.

"I am using the heating less and the house is retaining the heat much better than before.

Mentally I feel so much happier. I feel like I have a brand-new home."

Kelly, Thrive Customer
External Wall Insulation Project





C5

Scope 1, Scope 2, Scope 3 greenhouse gas emissions (direct and indirect emissions from operations and existing stock). Scope 1, Scope 2, and Scope 3 greenhouse gas emissions per home.

Our reporting aligns with the Greenhouse Gas Protocol and has been split across categories in Scopes 1, 2 and 3.

- Scope 1: Direct emissions from burning natural gas and fuel combustion (e.g. company vehicles and communal heating).
- Scope 2: Indirect emissions from purchased electricity (e.g. heating and cooling in our offices and lighting within communal spaces).
- Scope 3: Indirect emissions not produced by Thrive itself, but where we still have influence (e.g. heating our properties where customers are responsible for utilities and emissions from procured goods and services).

As residential emissions from our existing homes are our largest contributor to Scope 3, we are focused on improving the efficiency of our homes to reduce energy consumption, carbon emissions and the impact of rising energy prices for our customers.

Area	Description	2023/24 Carbon (tCO ₂ e)	2024/25 Carbon (tCO ₂ e)	Year on Year
Scope 1 Total		754.22	847.11	
Operations	Thrive Fleet	109.76	148.60	35.38%
Existing Stock	Residential Gas (Communal Supply)	644.46	693.26	7.57%
Operations	Refrigerant Gases	0.00	5.29	
Scope 2 Total		170.67	86.80	12.32%
Operations	Office Grid-Supplied Electricity	20.01	31.80	58.93%
Existing Stock	Residential Grid-Supplied Electricity (Communal Supply)	150.66	55.00	-63.50%
Total Scope 1&2		924.90	933.91	-49.14%
Scope 3 Total		not reported	17,561.91	
Operations	Business Travel		47.28	
Operations	Capital Goods		0.55	
Operations	Disposal and Treatment of Waste		268.39	
Existing Stock	Downstream Leased Assets (Energy consumed by the homes we own)		9,336.00	
Operations	Employee Commuting		46.90	
Operations	Fuel- and Energy-Related Activities (Working from Home)		33.70	
Operations	Purchased Goods and Services		7,828.25	
Operations	2023/24		0.83	
Grand Total		924.90	18,495.82	
Organisation-wide tCO₂ emissions per home			4.05	

Streamline Energy and Carbon Reporting

Additionally Thrive discloses Scope 1, 2 & 3 emissions data in line with SECR reporting requirements through our financial statements. The below carbon intensity ratios are taken from that disclosure:

Intensity Ratios	2023/24 Carbon (tCO ₂ e)	2024/25 Carbon (tCO ₂ e)	Year on Year
Scopes 1 & 2 tCO₂e per £m turnover (Total turnover 2023/24 = £46.7m) (Total turnover 2024/25 = £58.4m)	19.81	15.99	-19.25
All Scopes tCO₂e per £m turnover (Total turnover 2023/24 = £58.4m)		316.71	
Scopes 1 & 2 tCO₂e per FTE (Full-time equivalents (FTE) 2023/24 = 176) (Full-time equivalents (FTE) 2024/25 = 179)	5.26	5.10	-3.00%
All Scopes tCO₂e per FTE (Full-time equivalents (FTE) 2024/25 = 179)		103.76	

C6

How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks? How is the housing provider mitigating these risks?

During 2025/26 we will be publishing our ESG Statement of Intent, which will set out our transition plan and how any risks will be mitigated.

Ecology

C7

Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?

We ensure that we meet planning requirements for ecology and biodiversity net gain in all new developments.

C8

Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?

Thrive Homes has a selection of policies, procedures and processes in place to manage and reduce pollutants in our operations that could cause material harm.

Resource Management

C9-11

Does the housing provider have strategies to use or increase the use of responsibly sourced materials for all building and repairs works, for waste management incorporating building materials, and for water management?

A standalone strategy is not in place; however, responsible sourcing requirements are embedded within Thrive's procurement approach, and a fuller strategy will be developed as part of the transition plan by the end of 2026/27.

Parkside Garston, Watford

The development features extensive landscaping and direct access to a 6.4-hectare park. Green roofs help with insulation and biodiversity, whilst a SUDS system with permeable paving drains rainwater effectively.

Communal allotments, wildflower meadow gardens and green play areas with natural play equipment contribute to the health and wellbeing of occupants offering opportunities for outdoor activities and social interaction, enhancing the overall quality of life.





Our business is built around the importance of home as the foundation that enables individuals and families to build and sustain the lives they want. We are focused on increasing housing availability and affordability in some of the most expensive areas in the UK, both for our existing customers and future generations.

As customers continue to be impacted by rising living costs, it is important that we manage our impact as much as we can whilst covering our increased operating costs and continuing to invest in our existing homes whilst providing more families with a place to call home.

In 2024/25, our customers typically paid 51.2% less than the private market rents and 38.9% less than the Local Housing Allowance, when compared to regional averages.





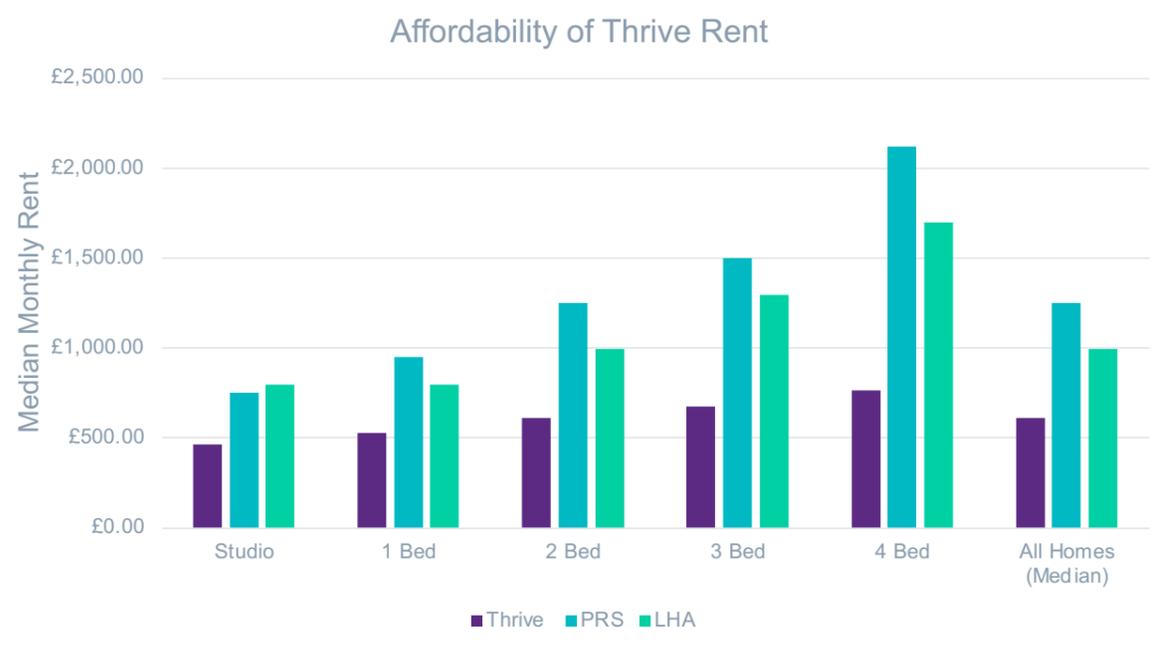
Affordability and Security

C12

For properties that are subject to the rent regulation regime, how does rent compare to private rental sector (PRS) and Local Housing Allowance (LHA).

Across Thrive's homes for social and affordable rent our median rents are:

- 51.2% Cheaper than the average Private Rental Sector (PRS)
- 38.9% Cheaper than the Local Housing Allowance (LHA) for the local authority of operation.



C13

Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to:

	2022/23		2023/24		2024/25	
	Total	% Split	Total	% Split	Total	% Split
General needs (social rent)	3,165	61%	3,386	59%	3,365	58%
Intermediate rent	186	4%	200	3%	191	3%
Affordable rent	382	7%	407	7%	398	7%
Supported Housing	-	-	-	-	-	-
Housing for older people	571	11%	544	9%	544	9%
Low cost home ownership	305	6%	495	9%	569	10%
Care homes	-	-	-	-	-	-
Private Rented Sector	61	1%	61	1%	61	1%
Other	504	10%	685	12%	649	11%

C14

Share, and number, of new homes (owned and/or managed) completed before the last financial year allocated to:

	2022/23		2023/24		2024/25	
	Total	% Split	Total	% Split	Total	% Split
General needs (social rent)	326	53%	4	5%	2	1%
Intermediate rent	12	2%	-	-	-	-
Affordable rent	27	4%	-	-	49	32%
Supported Housing	-	-	-	-	-	-
Housing for older people	-	-	-	-	-	-
Low cost home ownership	115	19%	73	95%	103	67%
Care homes	-	-	-	-	-	-
Private Rented Sector	-	-	-	-	-	-
Other	141	23%	-	-	-	-



C15

How is the housing provider trying to reduce the effect of high energy costs on its customers?

We are working to improve the energy efficiency of our homes for the benefit of our customers and the environment. To achieve government targets for social housing, we have developed a 'Roadmap for Every Home' in 2022, which details what improvement work is needed to meet government-mandated energy efficiency standards and to inform future investment. This has been updated annually to reflect the latest data. Projects cover boiler upgrades, window and door replacement programmes as well as improvements to loft and wall insulation.

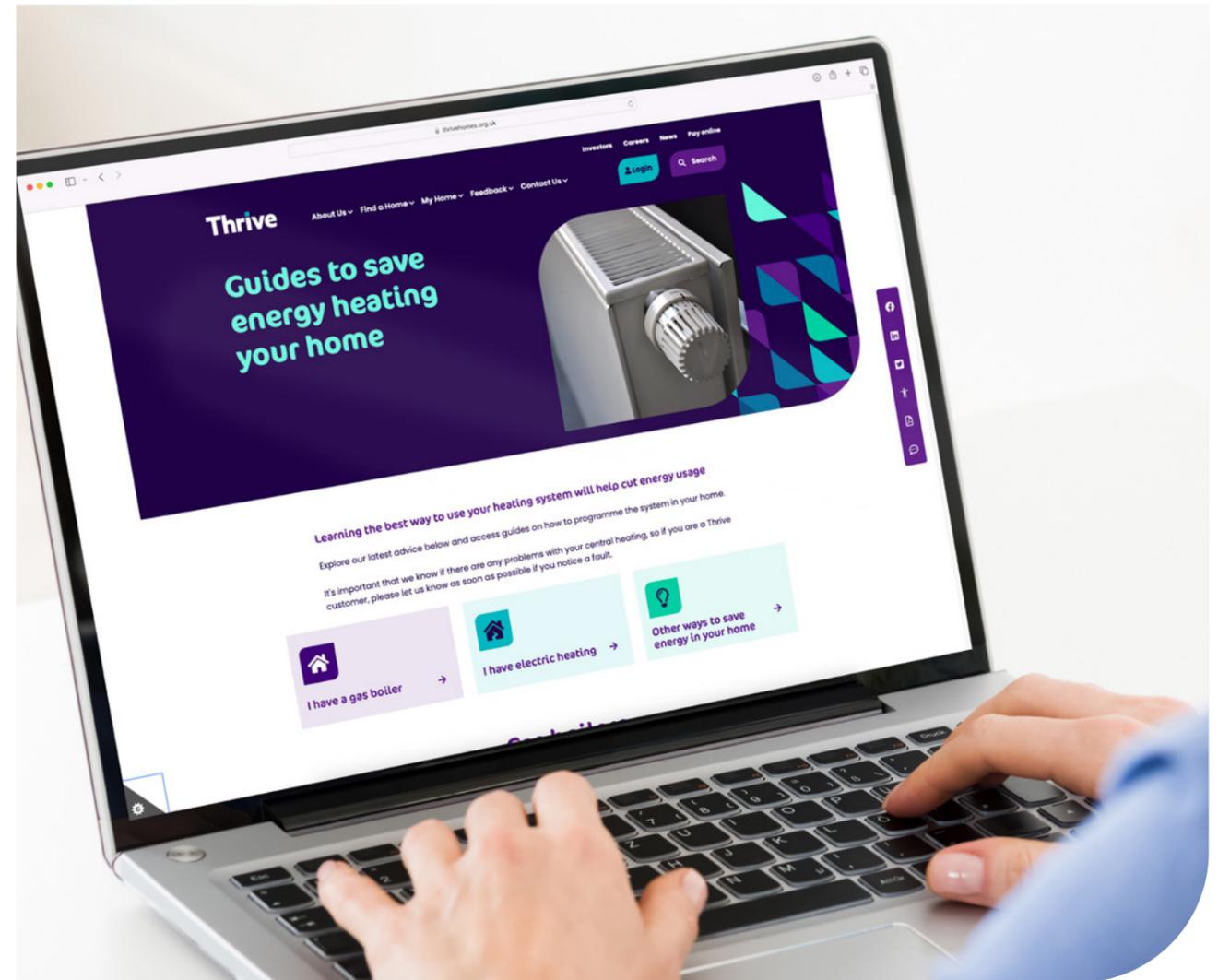
This year saw the completion of external wall insulation to 109 homes, with the final 22 homes being prepared for the last phase which is due to complete in 2025/26. Funding to support energy efficiency upgrades continues to be mobilised from the Government's ECO and GBIS schemes.

To further support customers struggling with increasing energy costs, we have also developed a page on our website offering information and advice about using their heating systems efficiently. Information can be found at www.thrivehomes.org.uk/heating-guide

C16

How does the housing provider provide security of tenure for residents?

Thrive Homes offers assured tenancies, except in exceptional circumstances where a fixed term tenancy may be offered. Historically, Thrive Homes have offered fixed term tenancies as standard, however during 2025/26 our aim is to convert the majority to assured tenancies inline with the Renters' Rights Act 2025. Our full Tenure Policy can be found at www.thrivehomes.org.uk/tenure-policy





Building Safety and Quality

C17

Describe the condition of the housing provider's portfolio with reference to:

	End of March 2025
% of homes for which all required gas safety checks have been carried out.	99.9%
% of homes for which all required electrical safety checks have been carried out.	99.5%
% of homes for which all required legionella risk assessments have been carried out.	100%
% of homes for which all required fire risk assessments have been carried out.	100%
% of homes for which all required communal asbestos management surveys or re-inspections have been carried out.	100%
% of homes for which all required communal passenger lift safety checks have been carried out.	100%

The remaining homes that had outstanding gas safety checks due to access issues had appointments booked in for quarter one in 2025/26. All overdue electrical safety checks are either booked in, or legal action is underway.

C18

What % of homes meet the national housing quality standard?

As of 31 March 2025, 99.9% of homes met the Decent Homes Standard. In total, three homes failed to meet the Standard with upgrades programmed for completion in quarter one of 2025/26.

C19

How do you manage and mitigate the risk of damp and mould for your customers?

We use our 'making every visit count' scheme - During routine appointments like safety checks, repair visits, home visits and phone calls, we take this opportunity to check if damp and mould is present in any of our customers' homes. In 2024/25, we treated damp and mould in 786 homes, accounting for 13.3% of our portfolio.

If we identify damp and mould in a home, we visit to carry out a full investigation and record our findings. We confirm findings and next steps in writing or over the phone, and then arrange any repairs needed and notify customers about how long these might take. This may include things like installing new extractor fans, fixing a leak or clearing the guttering. We also offer advice about how to prevent future damp and mould and carry out follow up visits to check on the issue. Once we are satisfied the issue has been fixed, we monitor it for at least 12 months to make sure it doesn't become an issue again.



Resident Voice

C20

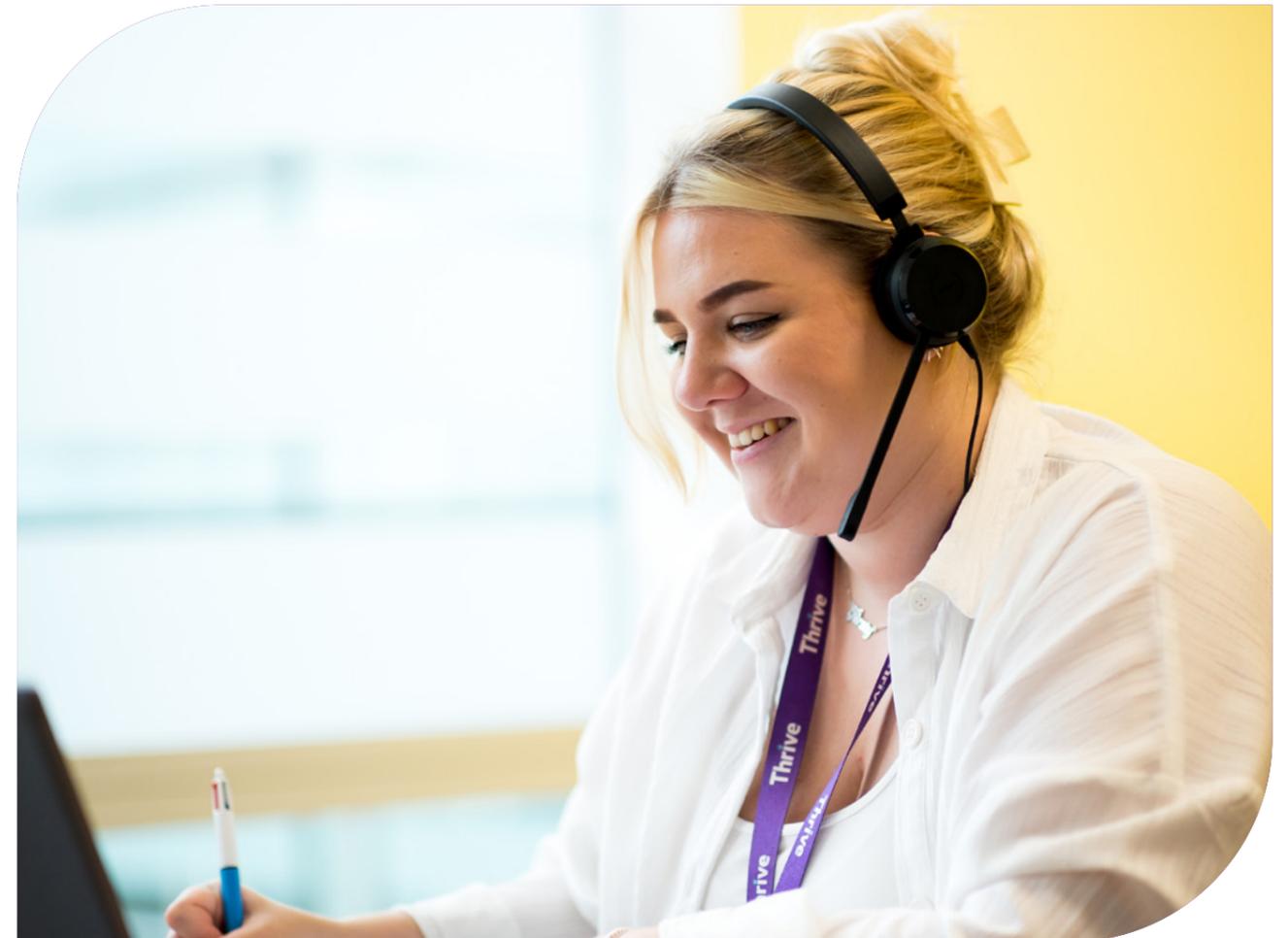
What are the results of the housing provider's most recent tenant satisfaction survey

Thrive has continued to see improvements with how satisfied customers are with our services, ending the year with Customer Satisfaction (combined) rising to 74.8% from 72.4% the previous year, and above the UK Customer Satisfaction Index (CSI) public sector.

Acting on customer feedback, this year we have improved our reporting and monitoring of actions for customers to ensure timely completions, centralised our complaints team to ensure consistency in the way complaints are handled, and completed a procurement exercise for new cleaning and grounds maintenance contractors with new contracts going live on 1 April 2025.

Key learnings from this year's results have shown that:

- Overall satisfaction has improved for both renters (+1.8%) and shared owners (+2.1%)
- Low cost rented accommodation saw improvements across 11 out of 12 measures, with the only decline related to 'clean and well-maintained communal areas' (TPI0) due to the underperformance of our cleaning and grounds maintenance contracts.
- Whilst overall satisfaction for low-cost homeowners has improved, there was a decrease in all other areas compared to the previous year. Despite this, results remained within the Regulator's median ranges (when compared against 2023/24 results). A key focus for next year is to delve deeper into this data and better understand how we can improve.





C21

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

We work closely with our customers to ensure their voices are heard across all levels of the organisation. Through our Thrive Customer Voice (TCV) engagement model, members can choose how and when they participate - via polls, digital surveys, webinars, in-person events and focus groups.

In 2024/25 we maintained a membership with circa 45% of households being members. We completed 10 activities with 346 members participating in at least one across the year. Feedback from customers has directly influenced:

- the procurement of cleaning and grounds maintenance contracts
- selection of the contractor for our major door entry upgrade project, after the project was moved forward a year because of customer feedback
- a review of our neighbourhood management and downsizing policies
- content for the Annual Report for Tenants
- the recruitment of our new Chief Executive!



C22

In the last 12 months, how many complaints has the national Ombudsman determined that maladministration took place?

During 2024/25, 19 cases were referred to the Housing Ombudsman. Of these, 11 were determined, resulting in 24 individual findings.

There has been no annual report about Thrive's performance from the Ombudsman for the reporting period, and there have been no other relevant reports or publications produced by the Ombudsman in relation to our work during 2024/25.





Resident Support

C23

What are the key support services that the housing provider offers to its customers?

Our primary relationship with our customers is as a landlord and property manager. Working with customers, we shaped the Thrive Deal – which sets out clearly what customers can expect of Thrive (our offer) and what we expect in return (our ask).

We do recognise that customers may need other services to support them, for example around money advice, ASB, mental health and domestic abuse. Internal teams are available to provide advice and work closely with a range of agencies and specialists. Colleagues are therefore able to connect our customers with the support and services they need to sustain their tenancies.

In 2024/25 we referred 145 cases for support from partner agencies and dealt with 86 new cases of anti-social behaviour and 22 new tenancy sustainment cases. Our primary focus is to work with customers so that they can maintain their tenancies. Eviction is only ever used as a last resort. During this reporting period we undertook 5 evictions due to antisocial behaviour and non-payment of rent. However, we are proud to report that due to the hard work of our Income Protection team and partnership with Citizens Advice Service, customer arrears consistently remained below our target of 3.9% ending the year at 2.63%.

Type	No. of cases/referrals	Remain open
Anti-social behaviour (support for both victims and perpetrators)	86	35
Tenancy Sustainment Support	22	-
Referrals to other agencies including police, mental health, alcohol and drug services	145	-

Placemaking

C24

Describe the housing provider’s community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for communities in which homes are located.

Thrive Homes works closely with local authorities, police, fire brigade, mental health and social care workers in the areas where we have homes. We attend a range of local authority partnership meetings covering areas of community safety, allocations, planning, decarbonisation, and housing management and are available for drop-in sessions at ‘healthy hubs’ to answer any questions around tenancies and the services we provide.

In terms of new development, we seek to achieve sympathetically designed schemes, with a focus on placemaking, in accordance with relevant planning guidance.

Alongside all of this, our community grant application scheme – Thrive GIVE – provides funding to locally based charities and community groups, enabling them to deliver projects and services that make a real difference to our customers.

In 2024/25 grants were awarded to Herts Mind to provide community welfare support and Three Rivers Citizens Advice Service who provided money advice and budgeting support to over 197 Thrive customers following a referral from our Income Protection Team.



At Thrive, we pride ourselves on an innovative approach to challenges and the ability to adapt to the fast-changing environment in which our sector operates. Our culture, governance, and approach to managing risk are central to our success and resilience as a business. In the last financial year highlights include:

- retention of our G1/V2 rating
- the Investors in People 'We invest in wellbeing' gold accreditation
- beyond our annual EDI training, 21% of colleagues have completed Thrive's Allyship programme.





Structure and Governance

C25

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

Thrive Homes is registered with the Regulator for Social Housing.

C26

What is the housing provider's most recent regulatory grading/status?

The Regulator of Social Housing (RSH) published the results of their In-Depth Assessment (IDA) in April 2023. The results were that the Association was assessed to retain the highest level possible for Governance (G1) and, reflecting the current economic climate, Viability (V2). This was reconfirmed in November 2024.

C27

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

Thrive Homes continues to comply with the NHF Code of Governance 2020. Compliance is reviewed annually with an internal self-assessment which is approved by Board.

C28

Is the housing provider a Not-For-Profit?

We are a registered not-for-profit provider of affordable homes.

C29

Explain how the housing provider's board manages ESG risks.

To maintain our strength, resilience and agility as a business, we are very conscious of the need to take an astute and proactive approach to balancing risk in the short, medium and long-term.

All meetings of the Board include a review of our 13 corporate risks which incorporate ESG risk across health & safety, corporate governance, customer, portfolio growth and performance. Constantly monitoring and managing such risks ensures that we are able to successfully rise to today's challenges while being well-prepared for the potential challenges in the future.

We have programmes of internal audit to sustain and improve the quality of our day-to-day business operations, along with mitigation strategies which flag up risks at the earliest opportunity so we can take appropriate steps to address them.

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





Board and Trustees

C31

How does the housing provider ensure it gets input from a diverse range of people, into the governance processes? Does the housing provider consider resident voice at the board and senior management level? Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

To ensure board membership is accessible to individuals with a variety of backgrounds and experience, Thrive Homes works with 'Dynamic Boards' an external recruitment agency. Dynamic Boards showcase Non-Executive Director (NED) vacancies to candidates free of charge and have created an inclusive community that inspires individuals who may not otherwise think to apply for an NED role. Thrive's EDI Statement of Intent is available on our website and board membership is reviewed on a regular basis with a skills audit identifying gaps for future recruitment or training.

In addition to this, Thrive Homes launched an Associate Board Member programme in 2022, to encourage further diversity at board level by enabling those with less experience to contribute and prepare them for full board membership in the future.

Through Thrive Customer Voice, board members hear directly from a broad cross-section of our customers. This feedback is regularly reported at board meetings and has influenced decisions on the prioritisation of projects and budget allocation.

C32

What % of the housing provider's Board have turned over in the last two years? What % of the housing provider's Senior Management Team have turned over in the last two years?

Board turnover in the last two years has been 14% (down from 25% in 2023/24), due to members reaching the end of their tenure period.

The Executive Management Team has seen two members leave, resulting in a turnover of 40%.

C33

Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.

All five non-executive members of the Risk & Audit Committee have relevant financial experience.

C34

% of board that are non-executive directors

92%

C35

Has a succession plan been provided to the housing provider's board in the last 12 months?

Yes, succession plan reports are presented to Board annually. The last report was presented and approved in September 2024.





C36

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

Six years

C37

When was the last independently-run, board-effectiveness review?

An external governance review was completed in June 2023 which assessed the Board effectiveness. Next review is scheduled for December 2026.

C38

How does the housing provider handle conflicts of interest at the board?

Board members are reminded to declare any changes in conflict of interest at each meeting by reporting directly to the Company Secretary. All declarations are reported annually at both Committee and Board level with details published on Thrive's website.





Colleague Wellbeing

C39

Does the housing provider pay the Real Living Wage?

Yes

C40

What is the housing provider’s median gender pay gap?

At the end of March 2025, the median average gender pay gap was 10.4%, down from 11.3% the previous year. This figure is influenced by the disproportionate number of female colleagues in the lowest pay quartile. However, we are seeing a positive trend which is reducing this figure each year.

Thrive continues to work hard to ensure entry-level roles within the business attract applicants from all genders and is actively ensuring that roles are advertised using gender-neutral language and imagery to avoid bias.

C41

What is the housing provider’s CEO:median-worker pay ratio?

Thrive Homes is not required to report the CEO:median-worker pay ratio at this stage but it is something we will keep under review.

C42

How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

Thrive aims to be an organisation where everyone feels they belong – where their contribution is valued, and they can be the person that they truly are.

We are committed to providing equality of opportunity for everyone we provide services to, those we employ and do business with. Our approach is laid out in our EDI Statement of Intent on our website and training is undertaken by colleagues each year.

In 2023, we launched our Allyship Project – an internally led training that supports and educates colleagues to become better allies, who foster a culture of inclusivity and diversity at

every level of the business. The Allyship Project is a vital component of our commitment to create a fair, inclusive and customer-centric culture that prioritises the well-being of both our colleagues and customers.

To date 37 colleagues have completed the Allyship course, equating to 21% of the business.

Thrive is also currently undertaking an EDI data gathering exercise with our colleagues, utilising the NHF EDI tool. This initiative allows us to collect comprehensive demographic data from our team and compare it with our customer base, helping us to understand how representative our workforce is of the community we serve.





C43

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

Health and wellbeing is central to all we do at Thrive. We understand that our colleagues are our greatest assets, and we want to do everything we can to maintain their physical, mental and financial wellbeing. Since the introduction of our Wellbeing Commitment in 2020, we have seen an increase in training and health related benefits available to colleagues including the introduction of YuLife providing incentives for movement and mindfulness, alongside financial advice from our pension provider.

Colleagues are surveyed regularly, with questions about our offer as well as temperature checks on their physical, mental and financial health. Using feedback from these surveys, as well as suggestions from our intranet and internal meetings, we evaluate the successes and make changes based on real, measured feedback.

In October 2023, Thrive Homes were proud to be one of the first organisations awarded the new 'We invest in wellbeing' gold award from Investors in People.



C44

How does the housing provider support the professional development of its staff?

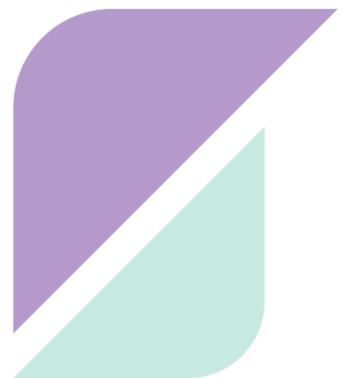
We continue to invest in the ongoing development of our colleagues, enabling us to meet the demands of the business and pursue career ambitions. As part of the consultation on the Competence and Conduct Standard we have created a register of qualifications across the business and identified gaps for further development, as relevant.

In 2024/25, around 22% of colleagues received funding for formal qualifications and training with additional internal learning opportunities provided for all through our dedicated Learning & Development programme. 15% of employees obtained accreditations or certifications relevant to their professional development, and 4.5% achieved a formal qualification.

In April 2024, we launched our Empowering Leadership Programme, designed to strengthen performance management and align leadership practices with our Behaviour Framework.

As a result of our commitment to internal development:

- 58% of all vacancies were filled by internal applicants
- Managers are better equipped to support and develop their teams
- We are building a strong pipeline of future leaders.





Supply Chain

C45

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

Thrive has a Procurement & Contract Management Policy, which sets out our approach to social value creation. Social value has been replaced with ESG based on future Net Zero strategy. This is considered at all stages in the procurement cycle from the business case considering what opportunities could be available for relevant contracts, through to the quality questions in the ITT (weighted at least 10%), evaluation of the benefits, contractualising the tender promises and finally monitoring progress.

C46

How is sustainability considered when procuring goods and services?

Thrive has a Procurement & Contract Management Policy which sets out our approach to environmental improvements based on future Net Zero strategy. This is considered at all stages in the procurement cycle from the business case considering what opportunities could be available for relevant contracts, through to the quality questions in the ITT (weighted at least 10%), evaluation of the benefits, contractualising the tender promises and finally monitoring progress.





Thrive
Homes

Contact us

enquiries@thrivehomes.org.uk

www.thrivehomes.org.uk