



Sustainable Impact

Curo's Environmental,
Social & Governance Report
2025/26



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*Photo:
Sales colleagues Paula
and Antonia talk to
customers at Curo's Big
Get Together event.*

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Julie Evans, Chief Operating Officer

Over the course of my long career in housing, I've seen our sector transformed and, if anything, I think the pace of change is only increasing. Housing and housebuilding haven't always received the attention they deserve, but housing really matters. As one of the biggest determinants of health and wellbeing, I'm pleased to see it, and particularly affordable housing, featuring more prominently in our national conversation.

We've also seen significant regulatory reform in recent years, with our sector now held to higher standards than ever before, which is to be welcomed. The introduction of Awaab's Law last year, which standardises response times for emergency and hazardous repairs, is named for the little boy who lost his life because his socially-rented home was unsafe, and its landlord was slow to recognise the risks and take action.

Our regulator's new consumer standards also scrutinise landlords' safety and quality arrangements, alongside commitments to transparency and accountability. And there are other regulatory demands shaping our services too, from the drive to improve the energy performance of homes, to the formalisation of professional standards, many of these are reflected in this report.

At Curo we're equally ambitious for ourselves – we recognise the wider role we play in our communities and our contribution to customer wellbeing. In 2025/26 we entered the second year of our ten-year Strategic Plan, built around commitments to quality, professionalism and innovation, and with an overall vision that 'By 2034, everyone feels proud about the quality of our homes'.

We know that if we're to keep meeting these challenges and delivering real improvements for customers, our organisation must be in the best

possible shape. A commitment to build solid business foundations is one of the five themes within our plan, and it's driven recent investment in strategic planning capacity, data analysis and technical systems. These are things that together help us make better decisions and deliver better outcomes for customers.

Our rating of C1 (Consumer), G1 (Governance), and V2 (Financial Viability), awarded July 2025 by the Regulator of Social Housing confirms Curo as a high-performing housing association. We're very proud to have received this recognition. It reflects the progress we've made and the talent and hard work of our colleagues. It also confirms that our governance arrangements are robust and that we're successfully involving our customers in decision making.

Our rating from the
Regulator of Social
Housing confirms Curo
as a high-performing
housing association

We value our participation in the Sustainability Reporting Standard (SRS) for Social Housing because it also offers meaningful scrutiny. The performance measures set out in this document offer a clear picture of our performance and progress. They also illustrate our wider social purpose and show the contributions we make in sustaining communities and enhancing our environment.

Writing this in the summer of 2026, we're forced to reckon with the evidence of climate change all around us. The SRS framework helps to hold our sector to account over its adaptations to a hotter, more water-stressed environment and the robustness of our plans for a carbon-neutral future. As a large employer and landlord of 14,000 homes, we know that the choices we make have significant implications, and in this report you'll also see evidence of Curo's response to this most urgent of challenges.

We know our customers
will continue to expect the
highest standards of service
and support from us

While the demands facing our sector continue to evolve, we remain focused on our communities and providing safe, affordable high-quality homes and places. We know our customers will continue to expect the highest standards of service and support from us. We'll continue to listen, improve and invest – it's something we're committed to for the long term.

Julie Evans
Chief Operating Officer

Julie Evans



Environmental

We care about the communities we serve. I take a lot of pride in my work, and that helps customers to feel proud about their homes too.

Stuart, Estate Operative

Photo: Stuart carrying out essential work on our estates



The Environmental element of the reporting framework acknowledges the huge contribution that housing makes to energy and carbon consumption, and the impact our land, energy and resource usage choices have on the communities we serve.

Curo’s work in this area shows a commitment to deepen our understanding of carbon impacts across all areas of the business. We’ve embedded sustainability in decision-making practices, including those related to procurement, and in key strategies including our Asset Management Strategy. We’re proud to highlight our performance in this area and achievements related to energy use, habitat protection and biodiversity net gain.



The scheme in numbers

983
Curo homes currently in the programme

2,000
Carbon Credits generated to date by Curo retrofit

£1.25 million
in social value created

£100,000
a year back to Curo for reinvestment

Maximising benefits through Retrofit Credits

Curo is proud of its work with HACT (Housing Associations’ Charitable Trust) and PNZ Carbon. Together they offer one of only two verified carbon credit schemes in the UK, and the only one in the world associated with the decarbonisation of housing.

Participation in the Retrofit Credits scheme creates a chain of value that maximises the benefits associated with our retrofit activity. The credits generated through this work are sold selectively for off-setting to companies committed to meaningful carbon transition strategies.

In addition to calculating carbon reduction gains, the scheme also captures the social value benefits of living in a more comfortable and affordable home. This uses robust UK Social Value Bank methodology to quantify the direct impact of retrofit activities on wellbeing and health. Where appropriate, it also calculates savings to the state – for instance, because living in a home that’s affordable to heat can reduce contact with health services.

The income that Curo generates through participation in the scheme is then reinvested in our retrofit programme, maximising the benefits still further.



Above: Retrofit Credits infographic taken from hact.org.uk/retrofit-credits/



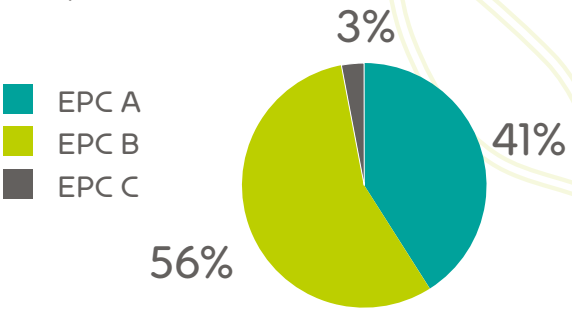
WORKING TOWARDS EPC C BY 2030

The government has set an ambitious target for our sector, which requires all socially rented homes to achieve an EPC rating for energy usage of C or above by 2030. 74.4% of Curo’s homes now meet this target. Further planned investment of £151.5 million, plus additional funding from the government’s Social Housing Decarbonisation Fund, is committed to achieve the overall ambition.

171 Curo properties received retrofit energy efficiency upgrades in 2025/26 and are now comfortably achieving EPC C. Measures have included upgrades to windows, doors and insulation, improved ventilation and installation of solar PV panels.

The last year has also seen us working closely with local partners in Bath to begin breaking down the barriers to low carbon retrofit of listed Georgian properties in the historic heart of the city.

EPC rating of new homes completed in 2025/26



Tintagel Close regeneration, Keynsham

This landmark regeneration scheme has won support from the local community for its imaginative reuse of a site once dominated by a 1970s enclosed courtyard development, demolition of which got underway in January 2026.

The development currently under construction that will replace it comprises 45 affordable homes, from one-bed flats to four-bed houses. Each will have electric vehicle charging provision and come fitted with the latest energy efficiency technology including solar photovoltaic cells, mechanical ventilation and waste water heat recovery systems. The houses will feature air source heat pumps, and space-efficient alternatives in the flats will include electric panel radiators. Together these measures ensure EPC A ratings for all homes on the site.

The new development will better integrate with the adjacent green space, which the old design under-utilised. Opportunities to enhance this green setting with landscaping and extensive planting of trees and hedgerows will also be realised. Planned conservation measures to support bats, swifts, house martins and hedgehogs have all contributed to a projected biodiversity net gain of more than 70%.



Photo: Artists impression of the 100% Affordable site in Keynsham.



100% Affordable
100% EPC A
72% Biodiversity Net Gain

Conservation measures at the new development will include bat and swift boxes, house martin nesting cups and hedgehog tunnels linking many of the gardens



Targeting a 30% increase in trees 2021 - 2030

- 2021 > 8,155 trees
- 2025 > 9,527 trees
- 2026 > 9,689 trees
- 2030 > 10,400 trees

Curo planting performance in 2025/26

- 158 new specimen trees – often used as a standalone focal point
- 450 square metres of woodland denser planting, denser planting of multiple species
- 200 metres of native hedgerow
- 2,800 square metres of native flower seeding for meadow improvements

WE DO HOMES FOR WILDLIFE TOO



2025/26 again saw Curo partner with Bath-based tree-planting charity, More Trees BANES. A joint project in Whiteway Green in the west of the city saw us plant 600 saplings to fill in the gaps between existing pockets of trees and shrubs. This was carefully planned to maximise the benefit of additional tree cover, helping to sustain habitat variety and food sources, as well as creating safe passages for animals.

Curo Arboriculturalist Danny Earle said: *The trees were all grown by volunteers from More Trees, who each year forage for seeds to sow and cultivate in their nurseries.*

We planted around 20 different native British species here.

Scan QR code to watch the video about our work with More Trees BANES



The Sustainability Reporting Standard for Social Housing (SRS) was launched in November 2020. The SRS is a voluntary reporting framework, covering 44 criteria and a series of enhanced criteria across ESG considerations such as affordability, carbon emission and energy efficiency, safety, equality, diversity and inclusion and resident voice.

It was set up in response to concerns that ESG investment in social housing was being inhibited by the absence of a common reporting standard.

The belief is that the more widely the standard is adopted the stronger the sector's voice will be, thereby attracting greater investment.

Responses to Core Criteria

Environmental

T1 Climate Change

C1 Distribution of EPC ratings of existing homes (those completed before the last financial year)

Measurement unit	Current data
% of homes rated A	0.9%
% of homes rated B	15.5%
% of homes rated C	58%
% of homes rated D	18.4%
% of homes rated E or worse	3.2%
% of homes without EPC rating	4%

Response to Enhanced Reporting
Average SAP rating of existing homes (those completed before the last financial year).
Energy use intensity [Kwh/m²/yr] of existing homes

Average SAP rating	72
Energy use intensity	137 kWh/m ² /yr

C2 Distribution of EPC ratings of new homes (those completed in the last financial year)

Measurement unit	Current data
% of homes rated A	41%
% of homes rated B	56%
% of homes rated C	3%

Response to Enhanced Reporting
Average SAP rating of new homes (those completed in the last financial year).
Energy use intensity [Kwh/m²/yr] of new homes

Average SAP rating	88
Energy use intensity	55 kWh/m ² /yr

C3 Does the housing provider have a Net Zero target and strategy? If so, what is it and when does the housing provider intend to be Net Zero by?

Curo has a long-term Net Zero carbon ambition for 2050. While significant activity is underway through asset planning, retrofit programmes and sustainability initiatives, a formal Net Zero transition strategy is still in development and has not yet been finalised or disclosed.

Response to Enhanced reporting
Is the housing provider's Net Zero commitment in line with the Science Based Target (SBT) initiative?
Does the housing provider have a costed transition plan?

No. The organisation has a long-term ambition to achieve Net Zero carbon by 2050. However, this commitment has not been validated against the Science Based Targets initiative, and no SBTi-aligned targets or transition plan are currently in place. There is no costed transition plan.

C4 What progress has the housing provider achieved in the last 12 months towards its Net Zero targets and strategy? What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock?

We completed retrofit works to 171 properties as part of the Wave 3 programme in the last financial year. Measures included installation of new windows, doors, insulation, solar PV panels and improved ventilation. Properties are comfortably achieving an EPC C, and customers are already commenting on the benefits they are seeing in their energy bills.

We have also extracted and refilled cavity wall insulation at 121 properties under the Great British Insulation Scheme (GBIS).

Lastly, we installed solar PV panels to 79 properties through the government energy scheme ECO 4.

Response to Enhanced reporting
 Number of homes that have been retrofitted in the last financial year. Homes that have been retrofitted in the last financial year as a percentage of the total homes the housing provider needs to retrofit to meet its Net Zero commitments.

2,590 Properties are below an EPC C (this excludes properties with no EPC). In the last year we've retrofitted 3%. Over the course of Wave 3 (Government funded retrofit scheme) we aim to retrofit 40% of our homes below EPC C.

- Number of homes that have been retrofitted in the last financial year – **292**
- Homes that have been retrofitted in the last financial year as a percentage of the total homes the housing providers is aiming to retrofit. – **4.8%**
- Percentage of homes requiring retrofit activities – **22%**.

C5 Scope 1, Scope 2 and Scope 3. Green House Gas emissions. Total emissions per home. If unable to report emissions data, please state when the housing provider is expected to be able to do so.

Scope	Emissions (KGcO2e)
Scope 1	1,284,370
Scope 2	676,270
Scope 3	30,642,760
TOTAL	32,603,400
Per home	1,900

**This data was last collected in 2024*

Response to Enhanced Reporting
 Does the housing provider qualify for SECR reporting?
 SECR Intensity ratio for total emissions (Scope 1 & 2) [tonnes CO₂e/m²]

- No, Curo does not qualify for SECR reporting
- Scope 1 (assets) - 19,386.496 total. 1.6 average per property

- We will re-look at this post 2026 when meaningful progress has been made on the Warm Homes funded work and look at our vehicle fleet over the next 12 months, which may bring a reduction in CO₂ also.

C6 Has the housing provider mapped and assessed increased flood risks to its homes caused by climate change in the last 2 years?
 How is the housing provider mitigating these risks?

Consideration of climate risk is embedded in all of our operations, including new build plans and designs and management of our key supply chains. We mitigate climate risks through a variety of actions, including retrofitting homes to make them more energy efficient; incorporating renewable energy into our homes; and promoting biodiversity. We are in the process of drafting a roadmap to Net Zero which will more explicitly address climate-specific risks.

Response to Enhanced Reporting
 See C8 Response to Enhanced Reporting

C7 Has the housing provider mapped and assessed the increased water stress risks to its homes caused by climate change in the last 2 years?
 How is the housing provider mitigating these risks?

Curo has an adverse weather policy which monitors weather via the MET office, with locations in mind of where we have properties that maybe at risk

We also sit on the B&NES Climate Change board and use mapping tool 'ClimateJust' to plan as a collective steering group.

We have data available from our repairs services on where heavy and increased rainfall creates roofs leaks and property damage, but have been lucky not to have any impacted by flooding in the last two years.

Response to Enhanced reporting
 See C8 Response to Enhanced Reporting

C8 Has the housing provider mapped and assessed the increased overheating risks to its homes caused by climate change in the last two years? How is the housing provider mitigating these risks?

Consideration of climate risk is embedded in all of our operations, including new build plans and designs and management of our key supply chains. We mitigate climate risks through a variety of actions, including retrofitting homes to make them more energy efficient; incorporating renewable energy into our homes; and promoting biodiversity. We are in the process of drafting a roadmap to Net Zero which will more explicitly address climate-specific risks.

Response to Enhanced Reporting
 Has the housing provider mapped and assessed any other additional climate risks, such as wildfire or storms, to its homes in the last 2 years?
 How is the housing provider mitigating these risks?
 Has the housing provider assessed its climate-related transition risk?

Climate and sustainability is inherently built into our corporate strategy as it is a cross-cutting theme that underpins work across different areas of the organisation. We continue to undertake retrofitting of properties as we strive to achieve Net Zero in line with Government Targets, as well as engage in a stock-wide EPC monitoring programme to ensure all our homes meet an EPC-C Grade. Those homes identified as falling short of this will be prioritised for investment.

Adverse Weather Policy is in effect. As part of our approach, we will advise Customers about adverse weather conditions and any related service changes using as many channels as possible. These include all social media platforms & notifications in communal areas.

This Policy and Estates Management Procedures are triggered by warnings by the MET Office of adverse weather conditions.

Adverse weather includes, but is not limited to:

- Heavy snow and ice
- Severe storms (wind, rain, hail)
- Flooding
- Extreme temperatures (heat or cold)
- Other significant weather events as deemed necessary (like leaf fall)

Our Heating policy is in effect. As part of our approach we will take a risk-based approach and recognise that holistic building safety is very much dependent on the safe maintenance of heating systems within commercial leasehold premises that are structurally linked to HRRBs and MORBs.

As such Curo will coordinate annually with commercial leaseholders to ensure that gas and other heating safety checks have been carried out.

T2 **Nature**

C9 Does the housing provider 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?

Curo continues to enhance our existing estate by increasing plant species and tree volume. This is managed with dynamic GIS tools and specialist arboreal software, 'Ezytreev'.

	2020-21	2025	2026
Number of Trees	8,155	9,527	9,689

We've set an ambitious target to increase our tree population to 10,400 by 2030 – an increase of 30% over 10 years.

This year:

- 158 new standard specimen trees planted in winter 2025/26
- 450m² of woodland planting – in collaboration with More Trees BANES and local residents and volunteers
- Over 200m increase in native hedgerow
- 2800m² of native flower overseeding for meadow improvements
- Involvement in a river restoration initiative across the Wellow Brook Catchment – lead by Bristol Avon Rivers Trust (BART).

In recent months, Curo Enterprise has commenced development on sites at Somerton Road, Street and Bath Road, Keynsham. On both sites our scheme has been designed to achieve in excess of the 10% statutory requirement. Development is also due to commence on Phase 2, Locking Parklands. On this site it has not been possible to accommodate BNG on site so units have been purchased as part of an off-site scheme.

Response to Enhanced Reporting
Average Biodiversity Net Gain (BNG) per development, of developments that have gained planning permission in the past year.

Does the housing provider have a Biodiversity Net Gain target for new homes? Does this exceed minimum requirements

The requirement to achieve 10% Biodiversity Net Gain is treated as our minimum target for new developments. We will take opportunities to improve on this level where it is possible to exceed this without impacting on the viability of the scheme or the functionality of the places we create.

- C10 Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm? If so, how does the housing provider target and measure performance?**

No, but we're developing a strategy. Curo has a Radon policy and a risk-based testing and remediation programme across all properties. Radon is an invisible and odourless radioactive gas prevalent in southwest England that is estimated to be the second largest cause of lung cancer after smoking.

We also have a lead policy, which acknowledges the presence of this toxin in old paint and garden soil and the risks to children with pica – a medical term describing when children eat non-edible items.

T3 Resource Management

- C11 Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works? If so, how does the housing provider target and measure performance?**

In our new developments, Curo Enterprise procurement policy commits us to using responsibly sourced materials. We prioritise timber from sustainable, certified sources (FSC, PEFC, SFI), materials with low environmental impact, and local supply wherever possible.

Responsible sourcing is targeted through supply chain partner selection and specification requirements and monitored through contract management and certification evidence provided by our supply chain. We currently do not formally measure performance against this commitment, but we recognise the importance of doing so and are exploring options to track certification evidence and supply chain reporting in the future.

For repairs, Curo Places will be reviewing this area to better understand our current materials usage and impact, to create a baseline so that we can consider a plan to improve our performance in this area.

Response to Enhanced Reporting
Percentage of materials from responsible sources

Not available at this time

- C12 Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?**

No, but we are developing a strategy throughout 2026/27 to be rolled out in 2027/28.

Response to Enhanced Reporting
Percentage of materials that are recycled reused and /or any diverted from landfill

Not available at this time but we are developing a strategy throughout 2026/27 to be rolled out in 2027/28.

- C13 Does the housing provider have a strategy for water management? If so, how does the housing provider target and measure performance?**

Curo continues to monitor use at sites for invoicing and consumption via our broker Monarch.

We also look to remove supplies that are not being used to reduce ongoing standing charge costs and water safety testing services.

Curo is exploring use of a vehicle with its own water supply for jet washing, surface cleaning, graffiti removal and tree watering, which will help reduce overall consumption.

Response to Enhanced Reporting
Average internal water efficiency of completed homes in past year [litres/person/day]
Consumption of metered mains water on sites and site offices [m³/100m²]

Not available at this time.

- C14 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?**

Curo continues to engage with suppliers and contractors through our procurement process to ensure sustainability is considered in our decision making and we gather the requisite certifications and information.

We are currently reviewing how we can improve data sharing with our supply chain. Curo recognises the importance of developing strong partnerships with other landlords, companies, and suppliers - ranging from smaller businesses to larger organisations like Travis Perkins, who are further advanced in their sustainability practices.

Additionally, the Procurement Team is reviewing how to work with suppliers/ contractors on high-value contracts where the Procurement Act now places greater emphasis on the "most advantageous" tender. This is likely to result in requesting additional information to better assess value, sustainability, and overall impact in our decision-making process.

See our response to C9 for more information on how Curo Enterprise considers sustainability when procuring goods and services.

Response to Enhanced Reporting
What is the relative weighting of environmental impact considerations in procurement policies? How does the housing provider monitor supply chain risks, and what initiatives has the housing provider taken to drive higher sustainability performance across its supply chain?

Our procurement policies do not mandate any weightings on environmental impact – this is assessed on a case-by-case basis dependant on the subject matter of the contract.

social

I appreciate being able to collaborate with Curo as a critical friend, sharing honest feedback that can help shape better services and contribute to positive change.

*Jacqueline,
Resident Diversity Group member*

Photo: Jacqueline speaking at last years' Big Get Together event.



The Social element draws together themes including safety, quality, affordability, customer satisfaction, and opportunities to participate and influence decision-making. In this section, we highlight the work of a number of high-performing teams, whose work focuses on service quality and customer wellbeing.

We know that many of our customers are more exposed to cost-of-living pressures.

Curo's Customer Accounts team is often the first point of contact. They're fantastic at establishing rapport and offering a sense of hope. They know that getting into financial difficulty has a destabilising effect on mental health, which can inhibit people asking for help. Once that connection's made, the team believes that there's no financial situation they can't improve.

Empathy and Practical Support

Dave's situation deteriorated when bad weather affected his income as a self-employed tradesperson. A subsequent accident at work and hospitalisation put his finances under even greater strain.

The pressure affected every part of my life, but Curo didn't give up on me. The team were kind, supportive and practical. They helped my family begin a claim for benefits and supported us to secure a council grant, which cleared more than £2,000 of rent arrears. This gave us much-needed breathing space.

What made the biggest difference was that Curo listened. Staff visited me at home, took time to understand what my family was experiencing and never made me feel judged. They offered practical guidance, signposted me to specialist debt and health support, and continued to work with me even when the situation was difficult.

“ ”

Left: Curo colleague talking to resident at last year's Big Get Together event

Photo: Curo's Customer Accounts Team

2025/26 MONEY ADVICE IN NUMBERS

1,483

Customer cases supported

£1.23 million

Equivalent saved through income maximisation, grant support and debt management

153

Customers in rent arrears diverted from enforcement action

95%

of customers helped with rent arrears continue to maintain a clear account

57%

of crisis fund payments spent on food support

Customer Voice, Influence and Participation

Curo has delivered a broad programme of resident engagement throughout 2025/26, through its 20 groups and channels.

These activities have given customers the opportunity to influence a huge range of services, policies and decision-making. We tracked 165 completed service improvement actions this year deriving directly from formal customer engagement on topics including repairs, inclusion, safeguarding and fire evacuation.

Our Resident Engagement team also recorded engagement with more than 900 households via 82 Community Catch Ups - our programme of outreach sessions combining drop ins and door-knocking activity. They're a really effective way to reach customers and tackle issues on the spot. One highlight this year was helping a customer to secure nearly £600 in unclaimed benefits to cover rent and heating costs.

The team also paid £12,700 of community grants to support 31 local projects, including fun days, gardening projects and community meals. They're a lesson in how small, targeted investments can lead to significant outcomes. Residents of Vulcan House, for instance, who won one of our Community of the Year awards, were able transform their outdoor space, which brought the local community together.

The best thing is that we have learnt names of neighbours that have lived in the community for many years.

Deb - Vulcan House resident



Photo: Winners, Vulcan House residents with Curo Chair Jane Tabor at last year's Big Get Together



TRACKING SATISFACTION

Tenant Satisfaction Measures offer a framework against which all registered housing providers are measured. Curo has used them consistently to focus its improvement activities.

Notable improvements this year include tenant satisfaction with repairs, with both general satisfaction (75.9%) and satisfaction with the time taken to complete most recent repair (70.1%) increasing by more than two percentage points.

Satisfaction with communal areas rose almost nine percentage points to 64.5% - an increase that may relate to improvements in cleaning arrangements, though this score is still below the comparator average, and shared owners' satisfaction with communal areas remains low.

Satisfaction with home safety and with the approach to anti-social behaviour continue to perform below average. This latter measure lags significantly behind for both tenants and shared owners and is now the subject of a review led by our Customer Oversight Group. Search online for 'Curo TSMs' for more.



Photo: Curo's Estates team

Responding to Emergency Hazards

New national standards for landlord responses to emergency hazards were introduced in June 2025. The statutory change was named in memory of two-year-old Awaab Ishak, who died in 2020 from a respiratory condition caused by severe mould that his parents had repeatedly reported to their social landlord.

In response to the introduction of Awaab's Law, Curo has instituted new handling arrangements for emergency hazards, which were thoroughly tested prior to implementation. Emergency hazard reports are now streamed through a dedicated case management system, which helps ensure they're given the required resource allocation.

Damp and mould can be a persistent issue and we know from customers, how frustrating it is for a recurring issue to be marked as resolved. We now keep these cases open for three months after works are completed to confirm that the root cause has been properly identified and addressed.

Our Performance in 2025/26

Significant hazards
Average number of calendar days to make safe

13.61 days

Emergency hazards
Average number of calendar days to make safe

1.29 days

The Sustainability Reporting Standard for Social Housing (SRS) was launched in November 2020. The SRS is a voluntary reporting framework, covering 44 criteria and a series of enhanced criteria across ESG considerations such as affordability, carbon emission and energy efficiency, safety, equality, diversity and inclusion and resident voice.

It was set up in response to concerns that ESG investment in social housing was being inhibited by the absence of a common reporting standard.

The belief is that the more widely the standard is adopted the stronger the sector's voice will be, thereby attracting greater investment.

Responses to Core Criteria

Social



T4 Affordability

C15 For properties that are subject to the rent regulation regime, report against ONE OR BOTH of the following Affordability Metrics: 1) Rent compared to average private rental sector (PRS) rent across the relevant Local Authority 2) Rent compared to the relevant Local Housing Allowance (LHA)

Local Authority:	Rent compared to PRS	Rent compared to LHA
B&NES	30%	57%
Bristol	32%	55%
North Somerset	50%	77%
South Gloucestershire	44%	83%
Somerset	57%	75%
Wiltshire	61%	85%
Average	32%	59%

C16 Share, and number, of existing homes (owned and/or managed) completed before the last financial year allocated to:

- General needs (social rent)
- Intermediate rent
- Affordable rent
- Supported Housing
- Housing for older people
- Low-cost home ownership
- Care homes
- Private Rented Sector
- Private market sale
- Other

54 Social rent properties disposed in year	0.4%
14 Shared ownership properties disposed	1.5%

Existing Homes		
Tenure	Number	Percentage
Social rent	10,826	81%
Affordable rent	1,070	8%
Intermediate rent	65	0.5%
Shared ownership	923	7%
Supported housing	230	2%
Market rent	244	2%
Total	13,358	100%

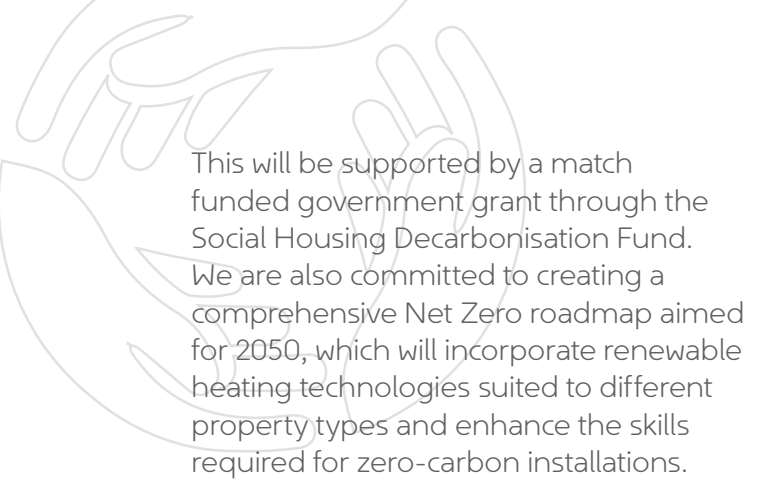
C17 Share, and number, of new homes (owned and/or managed) that were completed in the last financial year, allocated to:

- General needs (social rent)
- Intermediate rent
- Affordable rent
- Supported Housing (excluding housing for older people)
- Housing for older people
- Low-cost home ownership
- Care homes
- Private Rented Sector
- Private market sale
- Other

New Homes		
Tenure	Number	Percentage
Social rent	43	18%
Affordable rent	43	18%
Market rent	10	4%
Shared ownership	62	26%
Private sale	81	34%
Total	239	100%

C18 How is the housing provider trying to reduce the effect of high energy costs on its residents?

Curo's Asset Management Strategy outlines a planned investment of £151.5 million over the next five years, focusing on achieving an EPC Band C energy rating across our properties by 2030.



This will be supported by a match funded government grant through the Social Housing Decarbonisation Fund. We are also committed to creating a comprehensive Net Zero roadmap aimed for 2050, which will incorporate renewable heating technologies suited to different property types and enhance the skills required for zero-carbon installations.

A key part of our future investment involves implementing a specialised asset management and compliance system. This system will enhance the accuracy of our data, improve decision-making, and ensure stronger regulatory compliance, enabling us to better identify properties that are under-performing or experiencing energy inefficiencies.

Additionally, a crucial aspect of the strategy is to build and implement a disposal plan targeting properties with low or negative Net Present Value (NPV), particularly historic Georgian homes. Currently, fewer than 30 properties have negative NPV, with around 100 more showing minimal NPV. By disposing of or changing the tenure of these properties (for example, moving them to Market Rent), we expect to release capital that can be reinvested into higher-performing homes. This approach will be guided by options appraisals and ongoing portfolio reviews to shape future investment decisions.

With the cost of living affecting our customers, everything from energy to food soaring in price, this is a worrying time for our households. When customers are concerned about how they will manage, we understand and are here to help – the Asset Management Strategy will be a key part of Curo’s work to change this for our customers.

Curo’s Customer Accounts service delivers a dedicated Money & Benefits Advice service designed to strengthen customers’ financial wellbeing. The service provides tailored guidance on money management, debt issues,

income maximisation, and access to welfare benefits. The service also supports customers to apply for grants and charitable funding, helping them regain control of their finances and improve long term stability. In 2025/26, the service secured £1.3 million of additional ‘money in pockets’ for customers experiencing financial difficulty. This was achieved by focusing on personal debt reduction and income maximisation. Practical budgeting support alongside helped customers to also reduce their overall expenditure and prioritise core needs such as heating and food.

Customers can also access Curo’s in-house support fund, which has already assisted hundreds of households facing crisis. Colleagues make referrals to the fund where appropriate, ensuring customers receive timely help and are connected to the right support pathways. The service provides impartial advice on a range of financial and energy related matters, including:

- Smart meters
- Switching energy providers
- Pre-payment meters
- Gas capped.

Curo is committed to ensuring customers are aware of the support available to them and are signposted to relevant external agencies when specialist help is required.

T5 **Building Safety and Quality**

C19 **Describe the condition of the housing provider’s portfolio, with reference to percentage of homes: For which all required gas safety checks have been carried out. That meet national fire safety regulations (varies by nation – see guidance). For which all required electrical safety checks have been carried out. For which all required legionella risk assessments have been**

carried out. For which all required communal passenger lift safety checks have been carried out.

Safety Scorecard	
Gas safety checks	100%
Fire risk assessments	100%
Electrical safety checks	98.4%
Lift safety checks	100%
Water Safety check	100%
Asbestos safety check	100%

C20 **What percentage of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?**

Decent Homes Standard (DHS)	
Homes that meet DHS	99.28%
Homes that fail DHS	0.72%

The enhanced criteria sets out the approach taken where homes do not meet the standard.

Response to Enhanced Reporting
What is the target date for bringing homes that do not meet the standard into compliance?

Curo has the foundations in place to assess existing homes through its stock condition data, Home and Place Standard, asset grading and five-year investment planning process. This enables homes requiring investment to be identified and prioritised based on condition, compliance, customer impact, energy performance and affordability.

However, a target date for bringing all existing homes into compliance with the Enhanced Criteria of the National Quality Housing Standard is not currently included as a specific Asset Management Strategy objective. We don’t yet have a fully developed target date profile for full compliance. This is an area for further development to be considered alongside the updated stock condition data, Home and Place modelling, the approved Financial Plan, investment capacity and wider organisational priorities.

C21 **How do you manage and mitigate the risk of emergency hazards, including damp and mould? How do you reduce the likelihood of damp and mould hazards occurring?**

Emergency hazards are managed in full alignment with Awaab’s Law. Since inception, overall compliance is at **94.7%** for emergency hazards and **81.7%** for significant hazards which include damp and mould.

We take a proactive and structured approach to managing and mitigating damp and mould in our homes. All reports are managed through a dedicated case management system, ensuring each case is tracked from first report through to full resolution. Cases remain open for three months after works are completed to confirm that the root cause has been properly identified and addressed, rather than just the symptoms. To further reduce risk, our teams ask residents about any signs of damp and mould at every visit, helping us to identify issues early. We also complete five-yearly stock condition surveys and annual home safety checks, which provide additional assurance that our properties remain safe, healthy, and well maintained.

We have two web pages relate to damp and mould, and Awaab’s Law:

- ‘Awaab’s Law’
- ‘Condensation & Mould Prevention - Curo Resident Guide’.

Generally, we monitor damp and mould cases regardless of whether they meet Awaab’s Law criteria or not. We keep cases open for six months and review whether the problem returns within this period, or whether they need to be reactivated once closed. In the last financial year, one case resumed during the initial period and one needed reactivation once closed.



Category 1 and Category 2 hazards still fall within strict timelines regardless of whether the case meets the requirements of the vulnerability under Awaab’s Law. Please see below.

	Surveyor Visit	Written report to customer	Mould Wash
CAT 1	7 days	9 days	7 days
CAT 2-3	14 days	16 days	21 days
CAT 4	No deadline	No deadline	21 days
CAT 5	No deadline	No deadline	No deadline

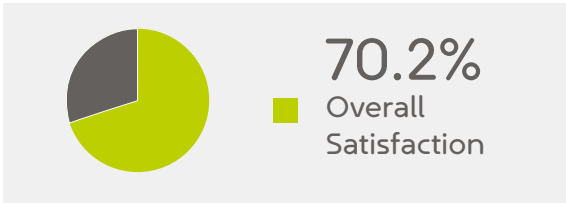
Response to Enhanced Reporting
Average time to ‘make safe’ emergency hazards. Average time to ‘make safe’ significant hazards

- 2,711 cases of emergency hazards reported with **94.7%** overall compliance
- 12 emergency cases of damp and mould are included in the above figures
- 494 significant hazards reported **81.8%** overall compliance
- 146 significant hazards are cases of damp and mould.

Type of hazard	Average number of calendar days to make safe
Significant hazards	13.61
Emergency hazards	1.29

T6 Residents and Community

C22 What are the results of the housing provider’s most recent tenant satisfaction survey?
How has the housing provider acted on these results?



During the past year, we have rolled out and embedded a much-improved approach to handling complaints – a change that was heavily informed by customer feedback gathered through the TSMs.

Our Data & Insight Team has also completed in-depth research into our non-emergency repairs performance, which is informing an action plan that is currently being implemented. Significant changes within our Housing Services function, which will create greater colleague visibility on our estates, were influenced by the need to improve customers’ feeling that we listen and act, that we keep communal areas clean and well maintained, and that we make a positive contribution to the neighbourhood.

Research has also been progressed to understand why our operational and perception metrics in relation to antisocial behaviour differ so much from our peers, to ensure we learn from this and continue to improve.

Our Resident Engagement Strategy is now in place and is building on the framework that promotes customer voice and influence.

Today, we offer more than 25 distinct opportunities for customers to engage with us, from local service-focused forums to high-level strategic discussions. Several of these engagement channels connect directly with our Board, ensuring customers can shape Curo’s decision-making.

Engagement groups offer Curo customers structured opportunities to influence both day-to-day operations and long-term strategy. Bringing customers and colleagues together, these groups focus on key frontline areas such as compliance, estates, complaints and

C23 What arrangements are in place to enable residents to hold management to account for the provision of services?

repairs, helping to shape organisational priorities and improve service delivery. By collaborating and co-creating in this way, customers help shape services, hold us accountable, and ensure we deliver in ways that truly meet the needs of our diverse customers and their communities.

Customer Experience Committee (CXC)
Our CXC group started in October 2024. See C31 for more information on how our Resident Engagement Strategy ensures customer voice is heard throughout our governance structure and influences decision-making at Board level.

Oversight Group.
This group held the duties mentioned above until December 2024. From this point onwards they became responsible for monitoring and improving all resident engagement activity conducted here at Curo. The Oversight Group’s main duties include: supporting the delivery of our new Resident Engagement Strategy, co-creating new engagement opportunities, monitoring the quality of our current engagement opportunities, ensuring we record and share outcomes with our customers and ensuring groups within our engagement framework reflect the diversity of our customer base.

We continue to run Board Connect sessions to enable customers to have conversations with Board Members on the services they receive and what it’s like to be a Curo customer

C24 Report ONE OR BOTH of the following quantitative metrics:
Percentage of Stage 1 and Stage 2 complaints responded to within target time frames (varies by nation).
Average time in working days to respond to Stage 1 and Stage 2 complaints.
How have reported complaints resulted in change of practice within the housing provider?

Responded to in timescale	LCRA	LCHO
Stage 1	92.4%	100.0%
Stage 2	91.2%	90.9%

Our Complaints Progressors and dedicated Complaints Data Analyst scrutinise each complaint that is made to identify what triggered it. Multiple data sources are then used to home in on the cause – for example, a particular step in a process, a contractor or colleague, or simply a symptom of the condition of a customer’s home.

AI is also used to draw themes out of the words customers use to describe the problem they have encountered, helping us to ensure that their experience is at the heart of our learning. Reviews of this information are held with service leads all year round, to identify the actions that can be taken to tackle these trends and themes; the implementation of these actions is then tracked. Examples of this improvement cycle from the past year include greater visibility of where repair appointments are being repeatedly moved, and introduction of a work sign-off step for a particular contractor who had generated a lot of complaints.

Response to Enhanced Reporting
Ombudsman maladministration rate.
Ombudsman severe maladministration rate.

We received 23 Housing Ombudsman determinations during 2025/26 financial year. Of these 23 determinations:

- One case deemed Outside Jurisdiction
- This left 22 determinations, which resulted in a total of 47 findings.

Outcome of Findings	%
3 Severe Maladministration findings	6.25%
15 Maladministration findings	31.25
11 Service Failure findings	22.92%
8 Reasonable Redress findings	16.67%
10 No Maladministration findings	20.83%

C25 In the last 12 months what additional support have you provided to your tenants? Please include support across any of the following areas, as well as any other relevant services: Employment and training – Wellbeing and mental health – Vulnerable tenants

Curo has a Navigators Team within Tenancy Compliance that provides specialist tailored support to some of our most vulnerable customers – including those who have experienced significant trauma, or face barriers in accessing Curo services. The work of our Navigators focuses on building trust, improving access to Curo services, reducing points of contact and supporting customers sustain their tenancies effectively.

We now have four Navigators in post, with the ability to:

- Prevent tenancy breakdown and associated rehousing costs
- Reduce the need for crisis interventions
- Improve customer wellbeing and engagement with Curo services
- Contribute to long-term community stability.

Additionally, the navigators are enabling us to provide more personalised, proactive support and deliver better outcomes for those who need it most

Our money advice team is well established and provides expert advice to tenants on reducing debt and boosting income, including through benefit maximisation. Our passport to housing service helps people prepare for taking on a new tenancy and the costs that come with it.

See page 21 for further information.

Response to Enhanced Reporting

Social value calculations (including monetisations) of all resident support services and place-making activities.

Set out in the table on the following pages is analysis showing the social value generated by a range of Curo services. This uses approved methodology to put an equivalent monetary value on the outcomes we achieve for customers. This is done by, for instance, calculating the additional cost to health services without Curo's intervention, including in areas such as homeless prevention and support for hospital discharges.

'Dead-weighting' shown in the table is included to ensure Curo's contribution to the issues described is not overstated - a deadweight percentage of 27%, for instance, shows that the outcome achieved would have happened to a limited extent without Curo's intervention.



Photo: Colleagues from our Sales team talking to customers about Shared Ownership at Curo's Big Get Together

Outcome	Number of Outcomes Achieved	SROI Value	Deadweight Percentage	Validated source data for SROI figures	TOTAL ACHIEVED (dead weighted)
Prevention of homelessness (recording is capped once per six months)	3,117	£17,259	27%	Calculated at 6 months prevention per person <i>Source:</i> NICE - Integrated Health and Social Care for people experiencing homelessness. NICE Guideline published March 2022: (consisting of (Per Year) NHS Costs: £4,298, Mental Health Services: £2,099, Drug and Alcohol Services: £1320, Criminal Justice Sector Costs: £11,991 and Homelessness Services: £14,808)	£39,271,301
Prevention of a hospital spell (admission excluding excess bed days) (recording is capped at once per week per customer)	11,154	£801	27%	Cost of non-elective inpatient admission (up to 72 hours) <i>Source:</i> National schedule of NHS costs - Year 2021/22 - NHS trusts and NHS foundation trusts	£6,522,078
Prevention of requiring residential care (recording is capped at once per quarter)	2,364	£10,534	27%	13 weeks <i>Source:</i> B&NES Published FPoC Rates uplifted for in-area care homes at £810.30 per week	£18,178,569
Prevention of unnecessary GP attendance (recording is capped at once per week per customer)	11,562	£42	27%	Cost of 9 minute consultation <i>Source:</i> NHS England	£354,491
Prevention of unnecessary A&E attendance (recording is capped at once per week per customer)	7,867	£242	27%	Cost of Emergency Care <i>Source:</i> National schedule of NHS costs - Year 2021/22 - NHS trusts and NHS foundation trusts	£1,389,784
Enabling regular volunteering	154	£5,344	30%	HACT - Regular volunteering, comprising of Direct Wellbeing Value: £1,122, Wellbeing Health Top-Up: £2,044 and Exchequer Value: £2,140, Exchequer Health Top Up: £38 per person	£577,729

Outcome	Number of Outcomes Achieved	SROI Value	Deadweight Percentage	Validated source data for SROI figures	TOTAL ACHIEVED (dead weighted)
Enabling part time employment	20	£15,290	40%	HACT - Part time employment, comprising of Direct Wellbeing Value: £4,717, Wellbeing Health Top-Up: £7,900 and Exchequer Value: £2,673 per person	£182,257
Enabling full time employment	24	£21,460	40%	HACT - Full time employment, comprising of Direct Wellbeing Value: £3,512, Wellbeing Health Top-Up: £8,104 and Exchequer Value: £9,844 per person	£306,964
Enabling self employment	1	£21,955	8%	HACT - Self employment, comprising of Direct Wellbeing Value: £3,788, Wellbeing Health Top-Up: £8,323 and Exchequer Value: £9,844 per person	£20,243
Supporting a move from temporary accommodation to secure housing	123	£10,387	78%	HACT - Move on from temporary accommodation to secure housing, comprising of Direct Wellbeing Value: £5,236 and Exchequer Value £5,151 per person	£284,905
Hospital bed days saved (Stepdown only)	2,007	£801	27%	Average cost of a hospital bed day <i>Source:</i> Parliamentary Statement published 30/03/2023	£505,463
Mental health hospital bed days saved (Stepdown & Wellbeing House)	3,219	£10,534	27%	Unit Cost of Secure Mental Health Care Clusters <i>Source:</i> National schedule of NHS costs - Year 2021/22 - NHS trusts and NHS foundation trusts	£1,738,904
Enabling access to an apprenticeship	9	£42	27%	HACT - Apprenticeship, comprising of Direct Wellbeing Value: £5,831, Wellbeing Health Top-Up: £8,351 and Exchequer Value: £1,974 per person	£108,004
Enabling access to employment or soft skills training	454	£242	27%	HACT - Employment training, comprising of Wellbeing Health Top-Up: £6,191 and Exchequer Value: £2,656 and Exchequer Health Top-Up: £113 per person	£1,678,465

Total £71,119,152

SROI - Social return on investment
HACT - Housing Associations' Charitable Trust

C26 In the last 12 months what interventions has the housing provider made or enabled to foster stronger communities and places considering both: Physical changes to shared spaces or public realm. Events, activities and signposting

Community Catch Up Sessions

The purpose of these sessions is to maximise the chances for customers to get their voices heard and to hear more from the traditionally 'unheard' customers.

Customers actively request visits to their neighbourhoods. We now advertise all our visits three months in advance on our website.

In 2025/26 the Resident Engagement team visited 82 different communities and spoke with more than 900 customers through this engagement channel gaining feedback on current issues, estates and issues facing the local communities, feeding back to the relevant teams within Curo.

A key part of Community Catch Ups is being able to provide support, information, and signposting to Curo customers across several topics. The most frequently discussed topics include:

- Getting more involved with Curo via VoiceBox and Engagement Groups
- Estates and Grounds Maintenance queries
- Repairs, both new and outstanding – how to report these, how to get updates
- Complaints – advice on how to report and chase updates
- Tenancy Compliance and Management – advice on how to report and chase updates, whilst referring to the ASB toolkit
- Help, advice, and signposting for moving home
- Help and advice on Mutual Exchanges
- Advice/signposting on downsizing
- Support funds advice.

Curo's Community Catch Up sessions have also acted as an entry point into our engagement framework for some customers. We've had Community Catch Up customers get involved in the following ways:

- Customers starting to use our Curo Communities Grant to fund neighbourhood projects
- Attendees joining us at our Board Connect sessions, as well as at the Oversight Group, Estates Partnership Board, Disability Action Group and the Complaints Review Forum
- Customers nominating their neighbourhoods for the Community of the Year award and making several Community Hero nominations.

Community Grants

Curo continues to work with our Estates Partnership Customer Board who review and award our Community Grants. These grants are anything between £200 and £500. This year we've supported more than 30 community projects with more than £12,500 worth of grant funding. These have included gardening groups, memorial benches, football tournaments, community festivals, nature activity sessions and much more.

In addition to our awards, our estate colleagues regularly support the use of spaces over summer months, improving our play areas and community planting days, supporting thousands of local residents and community members to enjoy our open spaces.

Curo's Big Get Together

Our annual free family fun day attracts hundreds of customers. We offer free food, kids' entertainment and chance to meet Curo colleagues and discuss the services and support we offer. We also give awards recognising residents who contribute to their communities and invite customers to join our Q&A with Curo's leadership team.

The regeneration of The Copse at Writhlington in partnership with Avon Wildlife Trust and community.

This area was neglected and full of rubbish but thanks to a joint project with local residents, is now a valued wildlife space. Once cleared, new planting was added including hedgerows and fruit trees, which have helped to support local biodiversity. Pathways were regenerated with re-purposed wood chippings and signs displaying information about Copse wildlife were installed.

C27 How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this social value?

Social value is considered in all our procurement. It is considered in the context of the subject of the contract, the value of the contract and the duration of the contract. If these criteria position the contract as suitable for social value, then it is prescribed within the requirements that we expect social value outcomes and set expectations in line with this.

An area where Curo needs to improve is the tracking and reporting of social value delivered through contracts. These can include provision of apprenticeships, work placement opportunities and community investment projects.

Response to Enhanced Reporting

What is the relative weighting of Social Value considerations in procurement policies? How much Social Value has been delivered from the housing providers supply chain in the last 12 months?

Our procurement policies do not mandate any weightings on social value – this is assessed on a case-by-case basis dependant on the subject matter and value of the contract and how well it lends itself to delivering social value in the local community.

Governance

I'm proud to work for an organisation with such strong values. Helping to deliver affordable housing that makes a real difference to people's lives is a big part of that.

*Serafina,
Development Manager*

*Photo: Serafina at Curo's
flagship development
project, Mulberry Park*



The Governance section of the SRS reporting framework considers the landlord's regulatory judgements, its commitment to equality, diversity and inclusion, and colleague wellbeing.



The resulting report provides a rigorous and independent overview of Curo's strengths and areas for improvement.

The RSH gives social housing providers a grade in three categories. Grades can range from one to four, with one being the best. The overall assessment grades for Curo are:

- Governance: 1
- Financial Viability: 2
- Consumer Standards: 1

This was the first time Curo was assessed against the recently introduced consumer standards. These examine issues including our work to keep homes safe and in a good condition, the effectiveness of our repairs service, how we involve customers and take their views on board, and our complaints procedure.

A high-performing housing association

Curo received its latest assessment from the Regulator of Social Housing (RSH) in July 2025. Its inspection was carried out over several months, during which the Regulator scrutinised all aspects of the organisation and the services we provide to customers.

Influential Customer Voices

In its report, the RSH noted how Curo systematically integrates resident feedback at a strategic level. Our Customer Experience Committee, chaired by Board member, Aileen Evans, has been instrumental in this. It brings resident voices to the heart of Curo through participation on the committee and analyses performance that directly affects them. The group also oversee resident-led scrutiny activity, which is currently focused on three topics highlighted through our tenant satisfaction survey – perceptions of safety, our repairs performance and Curo's visibility in our neighbourhoods.

Aileen is an articulate and wise champion of the importance of affordable, good quality homes

We're very grateful for the work Aileen is leading and were delighted to celebrate the award of her OBE for services to social housing in the King's Birthday Honours List this year. Aileen's contribution to our sector is immense and we're hugely proud of her involvement with Curo. Our Chair of Board, Jane Tabor, said, "Aileen is an articulate and wise champion of the importance of affordable, good quality homes and is always advocating from a customer perspective."

Photo: Aileen Evans
OBE, Board member
and Chair of Curo's
Customer Experience
Committee



BEING MORE RESPONSIVE TO COMPLAINTS

The Regulator's report also noted that recent changes to our complaints handling procedures have had a positive effect on performance.

These changes now mean that complaints are first sent to the relevant service area, rather than a centralised team, which has reduced the average time taken to resolve complaints, while also improving how we learn from them to improve services.

Average number of calendar days to close complaints



April
2025



March
2026



INCLUSION AND BELONGING

Everyone is welcome at Curo, regardless of age, disability, gender, race, sexual orientation, religion or belief.

It's a commitment that was formalised in 2025 under a new Inclusion & Belonging Strategy. This focuses on embedding our commitment to equality, diversity and inclusion; promoting the voices of customers and colleagues; and driving organisational learning.

Looking back on some of the achievements in the strategy's first year, we're pleased to see our colleague groups playing a more active part, as we next look to formalise their decision-making role further. We've also made significant strides with our recruitment practices, including with the adoption of Teamtailor – an integrated platform that supports our commitment to blind assessment.

Recruitment will continue to be a key area, as we implement an action plan to improve workforce representation, especially with regards to ethnicity and disability. This will build on work already done including a review of all job descriptions and adverts to ensure the use of inclusive language, and support to improve managers' awareness of the Disability Confident guaranteed interview scheme.

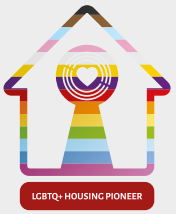
Positive culture - colleagues host a Mario Kart inspired car wash to fundraise for the Wiltshire & Bath Air Ambulance



LGBTQ+ Pledge Pioneer

Stonewall Housing awarded Curo this enhanced status in September 2025. It confirms that Curo continues to strengthen its commitment to serve LGBTQ+ customers and has a plan to bring the community's voices to the fore in the design of services.

Stonewall Housing praised Curo's visibility on this issue including in its annual attendance at Bristol Pride and support for local LGBTQ+ businesses and events. It also recognised the role of senior leaders in championing inclusion.



Curo colleagues celebrating Pride month at our Big Gay Bake-off event



Curo colleagues taking some time out as part of our Global Mosaic Group, in a collaborative painting session to inspire creativity and connection.

Investors in People & Best Companies

Curo retained its Investors in People Gold status this year and for the first time was accredited Silver for our investment in colleague wellbeing. Our mental health first aiders, support for perimenopausal staff and commitment to health and safety were all cited in the award.

Our two-star 'outstanding' assessment from Best Companies, places Curo within the top 50 large employers to work for in the UK and the 14th best overall in the south west. Like Investors In People, the Best Companies assessment is entirely based on colleague feedback. It noted Curo's safe and supportive work environment, its strong values and culture of cooperation.

Positive colleague consensus

- 87% Curo is a great place to work (Investors in People)
- 98% Curo has a positive impact on society (Investors in People)
- 78% I'm happy with my work life balance (Best Companies)
- 90% I feel that my manager is open and honest (Best Companies)

It noted Curo's safe and supportive work environment, its strong values and culture of cooperation.



The team at the Hub community cafe celebrate Living Wage Week



The Sustainability Reporting Standard for Social Housing (SRS) was launched in November 2020. The SRS is a voluntary reporting framework, covering 44 criteria and some enhanced reporting measures across ESG considerations such as affordability, carbon emission and energy efficiency, safety, equality, diversity and inclusion and resident voice.

It was set up in response to concerns that ESG investment in social housing was being inhibited by the absence of a common reporting standard.

The belief is that the more widely the standard is adopted the stronger the sector's voice will be, thereby attracting greater investment.

Responses to Core Criteria



Governance

T7 Structure and Board

C28 What is the housing provider's most recent regulatory grading/status?

Latest Regulatory Judgement 30 July 2025.

C1	Consumer standards
G1	Governance
V2	Financial viability



C29 Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?

ESG risks are fully embedded within Curo's strategic risk management framework and are regularly reviewed by the Board and its committees. While not labelled as "ESG" in isolation, environmental, social, and governance risks are incorporated across multiple strategic risks in the register.

The Board receives quarterly updates on the strategic risk register, with the Audit & Assurance Committee providing detailed oversight of all, including ESG-related controls and assurance evidence. ESG-related risks are also subject to internal audit and regulatory inspection. This integrated approach ensures that ESG considerations are managed in line with Curo's risk appetite, with actions and controls tracked through the same governance processes as all other strategic risks.

Response to Enhanced Reporting

Is the housing provider required to report against TCFD? If yes, is the housing provider doing so?

No, Curo is not currently legally required to report against TCFD (Task Force for Climate Related Financial Disclosures). However, the organisation voluntarily reports sustainability information through its participation in the Sustainability Reporting Standard for Social Housing, as compiled annually in this Environmental, Social and Governance report.

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.

C31 How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?

Curo ensures broad and inclusive stakeholder input through our Customer Experience Committee (CXC). Customers sit on this committee alongside its Chair, Aileen Evans OBE, who is a member of Curo's Board. The CXC commissions up to three resident led scrutiny groups annually, drawing on residents' skills, experience, and enthusiasm, to review specific Curo services. These groups are supported by colleagues and, where needed, external specialists, ensuring that governance decisions are informed by a genuinely diverse range of voices.

The CXC actively promotes resident engagement and ensures that insights gained from resident scrutiny are formally fed into service review and improvement processes. You can find out more about the committee's work on page 39.

The Board also hears directly from customers at various points throughout the year – including at Board meetings and at more informal settings such as Curo’s Big Get Together.

The outcome of the Regulator of Social Housing’s (RSH) July 2025 inspection, which awarded Curo a C1 grade for Consumer Standards, highlights how resident feedback and oversight mechanisms are effectively integrated into governance and service decisions.

Curo has clear commitments to Equality, Diversity and Inclusion (EDI) deeply embedded across our governance framework, including in recruitment and succession planning for the Board and senior leadership. These commitments align with our standing orders and broader strategic values, ensuring:

- Board membership reflects a diverse range of backgrounds and skills
- Inclusive recruitment processes that aim to reduce bias and ensure opportunities are accessible
- A culture that respects differences and actively involves diverse perspectives in governance.

C32 Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management? How do they do this?

Yes, Curo has an Inclusion and Belonging Strategy 2026-2029. We have chosen to move to the term Inclusion and Belonging from Equality, Diversity and Inclusion as this reflects our straightforward approach using simple language that’s easy to understand. The Strategy supports our Purposeful Culture Strategic objective.

Our Inclusion and Belonging work is designed to create a high-performing and engaged organisation which attracts, develops and retains diverse and talented people.

Our goals are:

1. Recruit great talent because of our outstanding employer offer and clear social purpose
2. Create a vibrant, inclusive work environment, where skilled leaders ensure every colleague feels valued and invested in
3. Celebrate our culture, where high performance delivers exceptional outcomes for customers.

In terms of recruitment and all our policies, Curo’s CROFT values – Caring: Respectful: Open: Fair: Trusting – are at the heart of the approach.

Our Inclusion and Belonging strategy has 5 pillars:

Leadership, listening, learning, data and insights, measuring and reporting.

These pillars are supported by a road map which is driving how we embed a strong EDI ethos ensuring we are championing inclusive practice with all of our colleagues. Our strategic direction is to use our data to inform our recruitment and selection processes at all levels of the organisation.

We have introduced an applicant tracking system this year which has anonymised recruiting. This means that the selecting manager has no information on any demographic data when they make their first stage of selection. This is used for all roles.

We are members of House Proud and SHARP (Social Housing Anti-Racism Pledge) and capture EDI data to help us track our recruitment and retention data. We have completed the National Housing Federation (NHF) EDI framework to allow us to baseline and benchmark.

We purposefully have leadership as our first pillar of the Inclusion and Belonging strategy. The following leadership principles guide our commitments in this area throughout the whole organisation.

Leadership

- We commit to actively championing Inclusion & belonging in all our work and daily practices
- Our decision-making will take account of diversity of voices lived experiences and accurate data
- We have zero tolerance for discrimination and inappropriate behaviour, including hate crime in any form
- We will act as role models and will reflect on our own behaviours, performance and provide feedback to each other
- We will “call out” any inappropriate behaviours or ways that are not aligned to inclusive practices or our CROFT values
- We will ensure we meet legal and sector-specific requirements; this is a minimum and we aim to exceed these where ever possible.

C33 What percentage of the housing provider’s Board have turned over in the last two years? What percentage of the housing provider’s Senior Management Team have turned over in the last two years?

There has been one change of non-executive Board member director in the last two years when Aileen Evans was appointed on 17 February 2025, There were a total of 11 Board members at the time, including two executives so that means there was a 9.09% turnover for the year 2024/25. During 2025/26 the two executive Board members stood down and there were no further

appointments to the Board representing a 27.27% turnover in membership over two years. As at 31 March 2026, the Board comprised nine non-executive board members.

At the end of 2025/26, three of Curo’s six Senior Management Team members left - two because of planned staffing structure changes. Our long-serving Chief Executive left at the same time to take up a new role. A new interim Chief Executive joined in April 2026 to lead the new streamlined senior team.

C34 Number of board members on the housing provider’s Audit Committee with recent and relevant financial experience.

Two. The members are:

Alice Cummings (Chair, Audit and Assurance Committee)

Alice joined the Combined Board in August 2023. She brings extensive commercial, financial and governance experience in regulated service industries along with leadership skills gained over a successful career working in health, technical consultancy and utility sectors. She was previously CFO of InHealth Group, where she had responsibilities for risk management, people services, commercial teams, digital and IT projects. Prior to this, she spent 15 years in commercial, operational, and financial roles with the AEA Group, ultimately as Group CFO. Now a portfolio Non-Executive Director, she serves on a range of boards and committees. Alice is a Fellow of the Institute of Chartered Accountants in England and Wales and has a BEng in Chemical Engineering from Imperial College, London

Joe Webster (member of Audit and Assurance Committee)

Joe joined the Combined Board in June 2022, and brings experience working in financial services. Joe previously held roles as COO and CFO at Brunel Pension Partnership and is currently the Chief Data

& Technology Officer at LPPI, a collective of Local Government Pension Scheme (LGPS) funds that operates as an FCA-authorized AIFM.

C35 What percentage of the housing provider's board are non-executive directors?

100% (9 out of 9).

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?

December 2023.

C38 How does the housing provider handle conflicts of interest at the board?

Curo has a documented conflicts of loyalty and interest policy (which includes the Board) and Board members' interests are noted at the start of each meeting. The policy was reviewed in November 2025. If a conflict of interests arises, the Board manages this in accordance with Curo policy. In accordance with our Code of Governance (the NHF Code of Governance 2020), we publish all Directors' interests on our website.

Curo also has a Code of Conduct which sets out requirements of all colleagues, executive and non-executive, in respect of loyalty and conflicts of interest.

T8 Employees

C39 Does the housing provider pay the Real Living Wage?



Yes, we pay the Real Living Wage as a minimum salary to all colleagues in the business and have worked with our suppliers to ensure that they follow the same rules.

C40 What is the housing provider's median gender pay gap?

Our pay gap information demonstrates our continued commitment to understanding how changes to our workforce and our policies affect pay equity. We focus on three pay gaps: gender, disability and ethnicity. This year's data shows a small reduction in our mean gender pay gap, while our median gender and disability pay gaps have both increased.

Ethnicity is reported this year as White and Non-White (previously BAME and White). This is a deliberate change in terminology rather than a change in the underlying population measured.

Gender Pay Gap			
	Headcount	Mean	Median
Female	340	£21.31	£19.40
Male	366	£19.48	£16.64
Difference		£1.83	£2.76
%		8.6%	14.2%

Disability Pay Gap			
	Headcount	Mean	Median
Non-disabled	636	£20.72	£18.38
Disabled	69	£17.88	£16.14
Difference		£2.84	£2.24
%		13.7%	12.2%

Ethnicity Pay Gap			
	Headcount	Mean	Median
White	655	£20.59	£17.99
Non-White	44	£18.90	£17.76
Difference		£1.69	£0.23
%		8.2%	1.3%

A number of senior level restructures during the year are considered the most likely driver of the increase in our median gender pay gap. This measure is more sensitive to change around the middle of the pay distribution than the mean, which saw only a small movement over the same period.

Gender: year-on-year movement	
Mean pay gap	Reduction of 0.1%
Median pay gap	Increase of 1.7%

Disability: year-on-year movement	
Mean pay gap	Increase of 1.8%
Median pay gap	Increase of 5.2%

Ethnicity: year-on-year movement	
Mean pay gap	Reduction of 8.4%
Median pay gap	Reduction of 15.4%

While changes in our workforce have had a positive impact on our mean gender pay gap and our ethnicity pay gap, our median gender and disability pay gaps have increased this year. Ethnicity representation across the workforce remains low, particularly at Band D, our most senior pay band.

We continue to make progress in becoming a more diverse workforce, however this is not yet consistently reflected in senior leadership and management roles. Four areas of focus have been identified to drive improvement: Improving our data to drive our targets and decisions, recruitment & selection practices, career pathways, learning and leadership development, and talent pipeline.

This work is underpinned by our Inclusion & Belonging Strategy 2026-2029 and our action plan.

C41 What is the housing provider's CEO: median-worker pay ratio?

CEO's salary	£235,750
Median worker salary	£34,753
Ratio	6.78

C42 How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

Everyone is welcome at Curo, regardless of age, disability, gender, race, sexual orientation, religion or belief.

We have chosen to move to the term Inclusion & Belonging, from Equality, Diversity and Inclusion (EDI). This reflects our straightforward approach, using simple language that's easy to understand and more clearly aligns with our strategic objectives and Purposeful Culture.

In addition to meeting our duties under the Equality Act 2010, we aim to create a high-performing and engaged organisation that attracts, develops and retains diverse, talented people.

We're committed to being a fair and inclusive organisation which supports our customers, colleagues, partners and stakeholders. This is part of a shared social purpose across the housing sector we work in. We want to be a place where everyone feels respected, listened to, supported and valued.

Our Inclusion & Belonging Strategy sets out how we'll focus on behaviour, work practices and outcomes. We want to be a place where everyone has equal opportunity and feels genuinely valued.

There are five key pillars to our strategy Leadership, Listening, Learning, Data and Insights, Measuring and Reporting. This year is our foundation year and we have developed a detailed action plan to enable us to focus on:

- Ensuring our customers trust us and feel heard and included
- Ensuring that our services are delivered in an equitable and appropriate way
- Using our diversity data, learning and insights to improve what we do

- Celebrating our culture, where high performance delivers exceptional outcomes for customers
- Supporting events to celebrate diversity and create a strong sense of belonging for our customers and colleagues
- Building a vibrant and inclusive workplace, where every colleague feels valued, invested in and chooses to stay.

We have created a three-year road map that focuses on ‘understanding’ in the first year using data to inform our practices and behaviours, ‘developing’ in our second year, which will include recruitment practices and our learning curriculum and moving to a sense of belonging for our colleagues and customers.

HouseProud Pledge Pioneer
We’ve signed the Pledge for our LGBTQ+ Residents



SHARP - We’ve signed The UK Social Housing Anti-Racism Pledge



This year we have progressed our Social Housing Anti Racism Pledge which is being led by our LGBTQ+ colleague group.



LGBTQ+ Housing Pledge: Curo have signed up to the LGBTQ+ Housing Pledge, a scheme that all social housing providers can sign up to demonstrate our commitment to LGBTQ+ resident equality and support. The home is so important to LGBTQ+ residents, because it should be a place where people can freely express their sexual orientation and/or gender identity without fear or prejudice. Yet research from Stonewall found that 60% of the transgender respondents did not feel that their neighbourhood was a safe place to live and one in five gay men reported modifying their home in some way – for example, moving pictures or books – to hide their sexual orientation from a visiting repairs operative or housing officer.

Through signing up to the Pledge we have evidenced that LGBTQ+ residents have a voice at a strategic level, that we are visible in our support to LGBTQ+ residents and colleagues, and provide relevant and specific training to colleagues in respect of LGBTQ+ lives and experiences. Curo also has a LGBTQ+ Colleague Engagement Group, which meets every month and has been an important step in creating a workplace where people can feel safe. We are exploring a LGBTQ+ Residents’ Group to let our customers know that we are welcoming and supportive, and so we can hear their ideas to ensure that everyone can ‘Feel at home’ at Curo.

We have a number of well-attended colleague groups including:

- Neurodiversity group which meets monthly. This is a safe place for colleagues who are neurodivergent or for colleagues who want to learn how to support others in their work or day-to-day life
- We also have a well-established LGBTQ+ group which is influencing the housing pledge and helping to shape policies
- We have a well-established Family group which meets monthly and is hosting a Curo-wide summer event

- We are delighted to have launched a Global Mosaic group for our BAME colleagues. This group is in its infancy but is gaining momentum. We have joined national organisation Race Equality Matters to support education and engagement for colleagues
- We aim to increase support for these groups to truly influence our decision making and inclusive culture
- We include Inclusion & Belonging awareness in our induction and mandatory training and we host colleague-led education days including Trans awareness.

C43 What activity has the housing provider undertaken over the past 12 months to support the physical and mental health of its staff? What impact has this had on staff and the wider organisation?

There are a number of ways in which we support the health and wellbeing of colleagues at Curo.

We have undertaken external accreditation with Investors In People and achieved a Silver Award for colleague wellbeing. We’ve been recognised for our commitment to employee wellbeing in the following areas:

Personal Support Passport – This is designed to help colleagues have an honest conversation with their manager about a disability, physical or mental health condition or long-term injury which may benefit from workplace adjustments. This is now been digitalised and is accessible to all colleagues and is promoted as part of our induction process throughout our colleague lifecycle.

Employee Assistance Helpline – This is a confidential, free helpline and phone calls can be made 24/7, 365 days a year. This service provides information, advice and support to help colleagues navigate many of life’s milestones. Counselling is available and free to colleagues, either via the telephone, face-to-face sessions or online.

Working flexibly – We embrace flexible working and believe it’s about changing how we work as an organisation and delivering our work in a way that’s effective for both colleagues and customers.

Health – Discounted gym membership is available to colleagues with Gym Flex. We also have healthcare cash plans letting colleagues get money back on treatments from practitioners including dentists and chiropractors.

Benefits – Our benefits package includes an attractive pension scheme, salary sacrifice discounts and negotiated deals at leisure venues and other providers of wellbeing services.

Occupational health support – Our occupational health provider helps us understand colleagues’ needs for adjustments or additional support.

Mental Health First Aiders – We have a number of colleagues who have undergone training so that they can act as a sounding board and listen to colleagues who are struggling with their mental health. These Mental Health First Aiders can then signpost the colleagues to support services.

Charity of the Year – We encourage colleagues to select a charity of the year and to get involved in supporting activities to drive wellbeing, team spirit and to support raising money for others. We have a well-established colleague-led group that raises money throughout the year including via a regular quiz and treats fridge. Last year Curo raised £15,000 for its charity of the year. This was recognised by our Best Companies assessment as an area of strength.

Colleague Voice – we participate in external accreditation and engagement to encourage colleagues to share what is working well and what can be improved to drive wellbeing at work. We also conduct pulse surveys throughout the year to gain insight from colleagues.

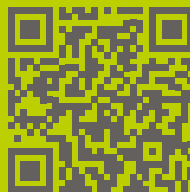
What activity has the housing provider undertaken over the past 12 months to support the professional development of its staff?

What impact has this had on staff and on the wider organisation?

- Professional development is part of our learning and development offer; we are keen to support colleagues to progress or to enable them to better deliver their services
- As part of our annual performance management process which is called 'How We Get Things Done' we discuss personal objectives with our colleagues to ensure that we are all working towards our strategic vision. We discuss learning and development needs with our colleagues as well as career goals. This may lead to professional development or opportunities to develop with secondments, shadowing or access to blended or online learning
- We've focussed this year on Leadership Development for our directors to lead the business. This has been a 12-month programme, with modules on leading self, leading others and leading the organisation. This structured programme included 360 degree feedback and a series of masterclasses to drive organisational understanding and efficiency
- We've also made significant progress toward the Competence and Conduct Standard for Social Housing which has come about through an amendment to the Social Housing Regulation Act 2023
- We've spent time considering the colleagues that will be required to complete the qualification and will be commencing learning in autumn 2026
- As part of our leadership development we have identified professional working groups at a senior level to ensure that knowledge is maintained, understood and applied
- We support professional subscriptions for colleagues to maintain their Continuous Professional Development
- We encourage colleague learning in the flow of work. We support social learning from others and encourage mentoring and coaching as well as formal learning
- We are members of the Housing Diversity network and we have a number of colleagues who partake as mentors and mentees
- Our Best Companies engagement model has a reporting area for personal growth, which captures information about colleagues' learning. We're aware that this is a developing area for us. We have, however, achieved reaccreditation of Investors in People Gold standard, which also recognises our commitment to learning and professional development.

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Curo

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