



Environmental, Social and Governance Report

2024 - 2025

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Foreword

The housing sector plays a vital role in tackling the most pressing challenges of our time – from climate emergency and economic inequality, to health and wellbeing. At Caledonia Housing Group, we recognise that delivering homes and services that make life better also means being accountable for our wider impact – socially, environmentally, and economically.

That's why we are proud to present our first Environmental, Social and Governance (ESG) Report.



We have adopted the Sustainability Reporting Standard (SRS) for Social Housing as the framework for this report. The SRS provides a clear and consistent approach to measuring and communicating our ESG performance, ensuring transparency, comparability, and accountability in how we operate.

This report sets out how we are delivering on our purpose – *providing homes and services that make life better* – while embedding ESG principles across our operations, partnerships, and strategic decision-making.

Strong partnerships and stakeholder relationships are key to our success. I would like to thank our funders and lenders, our colleagues in local and national government, and the many statutory agencies and third sector organisations who support our work. I hope you continue to value your working relationship with us and, through this report, recognise the impact it helps us to achieve.

Allan Jones
Chair of the Board

About Us



Since 2011, Caledonia Housing Group has firmly established itself as a leading registered social landlord, providing over 5,700 affordable homes in eight local authority areas across Scotland, and factoring and management services to more than 2,000 homeowners and sharing owners.

The acute demand for high quality, affordable housing continues to shape our business plans and priorities and underpin our strategy for continued growth.

We're more than a landlord - we're partners in creating strong, sustainable communities. Our locally delivered services are shaped by tenant needs, supported by valued partnerships, and underpinned by a strong social purpose.

Through our neighbourhood hub model and investment in digital services, we stay connected to the people we serve and are responsive to the diverse needs of the communities we support.

Cordale Housing Association ("Cordale"), operating exclusively in West Dunbartonshire, is also a registered social landlord and a subsidiary of Caledonia Housing Association. Cordale provides 506 rented homes, and is currently adding to this at its new build development site in Renton.

Caledonia Housing Group ESG in Numbers



5,715
existing homes
for social rent
across eight local
authority areas



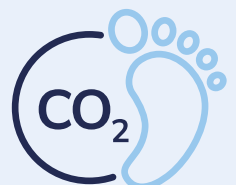
52
new homes built
in 2024-25
139
new homes are
under construction



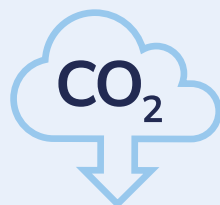
91%
of homes are
rated EPC Band C
or above



46%
of new homes
delivered in
2024-25 achieved
EPC Band A



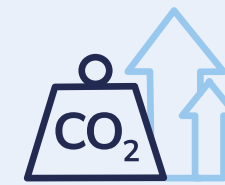
2,832
tCO₂e – total
operational carbon
footprint for 2024-25



15%
reduction in
emissions
compared to
2019/20 baseline



£163,599
in energy cost savings
generated through
personalised
energy advice



329.6
tonnes of carbon
savings achieved
through energy advice
and soft measures



£9.4M
spent on capital
improvements and
maintenance in
2024-25



87.3%
of tenants satisfied
with the quality
of their home



84.1%
of tenants agree
their rent represents
good value
for money



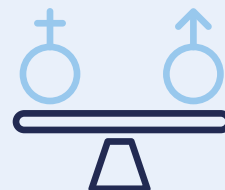
165
Stage 3 adaptations
commissioned
to support
independent living



2 star
Best Companies
accreditation



1,300+
hours of paid staff
volunteering time
available annually



50/50
gender balance
on our
Management
Board



1:10
ratio of trained
Mental Health First
Aiders to staff

The Sustainability Reporting Standard (SRS) for Social Housing

The SRS focuses on 12 core themes and 46 reporting criteria, aligned with global standards including the United Nations Sustainable Development Goals (UN SDGs), Global Reporting Initiative (GRI), and principles set out by the International Capital Market Association (ICMA) and Loan Market Association (LMA).

More information about the SRS is available at: Home - Sustainability for Housing (<https://sustainabilityforhousing.org.uk/>)

Through a combination of data, real-life stories, and ESG outcomes, we aim to demonstrate how the Caledonia Housing Group is responding to Scotland's housing emergency, supporting the development of strong, resilient communities, and contributing to a fairer, greener future.

12 core themes of the SRS and their UN SDG alignment

	Theme name ¹	Description	UN SDG ²
Environment	Climate Change	Impact of climate change, and how risks are mitigated	13
	Ecology	Protection of local environment and ecology	15
	Resource Management	Sustainable approach to sourcing materials	12
Social	Affordability and Security	Property affordability, fuel poverty, security	10 11
	Building Safety and Quality	Legal responsibility of building safety	11
	Resident Voice	Listening to and empowering residents	11
	Resident Support	Initiatives to support individual residents	11
	Placemaking	Providing great places for people to live and enjoy	11
Governance	Structure and Governance	Overall structure and approach to Governance	16
	Board and Trustees	Quality, sustainability and performance of Board and Trustees	16
	Staff Wellbeing	Support of staff and their wellbeing	8
	Supply Chain Management	Environmental impact and social value in procurement	12

Please refer to the table in the Appendix for a summary of our responses to the 46 SRS criteria.

Environment

Climate Change

Climate change presents one of the most urgent challenges of our time. At Caledonia Housing Group, we recognise the essential role housing providers must play in reducing emissions, building climate resilience, and supporting a fair and inclusive transition to Net Zero.

Climate and Sustainability Strategy

Our approach to climate action is rooted in our Climate and Sustainability Strategy, which sets out a clear roadmap to achieving Net Zero by 2045. This strategy is structured around five key themes:

- Caledonia as a business
- Caledonia as an employer
- Caledonia as a landlord
- Individuals and behavioural change
- A just transition for all

We are embedding environmental responsibility across everything we do - from how we run our business, to how we design and build new homes, manage existing stock, and support tenants to live sustainably.

Governance & Strategy

We have adopted the Sustainability Reporting Standard (SRS) for Social Housing, ensuring that environmental, social, and governance (ESG) principles are fully integrated into our decision-making, long-term planning, and performance reporting frameworks.

The SRS focuses on 12 core themes and 46 criteria, which are aligned with global frameworks such as the UN Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), and both the International Capital Markets Association (ICMA) and Loan Markets Association (LMA) principles.

Progress is mapped against eight of the UN SDGs, with a focus on delivering outcomes that support people and the planet, now and in the future.

Collaboration and a Just Transition

Tackling climate change requires a collaborative effort. We continue to work closely with local authorities, funders, contractors, and partner organisations to share learning, overcome collective challenges, and adopt best practice.

Throughout this transition, we remain focused on affordability and inclusion. Our aim is to ensure that our climate actions support tenants - by improving energy efficiency, reducing bills, and avoiding unintended financial burdens - so that no one is left behind as we move towards a low-carbon future.

Climate and Sustainability Strategy 2023-2026: UN SDG Alignment

Sustainable Goal	Caledonia Group Activities	Sustainable Goal	Caledonia Group Activities
 1 NO POVERTY	• Improve the energy efficiency of homes to address fuel poverty. • Support tenants to sustain their homes. • Homes and services are affordable. • Communication and information to tenants on energy use.	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	• Sustainable procurement and supply chain management. • Minimise impact of management and maintenance services. • Promote activities to reduce, recycle and reuse products.
 3 GOOD HEALTH AND WELL-BEING	• Attractive environments offer greenspace to relax, socialise and be active. • Mitigate the effects of climate change affecting individuals, homes and communities. • Property standards provide internal and external space.	 13 CLIMATE ACTION	• Communication strategy to support understanding of climate change. • Asset management strategy reflects mitigation and adaptation measures. • Carbon reduction targets set and measured.
 7 AFFORDABLE AND CLEAN ENERGY	• Decarbonise homes. • Office estate and vehicles powered by renewable energy. • Communal energy supplies provided from renewable sources.	 14 LIFE BELOW WATER	• Sustainable procurement and supply chain management.
 11 SUSTAINABLE CITIES AND COMMUNITIES	• Estates and environment support local living. • Reduce business travel.	 15 LIFE ON LAND	• Estate management supports green space and biodiversity. • Assess carbon capture capacity of estates. • Property design guides consider where and what is built to support local communities.

Our Journey to Net Zero

Our ambition to become a Net Zero carbon organisation by 2045 is underpinned by our Climate and Sustainability Strategy 2023–2026, which provides a structured roadmap for delivery.

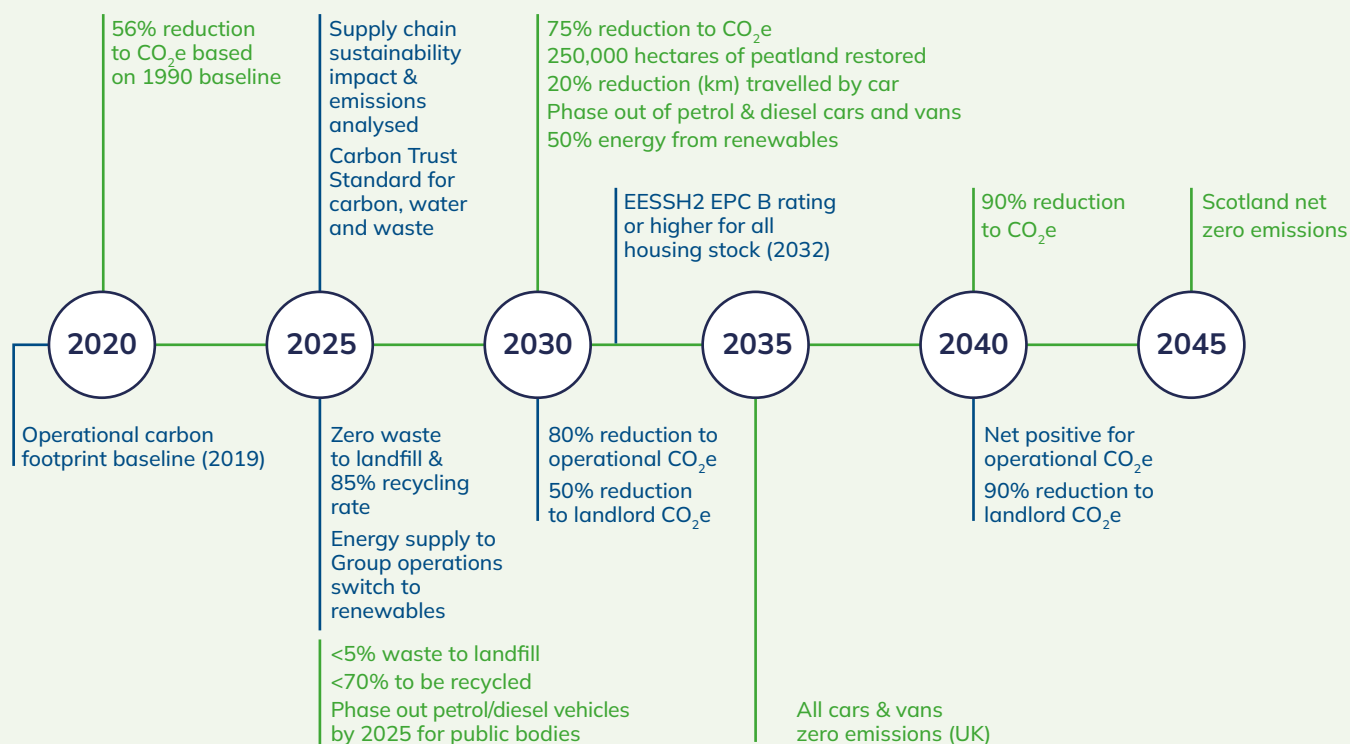
The strategy sets out:

- **Short-term actions** such as establishing baseline emissions data, aligning new build design with the forthcoming Social Housing Net Zero Standard (SHNZS), and integrating climate goals into asset management and procurement decisions;
- **Medium-term goals** including decarbonisation of existing stock, expanding the use of Modern Methods of Construction, and increasing the proportion of homes achieving EPC A;
- **And long-term commitments** involve the full transition of our operations, supply chains, and homes to Net Zero by 2045, with a focus on fairness, affordability, and a just transition.

This phased approach is supported by continuous monitoring, internal collaboration, and stakeholder engagement to ensure that our pathway to Net Zero is clear, transparent and easily measured.

Caledonia Net-Zero Road Map

UK & Scotland Net Zero Targets



Caledonia as a Business

We are committed to reducing emissions across our business operations through more efficient use of energy and resources, adoption of low-carbon technologies, and a shift toward circular and sustainable practices.

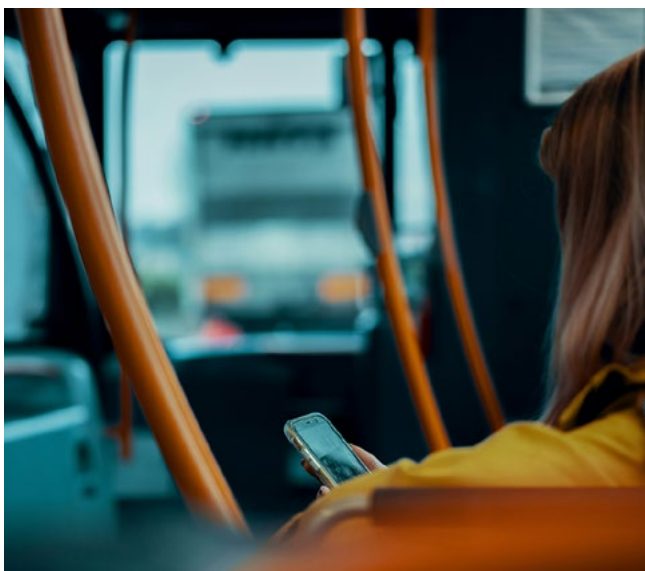
In 2024-25, we took further steps to improve operational energy efficiency:

- Replaced communal boilers at three retirement housing developments with more efficient systems
- Installed LED lighting and motion sensors across our office estate and communal spaces
- Implemented energy-saving measures in seven retirement housing developments
- Completed our office estate review, embedding energy efficiency and carbon reduction principles into the design - culminating in the opening of our new Seabraes office.

These actions form part of a broader commitment to reduce business emissions, which are being monitored as part of our baseline measurement process. Energy savings from these initiatives are expected to become evident from 2025/26 onwards.

We also began incorporating sustainability into procurement processes, including:

- Updating procurement evaluation criteria to reflect environmental and social value considerations
- Delivering sustainable procurement training to staff
- Establishing the foundations for our longer-term goal of achieving fully sustainable procurement by 2030



In addition, we support our colleagues to make more sustainable travel choices through a range of initiatives. Our Sustainable Travel Plan encourages a reduction in business-related emissions by promoting active travel, public transport use, and car-sharing across the organisation. We also offer a cycle to work scheme and an electric vehicle leasing scheme, helping staff to transition to lower-emission commuting and business travel options.

These actions form part of a wider commitment to adopt low-carbon technologies, support active and public travel, and reduce our reliance on fossil fuels across the business.

Our Resource and Recycling Plan underpins the change, supporting a shift toward a circular economy and influencing how we manage both direct and supply chain-related waste. Our goal is to achieve fully sustainable procurement by 2030.

Caledonia as an Employer

Our staff play a vital role in achieving our net zero ambitions. We are embedding sustainability into how we work, travel, and learn:

- The Agile Working Charter supports smarter working practices that reduce travel and office footprints.
- Our Sustainable Travel Plan, launched in 2023, encourages low-carbon commuting and business travel, with measurable targets to reduce reliance on car use and incentivise active travel.
- Ongoing staff training and internal campaigns, such as Big Energy Saving Week, increase awareness and empower individual action.
- We've planted over 561 trees in our corporate grove with Trees for Life to celebrate new colleagues and mark sustainability milestones.

Caledonia as a Landlord

Our housing stock is the single largest contributor to our carbon emissions, making energy performance improvements a key priority within our Net Zero Strategy.

CASE STUDY

Sustainable Communication Practices

In October 2024, we transitioned to a digital-first tenant newsletter, replacing a 16–20-page printed version previously sent to over 5,500 households. This change significantly reduced paper, ink, and postal emissions, while improving access and speed of delivery.

Printed copies remain available for tenants without email access, ensuring no one is excluded. Our Annual Report and Charter Report are now digital-first too, with hard copies only produced on request. These changes are estimated to have saved over 2,000 kg CO₂e annually.

New homes

All new developments are designed in line with our Design Guide, which embeds Net Zero Energy principles and meets or exceeds current building standards. In 2024-25, every new home achieved an EPC rating of A or B, reflecting our commitment to energy efficiency and reduced environmental impact. All current developments are being designed to the same high standard and will incorporate low- and zero-carbon heating systems to ensure long-term sustainability.

In 2024-25, we also delivered our first Net Zero homes, all rated EPC A to reduce embodied carbon and enhance energy performance.

- 46% of all new homes completed this year achieved EPC A
- 54% achieved EPC B
- 139 new homes are currently on site, all targeting at least EPC B, with around half expected to reach EPC A

CASE STUDY

Ballindean, Dundee



Our Ballindean development in Dundee exemplifies our commitment to energy-efficient, future-ready homes. The 67-home project, currently under construction, comprises a mix of houses and flats. On completion, 64% of homes (all houses) will be EPC A, with the remaining 36% (all flats) EPC B.

Homes benefit from a combination of low and zero carbon technologies, including:

- Air Source Heat Pumps
- Solar Photovoltaic Panels
- Battery Storage
- Electric Vehicle Charging Points

An EPC certificate issued for one of the completed semi-detached homes at Ballindean confirmed an exceptional Energy Efficiency rating of 106 and Environmental Impact Rating of 105. The property is expected to produce net-zero operational carbon emissions, reflecting the high thermal performance of the building fabric and the integration of renewable systems.

As the development progresses toward completion in 2025, Ballindean sets a clear benchmark for our future new-build standards.

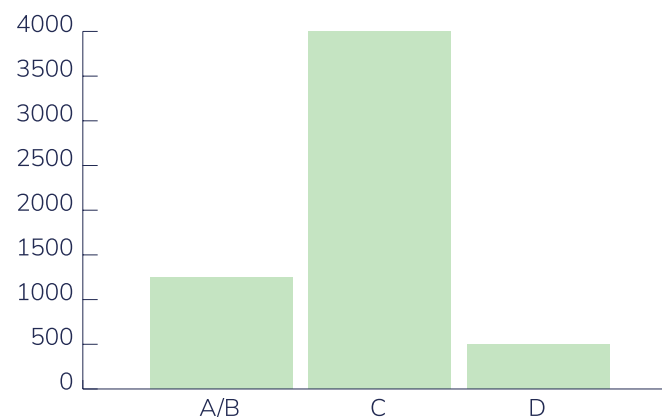


EPC ratings are scored out of a theoretical maximum of around 100 for a standard home; scores above this level indicate that the property generates more energy than it uses.

Existing Homes & Retrofit

Energy efficiency remains a core focus across our existing housing stock. During 2024-25, 22% of our homes achieved EPC Band B or above, and 69% were rated Band C. We are now targeting investment in the remaining 9% of homes with a rating of D or below, ensuring that all tenants benefit from warmer, more efficient homes that are affordable to heat.

Properties by EPC rating 2024-25



We are taking a fabric-first approach to upgrading existing homes, focusing on measures that improve insulation, reduce heat loss, and support the transition to low-carbon heating.

While no major retrofit programmes were undertaken in 2024-25, we delivered a range of targeted investments to improve the energy performance, safety, and comfort of our homes – with a particular focus on older tenants and our retirement housing schemes.

Key improvements included:

- £185,000 investment in LED emergency lighting upgrades across seven retirement housing developments
- Replacement of four communal boilers with new energy-efficient models
- Delivery of targeted window and door upgrades, alongside planning and procurement for a large-scale programme to be rolled out from 2025 onwards, providing highly energy-efficient replacements across more homes

These upgrades will contribute to lower carbon emissions and aim to reduce energy-related service charges for residents.

We also made broader investments in our existing housing stock to ensure homes remain safe, warm, and well-maintained.

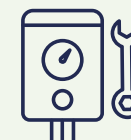
During 2024-25, we invested **£9,436,981** in capital improvements and reactive and responsive maintenance of our homes including:



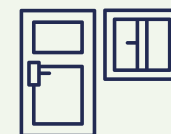
Kitchen replacements
46 homes upgraded
£403,858



Bathroom replacements
56 homes upgraded
£355,670



Boiler replacements
62 homes upgraded
£160,459



Window and door replacements
72 homes upgraded
£204,782



Emergency lighting renewals
and cyclical decoration
across a range of properties

CASE STUDY

Retrofit

A key priority within our Asset Management Strategy is the upgrade of non-traditional housing types, including our British Iron and Steel Federation (BISF) homes in Bellsmyre, West Dunbartonshire built post-war as a temporary response to housing shortages, these steel-framed homes were not designed for long-term use and perform poorly in terms of thermal efficiency - making them expensive to heat.

As part of the wider Bellsmyre Regeneration Masterplan, we developed a dedicated retrofit strategy for these homes during 2024-25. This focus reflects our recognition of the long-standing challenges associated with this stock and our commitment to delivering solutions that are sustainable, and tenant focused.

This proposed work will include fabric upgrades, enhanced insulation, and the installation of low-carbon heating systems. These improvements aim to significantly reduce emissions, improve tenant comfort, and ensure a just transition for residents living in some of our most energy-inefficient homes.

Long-term Asset Planning

Our Asset Management Strategy is aligned with the forthcoming Social Housing Net Zero Standard (SHNZS), which will set out new requirements for building fabric improvements and the transition to low-carbon heating systems. These standards will shape our retrofit priorities and inform planned investment programmes.

The strategy provides a clear pathway to meet national standards, reduce reliance on fossil fuels, and deliver sustained improvements in energy efficiency.



By aligning major works with Net Zero targets, we are ensuring that every investment contributes to our ambition of achieving Net Zero by 2045.

Individual Contributions

We encourage staff and tenants to take practical steps toward lowering their own emissions. This includes:

- Targeted tenant communications on recycling, energy use, and local green initiatives
- Our partnership with Scarf supported 315 tenants in 2024–25 with personalised energy advice and access to soft measures such as LED lightbulbs and draughtproofing. This support generated an estimated £163,599.70 in cost savings for tenants and contributed to a reduction of 329.58 tonnes of carbon emissions. The development and importance of this partnership was informed by our last Large Scale Tenant Satisfaction Survey, where less than half of our tenants who responded felt that their fuel bills were affordable
- Ongoing internal and external campaigns focusing on reducing energy use, recycling and reusing, climate-focused volunteering, and shared learning initiatives
- We are also exploring tools and approaches to help individuals track their personal environmental impact over time.

A Just Transition

We are committed to ensuring that no one is left behind in the transition to Net Zero.

This includes:

- Assessing the impact of changes on households experiencing fuel poverty
- Reviewing our Fuel Poverty Strategy and considering our contribution to achieving the Scottish Government Fuel Poverty targets definitions
- Integrating affordability assessments into our business planning and investment decisions

As we decarbonise our homes and operations, we remain focused on protecting tenant wellbeing, reducing energy costs, and building resilient communities.

Monitoring, Investment & Collaboration

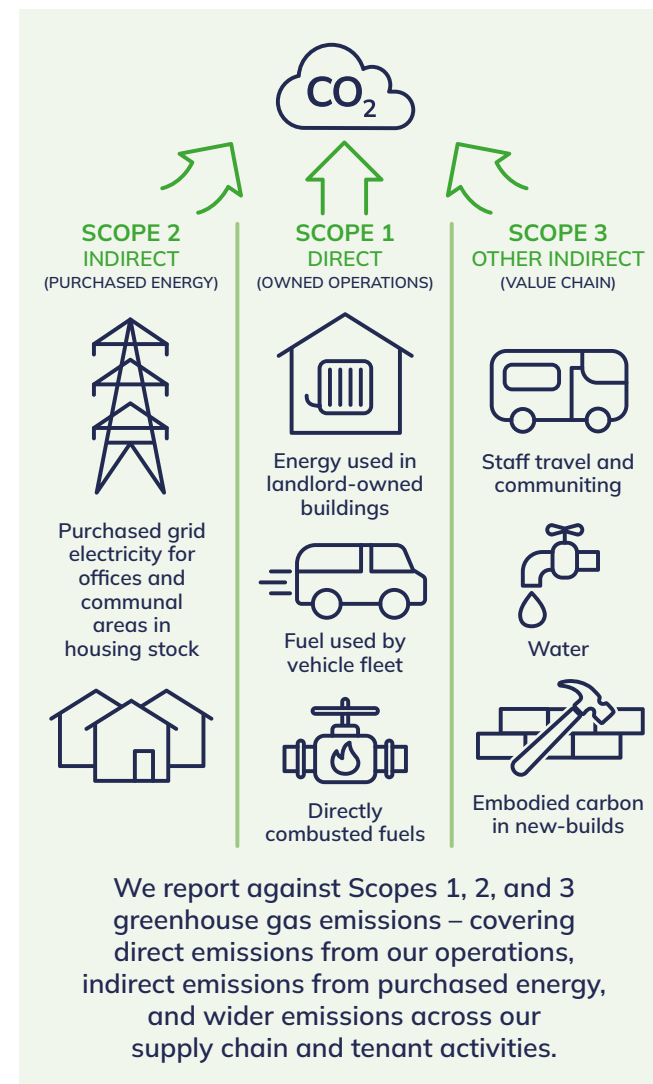
Achieving Net Zero will require significant investment. Early estimates indicate that additional funding across the social housing sector will be required beyond planned budgets, particularly to retrofit existing homes. We are actively seeking external funding sources, including government grants and private investment, to support a transition that is both affordable and equitable. Collaborative efforts will be key to achieving this.

We are engaging with:

- Local authorities on Local Heat and Energy Efficiency Strategies (LHEES)
- Sector bodies and peer networks to share learning
- Contractors and suppliers to embed Net Zero principles across our supply chain

Through this strategy, we aim to lead by example – incorporating climate action throughout our organisation and supporting people, places, and the planet for generations to come.

While we previously reported progress through our annual Climate and Sustainability Report, we will now provide ongoing updates within our ESG reports.



Greenhouse Gas Emissions

Our operational carbon footprint for 2024-25 was 2,832 tCO₂e, broken down as follows:

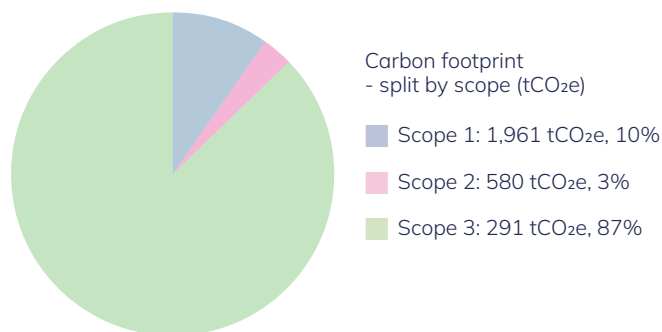
- Scope 1: 1,961 tCO₂e – landlord energy use, fuel consumption, and fleet
- Scope 2: 580 tCO₂e – purchased grid electricity
- Scope 3: 291 tCO₂e – travel, water, staff commuting, and embodied carbon from new-build activity

This represents a 15% reduction in emissions compared to our 2019/20 baseline, despite growth in our housing stock of over 1,160 additional properties during the same period.

Average tCO₂e per property

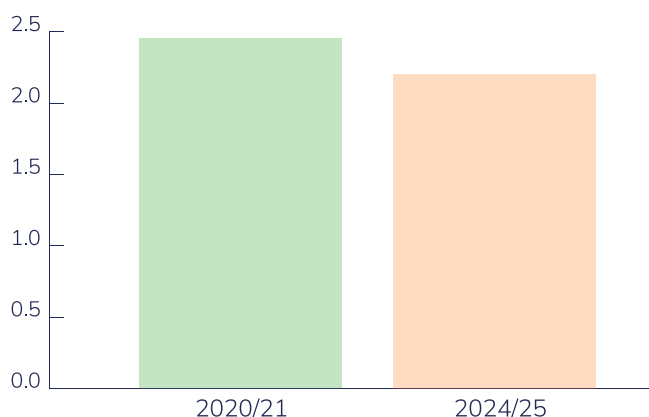
To provide further insight into efficiency improvements, we have also calculated greenhouse gas emissions per home:

Caledonia Total Carbon Footprint 2024-25 by Scope



Data validated and calculated in line with the Greenhouse Gas (GHG) Protocol and UK Government GHG Conversion Factors (2024, v1.1)

We recognise the challenges involved in accurately calculating Scope 3 emissions and are at the beginning of this journey. At present, our Scope 3 reporting includes embodied carbon from new-build developments but does not yet fully capture emissions from procurement activities. In 2025/26, we plan to assess the feasibility of calculating emissions from our top ten suppliers to support the development of a more comprehensive Scope 3 procurement baseline.

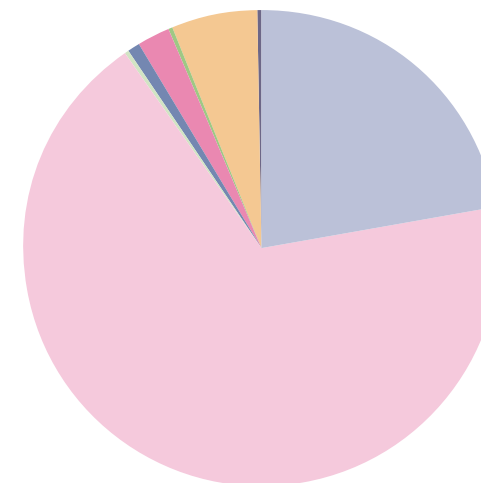


We remain committed to building our emissions reporting maturity over time and will continue to expand our data coverage in line with sector best practice.

Caledonia's Operational carbon footprint, FY 2019/20 to FY 2024-25

Category	Subcategory	2019/20 Tonnes CO ₂ e	2020/21 Tonnes CO ₂ e	2021/22 Tonnes CO ₂ e	2022/23 Tonnes CO ₂ e	2023/24 Tonnes CO ₂ e	2024-25 Tonnes CO ₂ e
Direct Operations							
Energy	Offices ♦	265	201	233	167	112	107
	Landlord Supply ♦	2,836	2,767	2,453	2,346	2,427	2,458
Water	Offices ♦	0.2	0.2	0.2	0.3	0.3	0.2
	Landlord Supply ♦	3	3	1	0.9	1	0.8
Waste*	Offices	-	-	-	-	2.7	0.0
Travel	Fleet (owned) ♦	28	25	24	25	26	26
	Grey Fleet ♦	71	32	41	53	63	66.4
	Business Travel ♦	1	-	0.02	3.3	1.5	1.9
Indirect Operations							
Other	Staff WFH ♦	-	55	38	50	59	61
	Staff Commute**	-	-	-	131	109	110
	Paper printing***	1.8	0.7	0.3	0.5	0.3	0.5
Like for like Footprints (♦)		3,204	3,083	2,790	2,646	2,689	2,722
Year on year % change (♦)			-4%	-10%	-5%	2%	1%
(New) TOTAL		3,206	3,084	2,790	2,777	2,801	2,832
* Waste from office relocation + WEEE (electrical waste) in 2023/24. The 2024-25 data is for WEEE only and represents < 1kg CO₂e. ** Staff Commuting calculation from Travel Survey, new from 2022/23. 2023/24 totals reflect decrease in staff, and low-carbon Travel Survey Targets *** Paper printing emissions included new in 2022/23 and added retrospectively.							

Caledonia FY 2024-25 operational carbon footprint by emission source



Carbon footprint
- split by emission type (tCO₂e)

- Grid electricity (kWh) - 22.3%
- Natural gas (kWh) - 68%
- Biomass - wood chips & pellets - 0.3%
- Water supply & treatment (m³) - 0.04%
- Waste & recycling - 0%
- Fleet - vans, lease cars - 0.9%
- Business travel - Grey fleet - 2.3%
- Business travel - air, taxi, rail, bus - 0.1%
- Staff - commuting & working from home - 6%
- Procurement - purchased paper - 0.02%

Managing Climate Risk

We recognise that climate change poses increasing risks to the homes we provide and the communities we serve. Flooding, overheating, and drought are growing concerns that require proactive adaptation across our homes, neighbourhoods, and supply chain.

While we have already carried out flood prevention works in Brechin, Angus and Ballinluig, Perth and Kinross, we are now planning a more strategic and evidence-based approach to climate risk management. This includes exploring the potential for a climate risk desktop review or consultancy-led assessment to map climate vulnerabilities across our assets.

Ecology

While Caledonia Housing Group does not yet have a formal Greenspace and Biodiversity Strategy, we are committed to enhancing the natural environment through thoughtful design and landscaping in our new developments.

We aim to create high-quality open spaces that support biodiversity, promote community wellbeing, and improve the visual character of our developments. Across our developments, we incorporate a diverse range of plants, trees, and wildflowers to encourage pollinators and wildlife, while also providing attractive and usable outdoor spaces for residents.

Planned Approach: Bellsmyre Regeneration Project

Our regeneration plans for Bellsmyre illustrate how we are including biodiversity and placemaking in the early design stages of development. The approved landscape design includes:

- Rain gardens and bioswales, integrated into the drainage strategy to manage surface water naturally and enhance green infrastructure
- Timber paving to create the feel of crossing bridges over swales, contributing to the sensory and aesthetic experience of the site
- Mulch surfacing for play areas, offering a safe and natural environment for children
- A commitment to replacing trees lost during site clearance, with additional new planting to increase overall tree cover and biodiversity value

These features are intended to create a multifunctional landscape that supports both environmental and social outcomes. As we progress future developments, we will consider formalising our approach into a strategy to ensure consistent biodiversity benefits across all sites.

561 Trees Planted in our Trees For Life Grove since 2021



Trees are planted to offset carbon emissions from travel following large staff events and to recognise key milestones such as the appointment of new colleagues.

Environmentally Responsible Estate Care & Community-Led Green Spaces

Maintaining and enhancing outdoor spaces contributes not only to community pride but also to local biodiversity and environmental quality.

Sustainable garden maintenance

Cordale Housing Association's Care of Garden Maintenance Scheme supports tenants who are unable to manage their gardens due to health or mobility issues, ensuring that green spaces are cared for in a consistent and sustainable way. By providing seasonal maintenance, the scheme helps reduce overgrowth, supports pollinator-friendly planting, and encourages greener, more attractive neighbourhoods. In turn, this reduces the environmental impact of unmanaged spaces and helps improve air quality, drainage, and biodiversity at a local level.

A thriving community garden hub

Alongside this, Renton's community garden hub - developed with Big Lottery Funding and co-ordinated by Cordale Housing Association - has transformed disused land into a valued community asset. The garden provides a welcoming outdoor space for residents of all ages to use and enjoy.

Designed as a small open-air venue, it hosts informal gatherings and community-led events, while supporting biodiversity and sustainable food growing. The project also creates opportunities for improved wellbeing, skills development, and stronger community connections.

Celebrating local pride

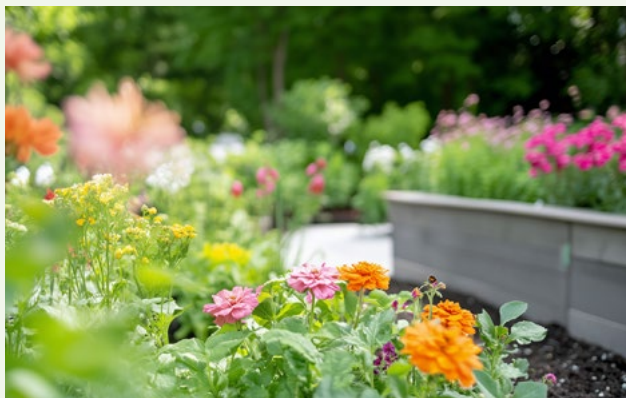
Each year, Cordale's 'Best Garden' competition showcases the creativity and dedication of our residents, with awards for the most impressive and imaginative gardens. This friendly competition celebrates the role tenants play in keeping neighbourhoods attractive, vibrant, and full of life - further fostering pride of place across our communities.



Impact

Together, the Gardening Maintenance Scheme, community garden hub, and annual gardening competition demonstrate how environmentally responsible estate care can deliver lasting social value - reducing carbon impacts, increasing biodiversity, encouraging healthier lifestyles, and creating spaces where communities can connect and thrive.

CASE STUDY Supporting Local Biodiversity – Burrelton and Woodside Bloom Group



Caledonia is proud to support volunteer-led organisations such as the Burrelton and Woodside Bloom Group in Perth & Kinross - a grassroots initiative enhancing local biodiversity and creating greener, more welcoming neighbourhoods.

This project is one of many supported through our Community Fund, which helps tenants and local groups deliver environmental improvements where they live.

With Caledonia homes in both Burrelton and Woodside, we recognise the value of community-led greening projects in transforming underused spaces into vibrant nature-rich environments.

At our Burrell Place development, the group recently planted blueberry bushes on previously unused land, encouraging pollinators and providing a source of edible produce for the community.

The group also mow, strim, and maintain the land every few weeks, with local residents helping to water and care for the plants - fostering shared stewardship of green space and reinforcing pride of place. Our Community Fund donation will support the expansion of this work, including the creation of bright planter boxes outside village shops, further enhancing both the biodiversity and the public realm.

This initiative is a strong example of how our Community Fund supports grassroots environmental action, encouraging tenant participation, and helping create healthier, more sustainable places to live.

Pollutants

Our approach to identifying, managing, and mitigating pollutants is embedded across several key strategies, including our Asset Management Strategy, Climate and Sustainability Strategy, and Damp and Mould Management Framework.

Our dedicated Damp and Mould Team plays a central role in identifying and addressing environmental hazards that may impact tenant health and wellbeing. This includes coordinated, person-centred support for affected households, offering practical tenant guidance, and ensuring properties are safe and well-ventilated.

The team also ensures compliance with sector best practice and supports the development of proactive investment planning through enhanced data and reporting.

Resource Management

Responsibly Sourced Materials

Caledonia Housing Group is committed to promoting responsible material selection as part of our wider approach to sustainability in development and asset investment. Our Design Standards require the specification of materials to be energy-conscious and in line with the “Good Practice in the Selection of Construction Materials” (British Council for Offices, 2011).

We ensure that materials used:

- Meet the performance criteria set out in relevant British or European Standards and Codes of Practice
- Are preferably certified with BSI Kitemark, CE Mark, or BBA Certification, reinforcing quality and compliance
- Support energy efficiency, reduced maintenance costs, and the use of low-carbon or green alternatives where feasible

- Designers are asked to consider lifecycle performance, durability, and whole-life cost when selecting materials, helping to support both tenant affordability and long-term environmental outcomes

At present, we do not systematically track or report on the sourcing of construction materials across projects.

We recognise this as an area for improvement and will explore opportunities to strengthen our approach to responsible procurement as we further develop our sustainable procurement strategy.



Waste Management

Our approach to waste reduction is guided by our Resource and Recycling Plan, which supports the shift toward a circular economy and more sustainable use of materials across our operations.

Key actions delivered in 2024-25 include:

- Reuse of furniture and IT equipment during our office consolidation programme, diverting significant waste from landfill
- Rollout of refillable cleaning products across retirement schemes and offices, reducing single-use plastic. These products are not only more environmentally friendly, but also safer for staff to use
- Improved waste monitoring processes introduced with development contractors to better measure and reduce construction waste to landfill

Waste Management Beyond Our Offices

Waste management across our stakeholder network - particularly with development and maintenance contractors - presents a more complex challenge. We are committed to working closely with our main suppliers to find effective ways to measure, monitor, and reduce waste, embedding responsible resource use across the supply chain.

Across our housing services and office operations, we continue to reduce landfill waste by promoting recycling, reuse, and sustainable procurement practices, ensuring these actions contribute meaningfully to our carbon reduction goals.

Water as a Waste Consideration

In 2024-25, we also appointed a new utility management partner to improve the quality of water usage data across our estate. This will enable us to accurately measure, monitor, and reduce water consumption - a small but important component of our operational footprint.



Social

Social

Providing safe, affordable, and secure homes is central to Caledonia Housing Group's mission. We take a long-term, tenant-focused approach - investing in high-quality housing, sustaining tenancies, and working with partners to address the wider challenges our communities face.

This commitment was recognised at the 2025 Scottish Home Awards, where we received the Community Contribution Award for our work to strengthen neighbourhoods, support tenant wellbeing, and deliver initiatives that make a lasting difference in the places we serve.

Existing Homes by Provision Type		
Amenity	709	12.4%
General Needs	4272	74.7%
Housing with Care	9	0.2%
Retirement and Sheltered	662	11.6%
Very Sheltered	40	0.7%
Total owned	5715	

Affordability and Security

We use the Scottish Federation for Housing Associations (SFHA) Rent Affordability Tool to assess our rent levels, and for all household types on a moderate income, our housing is considered affordable.

In 2024-25, 62% of tenants received Housing Benefit or Universal Credit, meaning rent increases are typically offset by benefit adjustments. This approach helps ensure our homes remain genuinely affordable for those who need them most.

As of March 2025, Caledonia Housing Group owns and manages 5,715 homes across eight local authority areas in Scotland. Our housing portfolio includes general needs properties, amenity housing, supported accommodation, and retirement living - reflecting the diverse needs of the communities we serve.

In addition, we provide factoring services to 1,703 homeowners and a management service for 376 sharing owners.

Despite wider sector challenges, we remain committed to increasing the supply of affordable housing and revitalising the communities we serve. In 2024-25, we delivered 52 new homes all for general needs - with a further 139 homes under construction by March 2025. These include a mix of general needs and supported housing, contributing to sustainable growth and meeting diverse local housing needs.



84.1% of tenants rated rent as good value for money in 2023 - up from 79.7% in 2021 and above the Scottish RSL average of 80.3%.

Reducing Fuel Poverty – Scarf Partnership

Through our dedicated taskforce and strategic partnerships, we've delivered targeted assistance to tenants most affected by rising energy costs. Our partnership with Scarf has supported over 1,000 tenants with personalised energy-saving advice and financial support. This has included over 400 onward referrals to external agencies and the direct provision of £14,216 in financial assistance.

In addition, Scarf supplied 1,024 energy-saving items - such as radiator reflectors, draught excluders, and low-energy lightbulbs - to tenants, helping improve energy efficiency at home. Collectively, this support has resulted in approximately £268,000 in energy cost savings and over an estimated 329.6 tonnes of carbon savings to date.

Accessing Financial Support – Lightning Reach & Cost of Living Roadshows

We are committed to helping tenants access the financial support they are entitled to. In July 2024, we began a partnership with Lightning Reach to launch a digital platform that connects tenants to grants, benefits and local resources quickly and easily.

Since the launch:

- 297 tenants have been supported
- 66% accessed vital funds totalling £9,750
- 30 tenants completed benefit checks, unlocking £18,900 in unclaimed entitlements

These targeted interventions help reduce financial pressure and promote long-term wellbeing. Moreover, our cost-of-living roadshows and annual Big Energy Saving Week campaign provide face-to-face support, offering trusted advice and signposting within local communities - ensuring help reaches those who need it most.



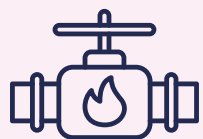
Tenant S. Donald shared: “Angela from Scarf was so helpful - she arranged a crisis voucher and even a warmer duvet for my daughter. I've already put her energy-saving tips into practice.

Providing Security of Tenure

We recognise that a secure and stable home is fundamental to individual and community wellbeing. Most Caledonia tenants hold a Scottish Secure Tenancy (SST), with some on Short SSTs depending on individual circumstances. These tenancy types provide long-term housing rights, offering tenants the security they need to settle, thrive, and contribute to their local communities.

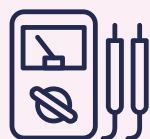
Our neighbourhood teams take a proactive, person-centred approach to sustaining tenancies - offering early intervention and tailored support. We work closely with homelessness prevention teams, housing support agencies and other partners to help tenants facing challenges, and through strategic partnerships, we provide financial and energy assistance to reduce pressure and support long-term housing success.

Safety Checks Carried Out



4304

gas safety checks
(domestic properties)



1325

electrical tests



42

Legionella tests inc. offices
and retirement schemes



279

damp and mould
inspections



254

passenger lift and
stair lift inspections

Building Safety and Quality

During 2024–25, we invested **£9,436,981 in capital improvements and reactive and responsive maintenance of our homes.**

We are committed to providing homes that are not only high-quality and energy efficient but also safe and well-maintained. Through our regional teams we can respond quickly to local needs, carry out regular inspections, and deliver targeted investment aligned with tenant priorities.

In accordance with our legal and regulatory obligations we maintain robust compliance procedures across all key areas - including gas, fire, electrical, and asbestos safety - and undertake planned and cyclical maintenance to ensure our homes are safe and well maintained. We are also investing in improved data systems to strengthen our oversight of property condition and compliance.

Across the Group we have 3,997 rented properties with gas heating systems, which require to be safety checked each year by our specialist gas contractors. During 2024, 100% of these checks were completed within the required timescale.



87.1% of tenants told us they are satisfied with the quality of their home, according to our 2023 Tenant Satisfaction Survey – up from 75.8% in 2021. This significant increase reflects the impact of our continued investment in safe, warm, and well-maintained homes.

SHQS Compliance

As of March 2025, 96% of our general needs housing stock meets the Scottish Housing Quality Standard (SHQS). This level of compliance reflects ongoing investment in property condition, tenant safety, and adherence to national regulatory standards.

Managing and Mitigating Damp and Mould Risks

In July 2024, we established a dedicated Damp and Mould Team to lead a structured, consistent, and data-informed approach to identifying, resolving, and preventing damp and mould in our homes. This specialist team has introduced clear procedures and staff guidance to support early diagnosis, timely intervention, and transparent record keeping.

In 2024-25, 288 complex cases were referred for in-depth property inspections after initial assessment.

These cases typically involved issues where the underlying cause was unclear or required more than a standard repair. The Damp and Mould Team coordinates these cases from start to finish, working closely with other departments to ensure thorough investigation, clear communication with tenants, and full resolution.

Records are maintained throughout, including photographic evidence and survey findings, enabling better learning and future planning.

We also take proactive steps to prevent damp and mould, using data, frontline insights, and planned investment cycles to anticipate and address risk.

We continue to apply insights from damp and mould reporting to inform long-term investment decisions, helping enhance property condition, reduce recurring issues, and improve resident wellbeing.

Our Damp and Mould Guide for tenants, including prevention tips and how to report issues, is available on our [website](#).



CASE STUDY

Damp & Mould

Scrimegours Corner, Crieff

During a planned programme of window replacements at Scrimegours Corner, our Asset Officer identified additional opportunities to improve property performance. As well as the scheduled work, they flagged roof repairs and mechanical ventilation upgrades that could be completed cost-effectively at the same time.

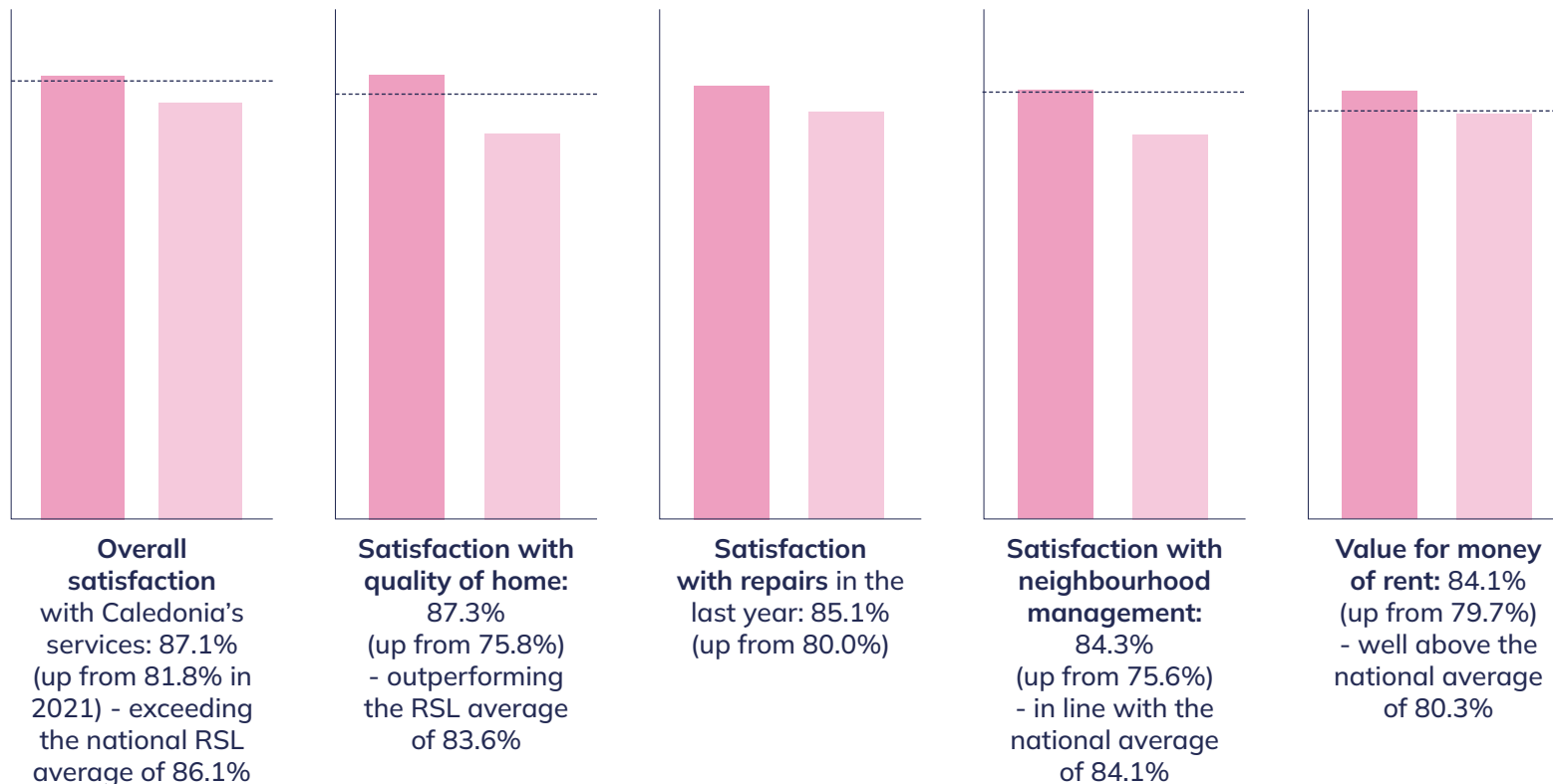
These interventions resolved a previously unidentified source of water ingress and significantly improved internal moisture management - demonstrating the value of joined-up asset planning and on-site expertise.

Resident Voice

Customer satisfaction is a key indicator of how well we are delivering on our commitment to provide homes and services that make life better.

Tenant Satisfaction

We carry out a large-scale Tenant Satisfaction Survey every three years. Our 2023 Survey showed marked improvements, reflecting the positive impact of our continued investment, service redesign, and focus on tenant voice.



Tenant Insight in Action

We use regular tenant feedback to guide decision-making at all levels of the organisation. Insights from surveys, complaints, consultations, and everyday interactions directly influence how we shape services, set priorities, and invest in neighbourhoods and communities.

Recent improvements driven by tenant insight include:

- The introduction of localised digital newsletters for more relevant, area-specific communication
- Enhanced repairs diagnostics and customer service standards
- A renewed focus on accessibility through local drop-ins and community events

While we are encouraged by the progress, we know there is more to do. Strengthening tenant experience remains a strategic priority for 2025/26 and will underpin the next phase of our tenant engagement strategy.

Tenant Engagement Strategy

We are committed to meaningful and inclusive tenant engagement. Our current strategy, reviewed and updated during 2024–25, sets out clear principles and actions to ensure tenants can shape decisions, influence services, and hold us to account.

Engagement opportunities are tailored to different needs, combining digital, face-to-face and community-based approaches. We ensure accountability through clear reporting on outcomes, feedback loops and tenant representation in decision-making forums.

Building on this progress, we are developing a new Tenant Engagement Strategy, which will launch later this year. It will strengthen our commitment to co-design and ensure engagement remains responsive to tenant priorities and expectations.



Effective communication is central to how we support and engage with tenants

In 2023, 89.2% of tenants said Caledonia was good at keeping them informed about our services and decisions - a result that reflects our ongoing efforts to strengthen communication.

Since then, we've listened to feedback and introduced a number of improvements, including localised digital newsletters tailored to each community and Neighbourhood Hub surveys that give tenants a stronger voice in shaping local services. These changes ensure tenants stay informed, heard, and connected to the decisions that matter most in their area.

Neighbourhood Consultations & Action Plans

Our tenanted housing stock is organised into 23 Neighbourhood Hubs, enabling us to tailor services to local needs. Through enhanced consultation, Hub Surveys, and tenant involvement structures, we gather meaningful insight that informs local action plans.

These plans focus on practical improvements - from enhancing shared spaces to tackling local issues - and are developed and reviewed in partnership with tenants to build trust, transparency, and shared ownership of outcomes.

Responding to Complaints and Feedback

We treat every complaint and piece of feedback as an opportunity to learn and improve. Our approach is rooted in listening, timely resolution, and ensuring tenants feel heard and respected. All feedback is logged, reviewed, and analysed to identify themes and inform service improvements. We report on performance regularly and use insights to make meaningful changes that reflect tenants lived experiences.

We responded to a total of 527 complaints during the year, upholding in full or in part 230 of these. Some complaints highlighted scope to refine the way our factoring service is delivered and administered.

We have commenced an in-depth review, which will lead to important enhancements being put in place in the year ahead.

In response to tenant feedback, a key development for 2024-25 has been the introduction of a dedicated team of Maintenance Inspectors. This team will ensure that significant repairs and cases of damp and mould are managed effectively.

We are pleased to report in 2024-25, Caledonia Housing Group received no findings of maladministration from the Scottish Public Services Ombudsman (SPSO). This reflects our commitment to fair, transparent, and accountable service delivery, and our focus on early resolution and continuous improvement in how we handle complaints and concerns.

“Our Neighbourhood Hub model allows us to really listen to tenants and respond to what matters most in their communities. By working in partnership we can shape local action plans and focus on practical improvements that make a clear difference while building trust, transparency and a sense of empowerment and ownership.”

Matthew Lock, Head of Frontline Services

Placemaking & Community Support

Our placemaking activities are focused on creating safe, welcoming neighbourhoods where tenants feel a genuine sense of belonging. This section outlines how we give back to the communities we serve, support volunteering and charitable activities and through targeted support and partnership-led initiatives, that promote independence, wellbeing, and social inclusion.

Our **HOPE (Helping Our People Engage) Project**, delivered in partnership with Dundee Health and Social Care Partnership, supported residents through 447 individual referrals in 2024-25. The main areas of support included:

- Reducing social isolation
- Financial advice and benefits checks
- Secure key safe installations
- Housing options guidance

In 2024-25, HOPE worked in partnership with 23 local agencies, including social workers and NHS discharge teams, and delivered 65 community awareness events across Dundee.

In total, the project supported over 42 partner organisations, helping to strengthen community connections and ensure individuals could access the right support at the right time.

Alongside the HOPE project, our **Community Anchor initiative** operates across 23 retirement and very sheltered housing schemes, promoting digital inclusion, wellbeing activities and access to local services. Tenants are supported to complete practical online tasks - from ordering prescriptions to using our customer portal - helping build confidence and resilience.

We continue to adapt to tenant needs through a mix of social and practical events, such as Citizens Advice talks and wellbeing sessions, ensuring tenants feel informed, included, and supported.

At Caledonia, we believe that thriving communities are built not just through bricks and mortar, but through long-term investment in people and places.

Jill Fraser, Executive Director of Operations

Giving Back to the Communities We Serve

Our Giving Back programme reinvests directly into local communities, and we supported over 40 organisations across Scotland in 2024–25. Much of this has been made possible through the **Caledonia Community Fund**, established from the sale of our Broughty Ferry office. The fund enables local groups to deliver essential services and drive meaningful, lasting change in their communities.

We also provide in-kind support by supporting community groups access to premises to operate from. This includes long-standing partnerships with organisations such as Bellsmyre Digital Trust and The Neuk in Perth, enabling them to deliver vital services in dedicated spaces.

“Caledonia Housing Association was instrumental in getting our service up and running,” said Derek Given, Chief Executive of The Neuk. “We support over 1,000 people each year experiencing mental health crisis, and Caledonia’s support gave us the base to offer trauma counselling, hypnotherapy, and a safe, welcoming space. We thank them for their ongoing support.”

Bertie Bus Gets a Boost



We were proud to support Bertie Bus with a donation from our Community Fund. This specially adapted service helps residents in the Strathearn area stay connected through day trips and outings - making a real difference in tackling loneliness and isolation.

Flourishing Faifley – Growing Community Connections



We’re delighted to support Flourishing Faifley, a grassroots group offering vital local services – from gardening and walking groups to seasonal events and family activities. Our regular donations help ensure every child receives something special at every seasonal event, whether it’s a pumpkin in autumn or a gift from Santa at Christmas.

Volunteering & Charitable Support

With 185 employees, every Caledonia staff member is entitled to a paid volunteering day. This results in over 1,300 hours of staff-led support for local causes each year. Our teams contribute to everything from foodbanks and fundraising to community gardening, environmental projects, and skills-based volunteering - helping to strengthen community ties and amplify our social impact through meaningful employee engagement.

CASE STUDY

Volunteering

One of our colleagues used their volunteering day to support the VIP Club - a disability service in Edinburgh – in redesigning its website to ensure it provided a modern, accessible resource. Although the project went far beyond a single day, Caledonia's volunteering policy provided a catalyst for involvement, and the club was deeply appreciative of the time, expertise, and support it received.

Initiatives like this not only deepen our community impact but also reflect Caledonia's broader culture of care, contribution, and environment and social responsibility.



Creating and Sustaining Great Places to Live

We are committed to delivering high-quality, well-maintained environments that tenants are proud to call home. Our estate management service is shaped by tenant feedback, local surveys, and regular neighbourhood inspections, ensuring we respond to what matters most in each community.

Core areas of focus include communal cleaning, grounds maintenance, fly-tipping prevention, and the upkeep of shared spaces. We work closely with contractors and estate teams to address issues quickly and maintain consistent standards across all our developments.

Recent improvements have included clearer service standards, enhanced contractor oversight, and local walkabouts with tenants to agree actions on the ground. This localised, responsive approach helps build trust, strengthen community pride, and increase tenant satisfaction with the places they live.

Inclusive Homes: Supporting Independent Living



In recognition of our ageing tenant base and the need for inclusive housing design, we increased our investment in Stage 3 medical adaptations during 2024–25. A total of 165 adaptations were commissioned, with 116 completed within the financial year. These essential changes allow tenants to remain safe, independent, and comfortable in their homes.

In addition, our Care and Repair service in Perth & Kinross and Angus facilitated a further 330 adaptations, helping to create accessible living environments for older and disabled residents across the region.

What are Adaptations?

Housing adaptations are changes made to a home to support the health, safety and independence of older or disabled people. These modifications help tenants live comfortably at home for longer and reduce the need for more intensive care or hospital admissions.

Stage 3 adaptations are large-scale works that require technical input, design, and/or structural alterations.

Strategic Investment in Places and Communities

Our Asset Management Strategy ensures that we invest in homes and places to support long-term quality, energy efficiency, and community resilience. It is closely aligned with our commitment to placemaking, helping us maintain safe, well-managed neighbourhoods that respond to local needs.

Moreover, our Community Benefit Strategy incorporates social value into procurement by setting clear expectations for suppliers on employment, skills, sustainability, and local investment. Through mandatory and evaluated community benefit requirements, we secure lasting outcomes - from apprenticeships and work placements to environmental improvements and support for local charities. These initiatives are targeted at priority groups and are shaped by local consultation, ensuring that our contracts deliver real social, economic, and environmental value in the communities we serve.

Delivering more homes

CASE STUDY

Bellsmyre Regeneration – A Transformational Investment in Community and Place

In 2024, Caledonia Housing Group marked the official start on site of the Bellsmyre Regeneration Project in West Dunbartonshire - a multi-phase initiative that will deliver 138 new energy-efficient homes over five years, replacing 264 outdated flats. This long-term investment will not only increase the supply of affordable homes but also enhance public spaces and foster a stronger, greener community.

The £7.3 million first phase is being delivered in partnership with West Dunbartonshire Council, CCG (Scotland), and the Scottish Government, which contributed £4.4 million in grant funding. It will provide 27 high-quality social rented homes by spring 2026, including a mix of two- to four-bedroom houses and one- to two-bedroom cottage flats. These homes will support tenants in temporary accommodation and those affected by future demolition phases.

This regeneration programme is a key example of Caledonia's ESG values in action - delivering modern, low-carbon housing while investing in long-term community infrastructure and social outcomes. Outcomes include:

- Advanced construction methods and low-carbon heating technologies to reduce emissions and tackle fuel poverty
- Community benefits delivered by CCG: two jobs, one apprenticeship, six work placements, and targeted local engagement
- A phased approach that minimises disruption for existing residents and supports secure rehousing options

The Bellsmyre project exemplifies the power of place-based regeneration and long-term partnership working to build not only homes, but community resilience.



“Start on site marks the beginning of an exciting new chapter for Bellsmyre. Our commitment to high-quality, energy-efficient homes is matched by our ambition to create a thriving and sustainable community.”

**Julie Cosgrove, Chief Executive,
Caledonia Housing Association**

CASE STUDY

Berryknowe Avenue, Chryston – Life-Changing Homes, Led by Local Insight

In August 2024, Caledonia completed the Berryknowe Avenue development in Chryston, North Lanarkshire - delivering nine high-quality, energy-efficient homes on a previously underused greenfield site. The project was made possible thanks to the vision of a Caledonia Neighbourhood Officer, whose local knowledge and persistence helped turn the site into a thriving small community.

The development includes a mix of eight two-storey homes and one fully wheelchair-accessible bungalow, designed in response to local housing need. With £1.3 million in Scottish Government funding and £800,000 from Caledonia private finance, the homes were delivered in partnership with Morris & Spottiswood and North Lanarkshire Council.

The impact has been profound. For Sean Drew, a wheelchair user, the move from an unsuitable converted garage to a fully adapted home has transformed his independence and quality of life.



His mother, Stephanie, described the move as “truly life-changing for Sean and our family, allowing us to spend quality time with him as his parents and not just carers.”

Another tenant, previously in homeless accommodation, spoke of how the development has brought stability and happiness to her and her children.

Berryknowe Avenue exemplifies the value of place-based development, community-led insight, and strong partnership working. It demonstrates how small-scale developments can deliver big social value - creating homes that are not only sustainable, but deeply rooted in the needs of the people they serve.

CASE STUDY

Coldside Road, Dundee – Delivering Affordable, Inclusive Homes

In 2024, Caledonia Housing Group completed its Coldside Road development, delivering 30 energy-efficient homes on a long-derelict brownfield site in Dundee. The £5.4 million project was delivered in partnership with Dundee City Council, the Scottish Government, and GMC Ventures, supported by £2.6 million in grant funding.

The homes range from one- to four-bedrooms, designed to meet varied community needs. Six flats were developed with Dundee Health and Social Care Partnership to provide specialist supported accommodation for adults with additional needs - promoting independence and locally-based care.

As Caledonia's 30th development in Dundee, Coldside Road reinforces our long-term commitment to expanding affordable housing across the city. It reflects our ESG focus on inclusive design, strategic partnerships, and sustainable regeneration that creates meaningful social value.



"We know how important it is to enable adults with additional support needs to live independently in their own homes. These extra homes are an extremely welcome addition to the city; the six new homes that will be used to provide this support require additional features and specifications that go beyond the standard set by a typical housing association."

Ken Lynn, Chair,
Dundee Health and Social Care Partnership

Governance

Structure and Governance

As a Community Benefit Society, we are accountable to our members – people who have a connection with or an interest in our work and who all hold a single share in the organisation. Our members include tenants, residents, and others who support our aims and values.

We are also a Registered Social landlord and a Scottish Charity and therefore operate in a heavily regulated, compliance driven environment. Maintaining our compliant status and continuing to meet the regulatory requirements placed upon us requires strong leadership and oversight.

Caledonia Housing Association and its subsidiary, Cordale Housing Association, are both registered with the Scottish Housing Regulator, ensuring compliance with the regulatory framework for Registered Social Landlords in Scotland. Caledonia Housing Association is considered systemically important by the Regulator due to its size, turnover and level of debt. The organisation is currently assessed as Compliant in terms of governance, financial well-being, and performance.

We operate in line with the Scottish Housing Regulator's Standards of Governance and Financial Management, which underpin

our robust governance arrangements and commitment to accountability.

Our formal governance structures are well established. The Management Board is responsible for setting our strategic direction and does so through business and financial planning and informed, effective decision making. Providing appropriate scrutiny of business performance is a critical aspect of the Board Member role. Through working collaboratively with the Executive Team, review, and oversight, the Board obtains assurance that regulatory requirements and standards are being met.

Some core tasks and duties are discharged to three standing sub-committees covering the areas of Audit and Risk Management, Housing Development, and Remuneration. Short-life working groups are also used periodically to support key governance-related topics and activities.

ESG-related risks are embedded within the Group Strategic Risk Register. This includes risks associated with compliance with health and safety legislation, addressing climate change and meeting associated targets, delivery of the Business Plan, financial and treasury controls, delivery of the Asset Management Strategy, and subsidiary governance. These risks are monitored by the Executive Management Team and reported quarterly to the Audit and Risk Management Committee and governing bodies for scrutiny and discussion. No adverse regulatory findings or enforcement actions occurred during 2024–25.

Cordale has its own Management Committee, which oversees local service delivery performance and sets local priorities. Cordale is subject to all the same legal and regulatory requirements as Caledonia Housing Association, with Caledonia, as parent, responsible for ensuring compliance.

Board and Trustees

The Caledonia Management Board has 10 members. There is an equal split between male (50%) and female (50%) members and a diverse age range:

Age Profile	%
31-40	10
41-50	40
51-60	40
61-70	10
Total	100

We ensure a diverse range of perspectives are considered in governance through clear Equality, Diversity and Inclusion policies, and recruitment frameworks. Resident voice is embedded through tenant engagement structures, local consultations, and Board representation. Key policies include the Governing Body Recruitment, Selection and Succession Planning Policy, Equality, Diversity and Inclusion Policy, and Staff Recruitment and Selection Policy.

Current Board members bring a wealth of professional expertise, gained from roles in local government, the civil service, and public and charity sector organisations, as well as in the fields of financial management, legal, ICT, sustainability and human resources. One member is also a tenant ensuring lived experience informs decision-making.

Two of the six Audit and Risk Management Committee members bring recent and relevant financial expertise - one is a solicitor specialising in social housing finance, and the other a Chartered Accountant and Chief Financial Officer with a wealth management provider.

Board turnover has been modest in recent years, supporting continuity of governance.

- Board turnover: 2 of 10 members (Caledonia), 3 of 10 (Cordale) in the last two years.
- Senior Management Team turnover: 4/5 over the past two years as we streamlined our executive structure.

All Board and Committee members are non-executive and serve on a voluntary basis. The roles of Chair and Chair of Audit and Risk Management Committee are remunerated in recognition of responsibilities but remain non-executive positions. Succession planning is embedded in the annual Board appraisal process, ensuring governance continuity and proactive skills planning to support long-term strategic objectives.

An independent review of the Board Effectiveness Framework was carried out in March 2025. This included external observation of Board and Committee meetings and appraisal processes, strengthening governance practice and accountability.

A robust process is in place to identify and manage conflicts of interest. All Board and Committee members declare interests annually and update them throughout the year as required. Declarations are a standing agenda item at meetings, and members withdraw from discussions where potential conflicts arise, ensuring transparency and good governance.

Cordale Management Committee

The Cordale Committee has strong representation from the local community. Three members of the Caledonia Board currently serve on the Cordale Committee.

Age Profile	%
31-40	0
41-50	0
51-60	40
61-70	40
71 +	20
Total	100

Staff Wellbeing

At Caledonia Housing Group, we recognise that our people are our greatest asset. Our approach to staff wellbeing is comprehensive and tailored to need – including mental health support, flexible working, inclusive culture, professional development, and fair pay. This section outlines the practical steps we’ve taken in 2024-25 to support our people and build a safe, inclusive, and purpose-led culture.

Payment of Real Living Wage

Our employees are paid a real living wage, and we are currently working towards the real living wage accreditation.

Our pay structure is reviewed regularly to reflect market benchmarks, support retention, and ensure roles are fairly and transparently evaluated. We also offer a competitive benefits package, including agile working, generous leave, and access to health and wellbeing support.

Pay Reporting

Although not legally required to publish a gender pay gap report, we choose to do so as part of our commitment to equity, transparency, and continuous improvement.

While our pay framework supports wage parity across equivalent roles, our gender pay gap reflects a disproportionate representation of women in lower-paid roles and an underrepresentation in the most highly paid positions.

Encouragingly, internal promotions in 2024 showed a positive trend, with 75% awarded to female employees. We anticipate further improvement in our next report (as of 5 April 2025), following our recent achievement of gender parity within the Executive Team and 75% female representation among our Head of Service roles.

Caledonia hourly pay gap	Mean	Median
2023/24	17.98%	24.30%
2022/23	20.22%	23.45%
2021/22	19.30%	20.90%

For the reporting year, the ratio of the Chief Executive's remuneration to the median full-time equivalent salary across the organisation is 4:1.

This ratio reflects our balanced approach to leadership remuneration and supports our efforts to maintain equity, transparency, and responsible governance.

Promotion of Equality, Diversity and Inclusion

In 2024–25, we made strong progress integrating Equality, Diversity and Inclusion (EDI) across the Caledonia Housing Group. Our cross-functional EDI Group led a wide range of initiatives to build awareness, strengthen inclusive practice, and ensure our values are reflected across both the workplace and the communities we serve.

Key achievements included the publication of our first EDI Annual Report, the rollout of a dedicated learning and communications calendar, and delivery of 10 themed staff events – including International Women’s Day and Men’s Mental Health sessions – attended by 153 colleagues.

In March 2025, we marked Neurodiversity Celebration Week with a staff communications campaign focused on awareness and inclusion. This featured webinars, signposted resources, and an internally developed Assistive Tools Toolkit from our ICT team to support inclusive working practices.



Our learning offer also expanded through quarterly EDI e-learning modules covering LGBTQ+ Allyship, Neurodiversity, Microaggressions, and Unconscious Bias. Our Menopause Support Group (“The 100% Club”) hosted a Menopause & Nutrition session and contributed to Wellbeing Action Plans. Staff wellbeing was further supported by our 16 trained Mental Health First Aiders.

EDI principles were embedded into how we work – including the launch of our updated Tone of Voice and communications guidelines, which promote the use of inclusive language across all internal and external channels.



Equality Impact Assessments continued to shape service delivery and decision-making, while accessibility standards were applied in our Design Guide and new-build homes. We also shared EDI messaging externally through tenant newsletters and social media, helping to foster understanding and inclusion across the wider communities we serve.

Looking ahead, EDI will continue to be embedded in our ESG reporting framework, ensuring it remains both a core organisational value and a measurable part of how we demonstrate impact.

Supporting Staff Physical and Mental Health

Mental Health First Aiders

We are committed to creating a mentally healthy workplace where care, compassion, and open conversations are part of everyday culture.

We maintain a ratio of at least one trained Mental Health First Aider for every ten staff members, ensuring colleagues always have someone to talk to and signpost support.

All line managers have completed Scottish Action for Mental Health (SAMH) led training, strengthening awareness and confidence around workplace mental health. Frontline teams also receive specialist training to support their wellbeing, particularly when working with tenants facing complex or distressing challenges.

Health and Wellbeing Benefits

All Caledonia staff can access a tailored health benefits package designed to support physical health, wellbeing, and work-life balance.

Employees can choose between our Health Plan, which reimburses the cost of essential treatments such as dental and optical care, therapy and wellbeing treatments, and diagnostic consultations, or our Healthy Body Benefit, which provides up to £300 annually toward health-focused purchases such as fitness equipment, gym memberships, and weight management programmes.

Annual information sessions are held to ensure staff are supported to make informed benefit choices and get the most from their selected option.

Employee Assistance Programme

Our Employee Assistance Programme, delivered in partnership with Rowan Consultancy, offers year-round, confidential support to all staff. Services include professional counselling and practical advice on personal, work-related or financial matters – helping employees manage challenges both in and outside of work.



Mens Health Event 2024, organised by Mental Health First Aiders

Agile For All

Our Agile for Everyone model has transformed how we work – blending flexibility, sustainability, and staff engagement. Shaped by both tenant and staff feedback, we restructured our office estate, consolidating into three regional offices in West Dunbartonshire, Perth, and Dundee.

These modern, flexible workspaces were designed to enhance collaboration and performance, while reducing overheads and environmental impact. The final phase of this transition took place in spring 2024, with our move into a new office at Seabraes in Dundee – a key milestone in creating a more agile and sustainable working environment. This approach was also recognised nationally, winning the cHeRries Awards Cultural Transformation Award in 2024.



In our June 2024 survey, 84% of staff responded that they feel they have the flexibility to work in a way that suits them

Service with Respect

Introduced in 2024, our Service with Respect commitment sets clear expectations for how staff and tenants interact with one another – rooted in empathy, compassion, and mutual respect.

Staff are trained to listen actively, respond with understanding, and work quickly to resolve issues. In return, we ask tenants to engage with us calmly and respectfully, recognising that our staff are people too.

Our service with respect commitments are:

- **Our staff will actively listen to better understand your needs, we ask you to explain your needs in a calm and respectful manner**
- **Our staff will respond to those needs with empathy and compassion, we ask you to remember that our staff are people too**
- **Our staff will always try to work quickly to put things right, we ask you to be patient while we do so**

Lone Working & Health and Safety Leadership

In 2024–25, we undertook a comprehensive review of our lone working arrangements. Led by the People Team, this involved a staff survey and targeted focus group discussions with managers and team leads to identify and address risks across high, medium, and low-risk roles. As a result, we introduced app-based safety technology for medium-risk lone workers, delivered refresher training for high-risk colleagues (all of whom are equipped with personal safety devices), and launched a manager self-service portal via People Safe to improve oversight and timely response.

To further strengthen our health and safety culture, 25 Health & Safety Committee Representatives and People Managers completed IOSH-accredited Leading Safely training in early 2025. This initiative ensures our people leaders are skilled, confident and equipped to fulfil their health and safety responsibilities in line with the Group's policy.

Supporting Professional Development

Investing in Leadership

A key pillar of making Caledonia a great place to work is developing and empowering our managers. In 2024, we launched Blueprint for Success – our bespoke, in-house management development programme. Over 40 managers participated in the nine-month initiative, focused on leading self, leading teams, and leading the business. The programme is shaping confident, capable leaders who are aligned with our values and committed to delivering results through people.

Empowering Learning and Career Growth

Building on the foundations of Blueprint for Success, we've strengthened our approach to learning and development across the organisation. We offer a wide range of in-person and online training opportunities to support professional growth at every level. Our online learning platform provides access to a varied training calendar, all aligned to our organisational objectives.

Every Caledonia employee has a Personal Learning Plan, now delivered through a new digital format introduced in 2024. This makes it easier for staff and managers to revisit and update learning goals throughout the year, ensuring development remains meaningful, trackable, and tailored to individual aspirations.

Initiatives emerging from Blueprint for Success – including mentoring, job shadowing, and project management working groups – provide practical, ongoing development experiences that build confidence, broaden skills, and support career progression.



Best Companies Two Star Accreditation



We are proud to have built a culture where staff feel engaged, valued, and empowered to make a difference. In December 2024, Caledonia was awarded a Two Star Accreditation from Best Companies, reflecting our strong levels of employee engagement and organisational purpose.

We were recognised as the highest-placed Scottish housing association in the UK's Top 25 Housing Associations list and ranked 17th in Best Companies' Top 50 Scottish Companies to Work For.

These accolades reflect the inclusive, collaborative culture we've worked hard to foster – one where staff at all levels are supported to drive improvement, innovate, and thrive.



Supply Chain Management

At Caledonia, procurement is central to delivering sustainable growth, social value, and environmental performance aligned with our ESG commitments. We define value for money as a balance of cost, quality, and sustainability to achieve long-term positive impact.

Social Value Creation

Sustainable procurement is at the core of our Procurement Strategy and reflects the Sustainable Procurement Duty under the Procurement Reform (Scotland) Act 2014. We see every procurement as an opportunity to deliver tangible benefits to people, communities, and the environment. We apply 10–20% weighting to community benefits, Net Zero, and Fair Work First in regulated tenders, proportionate to contract size and scope. Our structured approach ensures that all relevant tenders include mandatory or evaluated community benefit requirements, aligned with four key themes:

- Employment, Skills and Training
- Supply Chain Development
- Community Engagement
- Health, Safety and Wellbeing

We support inclusive economic growth by targeting SMEs and local suppliers, particularly non-regulated contracts under £50,000, and encourage subcontracting to SMEs within larger contracts.

In the past year, our community benefits efforts delivered tangible outcomes through our supply partners:

- £1,000 in vouchers donated to vulnerable households
- 20 paint packs donated to support low-income tenants
- Contractor commitments on a major project including jobs, an apprenticeship, placements, and community investment
- Legal and energy consultants providing training, tenant sessions, school talks, and sustainability workshops

Environmental Impact

Aligned with Scotland's Net Zero 2045 target, we incorporate climate-conscious criteria in procurement, using the Scottish Government's Sustainability Test. We prioritise low-emission, recyclable, and energy-efficient solutions, and favour local suppliers to reduce transport-related emissions. Suppliers are also encouraged to track and report on Scope 1, 2, and 3 emissions. Our sustainable procurement practices are underpinned by strong supplier relationship management. We treat suppliers as strategic partners, with contract terms incorporating social value and sustainability commitments. Performance is monitored through regular reporting, reviews, and dialogue to ensure alignment and continuous improvement.

Through this approach, Caledonia maximises the potential of procurement to generate social, economic, and environmental value.

Finance and Funding

Sustainable Finance

Sustainable finance underpins Caledonia Housing Group's ability to deliver social value, maintain quality homes, and support communities. Despite wider economic pressures, we have maintained a strong financial position - enabling continued investment while upholding our commitment to affordability, resilience, and sustainability.

Our financial model is underpinned by prudent planning, a strong balance sheet, and positive cash flow. Strategic budgeting balances affordability, energy-efficient investment, and managed development growth.

Regular monitoring and a finance business partnering model embedded across the organisation ensures data-led decisions that support long-term value and organisational agility.

External auditors RSM (formerly Baker Tilly) have audited Caledonia Housing Group since 2012-13. RSM remain auditors, with the Lead Audit Partner undertaking their sixth audit in 2025. Following a re-tender in 2025, RSM were reappointed at the AGM in September 2025.

Responsible Investment and Resilience

In response to inflationary pressures and rising costs, we delivered efficiencies through organisational redesign, functional reviews, and strategic procurement. These savings were reinvested into key ESG priorities, including Stage 3 adaptations and community support services.

Following the successful renegotiation of lender covenants, we created financial headroom to fund planned maintenance and retrofitting. Future capital investment will prioritise a fabric-first approach, helping us meet our decarbonisation goals while maintaining affordability. Long-term rental modelling further supports the balance between sustainable investment and tenant affordability.

Treasury and Risk Management

Our treasury strategy ensures long-term financial stability. With 80% of drawn debt on fixed rates - well above our 50% threshold - we are protected from interest rate volatility.

Gearing remains low compared to sector benchmarks, preserving headroom for future investment. These measures provide a strong foundation to deliver our business plan and ESG objectives with confidence.



Appendix

SUSTAINABLE DEVELOPMENT GOALS



SRS Criteria

Ref	Description	Location in report
C1	Distribution of EPC ratings of existing homes (those completed before the last financial year).	14
C2	Distribution of EPC ratings of new homes (those completed in the last financial year).	12
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?	15
C4	What retrofit activities has the housing provider undertaken in the last 12 months in relation to its housing stock? How do these activities align with, and contribute towards, performance against the housing provider's Net Zero strategy and target?	14-15
C5	Scope 1, Scope 2 and Scope 3 Green House Gas emissions Scope 1, Scope 2 and Scope 3 Green House Gas emissions per home If unable to report emissions data, please state when the housing provider is expected to be able to do so.	17
C6	How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks? How is the housing provider mitigating these risks?	19
C7	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?	20
C8	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?	21
C9	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?	22

Ref	Description	Location in report
C10	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	23
C11	Does the housing provider have a strategy for water management? If so, how does the housing provider target and measure performance?	23
C12	For properties that are subject to the rent regulation regime, report against one or more Affordability Metric: 1) Rent compared to median private rental sector (PRS) rent across the relevant Local Authority 2) Rent compared to the relevant Local Housing Allowance (LHA)	25
C13	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 - Other	25
C14	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 - Housing for older people - Low-cost home ownership - Care homes - Private Rented Sector - Other	25

Ref	Description	Location in report
C15	How is the housing provider trying to reduce the effect of high energy costs on its residents?	26
C16	How does the housing provider provide security of tenure for residents?	27
C17	Describe the condition of the housing provider's portfolio, with reference to: % of homes for which all required gas safety checks have been carried out. % of homes for which all required fire risk assessments have been carried out. % of homes for which all required electrical safety checks have been carried out.	27
C18	What % of homes meet the national housing quality standard? Of those which fail, what is the housing provider doing to address these failings?	28
C19	How do you manage and mitigate the risk of damp and mould for your residents?	28
C20	What are the results of the housing provider's most recent tenant satisfaction survey? How has the housing provider acted on these results?	30
C21	What arrangements are in place to enable residents to hold management to account for the provision of services?	30
C22	In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place? How have these complaints (or others) resulted in change of practice within the housing provider?	31
C23	What are the key support services that the housing provider offers to its residents? How successful are these services in improving outcomes?	32-38
C24	Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located. Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.	32-38

Ref	Description	Location in report
C25	Is the housing provider registered with the national regulator of social housing?	40
C26	What is the housing provider's most recent regulatory grading/status?	40
C27	Which Code of Governance does the housing provider follow, if any?	40
C28	Is the housing provider a Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	40
C29	Explain how the housing provider's board manages ESG risks. Are ESG risks incorporated into the housing provider's risk register?	40
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?	40
C31	How does the housing provider ensure it gets input from a diverse range of people, into the governance processes? Does the housing provider consider resident voice at the board and senior management level? Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?	41
C32	What % of the housing provider's Board have turned over in the last two years? What % of the housing provider's Senior Management Team have turned over in the last two years?	41
C33	Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.	41
C34	What % of the housing provider's board are non-executive directors?	41
C35	Has a succession plan been provided to the housing provider's board in the last 12 months?	41
C36	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	50
C37	When was the last independently-run, board-effectiveness review?	41
C38	How does the housing provider handle conflicts of interest at the board?	41

Ref	Description	Location in report
C39	Does the housing provider pay the Real Living Wage?	42
C40	What is the housing provider's median gender pay gap?	42
C41	What is the housing provider's CEO: median-worker pay ratio?	42
C42	How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?	43
C43	How does the housing provider support the physical and mental health of its staff?	44
C44	How does the housing provider support the professional development of its staff?	46
C45	How is social value creation considered when procuring goods and services? What measures are in place to monitor the delivery of this Social Value?	48
C46	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?	48



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