

BRINGING  
BRIGHTER  
FUTURES



The  
**Regenda**  
Group

Environmental, Social and Governance

# ESG

2023/2024 REPORT

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A woman with long blonde hair and glasses is smiling and looking at a tablet. A young boy wearing a white hard hat with the Regenda Group logo is looking at the tablet. The background is a blurred office or construction site.

# Building Futures, **Together**

At The Regenda Group, we're more than just a housing provider - we're a force for positive change.

From driving environmental sustainability and supporting thriving communities to upholding the highest standards of governance, our commitment to ESG (Environmental, Social, and Governance) principles guides everything we do.

The 2023-2024 period has been one of action and impact. We've pushed boundaries, set new benchmarks, and made strides that are reshaping what responsible housing looks like. Here's a closer look at how we've moved the needle in each ESG category, setting the stage for a greener, fairer, and more transparent future.



# WHO WE ARE

The Regenda Group is a group of nine organisations that aim to regenerate places and create opportunities for people. We operate across housing and construction, care and support and in education, training and careers.

## Housing and Construction

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### Regenda Homes

Regenda Homes is a not-for-profit housing association, registered with the Regulator of Social Housing. Regenda Homes manages circa 11,000 properties across the North West and follows the National Housing Federation's Code of Governance.

### Redwing

Redwing is a Liverpool-based property company with over 50 years' experience in sales and lettings, shared ownership, leasehold and apartment block management.

### M&Y Maintenance and Construction

M&Y Maintenance and Construction has over 40 years' experience in building and maintaining homes, and carries out thousands of repairs and gas safety checks each year.

### ECOGEE

Established in 2012, Ecogee is an energy and construction specialist company, providing green energy solutions across the North West.

## Care and Support \_\_\_\_\_



Centre 56 provides childcare through their nursery and after school clubs to children who have experienced domestic abuse or crisis.



Petrus is a Rochdale-based homelessness charity, that has provided residential and day support services to people who are homeless or in housing need for over 50 years.



In addition to general needs properties, Regenda Homes manages specialist supported accommodation across the North West, from housing for older people to extra care schemes and young parent services.

## Education, Training and Careers



Positive Footprints provides personal development programmes to schools, raising the aspirations of children and young people and opening up the world of work.



The Learning Foundry is a full-service training provider, delivering apprenticeships, traineeships and short free courses for residents and businesses across the country.



Established in 1991, the National Communities Resource Centre (NCRC) aims to close the inequality gap that exists in communities across the UK by providing training, support and resources.

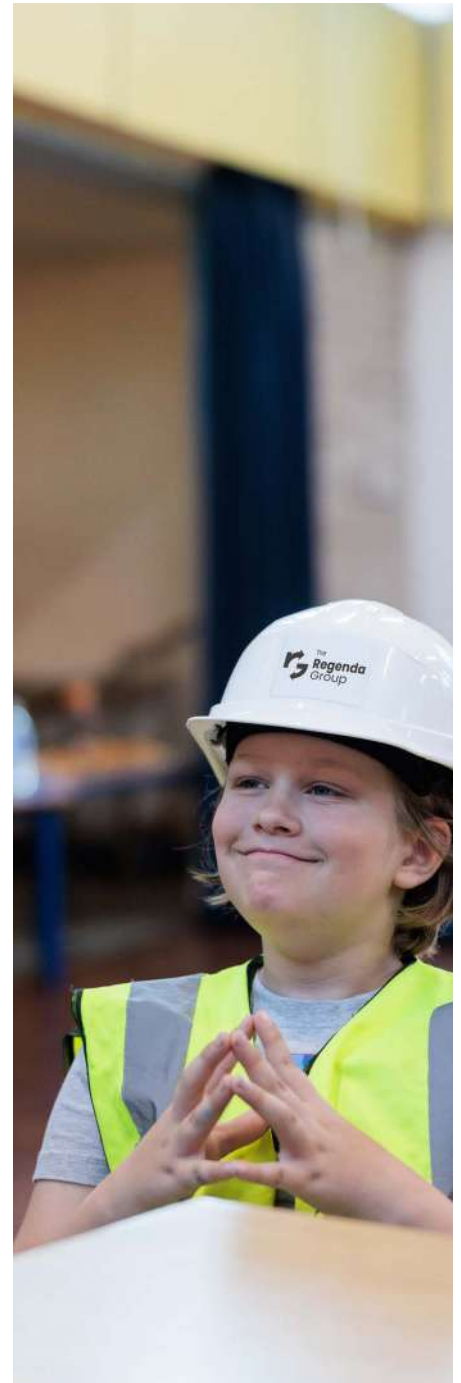
## How we measure our ESG

# WHAT IS THE SRS FRAMEWORK?

The Sustainability Reporting Standard for Social Housing (SRS) was launched in November 2020.

The Sustainability Reporting Standard for Social Housing (SRS) is a voluntary reporting framework, covering 48 criteria across ESG considerations such as affordability, carbon emission and energy efficiency, safety, equality, diversity and inclusion and resident voice.

It enables us as a housing provider and Group to report on our ESG performance in a transparent, consistent and comparable way. This makes it easier for our Stakeholders to assess our ESG performance, identify ESG risks and pursue opportunities to create positive social and environmental outcomes.



## Environmental

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Theme Name	Criteria we meet and can evidence
<b>Climate change</b>	<b>83%</b>
<b>Ecology</b>	<b>50%</b>
<b>Resource management</b>	<b>67%</b>

### Strengths

- Energy Performance Certificate (EPC) data known and plans in place to reach band C by 2030.
- New build properties compliant with EPC rating target of band C or above.
- Policies and procedures in place to cover the safe management and removal of pollutants e.g. Asbestos and mould.
- Consolidated approach to waste management and recycling, 97.6% waste diverted from landfill.

### Areas for improvement

- Net Zero strategy being developed for implementation within the next year.
- Develop 'Greener Development Strategy'.
- Develop strategy for water management.

## Social

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Theme Name	Criteria we meet and can evidence
Affordability and security	100%
Building safety and quality	100%
Resident voice	100%
Resident support	100%
Placemaking	100%

### Strengths

- £89k issued in food and fuel vouchers during 23/24.
- Cost of living fund supporting customers with the cost of fuel.
- Tenant scrutiny of services through Residnet Voice Panel.
- Customer Centric Clinics analyse customer feedback and devise plans to improve services.
- Complaint with Housing Ombudsman's code of practice.
- Financial Inclusion/Support team in place providing support to customers to maximise their income via benefit applications.

### Areas for improvement

- Measure success with community investment activities.



## Governance

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Theme Name	Criteria we meet and can evidence
<b>Structure and governance</b>	<b>100%</b>
<b>Board and trustees</b>	<b>100%</b>
<b>Staff well-being</b>	<b>100%</b>
<b>Supply chain management</b>	<b>100%</b>

### Strengths

- Overarching assurance framework that is aligned to the risk management framework.
- Robust governance structure in place.
- The Regenda Group is an accredited Real Living Wage Employer.
- Internal training company provides staff with access to sponsored qualifications.
- Gender pay gap favourable to national average.
- EDI Strategy embedded across the Group with EDI training delivered to all staff.
- Employee Assistance Programme available to all staff.
- Social activities for staff promoting health and wellbeing.
- Social value embedded in tendering process.

### Areas for improvement

- Gender pay reporting.
- Delivering on the plan to attain G1 rating.



ESG Report

# ENVIRONMENTAL

Here we demonstrate how The Regenda Group performs as a steward of nature.

## Environmental Impact

# LEADING THE WAY IN SUSTAINABLE LIVING

At The Regenda Group, sustainability is at the heart of our mission to create thriving communities.

As we face the urgent challenges of climate change, we are committed to reducing our environmental impact by improving the energy efficiency of our homes, cutting carbon emissions, and enhancing green spaces.

In 2023/2024, we have continued to take steps to align with the Sustainability Reporting Standard (SRS), laying the groundwork for a greener future through responsible resource management, innovative retrofit programmes, and the development of our Net Zero strategy.



# In 2023/2024,

We invested more than £31 million into our homes, including more than **£2.2m in energy efficiency measures.**

We improved the energy performance of **580 homes** by investing in upgrade works.

“Thank you once again for organising the new electric storage heating system for me. I’m feeling really relieved that there will be heat available to me at home this winter though an efficient system that I can feel happy to put on.”

**- CATHERINE, ECOGEE CUSTOMER**

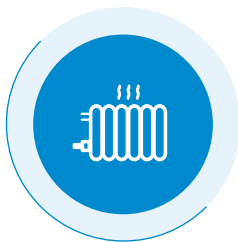
## Climate Change

# ENERGY EFFICIENCY & CARBON EMISSIONS

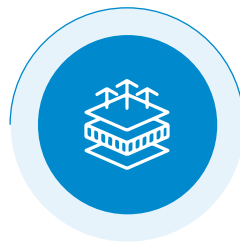
In 2023–2024, we intensified our focus on improving the energy performance of our housing stock through a comprehensive retrofit programme.

**65.34% of our homes** are now rated EPC C or above, a key milestone as we work towards full compliance with the 2030 government targets.

**Over 580 homes** were upgraded through energy efficiency works, including:



**435 heating system upgrades** to modern, efficient systems.



**28 homes fitted with external wall insulation** to improve energy retention.



**94 window replacements,** reducing heat loss and enhancing comfort for residents.

These efforts resulted in a **5% increase** in the proportion of homes meeting or exceeding the EPC C standard.

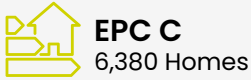
## Energy efficiency ratings \_\_\_\_\_



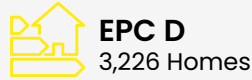
**EPC A**  
4 Homes



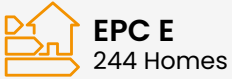
**EPC B**  
574 Homes



**EPC C**  
6,380 Homes



**EPC D**  
3,226 Homes



**EPC E**  
244 Homes



**EPC F**  
16 Homes



### **NO EPC CERTIFICATE**

Due to insufficient data, we cannot report on our no EPC homes. We are working to address this by completing the necessary data collection.

All new homes completed in the 2023/24 financial year achieved an EPC B or C rating, ensuring that our new developments meet modern energy efficiency standards.

The energy performance of these homes falls within a range of 33 to 100 Kw/m<sup>2</sup>/year, depending on factors such as property type and orientation.

## Net Zero Strategy \_\_\_\_\_

While we do not currently have a Net Zero target, we are in the process of reviewing our existing sustainability strategy. A comprehensive Net Zero strategy will be finalised and approved by the Group's Board in 2024/25. This strategy will include specific targets and a timeline for achieving Net Zero emissions, aligning with the UK Government's broader Net Zero goals.

## Greenhouse Gas Emissions \_\_\_\_\_

We are part of the Streamlined Energy and Carbon Reporting (SECR).

### **WHY IS THIS IMPORTANT?**

This means that we are held accountable by a UK Government scheme that requires us to disclose our energy consumption and carbon emissions in our annual financial reports.

It means we must be transparent about our consumption and emissions, monitoring them closely to ensure we minimise our impact as much as possible.



## Scope 1, 2 and 3 Emissions as specified by the Greenhouse Gas Protocol

### **SCOPE 1** \_\_\_\_\_

Scope 1 Emissions include emissions from sources that are directly controlled by the organisation, such as:

**Fuel Combustion:**

Emissions from boilers, furnaces, vehicles, etc, directly operated by the organisation.

**Company owned vehicles:**

Emissions from any of our fleet or company cars.

**On-site energy generation:**

Emissions from any energy generated in offices, or communal areas and communal heating systems owned/managed by the Group (even if this is recharged to residents), as well as any fuels bought by the organisation for use on construction sites.

**Total = 3,016,744.40 kg CO<sub>2</sub>**



## SCOPE 2

Scope 2 Emissions are those resulting from the generation of purchased energy consumed by the organisation, such as:

Purchased electricity:

Emissions generated by power plants producing the electricity used by the Group.

Purchased heating, cooling or steam:

Indirect emissions associated with the energy the organisation buys to heat or cool its facilities.

**Total = 477,597.16 kg CO<sub>2</sub>**

## SCOPE 3

Scope 3 Emissions includes all other emissions that are a consequence of the organisations/Group's actions, which occur at sources you do not control such as:

In a social landlord's case, this may relate to products bought for the construction and maintenance of homes as well as the emissions they produce when occupied by residents.

**Total = 23,466,418.04 kg CO<sub>2</sub>**

**Total emissions:  
26,960.76 kg CO<sub>2</sub>**  
**The average gas emissions per  
home stand at 2,531.76 kg CO<sub>2</sub>.**





## Ecology

# PROMOTING BIODIVERSITY & GREEN SPACES

In addition to improving energy efficiency, we are working to enhance biodiversity and green space in and around our developments, ensuring that our residents benefit from healthy, sustainable environments.



## Biodiversity Strategy \_\_\_\_\_

We are in the process of developing a comprehensive biodiversity strategy, which will be implemented over the next 18 months. This strategy will be supported by a Geospatial Information System (GIS) that will allow us to analyse greenfield sites and integrate biodiversity considerations into our developments.

As part of this initiative, we will comply with the new Biodiversity Net Gain legislation, which came into effect in February 2024. This legislation requires biodiversity assessments with all new planning applications, ensuring that we proactively enhance and protect the natural environment.



## Petrus at RHS Tatton Park

Every year since 2019, we have produced a show garden for RHS Tatton Park Flower Show to showcase the work of our incredible community allotment, PIER.

We attend with the goal of inspiring others to see things from **a different perspective.**

Through our show gardens we challenge misconceptions about people who have experienced homelessness, isolation, mental health issues and other complex social needs. With our service users, we make gardens to show what people can achieve when they are empowered, trusted and believed in.

In 2024, we returned to the RHS Tatton Park Flower Show for our 5th year, taking on our largest garden yet! Conceptually imagined as being situated in an alleyway between rows of terraced housing, The Kaleidoscope Ginnel Garden celebrates the diverse friendships formed through community gardening.

Uniting the local community, The Kaleidoscope Ginnel Garden was created with the support of service users, volunteers and staff from Petrus, Falinge Park High School and charity, Aspire to Inspire. The ginnel reflected the Rochdale community and our shared experiences of friendship through gardening.



## Resource Management

# REDUCING WASTE & PROMOTING SUSTAINABILITY

Efficient resource management is critical to minimising the environmental impact of our operations. In 2024, we have focused on responsible sourcing, waste management, and water conservation:



### POLLUTANT MANAGEMENT

We have a range of policies and procedures in place to manage and reduce harmful pollutants. This includes the safe management and removal of asbestos and mould, ensuring our contractors comply with environmental regulations.

All contractors are assessed for compliance with these policies during the procurement process, ensuring we maintain high standards across our supply chain.



### WATER MANAGEMENT

We currently do not have a formal water management strategy, but we are developing one as part of our SHIFT assessment. The findings from this assessment will inform our long-term water management goals, which will be integrated into our overall sustainability strategy.



### USE OF RESPONSIBLY SOURCED MATERIALS

Our approach to responsible sourcing focuses on using materials that meet British and European standards. We work with M&Y Maintenance and Construction, which has a reliable supply chain of over 250 local subcontractors, 85% of which are SMEs. These contractors are assessed based on their geographical coverage, trades, and adherence to health and safety standards.



### WASTE MANAGEMENT

We have implemented a comprehensive waste management strategy. Our partner, M&Y, holds ISO 45001 accreditation for waste management, ensuring that our construction and maintenance waste is responsibly handled.

In the past year, M&Y has continued to refine its recycling processes, further improving our commitment to sustainability.

# 2024

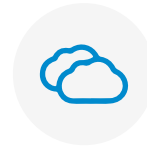
## ENVIRONMENTAL PERFORMANCE IN A NUTSHELL



**65.34% of our homes** are rated EPC C or above, with continued improvements through retrofitting and investment in **energy-efficient measures**.



All new homes completed in 2023/24 have **achieved EPC B or C ratings**, showcasing our commitment to building for a **sustainable future**.



The development of our Net Zero strategy, to be finalised in Autumn 2024, will establish **clear targets for reducing carbon emissions** across all scopes.



**Over 580 homes have been upgraded** through retrofitting, contributing to a 5% increase in homes achieving higher EPC ratings.



Our focus on responsible sourcing, waste management, and biodiversity is laying the groundwork for **significant environmental advancements** in the coming years.

As we continue to align with the Sustainability Reporting Standard (SRS), we are committed to **meeting the environmental challenges of the future** head-on, ensuring that our developments not only serve the needs of today but **are built to sustain the generations of tomorrow**.

## Looking Forward

# OUR ENVIRONMENTAL GOALS FOR 2025 AND BEYOND

As we continue our journey to improve environmental performance, we are committed to meeting our sustainability goals and addressing any gaps.

In 2025, we will implement our Net Zero strategy and further develop our biodiversity and water management strategies, ensuring that The Regenda Group remains at the forefront of sustainable housing development.



A photograph of a woman in a white shirt and red lanyard smiling and interacting with an elderly woman at a table. There is a gift box and a white cup on the table. The background is slightly blurred, showing other people in a social setting.

## ESG Report **SOCIAL**

Here we demonstrate how The Regenda Group manages relationships with residents, employees, the local community and suppliers.

## Social Impact

# SUPPORTING STRONGER COMMUNITIES

At the Regenda Group, our commitment to building resilient communities extends beyond providing quality housing. We work tirelessly to ensure that our residents have access to affordable homes, receive vital support services, and feel empowered to shape the places where they live.

In 2023/24, we continued to expand our efforts to support residents in overcoming financial barriers, enhancing their quality of life, and creating safe and secure neighbourhoods.








In 2024, The Regenda Group generated

# £24M

in social impact!

## Our properties \_\_\_\_\_

**We own 12,465 properties across the North West. Of these:**

- 
**8,408** are general needs units
- 
**951** are housing for older people
- 
**805** are supported housing
- 
**778** are affordable rent units
- 
**1,118** are low-cost home ownership
- 
**346** are private rented units
- 
**59** are immediate rent units

# AFFORDABILITY & SECURITY

We are committed to ensuring that our homes remain affordable and accessible to those who need them most. Our focus on affordability goes beyond rent regulation, supporting residents in navigating rising living costs and providing targeted financial assistance.



## RENT AFFORDABILITY

As of 2023/24, our average rent is set at 82.23% of the Local Housing Allowance (LHA). This means that our rents are significantly below market levels, ensuring affordability for our residents across all our properties.



## SECURITY OF TENURE

Our focus on providing secure homes is demonstrated through our tenancy agreements. New tenants are offered assured shorthold starter tenancies that become assured tenancies after a probationary period, providing long-term stability. Tenancies are only ended for serious breaches, such as anti-social behaviour.





## Resident Support

# HELPING RESIDENTS THRIVE

Our holistic approach to resident support goes beyond providing affordable housing. We offer a range of services designed to help residents build financial stability, improve their wellbeing, and achieve personal goals.



### FINANCIAL SUPPORT SERVICES

In 2023/24, our Financial Support Officers (FSOs) provided critical support to 986 residents, helping them secure over £1.8 million in additional benefits and grants. This assistance has directly contributed to reducing rent arrears by £109,000, alleviating financial pressure on vulnerable households.



### COMMUNITY INITIATIVES AND EMPLOYMENT SUPPORT

Our Thriving Hollinwood Food Club and partnerships with local councils has further extended our support.

Through our employability and skills development programmes, we continue to empower residents to gain new skills, find employment, and improve their financial stability.



# BUILDING SAFETY & QUALITY

Ensuring that our homes meet the highest safety standards is a top priority for Regenda. This year, we continued to uphold robust safety compliance, conducting thorough inspections and making necessary upgrades to maintain the quality and safety of our housing stock.



## Safety Compliance \_\_\_\_\_

We achieved 100% compliance for gas safety checks, with 94.34% of homes meeting the required fire risk assessments.

Our electrical safety checks were completed for 96.78% of homes, and all required asbestos management surveys were carried out, ensuring that residents live in safe and compliant homes.



## Managing Damp & Mould \_\_\_\_\_

We have developed a comprehensive Damp and Mould Policy to address these issues proactively. This year, we rolled out a repairs intervention policy that uses data analysis to identify properties at risk and target preventative works.



## Resident Voice

# LISTENING & RESPONDING

We believe that residents should have a strong voice in shaping the services they receive. This year, we continued to engage residents through channels such as satisfaction surveys and our Resident Voice Panel, ensuring that their feedback informs our decision-making.

### RESIDENT SATISFACTION

Our most recent satisfaction survey showed an overall satisfaction rate of 64.8%, with higher satisfaction rates of 71.5% among LCRA and 42% among low-cost homeownership residents.

The survey was conducted by an independent market research company, with over 1,500 residents participating through telephone, online, and face-to-face interviews.

### ACTING ON RESIDENT FEEDBACK

We hold Customer Centric Clinics where feedback is reviewed, and action plans are created to address areas of concern. Additionally, we've introduced Customer Journey Maps to visualise and improve the service experience for residents.

Our new 'You Said, We Did' section on the website provides transparency, allowing residents to see how their feedback has led to changes and improvements.



## Community Investment

# PLACEMAKING & NEIGHBOURHOOD SUPPORT

Our community investment activities go beyond bricks and mortar. We are committed to building thriving neighbourhoods through placemaking initiatives, partnerships, and targeted investments.



### OPERATION PROSPER

In Fleetwood and Merseyside, we funded a Community Hub as part of Operation Prosper, a multi-agency initiative designed to reduce crime and promote community cohesion. This hub serves as a central point for resident engagement, offering services in partnership with local authorities and the police.



### SUPPORTING LOCAL ENTERPRISES

We continue to invest in local initiatives, such as the Limehurst Little Learners Day Nursery, which received a £15,000 subsidy to support early years education and business development.

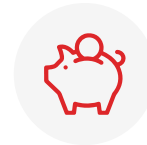


# 2024

## SOCIAL PERFORMANCE IN A NUTSHELL



We supported **986 residents** in **securing £1.8 million** in extra benefits and grants, which also helped reduce rent arrears by £109,000.



Our rents stayed at **82.23% of the Local Housing Allowance**, making sure homes remain affordable for our residents, even as living costs rise.



**71.5%** of LCRA residents told us **they're satisfied with our services**, and we're continuing to work on improving for everyone.



This year, we generated a **massive £24 million in social value**, thanks to our community projects, resident support, and investment in local neighbourhoods.

**In 2024, we made a real difference in people's lives.** From helping residents with financial challenges to making sure homes remain affordable, our focus has always been on creating better communities. Generating £24 million in social value shows just how **committed we are to making life better for our residents and the communities we serve.**



ESG Report

# GOVERNANCE

Here we explain how The Regenda  
Group is governed.

## Governance

# **STRONG LEADERSHIP, TRANSPARENCY & ACCOUNTABILITY**

Effective governance is the foundation of The Regenda Group's approach to creating lasting positive change.

Our leadership structure, risk management frameworks, and commitment to transparency ensure that we remain accountable to our residents, partners, and stakeholders. This year, we have made several enhancements to our governance practices, aligning with the latest best practice standards and continuing to build a board that is diverse, experienced, and equipped to oversee our strategic objectives.



# STRUCTURE & GOVERNANCE

The Regenda Group's governance framework is designed to uphold strong leadership and clear accountability, ensuring that we maintain our commitment to delivering on our strategic goals and ESG responsibilities.



## Regulatory Status

### Decoding Regulation:

**G = Governance V= Viability C= Consumer**

We are registered with the Regulator of Social Housing in England and currently hold a G2/V2 rating, reflecting our compliance with governance and viability standards.

We are yet to receive our C grading. This grading was introduced in 2024 and we are yet to be subject to IDA.



## Code of Governance

We follow the National Housing Federation Code of Governance 2020, which outlines our commitment to upholding the highest standards of governance and ethical behaviour.



## Not-for-profit Status

The Regenda Group is a not-for-profit organisation, meaning that all surplus is reinvested into improving services and supporting the communities we serve.



## Risk Management & ESG Oversight

Our Risk and Audit Committee oversees the Group's Strategic Risk Register, which now includes a specific focus on managing ESG-related risks. This ensures that environmental and social risks are integrated into our broader risk management framework, highlighting our proactive approach to governance.



## Regulatory Compliance

In the last 12 months, Regenda has not been subject to any adverse regulatory findings or enforcement actions. This is supported by our strong compliance culture and robust governance practices.

We know we have some room for improvement, we are committed to improving our 'G' rating from G2 to G1 and are making significant steps to achieve this in 2025.





## BOARD COMPOSITION & LEADERSHIP

A diverse, skilled, and experienced board is key to effective governance. This year, we continued to strengthen our board by promoting diversity and ensuring that our board members have the expertise needed to guide Regenda's strategic direction.

### Turnover \_\_\_\_\_

Over the past two years, **41% of our board members have transitioned**, which has allowed us to refresh our leadership with new talent and perspectives.

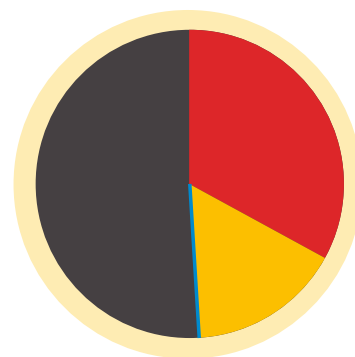
Meanwhile, **16% of the Executive Team has changed** during the same period, ensuring stability while also introducing fresh ideas.

Of our 11 Board members...

**33%**  
are women.

**16%**  
are from Black, Asian  
and Minority Ethnic  
(BAME) backgrounds.

**0%**  
are disabled.



The average age of our Board Directors is **59 years**.

### Expertise \_\_\_\_\_

Our **Risk and Audit Committee** is supported by **4 board members** with recent and relevant financial experience, ensuring rigorous oversight of the Group's financial health and risk management.

# BOARD COMPOSITION & LEADERSHIP



**88% of our board members are non-executive directors**, providing an independent perspective and robust challenge to the executive team.



In the past 12 months, a **comprehensive succession plan has been reviewed by the board** to ensure leadership continuity and preparedness for future changes .



In July 2023, we conducted an independent **board-effectiveness review** to assess our governance practices and identify areas for improvement. The findings will help shape our board development activities over the coming year.



# TRANSPARENCY & CONFLICT OF INTEREST MANAGEMENT

Transparency and integrity are at the core of Regenda's governance practices. To ensure that all board members act in the best interests of the organisation, we have robust mechanisms for managing conflicts of interest and ensuring open communication.



## Conflict of Interest Management

Every board and committee meeting begins with a standard agenda item on **'conflicts of interest'**. This ensures that any potential conflicts are identified and addressed before decisions are made, maintaining transparency and trust.

# STAFF WELLBEING & ENGAGEMENT

A strong governance framework must also support staff wellbeing, development, and inclusion. We believe that a motivated and engaged workforce is essential for delivering excellent services to our residents and achieving our strategic goals.



## REAL LIVING WAGE

The Regenda Group is proud to be **an accredited Real Living Wage Employer**, paying all staff at least **£12 per hour**, with the exception of apprentices.



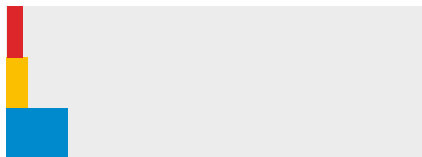
## GENDER PAY GAP

As of April 2023, our median gender pay gap is 4.9%, which is significantly lower than the national average of 14.3%. While this represents a slight increase from last year's figure of 3.8%, it continues to reflect our efforts to promote gender equity across the organisation.

3.8% in 2023

4.9% in 2024

14.3% National average



## CEO TO MEDIAN WORKER PAY RATIO

The current ratio of the **CEO's salary to the median salary of staff is 7.74:1**, indicating a balanced and fair approach to senior management remuneration.



## EQUALITY, DIVERSITY & INCLUSION (EDI)

We have rolled out **EDI training workshops** to all 800+ staff, highlighting the principles of equality, diversity, and inclusion and how they apply in the workplace. This training is part of a broader strategy to create a culture of respect and inclusion across Regenda.



## EMPLOYEE WELLBEING

Our comprehensive **Employee Assistance Programme provides 24/7 access** to independent advisory and counselling services. In partnership with **Chasing the Stigma**, we deliver **Ambassadors of Hope** mental health awareness training as part of our induction programme, and we have staff trained in mental health first aid to further support colleagues. We do this to ensure that every staff member has the tools to support their own and others' mental health.

# PROMOTING SOCIAL VALUE THROUGH SUPPLY CHAIN MANAGEMENT

Our commitment to social value extends beyond our direct operations. We work closely with suppliers and contractors to ensure that they align with our values and contribute positively to the communities we serve.



## Social Value in Procurement

Social value accounts for **10% of the total** tender scoring for all high-level procurements. Successful bidders are required to demonstrate how they will deliver social value, which is then tracked throughout the contract period.



## Sustainable Supply Chain

We have integrated sustainability considerations into all procurement processes, with **a minimum of 5% of tender points** allocated to environmental impact. This approach ensures that we partner with suppliers who share our commitment to reducing the negative environmental impacts of our supply chain.



# 2024

## GOVERNANCE PERFORMANCE IN A NUTSHELL



We continued to **uphold our G2/V2 regulatory status**, ensuring strong governance and financial viability.



33% women and 16% BAME representation on the board, reflecting **our commitment to diversity and inclusion**.



**ESG risks are now embedded** in our Strategic Risk Register, overseen by the Risk and Audit Committee.



**41% turnover** on the board has brought **fresh perspectives** but highlights the importance of ongoing succession planning.



A board-effectiveness review was conducted in July 2023, driving **further improvements in governance practices**.

Regenda's governance framework remained strong in 2024, **with key improvements in risk management, diversity, and leadership development**. While board turnover presents challenges, the organisation continues to ensure **effective leadership and accountability**, setting the stage for continued success.



# A Year of Progress, **A Future of Possibilities**

The 2023–2024 period has seen The Regenda Group make significant strides across all areas of our ESG framework. From reducing carbon emissions and enhancing energy efficiency to supporting residents and strengthening our governance, we've laid a strong foundation for future growth and impact.

As we look ahead to 2025 and beyond, our focus will remain on driving forward our Net Zero strategy, expanding our social impact programmes, and continuing to build a governance structure that sets the standard for transparency and accountability.

Because at Regenda, we believe that sustainability is not just about protecting the planet—it's about creating a better life for every resident, in every community.



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