Pinnacle Group

2026

ESG Impact Report

Transforming Communities, Changing Lives



In this report

Foreword

About Us....4
Community Stewardship....4
Our Approach to ESG....5
ESG Highlights....6





Environmental **Protect Our Planet**

Our commitments and introduction....7
Progress against our targets....8
Our plan to net zero....8
FY26 carbon footprint....9
Emission reduction pathway....10
Key projects....11
Sustainable procurement....12
Colleague and community engagement....13
Looking ahead....14



Social **Community Impact**

Our commitments and introduction....23
Progress against our targets....24
Supporting the armed forces community....24
Supporting local causes & charities....26
Employment, skills & opportunity....27
Community health & wellbeing initiatives....28
Looking ahead....30



Social **Our People & Culture**

Our commitments and introduction....15
Progress against our targets....16
Engagement and wellbeing....16
Equality, diversity and inclusion....18
Learning and development....18
Proud to be Pinnacle....20
The Pinnacles....21
Investing in our people....22
Looking ahead....22



Governance **Responsible Business**

Our commitments and introduction....31
Progress against our targets....32
Corporate governance and ethics....32
Quality assurance and accreditations....34
Data privacy and cyber security....34
Health and safety....34
Customer feedback and continuous improvement....35
Looking ahead....36

Foreword

Working together to transform communities, change lives and create a more sustainable future.

I am proud to share Pinnacle Group's FY26 ESG Impact Report, which reflects the progress we have made in delivering our commitment to transforming communities and changing lives.

At Pinnacle, we believe long-term success is measured not only by what we achieve as a business, but by the positive outcomes we create for people, communities and the environment across our national footprint. ESG helps turn that belief into action, shaping how we make decisions, deliver services and add value in the places where we operate.

Whether we are managing homes, maintaining public spaces, supporting communities or delivering essential services, we recognise the important role we play in helping people and places succeed. ESG is embedded throughout our business and reflects our commitment to operating responsibly and delivering better outcomes for our stakeholders.

This year, we made meaningful progress across our four ESG pillars: accelerating environmental action, supporting local communities, investing in our people and strengthening governance. Together, these areas of focus are helping us build a more resilient business for the future.
As we look ahead, our ambition remains clear. We will build on this momentum and work collaboratively with our customers, partners, suppliers and communities to create lasting value.

I would like to thank our colleagues, customers, partners and suppliers for their continued support and contribution throughout the year. The achievements highlighted in this report are only possible because of the collective commitment of so many people. Together, we are creating a stronger organisation and helping build places where people, communities and the environment can prosper for generations to come.



Peregrine Lloyd,
CEO

Hear from our CEO as he reflects on this year's ESG Impact Report.

About Us

We are a market-leading national provider of integrated housing, neighbourhood and workplace services. With over 30 years' experience, we deliver expert, place-based management and maintenance solutions that enhance the everyday lives of the communities we serve. Our impact is underpinned by the scale, experience and capability of our operation:

30+
years as a trusted delivery partner for public and private sectors

3.8k
directly employed members of staff

10k
delivery locations nationwide

78k
mixed-tenure homes under management

300k
homes provided with neighbourhood services

160+
schools, colleges and universities receiving integrated FM services

£95m+
social value impact using the TOMs framework

1m+
calls annually to our Customer Contact Centres



Community Stewardship

Community Stewardship defines how we create positive and lasting impact beyond service delivery. By placing people and communities at the heart of our decisions, we support stronger local outcomes, foster community resilience and deliver meaningful social value that helps deliver our commitments.

Our Values



Our Approach to ESG

Our approach to ESG is centred on creating long-term value for our customers, colleagues, communities and the environment. Through our four ESG pillars, we focus on the areas where we can make the greatest difference, embedding responsible decision-making across our operations and creating positive, measurable impact in the places we serve. This approach supports how we set priorities, measure progress and hold ourselves accountable for delivering meaningful outcomes.

- Protect Our Planet
- Our People & Culture
- Community Impact
- Responsible Business

Supporting the United Nations Sustainable Development Goals (SDGs)

Pinnacle aligns its ESG strategy with a number of United Nations Sustainable Development Goals (SDGs) where we can make the greatest contribution. The SDGs provide a globally recognised framework for measuring and communicating our impact, helping us demonstrate how our achievements support sustainable, inclusive and resilient communities.

SUSTAINABLE DEVELOPMENT GOALS

ESG Highlights

Protect Our Planet

Total Emissions (tCO_2e):
13,453
(FY25: 17,241)

Total Emissions per FTE (tCO_2e):
4.27
(FY25: 5.49)

Total Emissions per £1m Turnover (tCO_2e):
61.15
(FY25: 83.17)

Number of EVs in Fleet:
350
(FY25: 318)

7 AFFORDABLE AND CLEAN ENERGY | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION

Our People & Culture

Number of Employees:
3,783
(FY25: 3,802)

Employees on an Apprenticeship Programme:
164
(FY25: 92)

Average Employee Tenure:
4.6 years
(FY25: 4.3)

Mean Pay Gap for Full-Time Staff:
0%
(2024: -1.2%)

3 GOOD HEALTH AND WELL BEING | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES

Community Impact

Total Funds Directed Towards Social Value, Community Initiatives and Charitable Causes:
£150k+
(FY25: £125,000)

Employees Living Within 10 Miles of Their Workplace:
60%
(FY25: 68%)

Hours Volunteered Supporting Causes That Make a Real Difference:
1,500+
(FY25: 1,800+)

Local Supply Chain Spend via. Bunzl:
10%
(FY25: 10%)

1 NO POVERTY | 2 ZERO HUNGER | 3 GOOD HEALTH AND WELL BEING | 11 SUSTAINABLE CITIES AND COMMUNITIES

Responsible Business

Number of Group Accreditations:
51
(FY25: 58)

Power BI Dashboard Users:
497
(FY25: 415)

Hours of Data Protection Training:
2,170+
(FY25: 1,159)

Hours of Modern Slavery Awareness Training:
260
(FY25: n/a)

8 DECENT WORK AND ECONOMIC GROWTH | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 17 PARTNERSHIPS FOR THE GOALS

Protect Our Planet

Removing carbon, reducing pollution and considering all aspects of how we do business through a zero harm lens.

Our commitments:

1. Reduce our carbon footprint to net zero
2. End procurement of all environmentally harmful substances where sustainable products and materials exist
3. Collaborate with our colleagues, customers, and communities on how to actively protect the environment

Protecting our planet requires action on both climate and nature.

It means addressing climate change, supporting biodiversity, enhancing the environments around our homes and communities, and taking practical steps that create a lasting positive impact for both people and the natural world.

This year, we accelerated progress across our Net Zero journey while continuing to grow as a business. Despite increasing turnover by 6%, we reduced our carbon footprint by 22%. Since our FY20 baseline, we have more than doubled revenue while reducing overall emissions, demonstrating that sustainable growth is possible.

Our focus during FY26 has been on creating lasting change. We expanded our electric vehicle fleet, increased our use of renewable energy, strengthened environmental standards within procurement, and launched Project Engage to improve collaboration and emissions transparency across our supply chain.

Equally important has been the role of our people. Through training, volunteering, awareness campaigns and the relaunch of our ESG Champions Network, colleagues across the business have continued to play an active role in reducing environmental impact and driving positive change.

Alongside our efforts to reduce emissions, we have continued to support nature and biodiversity through local projects that enhance green spaces and create healthier places for communities to thrive.

While there is still much to do, the progress achieved this year provides strong foundations for the future as we continue to reduce our environmental impact and create a lasting positive contribution for people, nature and the environment.



Paul de Kock,
Head of Projects and Governance

Progress against our targets

In our previous report we set ourselves three targets. Our progress is set out below.

Target:

Commit to and Validate our Science Based Targets with the Science Based Targets initiative (SBTi) when organisational readiness is achieved.

1

Commentary: Registered with the SBTi and commenced preparations for target development and future validation.

Target:

Advance Key Sustainability Projects by continuing to progress initiatives that support our Net Zero strategy.

2

Commentary: Successfully delivered and progressed key projects supporting our Net Zero strategy, including Project Green Energy, Project Electrify, Project Switch and Project Engage.

Target:

Achieve Net Zero in the Long Term to contribute meaningfully to a more sustainable and resilient future.

3

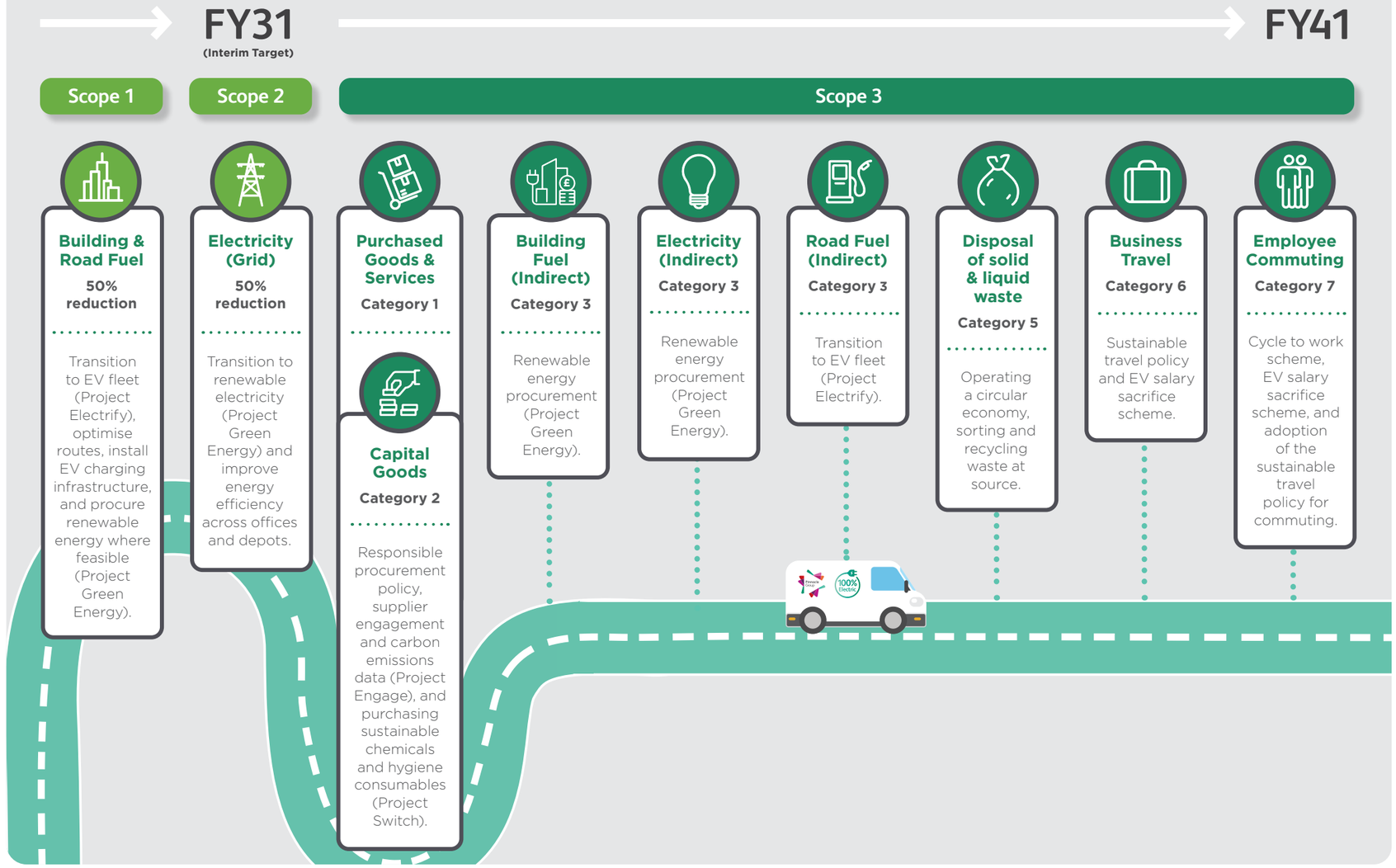
Commentary: Continued to reduce emissions and advance strategic initiatives that support our long-term Net Zero ambition.

Key: Achieved | In Progress | Off Track

Reduce our carbon footprint to net zero

Our Plan to Net Zero

Our Plan to Net Zero sets out a clear strategic roadmap to achieving net zero in FY41. This long-term framework is essential for guiding our decarbonisation efforts and ensuring we remain on track to achieving our Science Based Targets initiative (SBTi) aligned targets. It enables us to track progress, measure impact and maintain accountability as we transition towards net zero.



Our FY26 Carbon Footprint

A significant step forward on our Net Zero journey

This year marked a significant step forward in our journey to net zero. Through continued investment in our Net Zero projects, we achieved a 22% reduction in total emissions compared to FY25. This demonstrates that we can continue to grow while reducing our carbon footprint, keeping us on track to achieve net zero in the long term.

13,453 tCO_2e
Total emissions
(FY25: 17,241 tCO_2e)

61.15 tCO_2e
Emissions per £1m revenue
(FY25: 83.17 tCO_2e)

4.27 tCO_2e
Emissions per full-time employee
(FY25: 5.49 tCO_2e)



Emissions by GHG Scope



Scope 1
1,994 tCO_2e

Scope 2
85 tCO_2e

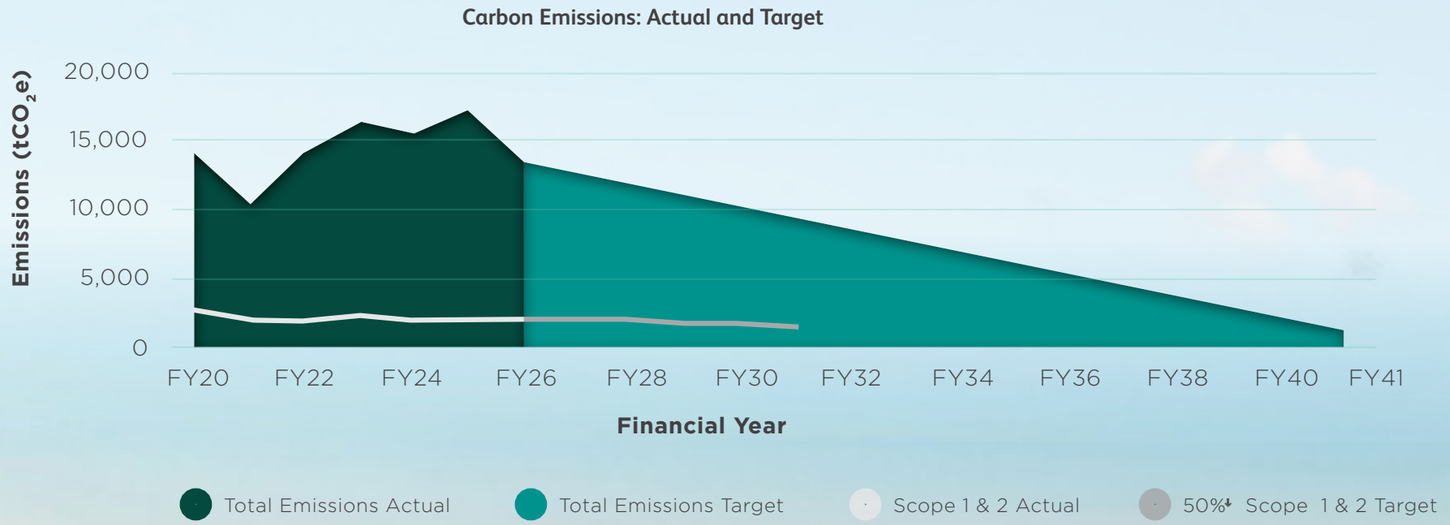
Scope 3
11,374 tCO_2e

Scope	Source		FY20 (Baseline)	FY25	FY26
1	Building & Road Fuel		2,777	2,041	1,994
2	Electricity	Location Based	35	103	90
		Market Based			85
3	Purchased Goods & Services, Capital Goods, Fuel & Energy Related Activities, Waste, Business Travel & Employee Commuting		11,242	15,096	11,374
	Total Emissions (tCO_2e)		**14,054**	**17,241**	**13,453**



Our Emission Reduction Pathway

Pinnacle Group is committed to reducing Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 50% in FY31 and aim to achieve net zero across all emissions in FY41 compared to our FY20 baseline. This includes a 95% reduction in Scope 1 and 2 emissions, and a 90% reduction in Scope 3 emissions, in line with the Science Based Targets initiative (SBTi) definition of net zero.





Launching Project Engage

Project Engage

Engaging with suppliers to measure, report and reduce carbon emissions across our value chain.

This year, we launched Project Engage, our fourth Net Zero Project, to strengthen supplier engagement and improve the accuracy of our Scope 3 emissions reporting. Using our supply chain management platform alongside publicly available emissions and revenue data, we identified 27 suppliers, including several of our largest suppliers.

A hybrid methodology was applied, combining supplier-level emissions intensity data with Pinnacle's spend to provide a more representative estimate of emissions. The remaining supply chain spend was calculated using spend-based emissions factors. This approach has improved the accuracy of emissions estimates across our value chain. We will continue to work with suppliers to improve data quality and identify opportunities to reduce emissions.





Key Projects

Project Electrify

Electrification of the Group's fleet.

10% growth in our electric vehicle fleet in the past year

47% of our fleet is now electric

350 electric vehicles in operation

Project Green Energy

Migrating all end of term utility supply contracts to green energy across our offices and depots.

53% of our energy usage now comes from renewable sources (electricity & gas)

End procurement of all environmentally harmful substances where sustainable products and materials exist

Accelerating our Partnership with Bunzl

Our partnership with Bunzl continues to reduce the environmental impact of cleaning materials across our supply chain through lower-carbon deliveries, smarter procurement and circular economy solutions.

Lower-Carbon Deliveries in FY26

4,407 kg CO_2e
avoided from deliveries

30%
reduction in delivery-related emissions vs FY25

These improvements were driven by logistics optimisation, including increasing the minimum order value for applicable sites from £50 to £150, reducing delivery volumes by 7%. In addition, Bunzl offsets 100% of emissions associated with our deliveries, totalling 12 tCO_2e in 2025.

> Our close partnership with Bunzl has enabled us to embed sustainability into procurement decisions, driving efficiencies while reducing our environmental impact.
>
> **Sarah Bishop,**
> Group Procurement Manager

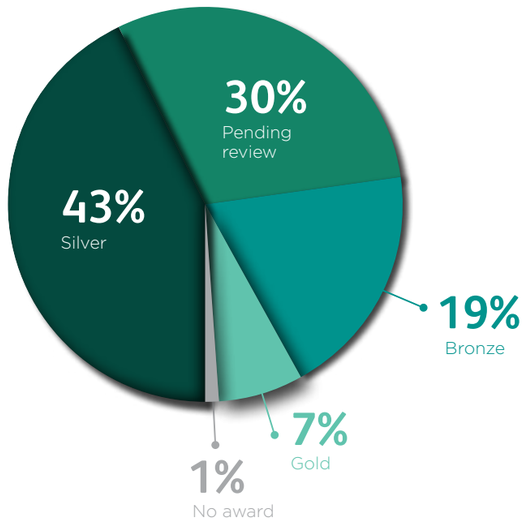
Project Switch

Project Switch is a nationwide sustainability benchmark for commercial cleaning and hygiene provisions in collaboration with national provider, Bunzl Cleaning and Hygiene Services (BCHS).

69%
of products used this year are classified as sustainable

Only 1% of products used this year are red-flag chemicals with no sustainability accreditation (4% in FY25). Through Project Switch, we continue to phase out less sustainable cleaning and hygiene products across our operations. Enhanced oversight through the Bunzl Spend Analysis dashboard has improved visibility of purchasing patterns and product performance, helping us identify and replace red-flag products with more sustainable alternatives. Here's an overview of this year's performance:

Bunzl Sustainable Solutions Classification of Purchased Products



Supporting a Circular Economy

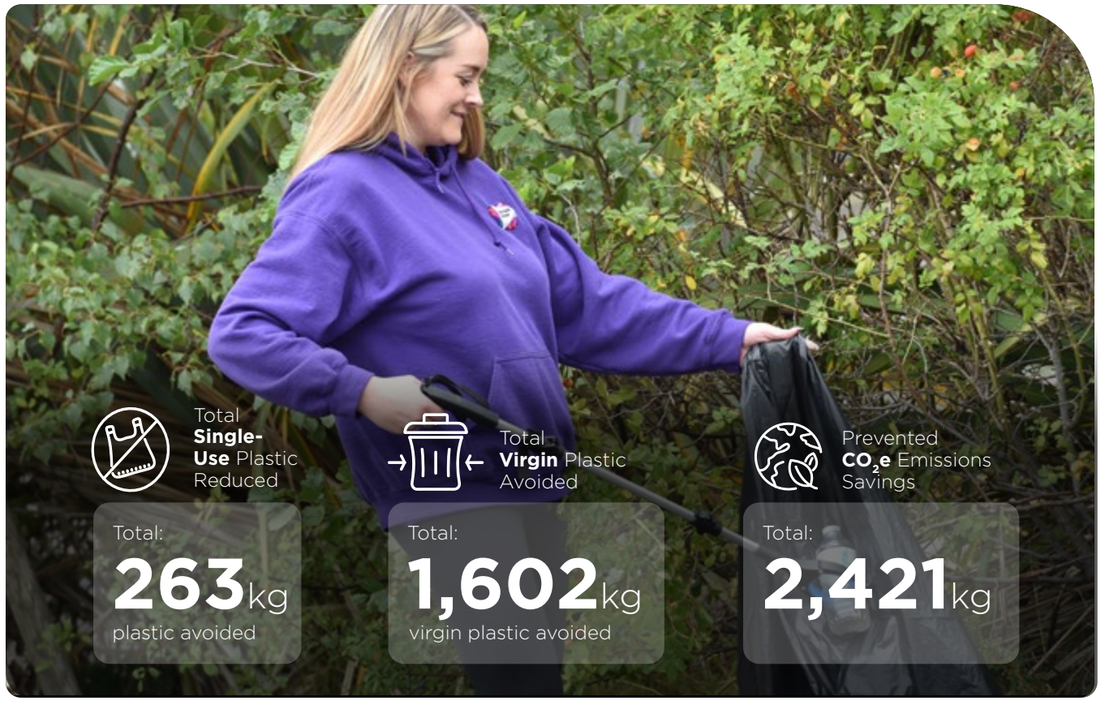
Working with Bunzl, we continued to introduce more sustainable product solutions across our operations, helping to reduce reliance on virgin materials and single-use plastics. This year, we avoided the use of 1,602 kg of virgin plastic and 263 kg of single-use plastic, delivering an estimated carbon saving of 2,421 kgCO_2e.

In FY26, we launched the LoopBox closed-loop recycling scheme, enabling OdorBac containers to be collected, refilled and reused. The programme returned 468 containers, avoiding 75kg of plastic waste and 176kg of CO_2e emissions compared with manufacturing virgin plastic containers, helping to advance our circular economy ambitions.

EcoVadis Bronze Medal Achievement

Our specialist brand, Pinnacle Workplace, which delivers tailored facilities management solutions to keep spaces clean, secure, and productive, has been awarded a Bronze Medal by EcoVadis. This recognition reflects strong performance across environmental, ethical, labour and human rights, and sustainable procurement practices, with an overall score of 66/100 and a ranking in the 72nd percentile globally.







Collaborate with our colleagues, customers, and communities on how to actively protect the environment

Empowering Our ESG Champions

15
ESG Champions across the Group

This year, we relaunched our ESG Champions network to help embed ESG across the business. Champions meet quarterly to share ideas, identify opportunities and challenges, and receive focused training that enables them to promote sustainable practices within their teams and local communities.

ESG Champions
Pinnacle Group

Building Climate and Net Zero Awareness

70
hours of climate and net zero training completed

To make learning more accessible, we redesigned our Carbon Footprint Workshop as an online learning module. The training helps colleagues understand climate change, Pinnacle's carbon footprint, our net zero targets, and the practical actions they can take to reduce environmental impact at work.

Engaging Colleagues Through Communication

Our monthly internal newsletter, Inside Angle, keeps colleagues informed about key business updates including ESG initiatives, awareness campaigns and important sustainability developments, helping to build engagement and encourage positive environmental action across the Group.

Supporting the Planet and Nature

210+
hours Dedicated to Environmental Causes

Through volunteering and hands-on environmental projects, colleagues dedicated more than 210 hours to supporting sustainability initiatives in local communities, helping to enhance green spaces, promote biodiversity and encourage responsible resource use.

Creating Sustainable Community Spaces

Working with a local community partner, we donated three outdoor dining sets and three planters manufactured entirely from recycled plastic. The initiative transformed outdoor areas into welcoming community spaces while supporting the reuse of materials, reducing demand for virgin resources and contributing to a more circular approach to resource use.

Supporting Pollinators and Biodiversity

At a retail site in Carlisle, we supported the Cumbria in Bloom initiative by creating greener, more pollinator-friendly spaces for the local community. Working alongside schools and community groups, colleagues installed planters, hanging baskets and wildlife-friendly planting to enhance biodiversity and improve the local environment. Elsewhere, our Soft FM teams in Lambeth and Castle Point have installed bee and bug hotels across a number of our sites. These give solitary bees, ladybirds and other beneficial insects safe places to shelter and breed, which supports local pollination and helps the green spaces we look after do more for wildlife.







Looking Ahead We Will:

1. Commit to and Validate our Science Based Targets with the Science Based Targets initiative (SBTi) when organisational readiness is achieved.

2. Launch a Sustainable Travel Policy to help reduce business travel-related emissions and encourage sustainable commuting.

3. Achieve Net Zero in the Long Term to contribute meaningfully to a more sustainable and resilient future.

Our People & Culture

Being a great place to work for all, empowering our people to achieve and realise their ambitions.

Our commitments:

1. Prioritise the engagement and wellbeing of our people
2. Provide equal opportunities for all to realise their ambitions
3. Empower, value, and recognise our people

Building a workplace where people can succeed, develop and feel a genuine sense of belonging remains a key priority for Pinnacle.

During FY26, we continued to invest in colleague wellbeing, engagement and development, recognising that a positive and supportive culture is essential to both individual and business success.

This year, we expanded opportunities for learning and career progression, with 164 colleagues participating in apprenticeship programmes and the launch of the Pinnacle Leadership Pathway supporting the development of future leaders. We also maintained our focus on inclusion and fair employment practices through our commitments as a Disability Confident Employer and Living Wage Employer, while continuing to monitor equality, diversity and inclusion (EDI) metrics and pay equity across the Group.

Supporting colleague wellbeing remained a key area of focus through our Employee Assistance Programme, Wisdom Wellbeing platform and our network of Mental Health First Aiders. Initiatives such as Proud to be Pinnacle, our annual Pinnacle awards and long-service recognition scheme also helped strengthen recognition and celebrate the contribution of our people.

Retaining our Investors in People Silver accreditation for the 25th consecutive year reflects our ongoing commitment to creating an environment where colleagues feel supported, recognised and able to achieve their potential. As we look ahead, we will continue to enhance the employee experience and build a culture where everyone can grow and succeed.



Sarah Gibbs,
Group People Director

Progress against our targets

In our previous report we set ourselves three targets. Our progress is set out below.

Target:

Improve Employee Experience by launching a new induction and onboarding process and streamlining employee lifecycle processes.

1 **Commentary:** Completed the groundwork for a new induction and onboarding process, with implementation planned for FY27.

Target:

Launch a Leadership Pathway to support new and aspiring managers in building the skills, mindset, and confidence to lead resilient, high-performing teams.

2 **Commentary:** Launched the Leadership Pathway programme, with rollout underway to support new and aspiring managers.

Target:

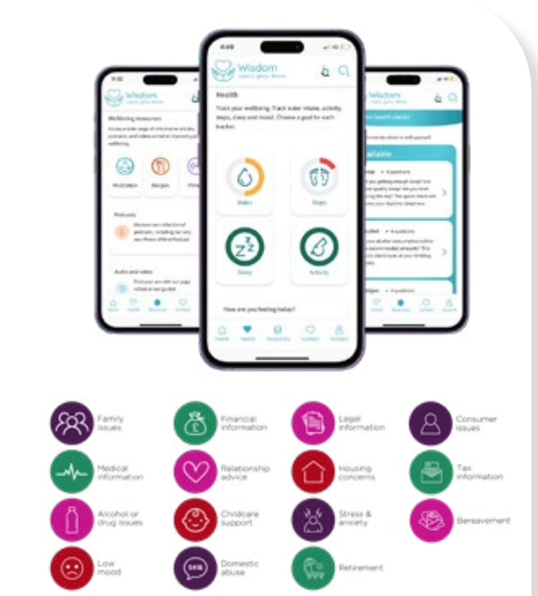
Evolve Our Recognition Culture to ensure more colleagues can be celebrated for living our values and making a meaningful impact.

3 **Commentary:** Enhanced colleague recognition through the Proud to be Pinnacle initiative and the evolution of the Pinnacle Awards, while progressing plans to embed a broader recognition culture across the Group.

Key: Achieved | In Progress | Off Track



Prioritise the engagement and wellbeing of our people



Supporting wellbeing remains a priority

Supporting colleague wellbeing and creating a positive employee experience remain key priorities. We continue to invest in initiatives that support physical, mental and emotional wellbeing while fostering engagement, connection and a sense of belonging across our workforce. Our approach includes:

Employee Assistance Programme

Our Employee Assistance Programme (EAP), delivered by Health Assured, provides 24/7 confidential support to colleagues, covering a wide range of personal and professional challenges. This is complemented by the Wisdom digital wellbeing platform, which offers accessible tools, guidance, and resources. The platform has been widely adopted and is helping to embed wellbeing support into everyday working life.



Supporting One Another

Peer support plays an important role in creating a positive and inclusive workplace culture. We have 50 Mental Health First Aiders across the Group, providing colleagues with visible and accessible sources of support.

Wellbeing Initiatives

Throughout the year, wellbeing was supported through a combination of Group-wide initiatives and locally led initiatives, helping to foster a healthy, supportive and inclusive workplace. Key highlights from this year include:

Cuppa & Care

During Mental Health Awareness Week, Cuppa & Care, an afternoon tea event designed to encourage open conversations about mental health and raise awareness of available support for colleagues was launched. The initiative has since evolved into a monthly drop-in session that also welcomes residents, strengthening both colleague wellbeing and community connection.



Wear It Pink

Colleagues across the Group supported Wear It Pink Week, helping to raise awareness of breast cancer, demonstrate solidarity with those affected and support Breast Cancer Now. Local fundraising activities, including a cake sale, raised £110 for Breast Cancer Now.







33,037km

collectively walked

> Marching Through March encouraged me to exercise more and gave me more opportunities to communicate and get to know my team members better.
>
> **Maggie Wei,**
> Lettings Officer

Marching Through March

This year marked the fifth anniversary of our annual Marching Through March challenge, a key initiative within our wellbeing programme that encourages physical activity, social connection and team engagement. This year's highlights included:

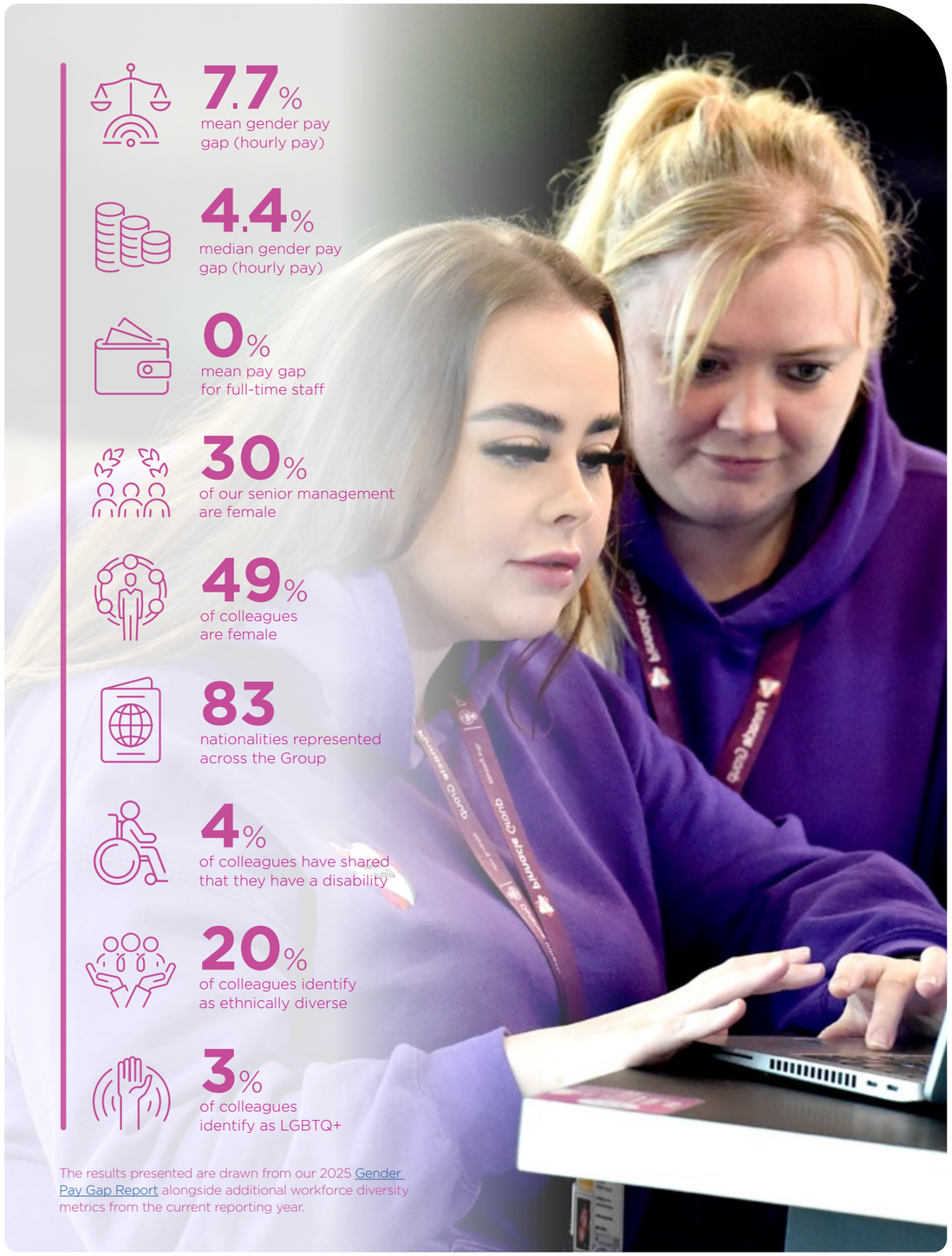
- **145** colleagues participated
- Average participant rating of **4.5 out of 5**
- 79% of participants reported stronger social connections with colleagues
- Introduction of new Strollers and Striders leagues to support participation at different activity levels

"Taking part in the Marching Through March challenge was an incredibly motivating and rewarding experience."

Paula Robinson,
Business Support Administrator

"I really enjoyed MTM, it's encouraged me to spend more time outdoors and step away from my laptop, which has made a noticeable difference to my overall wellbeing."

Nishil Rajoriya,
Senior Legal Counsel



Provide equal opportunities for all to realise their ambitions

Equality, Diversity and Inclusion (EDI)

Creating an inclusive workplace remains a key priority. We continue to monitor workforce diversity, representation and pay equity to identify opportunities to strengthen equality of opportunity across the business.

Disability Confident Employer

As a Disability Confident Committed (Level 1) Employer, we are committed to creating a more inclusive and accessible workplace for all.

Living Wage Employer

As an accredited Living Wage Employer, we remain committed to fair pay and equitable outcomes across recruitment, progression and reward.

Investing in Learning, Development and Career Growth

Developing our people is fundamental to building a resilient and future-ready business. Through investment in learning, professional qualifications and career development opportunities, we help colleagues build new skills, progress their careers and realise their potential while strengthening capability across the Group.

Apprenticeships and Qualifications

In FY26, 164 employees participated in apprenticeship programmes, with 46 successfully completing their apprenticeship. Delivered in partnership with LearnPlus, these programmes combine structured learning with practical, on-the-job experience, enabling colleagues to develop new capabilities while strengthening expertise across the business.

164
employees participated in apprenticeship programmes

Internal Career Progression and Access to Opportunities

We continue to support colleagues in developing their careers through access to internal opportunities. During the year, 13% of vacancies were filled through internal recruitment, and the launch of a dedicated internal vacancies site has made career opportunities more visible and accessible across the Group, helping colleagues explore new roles and career pathways within the business.

Retaining Talent and Experience

Our investment in learning, development and progression contributes to strong levels of employee retention. With an average employee tenure of 4.6 years, we continue to foster a supportive workplace culture that enables colleagues to develop their skills, progress their careers and achieve their long-term career aspirations.



International Women's Day

To mark International Women's Day, colleagues from across the Group shared their experiences, reflections and advice on gender equality, representation and career development. The campaign helped encourage meaningful conversations and reinforce our commitment to fostering an inclusive workplace where everyone can thrive.

Watch the International Women's Day interviews:

Part 1 (Interviews 1 & 2)
Part 2 (Interviews 3 & 4)

Launching the Leadership Pathway

During the year, we launched the Pinnacle Leadership Pathway, a four-phase management development programme designed to build leadership capability across Pinnacle Service Families. Phase 1, a self-paced online Foundations of Management course, was completed by 66 managers. Phase 2, focused on Applied Leadership Workshops, is currently underway for 12 new managers, with workshops delivered on Emotional Intelligence, Communication Mastery and Big Picture Thinking. The remaining phases, On-The-Job Application and Coaching and Leadership in Action and Recognition, will continue in the next financial year. Early participant feedback has been positive, with managers reporting increased confidence and practical leadership skills.

Celebrating National Apprenticeship Week

To mark National Apprenticeship Week, we showcased the experiences of colleagues from across the Group, highlighting how apprenticeship programmes have supported their professional development, increased confidence and enabled career progression.

Watch the interviews

> "Pinnacle as a company fosters a positive culture that truly values learning. Employees are not only encouraged but supported in their development journeys, with no sense of guilt for prioritising study. The availability of tools and consistent managerial backing makes it clear that the organisation is invested in our growth and success. It is impactful working for an organisation that makes you feel that you are valued and that you play an important role in the wider success of the business"

Nikki Walker,
Area Manager

Empower, value, and recognise our people

Launching Proud to be Pinnacle

This year, we launched Proud to be Pinnacle, a new campaign that highlights the people behind our work and the difference they make in communities across the UK.

Every day, across our communities and services, Pinnacle people go above and beyond. This campaign shines a spotlight on those stories, showcasing the passion, purpose and pride that make Pinnacle a great place to work and a trusted partner.

> “I’ve had children burst into tears,.. You know, some of these children have never had their own home, so when you move them in and they see a bedroom instead of a hotel room, that’s just empowering – and they love living here.”

Linda Grass,
Housing Team Manager



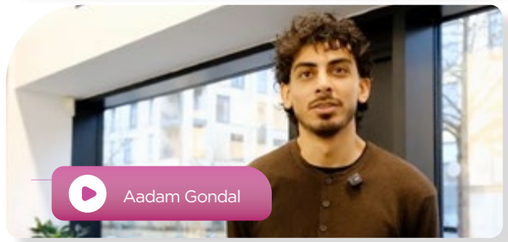
Watch the Proud to be Pinnacle campaign:

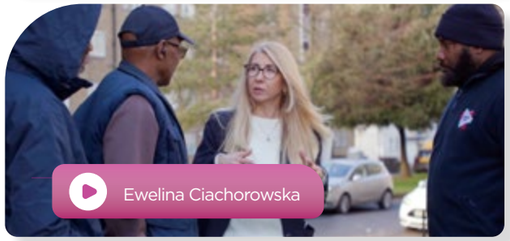




















The Pinnacles

The Pinnacles are our way of recognising and celebrating the exceptional contributions of colleagues who go above and beyond. These awards honour those who inspire positive change, deliver exceptional service and live our values every day, helping to shape an organisation we are all proud to be part of.

This year, we evolved our recognition programme with the introduction of seven refreshed award categories. Designed to celebrate a broader range of achievements across both individuals and teams.

Watch The Pinnacles 2026



> The Pinnacles are about recognising the colleagues who live our values every day. It has been a privilege to celebrate this year's outstanding achievements and the difference our people make across communities nationwide.
>
> **Peregrine Lloyd,**
> Chief Executive

Heart of Pinnacle Award: Katy Strick, Receptionist
For embodying our values with compassion, dedication, and heart



Trailblazer Award: Josh Fenton, Contract Safety Manager
For innovation and inspiring change



People & Planet Impact Award: Douglas Din, Cleaner
Making a difference to either our people by championing diversity, equity and inclusion or our planet with environmental leadership



Frontline Hero: John Hanson, Maintenance Manager & Helen Regan, Housing Support Officer
For exceptional service in customer-facing roles



Behind-the-scenes star: Ayaz Jan, Data and Reporting Analyst
For excellence in support roles



Outstanding leadership award: Emily Cook, Head of Extra Care and Regional Operations
For empowering and inspiring leadership



Collaboration Award: David Bruce, Housing Officer
For outstanding cross-company collaboration that breaks silos and builds stronger partnerships



The Pinnacle Award: Mick Furlong, Area Supervisor
The highest overall honour for living our values and delivering excellence





Celebrating Dedication and Long Service

We recognise colleagues who make a long-term commitment to Pinnacle through our long-service awards. In FY26, 177 colleagues received a long-service award, including 128 celebrating 5 years' service, 46 celebrating 10 years' service and 3 reaching 25 years' service. By celebrating these milestones, we recognise the dedication, experience and loyalty our colleagues bring, helping to create a culture where people feel valued throughout their careers.

Investors in People Silver Accreditation

This year we celebrated 25 years of Investors in People Silver accreditation, reflecting our long-standing commitment to supporting and developing our people. Following our reassessment, we successfully retained our silver accreditation and improved our overall score. The assessment highlighted our collaborative culture, high levels of trust and autonomy, and the positive support colleagues receive from their managers. Looking ahead, we will build on this feedback and act on the recommendations identified through the assessment to further enhance the colleague experience and strengthen our people practices.

INVESTORS IN PEOPLE®
We invest in people Silver

Supporting the Armed Forces Community

Pinnacle Group is a signatory of the Armed Forces Covenant and holder of the Ministry of Defence's Gold Employer Recognition Scheme Award. We support reservists, cadet force adult volunteers and military families through inclusive employment practices, including additional paid leave that enables individuals to fulfil training and service commitments while balancing their professional responsibilities.

ARMED FORCES COVENANT
EMPLOYER RECOGNITION SCHEME
GOLD AWARD



Looking Ahead We Will:

1. Improve Employee Experience by launching a new induction and onboarding process and streamlining employee lifecycle processes.

2. Improve Communication, Engagement, and Feedback across the business to create a more informed, connected, and engaged workforce.

3. Evolve Our Recognition Culture to ensure more colleagues can be celebrated for living our values and making a meaningful impact.

Community Impact

Always placing the public at the heart of our services, creating healthier, safer and more resilient communities where people want to live and can thrive.



Our commitments:

1. Support impactful causes to provide help where it matters most
2. Bring employment opportunities to the local community
3. Contribute to the health and wellbeing of communities through education and initiatives

Supporting communities remains central to our purpose, and we are committed to creating positive, lasting impact wherever we operate.

We recognise that meaningful community impact is achieved through long-term partnerships, local engagement and understanding the needs of each community we serve. During the year, we strengthened our support through our three key charity partnerships, continued to invest in local initiatives through platforms such as Match My Project, and launched a new volunteering opportunities platform to help connect colleagues with community initiatives across the business. Together, our colleagues contributed more than 1,500 hours of volunteering and supported over 35 charities.

We are proud of the positive difference created through the collective efforts of our colleagues, customers, partners and communities. From supporting local employment opportunities and skills development to investing in community wellbeing initiatives and community spaces, our approach is focused on delivering meaningful outcomes where they are needed most. As a business operating from more than 200 locations across the UK, we are uniquely positioned to create positive impact at a local level.

Looking ahead, we remain committed to deepening our community impact, empowering our people to make a difference and creating stronger, more resilient communities for the future. Together with our colleagues, customers, partners and community organisations, we will continue to create opportunities, respond to local needs and deliver lasting positive impact where it matters most.



Claire Kober,
Managing Director, Homes

Progress against our targets

In our previous report we set ourselves three targets. Our progress is set out below.

Target:

Launch a Corporate Volunteering Programme to empower our employees to support the communities we work in.

1 **Commentary:** Developed a Corporate Volunteering Framework, with final review by senior leadership underway ahead of launch.

Target:

Deepen Our Support for Local Communities by championing local initiatives and tailoring our efforts based on local needs insights to ensure relevance and impact.

2 **Commentary:** Strengthened support for local communities through targeted initiatives, strategic partnerships and programmes informed by local needs and priorities.

Target:

Continue Measuring Community Impact using the TOMs framework, helping us track progress, improve outcomes and strengthen our impact.

3 **Commentary:** Continued to measure and report social value and community impact using the TOMs framework, enabling us to better understand, evidence and enhance our impact.

Key: Achieved | In Progress | Off Track



3
strategic charity partnerships delivering long-term impact
- Combat Stress
- Homeless Street Angels
- Military Wives Choir

2
social enterprise partners creating value through our supply chain
- Planet First Energy
- WildHearts

35+
charities supported through donations, volunteering and fundraising activities

Support impactful causes to provide help where it matters most

1,500+
hours volunteered across community initiatives

£150,000+
invested in social value, community initiatives and charitable causes

Supporting the Armed Forces Community

Supporting veterans and military families remains an important part of our social impact. Through partnerships, fundraising and volunteering, we continued to make a positive difference throughout the year.

Partnering with Military Wives Choirs

This year, Pinnacle Service Families partnered with Military Wives Choirs, a charity that brings together more than 1,800 women connected through military life. Through the power of singing, the charity helps improve wellbeing, build resilience and foster social connections across the Armed Forces community.
As part of the partnership, we worked closely with the charity to better understand the experiences of military families, hosted a company-wide awareness webinar and encouraged colleagues to take part in Remembrance activities across the UK.
We look forward to building on this partnership and the positive impact we can create together in the years ahead.



Supporting Veterans' Mental Health with Combat Stress

For the past four years, Pinnacle Service Families has partnered with Combat Stress, the UK's leading charity for veterans' mental health. The charity provides vital support to veterans who have served our country.

Mental health challenges can affect veterans long after their service has ended. Through our ongoing partnership, we help fund specialist treatment and support services for veterans experiencing conditions such as anxiety, depression and post-traumatic stress disorder (PTSD).

This year, colleagues came together through fundraising activities and personal challenges, raising £2,650 for Combat Stress. Their commitment reflects the importance of the cause, with many choosing to take on personal challenges for veterans and their families.



Supporting Children and Families Through Forget Me Not Children's Hospice

For the third consecutive year, our FM division supported Forget Me Not Children's Hospice, which provides care and support for children with life-shortening conditions and their families. Bringing together more than 100 golfers, the annual Golf Charity Day at Howley Hall Golf Club raised an incredible £15,500 to support the hospice's vital work.

Creating Smiles for Children from Military Families

As part of Little Troopers' Christmas Smiles campaign, we helped pack 2,000 gift boxes for children from military families over the festive period. Little Troopers supports children with one or both parents serving in the British Armed Forces, helping them navigate the challenges of military life and separation from loved ones.



Creating Social Value Through WildHearts

This year, our partnership with WildHearts positively impacted 300 lives. By purchasing office supplies through WildHearts Office, we help fund social and environmental programmes that create opportunities, strengthen communities and drive positive change.



Creating Local Impact Through Match My Project

This year, we expanded our use of Match My Project, a platform that connects businesses with community organisations to deliver meaningful social impact across the UK. Through the platform, we supported a range of community-led projects, from enhancing community gardens and outdoor spaces to providing funding for equipment and supplies, supporting youth groups and helping local organisations meet the needs of vulnerable residents. By working closely with local partners, we directed support where it could make the greatest difference and create lasting benefits for communities. **Community Feedback:**

> Pinnacle were kind and considerate. Their support helped Families First Peterborough continue providing free services for children and families.

Families First Peterborough
Funding for resources and food for children's play sessions.



> Thank you so much for supplying a convection oven for us to use at our food bank. It is excellent quality and will really help us support our clients by providing hot food and a warm welcome to attendees of our support groups.

Chichester District Foodbank
Support to purchase a convection oven, enabling the provision of hot food for food bank users and support group attendees.



Strengthening Communities Through Local Foodbanks

Across our operations, this year we supported a range of local foodbanks and community organisations, including Chichester Foodbank, North Paddington Foodbank and West Hendon Foodbank, through donations of funding, food, supplies and essential equipment. By supporting these organisations, we helped strengthen community resilience and enable essential services to reach those who need them most.



Bring employment opportunities to the local community

With operations in over 200 locations across all four nations of the UK, we are deeply embedded in the communities we serve. By creating local employment opportunities and supporting pathways into work, we help strengthen local economies, build skills and create social value in the communities where we operate.

Local Employment

40%
of our colleagues live within **5 miles** of where they work

60%
of our colleagues live within **10 miles** of where they work

Developing the Workforce of Tomorrow

This year, we partnered with Shire Oak Academy in Walsall to support students in developing the skills and confidence needed for future employment.

Through career awareness sessions, mock interviews and interactive business challenges, our colleagues engaged with 50 students, providing valuable insight into workplace expectations and career opportunities within the facilities management sector. Students developed communication, teamwork and interview skills while gaining a better understanding of the workplace and the career pathways available within the industry.

Connecting Local People with Local Jobs

As part of our commitment to supporting local employment, Pinnacle attended the Employ Wandsworth Jobs Fair, hosted by the London Boroughs of Richmond Upon Thames and Wandsworth.

The event provided an opportunity to engage directly with local residents, promote career opportunities and raise awareness of live vacancies across our services. Colleagues spoke with job seekers from a range of backgrounds, helping them better understand the skills and experience required for roles within the sector.

Our participation also helped strengthen relationships with local employment partners, including Jobcentre Plus, creating opportunities to support residents into employment in the future.





Contribute to the health and wellbeing of communities through education and initiatives

Creating Healthier Communities Through Outdoor Spaces

Outdoor spaces play an important role in supporting health, wellbeing and quality of life. Across our operations, we have transformed several underused and inaccessible green spaces into welcoming outdoor environments that support physical activity, social connection and resident wellbeing. Examples from this year include:

Creating a Community Wellbeing Allotment

We partnered with residents at an assisted living development in Clapham, Bedfordshire, to transform an unused plot into an accessible allotment where residents can grow their own vegetables, stay active and enjoy the benefits of outdoor activity.

Creating Safe and Accessible Outdoor Spaces for Vulnerable Residents

Across several contracts, we restored overgrown and unusable gardens for vulnerable residents, improving accessibility, safety and wellbeing. These projects helped residents regain access to outdoor spaces that support physical activity, relaxation and connection with nature.



Building Community Through Connection at Hunslet Moor House

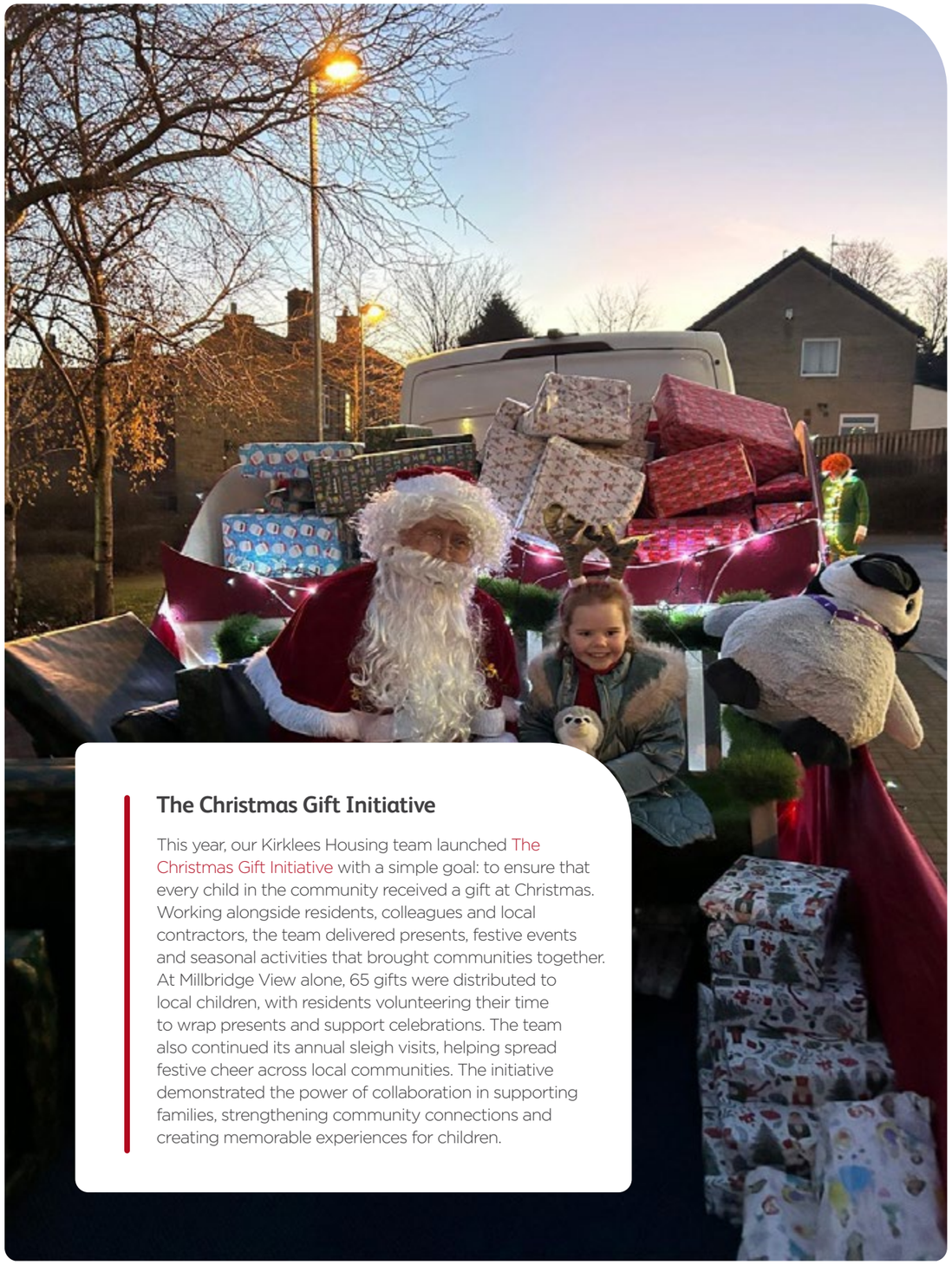
Hunslet Moor House, one of our extra care housing schemes in Leeds, continued to foster a strong sense of community throughout the year, providing residents with opportunities to connect, stay active and support local causes.

Through a charity bingo event and participation in the Big Knit campaign, residents raised £350 for Myeloma UK while coming together to support a cause they care about. Residents also participated in a range of social, fundraising and wellbeing activities, including movie nights, bingo, games days, exercise sessions, fire safety talks and a Comic Relief Pyjama Day.

Together, these activities helped residents build friendships, stay active and reduce social isolation while supporting causes that matter to them.







The Christmas Gift Initiative

This year, our Kirklees Housing team launched The Christmas Gift Initiative with a simple goal: to ensure that every child in the community received a gift at Christmas. Working alongside residents, colleagues and local contractors, the team delivered presents, festive events and seasonal activities that brought communities together. At Millbridge View alone, 65 gifts were distributed to local children, with residents volunteering their time to wrap presents and support celebrations. The team also continued its annual sleigh visits, helping spread festive cheer across local communities. The initiative demonstrated the power of collaboration in supporting families, strengthening community connections and creating memorable experiences for children.

A Summer of Art at Ruscoe Road

Residents and colleagues at Ruscoe Road in Canning Town came together for a series of community painting sessions, culminating in a fundraising summer party in support of the Royal National Institute of Blind People (RNIB), the UK's leading sight loss charity. The RNIB provides practical and emotional support to blind and partially sighted people, their families and carers, while campaigning for a more accessible society.

Inspired by a colleague's experience of sight loss, the project brought residents together through creativity and community engagement. Merchandise featuring the community's artwork was created and sold, raising more than £675 for the RNIB to support people living with sight loss.

Launching Our Internal Volunteering Opportunities Platform

This year, we launched a new internal volunteering opportunities platform, making it easier for colleagues to find and support community initiatives.

The platform enables colleagues to share volunteering opportunities when additional support is needed and encourages others from across the business to get involved. By connecting our people with local initiatives, it helps strengthen community engagement, increase volunteering participation and amplify the positive impact we create together.



Myatt's Field Community Centre: A Place for Everyone

Over the past year, more than 10,000 community members participated in 45 regular and one-off projects delivered through Myatt's Field Community Centre, supporting people of all ages through health, wellbeing, education and community activities.
Key impacts this year include:

- Supporting women's health: An NHS-led event on heavy menstrual cycles provided information, support and signposting to around 30 women, helping to build confidence and reduce stigma around women's health.
- Providing opportunities for children during school holidays: School holiday activity camps recorded 873 attendees, offering free activities and healthy meals for local children.
- Helping families access affordable food: The community pantry supported 1,918 families, helping households manage rising costs while reducing food waste.
- Supporting young people: Youth clubs, sports coaching, creative workshops, SEND support and employment initiatives provided opportunities for learning, development and social connection.
- Improving wellbeing and reducing isolation: Families and older residents accessed a range of healthy living, social and community activities, helping to strengthen community connections.

Resident voice: We held 11 Residents' Panel meetings, giving residents a platform to shape services and influence improvements within their communities.





Looking Ahead We Will:

1. Launch a Corporate Volunteering Programme to empower our employees to support the communities we work in.

2. Develop Our Social Value Reporting to better align with the requirements of the Procurement Act, strengthening how we measure and communicate our social impact.

3. Create More Opportunities for Young People through careers engagement, apprenticeships, employability support, and skills development initiatives.

Responsible Business

Doing the right things the right way, underpinning high quality decision making in all areas of strategy, performance and accountability.



Our commitments:

1. Be ethical, transparent and accountable in how we do business
2. Operate a quality assured business
3. Seek feedback (good & bad) from our clients and customers and respond positively

As our organisation continues to grow, we remain committed to ensuring that our governance framework remains appropriate to our scale, complexity and responsibilities.

We recognise that being a responsible business requires not only robust structures but also a culture grounded in integrity, ethical conduct and transparent, well-informed decision-making that meets the expectations of our stakeholders.

We adopt a proactive and disciplined approach to continuous improvement, regularly reviewing and strengthening our policies, processes, systems and internal controls to uphold the highest standards of accountability and operational excellence.

Over the past year, we have further enhanced colleague awareness and capability through targeted digital training initiatives. We launched our new learning management system, KnowBe4, a specialist platform for cyber security and data privacy training, which has nearly doubled our training hours. We also established a Safety Communications Group with more than 130 members, creating a dedicated forum to share best practice, strengthen engagement and promote a strong safety culture across the business.

Central to our governance approach is a clear commitment to our customers. We actively listen to feedback, ensuring that customers' voices are heard, considered and reflected in our decision-making and service delivery, with the aim of achieving consistently positive outcomes.

Looking forward we remain focused on embedding strong governance into everyday decision-making, ensuring that our business operates in a way that is responsible, resilient and aligned with sustainable long-term growth.



Nick Wright,
Group Commercial & Legal Director

Progress against our targets

In our previous report we set ourselves three targets. Our progress is set out below.

Target:

Enhance Our Online Staff Training Capability by launching the new KnowBe4 platform, keeping it fresh, engaging, and the highest priority.

1 **Commentary:** Implemented the KnowBe4 platform, enhancing the delivery of engaging and accessible online training across the Group.

Target:

Strengthen Our Quality Assurance Framework by transitioning to the UKAS accreditation standard.

2 **Commentary:** Successfully transitioned to the UKAS accreditation standard, strengthening the robustness and credibility of our quality assurance framework.

Target:

Use Client and Customer Feedback Scores to Drive Continuous Improvement and deliver stronger year-on-year service performance.

3 **Commentary:** Continued to use client and customer feedback to drive improvements, enhancing services and supporting better outcomes. This is an ongoing target.

Key: Achieved | In Progress | Off Track



Be ethical, transparent and accountable in how we do business

Our Corporate Governance Framework

Strong corporate governance builds trust not only with shareholders but with all our stakeholders, including employees, clients, customers, suppliers, and the wider environment, by demonstrating that the business is responsibly and effectively managed.

Our Corporate Governance Accountability Statement reflects this commitment. Endorsed by the Board, our Governance Framework sets out a clear structure for oversight and decision-making, including the roles of the Board, management and committees, the division of responsibilities, matters reserved for the Board, and defined committee terms of reference.

We are committed to ensuring that governance is meaningful and relevant, underpinning high quality decision making across strategy, performance and accountability, and supporting the delivery of our ESG commitments.

Transparency and Reporting

We maintain a high level of transparency through structured disclosures and reporting, including: Section 172 Statement, Principal Risks and Uncertainties, Carbon Reduction Plan, Streamlined Energy and Carbon Reporting (SECR), Energy Savings Opportunity Scheme (ESOS), Gender Pay Gap Report, Modern Slavery Transparency Statement, ESG Report, and Annual Report and Accounts.

Diversity and inclusion are embedded in our culture, helping us better reflect and support the communities we serve while fostering a welcoming and equitable environment (see People & Culture section for detailed metrics).

Upholding Clear Policies and Standards

We maintain a comprehensive suite of policies that define expectations for employees, suppliers and stakeholders. All policies are regularly reviewed and supported by our Code of Conduct and training where needed to ensure they remain effective, relevant and aligned with regulatory requirements and stakeholder expectations.

Standing Against Modern Slavery and Protecting Human Rights

This year, we strengthened our approach to tackling modern slavery through enhanced training and awareness. A new mandatory training module was launched across the business, alongside a mandatory review of our Modern Slavery Policy. The training provided guidance on identifying the signs of modern slavery relevant to our line of work, as well as clear escalation processes. This ensures colleagues are equipped to identify and report concerns, supporting ethical labour practices across our operations and supply chain.

260

hours of modern slavery training completed this year

Promoting a Culture of Ethics and Speaking Up

Our confidential Speak Up platform enables employees to safely raise concerns relating to business integrity, fraud, bribery and corruption, environmental health and safety, money laundering, modern slavery and other misconduct not in compliance with our code of conduct. The Ask Legal function provides colleagues with direct access to professional advice, ensuring consistent, informed decision-making across the organisation. The platform delivered strong engagement this year, with a total of 141 enquiries received and resolved during the year.

Driving Responsible Procurement Practices and Ethical Supply Chains

We maintain robust supplier governance through our supply chain management platform, enabling structured due diligence and onboarding, automated compliance checks, and enhanced visibility of suppliers' environmental, social, and ethical performance. This approach ensures suppliers align with our ethical, environmental, and social standards, reinforced by our Supplier Code of Conduct, which sets clear expectations for responsible business practices and supports the integrity and resilience of our supply chain.

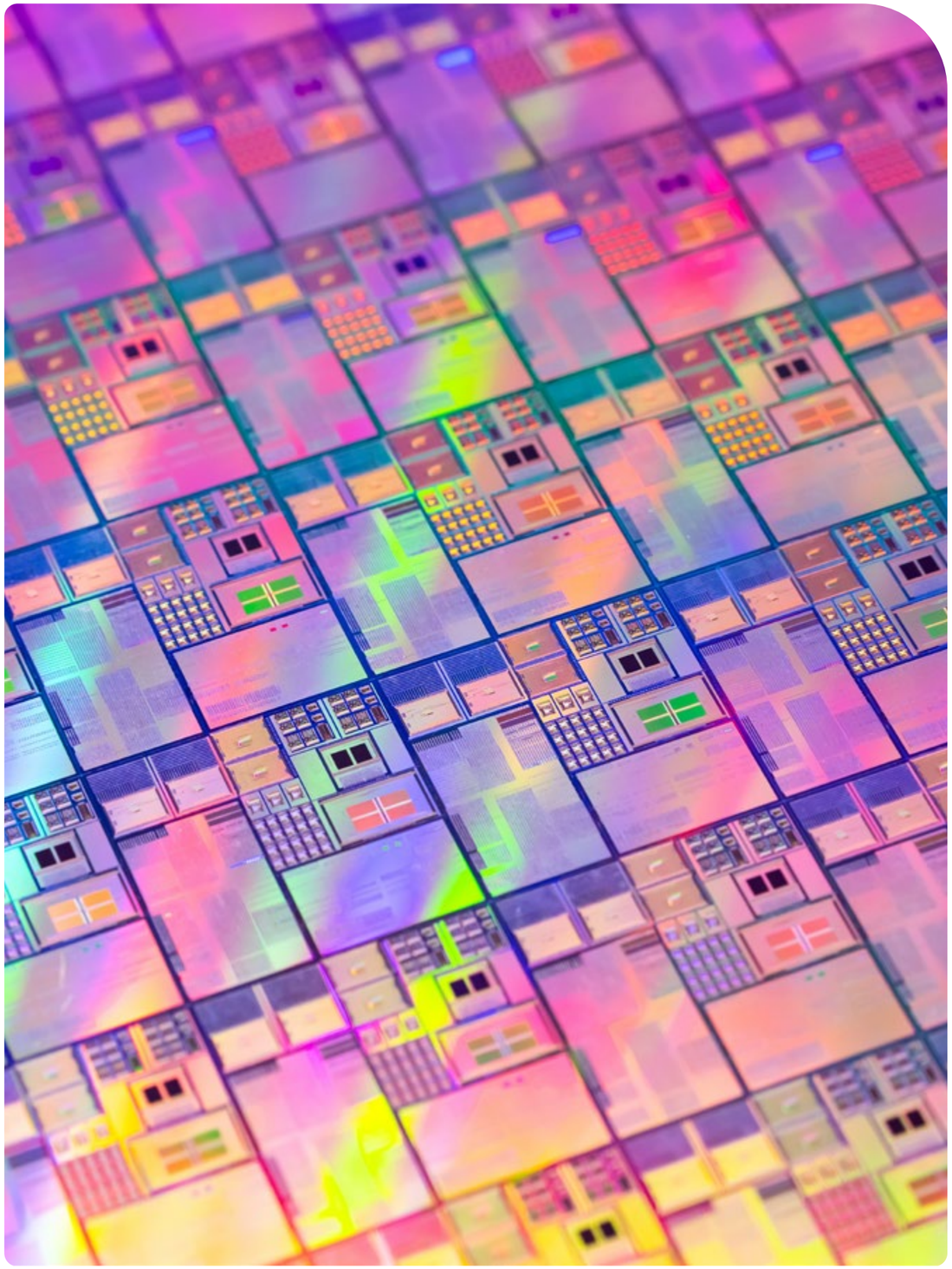
Using Data to Strengthen Governance and Oversight

Our suite of Power BI dashboards provides real-time insights across key areas, including business performance, ESG metrics, payroll, fleet management, people insights, and our services and operations map. The Business Dashboard remains our central reporting hub and was further enhanced during the year with new reporting capabilities for expenses and internal training, providing greater transparency and insight. To improve the user experience, we standardised navigation, design, and accessibility of our key reports, making it easier for colleagues to access and interpret the information they need.

497

colleagues accessed our dashboards in FY26, a 15% increase year on year

Power BI reporting continues to play a critical role in our day-to-day operations, supporting all areas of the organisation. By reducing manual effort, increasing efficiency, and improving the accuracy and consistency of data, it enables better decision-making, stronger governance, and more effective operational oversight.



Operate a quality assured business

Our Accreditations and Memberships Portfolio

51
Accreditations

Our management systems are externally validated through a range of industry accreditations and ISO standards, providing assurance to clients and stakeholders that we are operating responsibly, securely, and to the highest standards.

This year, we further strengthened our approach by:

- Transitioning to a new certification body for our three core ISO standards, the British Assessment Bureau (BAB), which operates under UKAS accreditation, the UK's national standard for certification.
- Securing new accreditations, including SIA Approved Contractor status for Pinnacle Housing Ltd and SafeContractor accreditation for Pinnacle FM Ltd.
- Maintaining a structured programme of internal and external audits to support continuous improvement.

These frameworks ensure consistency, compliance and continuous improvement across all operations, staying safe, legal and compliant wherever we work.

Further detail on our accreditations are available on our website.



Enhancing Data Protection Through KnowBe4

Protecting personal and corporate data is fundamental to maintaining trust with our clients, partners, employees, and wider stakeholders. It underpins the delivery of a quality assured business, ensuring our operations remain secure, consistent, and compliant.

The introduction of KnowBe4 has strengthened our data protection culture, with training hours nearly doubling this year. Bi-weekly, scenario-based modules help colleagues understand emerging risks and their responsibilities in handling information. Automated reporting through Power BI provides clear visibility of training completion and supports ongoing monitoring.

2,170+
hours of data protection training

Managing Risk Proactively

We maintain a comprehensive Group Risk Register, supported by 25 additional registers across key areas of the business, to ensure risks are effectively identified, monitored, and managed. Senior leadership conducts regular reviews to maintain strong oversight, including assessments of risks related to tax evasion and fraud.

Our Risk Management Group, comprising senior representatives from across the organisation, meets twice a year to review the Group Risk Register, assess emerging risks, and ensure appropriate mitigation actions are in place, with updates shared quarterly. We also report annually on our principal risks and uncertainties in our audited financial accounts.

This is supported by a clear risk management framework, including defined processes for risk identification and escalation, ensuring risks are managed consistently and addressed at the appropriate level.

Transforming Expense Management with ExpenseIn

This year, we introduced ExpenseIn, replacing our manual, Excel-based expenses process with a streamlined, user-friendly digital platform. The app improves oversight, efficiency, and data accuracy, supporting better spend categorisation.

Alongside this, we delivered 47 hours of Expenses Policy training to ensure colleagues apply the policy correctly, strengthening financial controls.

Prioritising Health and Safety

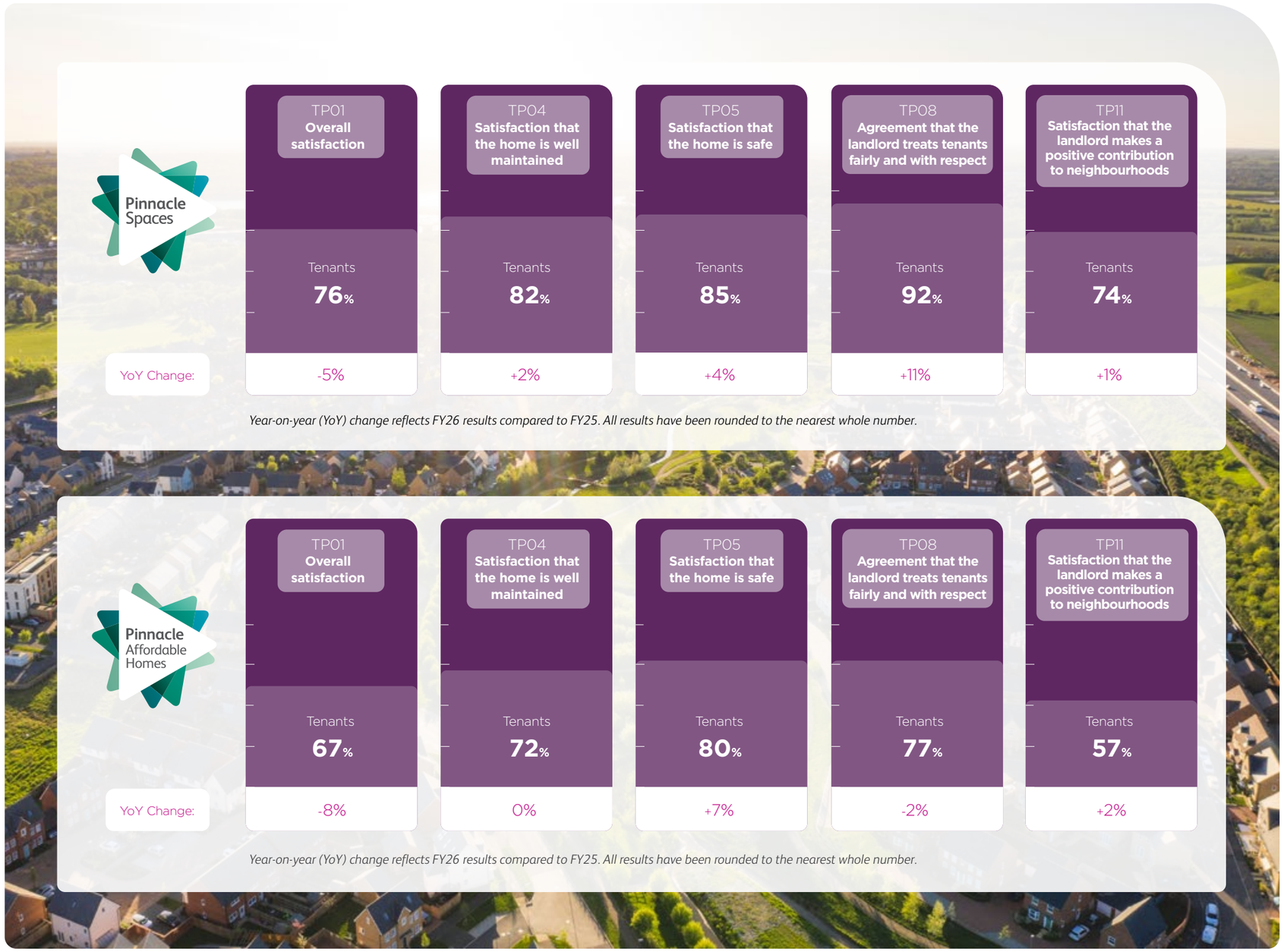
Health and safety remain fundamental to our responsible business approach, supporting the wellbeing of employees, clients, and the wider public. This year, our Group Health and Safety team carried out 41 audits, generating 261 actions across the business, demonstrating a proactive approach to risk management and continuous improvement.

Launching the Safety Communications Group

We strengthened engagement of health and safety through the launch of the Safety Communications Group, now with over 130 members. The group brings together colleagues involved in health and safety to share updates, guidance, and learning, which can then be cascaded to local teams, supporting consistent communication and awareness.



Seek feedback (good & bad) **from our clients and customers and respond positively**



Listening to Our Customers

Customer feedback is a critical component of our continuous improvement approach, enabling us to listen, learn and take meaningful action. We provide clear channels for customers to share both feedback and complaints, supported by annual surveys where appropriate, ensuring their voices are heard. We are committed to delivering a high standard of service and a positive customer experience, with complaints handled promptly, professionally and with respect.

Tenant Satisfaction Measures

There are 24 TSMs, set by the Regulator of Social Housing. All housing providers registered with the Regulator of Social Housing must collect and publish this information every year. We have two such regulated entities in the Group; Pinnacle Spaces and Pinnacle Affordable Homes. Here's a snapshot of our results.

Acting on Our Results

Following the publication of our annual TSM results, we develop a comprehensive Satisfaction Action Plan informed by resident feedback. The plan sets out clear actions, SMART targets, and defined accountabilities. The plan is shared across senior leadership and operational teams to ensure a coordinated and accountable approach to delivery. It provides a structured framework for addressing areas of concern, building on strengths, and improving the overall resident experience to drive continuous improvement.

> Listening to our customers is essential to how we deliver services responsibly and effectively. By hearing what matters most to them and acting on their feedback, we ensure people remain at the heart of what we do. This enables us to shape our services around the needs of each community, delivering support that is responsive, relevant and grounded in local priorities.
>
> **Oliver Miller,**
> Divisional Director - Operations

Case Study: Turning Feedback into Action

At our Woodland Court Extra Care Scheme, members of the Tenant Voice Panel raised concerns about communal seating, highlighting that some chairs were difficult to use and uncomfortable, particularly for residents with mobility needs.

We listened and responded by introducing high backed chairs to improve comfort and accessibility. The positive impact was immediate, and the change was subsequently rolled out across our other Extra Care schemes.

This simple but effective improvement demonstrates how resident feedback drives meaningful change. It is not a one-off example, but reflective of our ongoing approach to listening, responding, and continuously improving the experience we provide to our customers.





Resident feedback sparked an immediate improvement, demonstrating how listening to our customers drives meaningful change

Looking Ahead We Will:

1. Understand Our Climate Risk Better and develop an Environmental and Climate-Related Risk Register.

2. Improve Senior-Level Visibility of ESG Topics and Risks through the launch of our new monthly managers' bulletin.

3. Use Client and Customer Feedback Scores to Drive Continuous Improvement and deliver stronger year-on-year service performance.

Pinnacle Group
8th Floor, Holborn Tower
137-144 High Holborn
London WC1V 6PL

+44 (0)20 7017 2000
Enquiries@pinnaclegroup.co.uk

pinnaclegroup.co.uk