

Annual Report
2024

SCALING UP TO MEET DEMAND:

More Homes for More People



Tuath
Housing





...supporting
over 37,000
people across
15,000 homes

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Scaling up to meet demand

As we look back on 2024, I am proud to share a year of remarkable growth and progress for Tuath. We have reached a significant milestone, supporting over 37,000 people in 15,000 homes. This is a clear reflection of our unwavering commitment to addressing the national housing crisis with scale, speed and dedication.

We are building not only more homes but better, more resilient communities. These efforts support both the immediate housing need and the long-term vision of a greener, more inclusive Ireland.

While much of our work is operational and driven by results, at its core it is people-focused. Everything we do is grounded in the wellbeing of residents, whose trust and engagement continue to shape Tuath's direction.

I would also like to take this opportunity to express my sincere thanks to Professor Paddy Gray, who is stepping down as Chair of the Board. Paddy's leadership, insight and deep passion for social housing have been instrumental in Tuath's impact over the past number of years. His advocacy for residents and community development has inspired our entire organisation. I am grateful that Paddy will remain on the Board, where his guidance and commitment will continue to benefit Tuath.

As we move into the next phase of our journey, I am confident in the Board, our staff, Tuath's leadership team and the strategy we've built. I look forward to scaling up social impact even further in the years ahead.

Sean O'Connor

Chief Executive

This year's theme, 'Scaling up to meet demand' is more than a title – it captures the essence of our strategic direction. We have worked diligently to expand operations, increase efficiency, and ensure financial prudence. Tuath's aim remains the same: to deliver high-quality, cost-effective homes that meet the urgent needs of individuals and families throughout Ireland.

Sustainability and innovation are deeply embedded in how we plan and build. From future-proofing homes to strengthening our financial base, we

A message of farewell

As I step down from the role of Chair of the Board of Tuath Housing, I reflect on 2024 with deep pride; not only in the growth Tuath has achieved, but in the countless lives that have been touched along the way. Behind every number, every newly completed home, there is a story of safety and security, of community and of fresh hope for the future.

Integrity and a deep sense of social responsibility. Whether through our tenant engagement programmes, sustainability efforts or the relationships we build on the ground, we have remained true to our mission of investing in both people and places.

I want to express my heartfelt gratitude to the dedicated staff, the executive team led by Sean, my fellow Board members, and especially to the residents whose stories remind us daily why this work matters. It has been a privilege to serve as Chair, and I am proud of what we have achieved together.

Although I am stepping aside as Chair, I will continue to serve on the Board and support Tuath in its mission. I offer my very best wishes to my successor Richard Pike, who inherits not only a dynamic and growing organisation, but also a passionate team dedicated to building a better future for so many.

Thank you for the opportunity to serve.

Professor Paddy Gray

Chair of the Board

Throughout my time as Chair, what has always stood out to me is the spirit of the people we serve. Tuath is more than a housing provider; it is a community builder. Our residents are at the heart of everything we do, and their voices have continually shaped our priorities, our values and our mission. I've seen first-hand how a secure, affordable home can transform lives and empower individuals and families to thrive.

In 2024, Tuath reached a new milestone, supporting over 37,000 people across 15,000 homes. That growth is important, but what matters most is how we've grown – with compassion,



Mission, vision and values

Our mission

To provide good quality, secure homes that people can afford.

Our vision

Investing in people and places by providing more homes and choice.

Tuath provides and manages over 15,000 homes, catering to the needs of over 37,000 people, and is active in every county nationwide. With a proven track record spanning nearly 25 years, the organisation has established itself as a trusted partner in addressing Ireland's housing needs. Tuath's core social purpose remains; to help people across Ireland to have and maintain a home that is safe, comfortable and affordable.

Our values



Choice

By providing choice to partners and residents, we continue to invest in people and places. We strive to be a landlord and employer of choice by providing first class services to residents and employees.



Exemplary governance

Tuath seeks to continually improve its strong governance and compliance structures and practices and is committed to the highest standards of governance, oversight and accountability.



Working for people and places, not profit

Tuath promises to work for people and places, not profit, and to continue providing safe and affordable housing while engaging with the communities in which we operate.



Partnership

Tuath believes in the importance and value of working in partnership with all stakeholders to deliver more homes for more people. We know that through collaboration, we can realise our full potential as a partner of choice.



Openness and transparency

Tuath prioritises transparency, accuracy, accountability and integrity across all areas of our business.



Customer service

Tuath aims to provide enhanced, efficient, evolving and innovative first-class services which are shaped and informed by residents, and which anticipate and exceed the needs of stakeholders and customers.



Sustainability and resilience

Tuath is committed to organisational and sectoral sustainability and resilience to ensure the future of our business and safeguard communities, through long-term, sustainable growth, ambition and business practice.



Innovation

Through the core principles of innovation and creativity, Tuath encourages diverse and open feedback from residents and employees, enabling us to provide evolving and adaptable services that accommodate stakeholder needs.



Social and environmental responsibility

Tuath is committed to embedding Environmental, Social and Governance (ESG) considerations in every aspect of our business through a culture of ownership, responsibility and accountability.

Strategic objectives

Tuath's Strategic Plan 2023–2027 provides a clear roadmap to guide continued, sustainable growth, while ensuring we remain firmly aligned with our mission, vision and values. In a dynamic and often challenging social and economic landscape, this plan helps us stay focused on what matters most—delivering quality homes and services that change lives for the better.

By setting clear targets against each objective and monitoring our progress, we ensure that our resources are used effectively and that our impact is maximised across all areas of the organisation. These objectives support not only what we do, but how and why we do it—putting people, quality, and accountability at the centre of everything.

Together, these eight strategic objectives empower Tuath to build more homes, serve more communities and create lasting, positive change across Ireland.

- ▶ First class services
- ▶ Health, safety and welfare
- ▶ Effective asset management
- ▶ Exemplary governance and regulatory compliance
- ▶ Organisational efficiency and effectiveness
- ▶ New homes and tenures
- ▶ Financial resilience and sustainability
- ▶ A sustainable future

As Tuath scales up its operations, this framework allows us to evolve in a sustainable, well-governed way, while maintaining the high standards that define our work. Each of our activities is shaped and driven by eight strategic objectives, which serve as both a compass for and a measure of our success.

Celebrating excellence

In 2024, Tuath was honoured to receive national recognition for our work. Our commitment to delivering high-quality, sustainable homes that meet a diverse range of needs was acknowledged through several prestigious industry awards.

At the National Property Awards, Tuath, in partnership with Cork City Council, was proud to receive the 'Social Housing Development of the Year' award for the Springville House office-to-residential conversion. This transformative project saw the successful repurposing of a derelict office building in Ballintemple, Cork into high-quality homes for older people. Through this project, Tuath gave its older residents accessible homes that are specifically designed to cater to their needs while contributing meaningfully to urban regeneration. The project also promoted sustainable living; with reduced carbon emissions compared to a traditional new build.

The Springville House project was also acknowledged at the Chartered Institute of Housing Awards in 2024, with Tuath and Cork City Council winning the 'Excellence in Housing Innovation' award.

We were further recognised for our dedication to partnership and innovation, with the 'Working in Partnership' award going to the Beneficiaries of Temporary Protection (BOTP) Rapid Build Programme. This initiative, led by the Department of Children, Equality, Disability, Integration and Youth, brought together Tuath, the Office of Public Works, the UN International

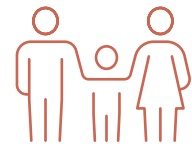
Organisation for Migration, and the DePaul Trust to deliver urgently needed homes for people fleeing conflict.

These awards reflect our ongoing mission to deliver lasting, positive change through creative housing solutions and strong, cross-sector partnerships.

Tuath and Cork City Council won the 'Excellence in Housing Innovation' award for the The Springville House project at the Chartered Institute of Housing Awards in 2024.



Key impacts in 2024



6,452
Individuals housed



2,489
New homes provided



95
New staff added



36,921
Total Tuath residents nationwide



€7.86m
Spent on planned and cyclical maintenance



602
Community and tenant engagement events held



15,000
Tuath homes nationwide



€3.65m
Spend on energy upgrades



83.5%
Tenant satisfaction rate



245
Total Tuath Staff



1,135
Stock condition surveys completed



€70
Average social weekly rent



€571m
Capital spend on new homes



29,727
Responsive repairs carried out



€1,348
Average monthly Cost Rental rent



€10.68m
Spent on responsive maintenance



12% reduction
In carbon emissions, compared to previous year



Growth with purpose: Tuath's new homes programme

Tuath's growth continued in 2024 with an objective to scale up construction and a focus on the impact whilst advancing our mission to provide affordable and secure homes for those in housing need.

2024 was another record-breaking year for the organisation, with Tuath providing 2,489 social and Cost Rental homes across Ireland.

Scaling up to Meet Demand: More Homes for More People



Optimising delivery and improving affordability

Tuath pushed the use of stage payments to enhance housing provision, reduce costs and improve affordability. Making use of funding from the Housing Agency and the Department of Housing, Local Government and Heritage and competitive, long-term fixed rate private finance through the Housing Finance Agency enabled Tuath to fund the construction of strategic projects with reputable development partners, eliminating expensive development finance.

This approach has not only facilitated the construction of large scale, mixed tenure communities, providing homes for people in areas of need that would not have been built otherwise, but also provides financial stability and predictability.

This allows Tuath to work with development partners from the earliest stages of a project, reducing risk and ensuring timely, efficient delivery.

The cost savings achieved from Tuath funding construction ultimately improves affordability for our tenants and ensures that available exchequer funding provides more homes for more people.

In 2024, five forward-funded projects commenced on site. Upon completion, these schemes will provide over 800 new social and Cost Rental homes; clear evidence of how Tuath is innovating and scaling its operations to meet Ireland's growing housing needs.



Cost Rental

In 2024, Tuath continued to lead the AHB sector in providing Cost Rental housing, building on several years of successful delivery and management. This year, we brought 436 new Cost Rental homes under management, bringing our national Cost Rental portfolio to over 800 homes. This progress was made possible through strong and sustained partnerships with local authorities, development partners, the Department of Housing, Local Government and Heritage, the Housing Agency and the Housing Finance Agency.

Delivering these homes has made a meaningful difference in meeting the housing needs of people on middle incomes by providing a more secure and affordable alternative to renting on the private market. Tuath's Cost Rental homes offer modern, high-quality accommodation; fair and sustainable rents and security of tenure in a rental market that continues to be unpredictable, thus empowering our residents to put down roots and plan for the future in their community.

Building for the future

Modern Methods of Construction

In 2024, Tuath Housing advanced its mission of providing affordable, sustainable homes by continuing to embrace Modern Methods of Construction (MMC), notably off site and modular building techniques. Of the 2,489 homes provided, 1,993 were constructed using non-traditional forms of construction including timber frame, pre-cast concrete, light gauge steel, insulated concrete framework (ICF) and modular construction.

A standout project was the Clai Mór development in Galway, comprising 102 homes, including 28 Cost Rental units which will represent Galway's first Cost Rental homes, constructed using prefabricated steel modular systems. This approach not only expedited the construction but also ensured high energy efficiency whilst reducing the environmental impact.

Tuath also built 304 modular homes via Rapid Build in 2024, utilising MMC to reduce disruption and accelerate project delivery. These homes provide accommodation to Beneficiaries of Temporary Protection, as part of the State's humanitarian response to the Ukrainian crisis. They also offer potential to be adapted to address social housing demand into the future.

By integrating MMC into our strategic plan, Tuath has demonstrated a commitment to innovation and sustainability whilst scaling up activity. This is enabling the rapid delivery of high-quality, affordable housing to meet Ireland's growing demand whilst minimising environmental impact.

Passive Housing

At Tuath, we recognise the dual challenge of addressing the housing crisis while responding to the climate emergency. In line with the organisation's environmental commitments, we commenced construction on our first Passive Housing project in 2024.

Passive Housing is a world-leading energy-efficient building standard that minimises heating and cooling needs through strategic design, insulation, air tightness, and smart ventilation. These homes are built to deliver long-term savings, comfort, and reduced emissions.

Construction began on Whitehaven, a mixed-tenure development at Northwood Avenue, Santry Demesne, Dublin 9, in March 2024. Once completed, it will consist of 174 Cost Rental homes and 81 social homes and will be one of the most sustainably designed apartment schemes of its scale in Ireland. All homes are expected to achieve at least an A2/A3 BER rating, delivering an estimated lifetime energy cost savings of €15,000 per unit, or over €4 million across the scheme.

Developed in partnership with Cairn Homes, Whitehaven demonstrates that delivering high-quality, climate-conscious housing at scale is both possible and commercially viable.



Scaling up to Meet Demand: More Homes for More People

Excellence in mixed-tenure living

De Verdon Place

A landmark achievement in 2024 was the provision of De Verdon Place on the Malahide Road, Dublin 17, led by Dublin City Council (DCC).

This project transformed a previously derelict site into a vibrant new community, delivering 161 social homes and 77 Cost Rental homes. It represents one of Ireland's largest public housing schemes and includes Dublin City's first ever Cost Rental homes.

De Verdon Place was financed through a combination of public and private sources, including the Department of Housing, Local Government and Heritage funding via the Social Housing Investment Programme (SHIP) and Cost Rental Equity Loan (CREL), development finance from Home Building Finance Ireland (HBFI) and long-term financing from the Housing Finance Agency (HFA).

Construction excellence was central to the project. Developer GEM employed Modern Methods of Construction, improving speed, efficiency, cost-effectiveness, safety and sustainability.

The use of Building Information Modelling (BIM) also enabled greater collaboration and precision during construction.

All apartments are A2 BER-rated and compliant with Nearly Zero Energy Building (NZEB) standards. The building includes seven rooftop gardens with panoramic views of Howth Head, and dedicated indoor communal spaces now used for resident engagement and community events.

De Verdon Place was officially opened in September 2024 and provides high-quality, secure homes for over 500 people, serving both middle-income households and those on the local authority housing list. Among those who spoke at the opening event was resident Karen, who lives at De Verdon with her son:

"I never thought I would get my forever home, but I have. I feel like I've won the lotto. I really am very thankful."

Resident-centric delivery that makes a difference

Coulter Close

Tuath is committed to delivering housing that meets diverse and specific resident needs. In 2024, we proudly completed Coulter Close, an assisted living scheme in Dundalk, Co. Louth, the result of over a decade of collaborative planning.

Initiated by Inclusion Louth, and developed in partnership with Louth County Council, this project was supported by the Capital Assistance Scheme (CAS) from the the Department of Housing, Local Government and Heritage.

The scheme includes six two-bedroom homes, including one fully accessible unit for older persons and those with disabilities, and a four-bedroom assisted living home, designed in consultation with the HSE to support individuals with intellectual disabilities. This unit is fully wheelchair accessible and is now home to residents of Saint John of God North East Services.

Built on land provided by the council, Coulter Close demonstrates the power of local partnerships and thoughtful design in providing inclusive, community-focused homes.



Kilhedge Gardens, Lusk

Kilhedge Gardens is another example of how Tuath is addressing demographic needs whilst scaling delivery. Built by Tuath on land owned by Fingal County Council, the scheme provides 31 age-friendly homes in the heart of Lusk.

The development includes 18 two-bedroom homes and 13 one-bedroom homes. Funded through the Capital Assistance Scheme, the homes were designed with the safety, accessibility, and comfort of older persons in mind. Features include single-storey layouts, level access to gardens, and shared indoor and outdoor spaces. The scheme's proximity to local services in Lusk enhances independence and connectivity.

Tuath is proud to be an accredited age-friendly organisation, and we are committed to expanding age-appropriate housing as part of our long-term strategy.

Parkview, Ballymun

Parkview in Ballymun, Dublin 11, further demonstrates Tuath's focus on housing tailored to diverse community needs. Undertaken in partnership with Dublin City Council and O'Cualann Cohousing Alliance, this scheme will deliver 32 apartments designed for older persons. The use of innovative construction techniques, including reinforced concrete walls, promotes efficiency and structural integrity and ensures an accelerated building process.

Funded through the Capital Assistance Scheme, Parkview combines sustainability, durability and thoughtful design and, upon its completion in 2026, will provide high-quality homes that support independence, security and wellbeing.

Innovating for growing communities

At Tuath, the resident experience is at the heart of what we do. As communities grow, we recognise the need to be innovative in how we deliver housing services.

2024 was a year in which we engaged with our residents more than ever, working to understand their needs and to continue to support them.



Allocating houses for homes

In 2024, the Housing Management team allocated 2,747 homes. These homes were provided nationally to families from Local Authorities' housing waiting lists, demonstrating Tuath's unwavering commitment to addressing social housing needs. Notably, 1,097 allocations were completed between 1 October and 31 December. During this period Tuath not only handed over keys but provided the essential wrap-around services required to enable residents to move into their new homes. 382 more homes were allocated in 2024 compared to 2023, reflecting Tuath's dedication and proactive approach in providing essential housing support to people in need.

Enhancing customer experience: Tuath Transforms

By the end of 2024, Tuath provided new homes to over 37,000 residents across Ireland. In line with this growth, we have also listened to residents and expanded our services.

In 2024, we launched 'Tuath Transforms', a significant organisational restructure within the Housing and Property Service Departments. Central to this is the development of a new Target Operating Model and the creation of a dedicated Customer Service Centre. This Centre will act as the first point of contact for tenants, freeing up our Housing Officers to spend more time in our communities, delivering personalised, localised support.

Tuath Transforms is not just about structural change; it is about continuous improvement. Insights and feedback from staff and residents are used to shape our new model and specialist roles have been developed to enhance the services we are providing. As we move towards full implementation, Tuath's focus remains on embedding this change to create a more resilient and efficient service that truly puts people first.

Resident satisfaction

Ensuring the comfort and contentment of residents has never been more important. Beyond offering a place to call home, we strive to achieve excellent customer service and true satisfaction for residents. Tuath's quarterly Resident Satisfaction Survey allows tenants to reflect on their experience of living in a Tuath home. It also offers crucial insights and allows us to identify opportunities for improvement.

In interviews conducted by an independent market research organisation, residents were asked to rate how happy they were with how Tuath delivers key services and maintains their homes. In total, 980 surveys were completed in 2024, with the data indicating that 83.5% of those polled were satisfied with the service provided by Tuath.

The results of each quarterly survey are published when they become available, with findings used to continuously improve service delivery.

2024 Resident Satisfaction Survey results



Tenant Engagement: Growing communities together

At the heart of Tuath's Tenant Engagement approach is the belief that thriving communities are built through meaningful connection, inclusion and shared purpose. Over the past year, our tenant engagement efforts have continued to grow, both in scope and impact, through initiatives that reflect the diverse needs, voices and aspirations of our residents.

The organisation's work in this space reflects the power of partnership and the importance of investing in people, not just places. Tuath led 602 tenant engagement initiatives in 2024. These included organising seasonal social events and awareness day celebrations such as European Neighbours Day and World Book Day and managing environmental projects such as No Mow May and Tuath's Best Kept Estate competition, plus running other competitions and educational courses. The Tenant Engagement team also set up panels for resident engagement, collaborated with tenants on a biannual magazine and empowered community groups to lead their own initiatives.

As we near the end of our Tenant Engagement Strategy 2022-2025, 'Your Voice, Your Home, Your Community', Tuath continues to focus on connecting, consulting with and supporting the communities where our residents live. We are now measuring the social impact of the work we do within communities and providing insights and results to residents.





Property Services Resident Feedback Panel

In early 2024, Tuath's Tenant Engagement and Property Services team invited residents to join a new feedback panel. The panel allows residents to review and contribute to the organisation's policies and procedures related to property services and repairs. With a high level of interest in the initiative, 15 residents were selected for a feedback panel, representing various ages, locations, backgrounds and experiences. The Panel now meets once a quarter, with sessions facilitated by Supporting Communities, an independent organisation that champions tenant and community participation; promoting accountability between residents and staff.

From the outset, the Feedback Panel focused on establishing clear goals and expectations. Members agreed on terms of reference and a code of conduct. Tuath staff provided training on the operations of the Property Services team, explaining technical terms, encouraging questions, and improving residents' understanding of Tuath's services.

Less than a year into its operation, the Feedback Panel has proven to be transformative for both Tuath and tenants.

"By involving residents in decision-making, we are promoting transparency and trust, fostering an environment where all stakeholders work together towards common goals."

"By involving residents in decision-making, we are promoting transparency and trust, fostering an environment where all stakeholders work together towards common goals," said Eoin Woods, Responsive Repairs Manager. "Furthermore, the Panel is driving improvements in our service delivery by highlighting areas that need attention and celebrating successes, ultimately leading to a higher quality of living for residents."

The Feedback Panel was shortlisted for the 'Beyond Housing' category at the upcoming CIH Awards, a significant achievement for such a new initiative.

New Horizons Bursary

Tuath's New Horizons Education Bursary, launched in 2023, continued to support residents in accessing education and training. The programme funds accredited and non-accredited courses to help achieve personal and professional goals. In 2024, €28,573.83 was awarded to 35 recipients, a 68% increase from the previous year.

By easing the burden of tuition fees and related expenses, the New Horizons Education Bursary allows individuals to pursue education and training without worrying about financial constraints. This support enables them to acquire new skills, enhance their qualifications and improve their employment prospects. Additionally, the bursary fosters a culture of lifelong learning and personal growth within the community, contributing to overall societal development and economic stability.

One bursary recipient commented:

"As a single parent, support like this doesn't come easy, and it's been a game-changer for my studies. In my first year, I struggled to figure out how I would afford supervision sessions. Knowing this support is there has lifted a huge weight off my shoulders."



Tuath Community Fund

The Tuath Community Fund offers support to resident-led initiatives in communities. The funding empowers residents and local groups to take an active role in shaping their communities; not only improving quality of life but also strengthening community ties, creating spaces where residents feel valued, heard and supported. In 2024, there were 19 recipients of funding, including residents' groups, voluntary organisations and community initiatives. In total, Tuath distributed €25,000 across these 19 projects, with each group receiving funds based on their needs.

The initiatives supported by the Tuath Community Fund ensure that Tuath communities remain inclusive, vibrant and supportive places to live and contribute to lasting social and economic benefits.

The funded projects focus on:

- ▶ **Creating safe and welcoming spaces:** Initiatives that transform shared spaces into inviting, community-friendly areas that foster a sense of belonging.
- ▶ **Encouraging creativity and expression:** Funding arts and craft supplies for groups that use creative expression to promote wellbeing.
- ▶ **Supporting children and families:** Providing resources for children with additional needs, play therapy for at-risk youth, and family events that bring communities together.
- ▶ **Promoting inclusivity and accessibility:** Supporting initiatives like Age-Friendly Walkability Assessments to improve mobility and independence for older residents.



Age-Friendly Community Assessment

Tuath joined the Age Friendly Business Recognition Programme, reinforcing our commitment to enhancing the experience and wellbeing of residents aged 55 and over. Achieving accreditation as an Age Friendly Business allowed us to expand initiatives that promote inclusivity, accessibility and social engagement.

An Age Friendly survey carried out among residents highlighted opportunities for improvement in how Tuath meets the needs of older residents. One common area of feedback from residents was the need for more inclusive outdoor spaces. In response, Tuath drew upon the Tuath Housing Community Fund to purchase wheelchair-accessible outdoor furniture for seven older-persons schemes. The furniture was sourced from PACE, a social enterprise, ensuring that the initiative not only improved residents' quality of life but also supported wider community development and sustainability efforts.

Tuath was honoured in September 2024 when Castlefen, a housing development in Sallins, Co. Kildare, was recognised as Ireland's first 'Age Friendly Housing Estate'. In partnership with Kildare County Council and Age Friendly Ireland, Tuath had engaged in works at Castlefen to improve the environment, the housing provision and the community supports for older people. The works included the widening of footpaths, adding speed ramps, resurfacing footpaths and installing outdoor gym equipment. This project has reinvigorated the scheme and is an excellent example of future-proofing a community and making it inclusive for all generations.

The improvements identified under the Age Friendly Community Assessment tool are directly influenced by residents' lived experiences, strengthening their sense of pride and ownership in their communities. Tuath will continue to work with residents to ensure that actions taken have measurable impacts on social inclusion, safety and quality of life.

As the Tuath team grows in line with the homes provided to residents nationally, we recognise that the professional services we provide must also grow in quality, efficiency and diversity to meet the ever-changing needs of residents who live in a Tuath home.

RESIDENT CASE STUDY:

Michael, Cork

When Michael and his wife moved into their Tuath home five years ago, it was the start of a new chapter.



Their four adult children had flown the nest and with no need for a large family home, they opted to swap their house for an apartment at Arus Mhuire, a right-sizing housing development in Blackrock, Cork, managed by Tuath.

"We felt very lucky to get it, it's a nice apartment and a lovely area," he says.

Michael had retired after 40 years and one month of working as a bus driver in Cork, but his life's passion has been his involvement in his local community.

Having been a part of community groups for his entire life, his passion has only grown stronger in retirement.

"My heart has always been in community development," he says.

"The first thing I did when we moved in was to get to know people."

Michael helped to set up a residents' group for Arus Mhuire with the aim of strengthening the community.

"We set up a committee and sent out a newsletter, and we would meet with Tuath and notify people of any news or progress."

Among the group's work has been the improvement of the outdoor space at Arus Mhuire, a piece of work led by the residents' committee which is headed up by its Chair, Teresa.

Along with friends in a local Men's Shed group, Michael and his neighbour Con built timber boxes to plant flowers. The residents' committee also worked with Tuath to install garden furniture to encourage people to gather outdoors.

"The best thing about this place is the lovely green area. On a nice day, you'd have four or five out having a cup of tea and they enjoy a chat.

"That creates a sense of community. The green space is vital."

Writing is another pastime of Michael's. He helped to set up an Elder Writers' Group in Cork a few years back and now sits on Tuath's Resident Editorial Panel, contributing to the organisation's resident magazine.

He also helps the residents' committee with activities for the community, and recently returned to his past role as a bus driver to transport the group on outings to Cobh, Fota and Killarney. –

If that weren't enough, he sits on a local Age Friendly Ireland committee, representing the interests of older people in his area.

"I always say, it's my first time being old! I like to look at what I can do for the senior citizens," he says.

"While I am very active, I could not do anything without the vital work of the residents' committee and the support of the entire community. It is very much a group effort."

Michael regularly engages with Tuath on matters of importance for his community, such as the installation of an Automated External Defibrillator and training for the residents. He singles out his local housing officer Mick for his efforts to support the people of Arus Mhuire.

"Mick is enthusiastic and supportive, and there's no plámás. You get a good reputation by being honest."

In 2024, Michael was proud to take part in a strategic planning day of Tuath's voluntary Board of Directors, where he shared his experience of promoting community engagement.

"I would always be very positive," he says.

"When you have something good there, build on it and improve it to make it even better."

Sustainability at Tuath: Impact for good

In an ever-changing world, we understand that local actions have global impact and that urgent, considered action is required to protect communities and the environment. Embedding environmental, social and governance (ESG) considerations into all practices continued to be a key priority for Tuath in 2024.

We endeavour to strike a balance between organisational growth and the provision of homes, whilst prioritising environmental stewardship and ensuring social wellbeing. With the organisation's commitment to a sustainable future incorporated as a pillar of our Strategic Plan, we drove ahead with initiatives to promote ESG excellence across Tuath this year in accordance with our ESG Framework.



Reporting

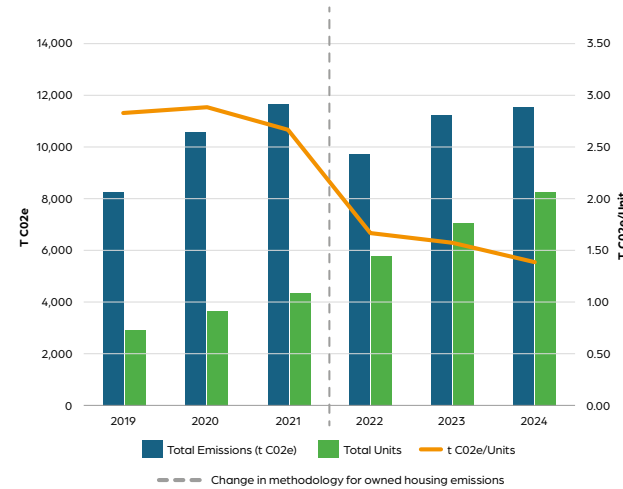
In September 2024, Tuath launched its inaugural ESG Report, 'Delivering sustainable homes for a better tomorrow'. The report outlines Tuath's approach to sustainable development, incorporating the key pillars of sustainability; environmental, social and governance. As one of Ireland's largest Approved Housing Bodies, Tuath aims to embed sustainability across all aspects of its operations.

In preparation for the anticipated Corporate Sustainability Reporting Directive (CSRD), a European Union regulation on how companies disclose information on their ESG impacts, Tuath completed a double materiality assessment in 2024. This identified our sustainability impacts, risks and opportunities, to further inform the organisation's sustainability strategy and priorities in addressing climate action. Despite Tuath no longer being in scope for CSRD reporting due to changes at EU level, the double materiality assessment will continue to guide our approach to sustainability. It will be published in our upcoming ESG report later this year.



Carbon Footprint

Tuath's focus on decarbonisation has contributed to the environment by reducing emissions and providing better, energy efficient housing with a lower carbon footprint.



In 2024, as we continue to respond to the housing crisis, our owned stock increased by 17%. As all new stock is required to meet a minimum A2 BER rating, this has limited our net absolute emissions increase to 3% year on year and has resulted in a **12% decrease per home** year on year. This means the amount of carbon produced per home is decreasing as we move away from heating homes with fossil fuels to providing better insulated homes with heating sourced from electricity.

In addition, our energy upgrade programme across older homes has continued to reduce our carbon footprint, along with external factors such as decarbonisation of the national grid and overall lower energy consumption trends nationally.

In 2024, we also undertook a Scope 3 carbon measurement, focusing on leased and managed housing stock, as well as our supply chain, business travel, commuting and waste. Further information will be published in our annual ESG report.

Scaling up to Meet Demand: More Homes for More People



Upgrades and regeneration

One of the main ways in which we mitigate our environmental impact is through our Energy Upgrade Programme. A significant 88% of Tuath-owned homes now have a minimum B2 BER energy rating, while 538 homes have been retrofitted to date. We are committed to upgrading all our own stock to a minimum of B2 by 2030. By retrofitting homes, we provide residents with a greater level of comfort while reducing their reliance on fossil fuels as a heat source. Going one step further, at year end 2024, 81% of Tuath owned homes were A-rated.

The regeneration and repurposing of older buildings has also become increasingly important for Tuath. The regeneration of Colmcille Terrace in Granard, completed in 2024, is a key example of this. Tuath oversaw the complete retrofit of 19 homes that had fallen into disrepair, including a number that were void. The structure of the homes was retained, with works including the removal of solid fuel heating systems and the installation of external insulation, air-source heat pumps, new kitchens, windows and doors. This allowed the refurbished homes to achieve an A3 BER rating, surpassing the initial B3 target. The project fulfilled Tuath's ambitions to limit the environmental impact of our homes and has resulted in significant cost savings and increased comfort and quality of life for our residents.

Impactful collaboration

Balancing the need to deliver housing with the necessity to prioritise sustainability is an ongoing challenge, and one that we are tackling head-on. We work closely with our development partners and AHB colleagues to understand the scale of decarbonising the housing sector and find solutions to enable our transition to net zero.

Collaboration has been a cornerstone of Tuath's success throughout the organisation's lifetime and plays a vital role in our approach to meeting our sustainability goals. In 2023, Tuath was a founding member of the Housing Alliance Climate Action Working Group, a collaboration of six of Ireland's largest Approved Housing Bodies working together on climate and sustainability issues.

In collaboration with our Housing Alliance partners, Tuath surveyed tenants on their views about climate action and sustainability, providing us with valuable insight into residents' attitudes to climate change as well as opportunities for further engagement.



85%
of residents

said they were concerned about climate change with almost a quarter saying, 'very concerned'.



98%
of residents

stated that energy efficiency in the home is important to them.



The survey gave residents the chance to provide feedback in relation to the energy upgrades they had received and share specific needs and suggestions in relation to sustainable actions within their communities including improved waste facilities and biodiversity initiatives.

This year, we were proud to become a member of the Irish Green Building Council. As Ireland's leading authority on best practice on green building, the Council brings together construction industry experts, professional institutes, academics, non-governmental organisations, local authorities and private businesses to accelerate the transformation of the built environment to one that is sustainable.

In November 2024, Tuath was delighted to partner with EnergyCloud and PrepayPower on a pilot project in Dublin that provides free renewable energy to 26 residents. The project diverts surplus energy that would otherwise be wasted into powering heat pumps and other services in each home.

Driving positive change in communities

Reaching our ambitious sustainability goals is only possible through the support of our residents and our staff. In response to the concern about climate change highlighted in our 2024 survey, we have spearheaded a number of sustainability projects for residents.

In partnership with DriveYou, we rolled out a car-sharing service across four of our communities in Dublin in August. The shared vehicles are available for residents at those schemes, reducing the need for private car ownership and contributing to lower greenhouse gas emissions, air pollution and traffic congestion with the added benefit of increased mobility and accessibility at affordable prices for residents. We also encouraged Tuath residents to take part in No Mow May, an annual campaign that encourages people to put away their lawnmower for the month of May. With wildflowers left to grow, our wild pollinators like bees can find more of their best sources of nutrition, pollen and nectar; allowing native plants and insects to thrive.

At the launch of the initiative, residents were invited to paint flowerpots, plant flowers, sow wildflower seeds and set up insect hotels.

Our Best Kept Estate competition returned this year, with ten housing developments being honoured for their commitment to community engagement, cleanliness, and sustainability. The criteria for success included collaboration among residents, effective waste management and hosting clean-up days. Our community library projects encouraged the sharing of books, while we also held clothing and toy swaps at many of our schemes in 2024. These events gave new life to pre-loved items, as well as saving money and reducing waste for residents.

We know that engaging with residents defines the success of our projects, and our energy upgrade programme is no different. As part of this Tuath published a Heat Pump User Guide and Energy Upgrade Handbook to support the ongoing energy upgrade programme and retrofit process. These are available on the Tuath website and are included in tenant welcome packs.

Scaling to future-proof homes

As Tuath continues to scale up, so too must the complexity and ambition of our Property Services function. We are more focused than ever on delivering high-quality, future-proof property services with a customer-facing focus.

The team rose to the challenge of managing a growing and maturing housing portfolio. They focused on innovation, sustainability and service improvement to ensure our homes remain safe, durable, and affordable for the long term.

Over the course of the year, we completed 1,135 stock condition surveys, building a clearer picture of asset health and enabling strategic, data-driven investment decisions. We spent €7.86 million on planned and cyclical maintenance and €10.68 million on responsive maintenance, underscoring our commitment to excellent customer service and long-term value. A further €3.65 million was invested in energy upgrades; improving the comfort, performance, and environmental footprint of our homes while helping residents to lower their energy costs and reduce fuel poverty.



1,135

Stock condition surveys completed



€7.86 m

Spent on planned and cyclical maintenance



€10.68 m

Spent on responsive maintenance



€3.65

Invested in energy upgrades



Service and safety in an evolving housing environment

With modern homes becoming more technologically advanced, our approach to property services is evolving. Many of Tuath's newer developments include higher levels of mechanical and electrical (M&E) systems, smart heating and ventilation technologies, and strict thermal performance standards. Ensuring employees and contractors have the right technical expertise is a growing area of focus. Among our efforts has been the production of training videos for staff, to ensure they are confident to answer residents' queries.

We are also committed to ensuring that residents are supported in using the energy systems in their homes effectively. In 2024, we published two new resources for people living in Tuath homes; a Heat Pump Guide and an Energy Upgrade Resident Handbook.

Through our Property Services Resident Feedback Panel, tenants received training to enable them to shape how we provide services. We have learned to listen.

At the same time, the regulatory environment is becoming more stringent, with higher expectations from the Approved Housing Bodies Regulatory Authority, updated minimum rental standards, revised building regulations and more robust fire safety protocols. These developments are welcome and essential, and our Property Services team is committed to embedding them across all our operations to ensure compliance, safety and resident wellbeing. In 2024, we strengthened our policy and procedures on damp, mould and condensation. We also ensured all briefs for contractors and third-party agents continue to be up to date and in keeping with current regulations.



Strengthening supply chains

With more homes under management, our reliance on a robust and scalable supply chain has never been greater.

Construction cost inflation has added further complexity, impacting everything from materials to labour. This inflationary environment requires us to continuously review and refine our procurement and budgeting strategies to balance value for money with the need to deliver a high-quality, resident-centred service.

Ongoing shortages of skilled trades, particularly heating engineers and general maintenance operatives, continue to pose challenges across the construction and maintenance sectors.

Meeting our long-term service commitments will require us to both expand our contractor network and actively support skills development within the sector.



Responding to challenges in the operational landscape

As Tuath's housing stock matures, the maintenance needs of older homes are becoming more apparent. Responsive repairs, planned works, void property turnaround and cyclical maintenance are core components of Tuath's operational model.

In parallel, the organisation is addressing legacy challenges such as fire safety remediation and water ingress through targeted, long-term programmes. One such initiative is the Fire Safety Assessment Work Programme, developed and led by our Property Services team. In 2024, we completed Fire Risk Assessments to 100% of our higher and medium risk apartments and blocks and 20% of lower risk apartments. The balance will be completed in 2025. This programme has mapped out responsibilities and remedial actions, working in partnership with Owners' Management Companies where appropriate.

Our commitment to safe, secure, and well-maintained homes also extends beyond our own portfolio.

In 2024, Tuath engaged with the Department of Housing, Local Government and Heritage Working Group on apartment defects, contributing to the legislative framework for the remediation of buildings constructed between 1991 and 2013. We also continued our work as part of the Construction Defects Alliance, the Apartment Owners Network and the Multi Unit Development Act Reform Group, advocating for practical solutions and financial support to address widespread structural and safety issues in defective homes.



127
homes
upgraded



538
upgrades
since 2010



252
achieved an
A2 BER Rating

Home energy upgrades programme

In 2024 Tuath continued work to improve the energy efficiency of some of our older housing stock through our energy upgrades programme. We completed upgrades on 127 of our homes this year, bringing the total number of homes with an energy upgrade to 538 since the programme's inception in 2021. To date, 252 properties on the programme have achieved an A-Rated BER with all other properties achieving a minimum BER of B2.

RESIDENT CASE STUDY:

Valerie, Co. Galway

Valerie has been a Tuath resident for over seven years, sharing a home with her two daughters in Co. Galway.

Her house often felt cold, meaning she'd regularly have a fire on in the living room. Keeping heat in was a challenge, however, due to a lack of insulation. She also experienced a persistent damp issue in one of the bedrooms, which required her to run an air purifier.

Valerie was told by Tuath in March of 2024 that her home would be undergoing an energy upgrade.

"As part of this programme, properties are identified and selected for upgrades through thorough inspections and surveys," explains Paul Grennan, Building Services Engineer with Tuath.

"We then engage with the resident during a consultation process that lets them know what to expect. Identified properties can receive a range of energy-efficient upgrades, including air source heat pumps, additional insulation, and in some cases, new windows, doors, and solar panels. Our goal is to bring all homes up to a minimum B2 energy rating, ensuring that households can live in warm, comfortable and energy-efficient homes."

The work to Valerie's home included the installation of a new heat pump to replace her fireplace. Her attic was also re-insulated, and new doors and windows were installed throughout the house.

Within a week, the work was complete. Valerie had been apprehensive about the disruption, she admits, as she'd recently put new floors in and painted her kitchen. Thankfully, she needn't have worried.

"The workers showed great respect for me and my home," she said. "They did a very tidy job and left the place exactly as they found it. I couldn't fault them."

Just months on from the energy upgrade, the impact has been huge for Valerie and her family.

"I absolutely love it," she says. "It's given me an extra hour in the morning, where I'd previously have been cleaning the fireplace, taking out ashes and bringing in turf, which I no longer have to do."

The upgrades have also made the home feel safer and more comfortable, she says, and she has seen a difference in her energy bills.

"I'm up money too as I've definitely seen a difference in my energy bills."

Valerie's experience is reflective of the majority of Tuath residents, with 84% stating that their energy upgrades made a positive difference to their home.

Upholding high standards: Governance, compliance and risk

Tuath remains committed to maintaining the highest standards of governance, regulatory compliance and risk management. In 2024, we strengthened key frameworks to support transparency, accountability and resilience across the organisation, taking a proactive and structured approach to managing organisational risk. These efforts underpin our commitment to continuous improvement and ensure we remain responsive to an evolving operating environment.



Governance oversight

In 2024, the Board engaged Governance Ireland to assist with a comprehensive review of the Board and its governing documents to ensure they remained fit for purpose. This included observation of board and committee meetings, review of policies and procedures and a Board composition review. Governance Ireland presented to the Board at its Strategic Planning Day in April and to the Governance and People Committee. Following the review, Tuath's governing documents were updated, with several new policies being implemented. Following the review, the terms of reference for the committees were also strengthened, with responsibilities for each committee clearly defined.

The review assisted the Board in its continuing commitment to best practice, including the full implementation of Approved Housing Bodies Regulatory Authority standards at Board and Committee level and with succession planning for the future.

In addition to the meetings below, the Board had two Strategic Planning sessions in 2024 (April and October). Among other attendees, the Board welcomed recipients of the Education Bursary, residents from Tuath's Age Friendly Schemes and members of the Resident Feedback Panel to its Planning Day in October.

Internal audit and risk management

In 2024, Tuath conducted six internal audits and an internal regulatory assessment. The Board Assurance Map established in 2023 continues to be vital for tracking activities related to the four lines of defence and highlighting key organisational processes. Updates on outcomes from internal audits are regularly reported to the Board through our Audit and Risk Committee, enhancing oversight and ensuring we are committed to positive change.

In tandem with overseeing the Corporate Risk Register, the Corporate Services team provided training and support across the organisation, assisting with the maintenance of Departmental Risk Registers. Regular meetings continue with each Department to ensure appropriate escalation for emerging risks, which can then be captured on the overall Corporate Risk Register. Risk Assessments were also conducted on specific projects, ensuring any identified risks were controlled and managed throughout the project's lifecycle.

The Corporate Services team also ensures that the Business Impact Analyses (BIAs) for each function remain under review. These are key documents in identifying future risks and establishing action plans.

Key Risk Indicators (KRIs)

Key Risk Indicator (KRI) reporting is integrated into the organisation, with metrics directly reported to the Audit and Risk Committee. These include critical factors such as customer complaints, data breaches, staff turnover rates, and attempted cyber security breaches.

By monitoring these early warning metrics, Tuath can continuously assess and respond to potential risks effectively. KRI reporting provides valuable insights into Tuath's risk landscape, helping to identify trends and patterns that may require attention or intervention.

The next phase of KRI reporting will be implemented in Q2 2025, which will further enhance the granularity and accuracy of risk assessment. This phase will involve the integration of advanced analytical tools and techniques to improve predictive capabilities and support more informed decision-making across all levels of the organisation.

This proactive approach demonstrates our dedication to safeguarding our operations and stakeholders. Moving forward, we are integrating lessons learned from each simulation into our ongoing risk assessment processes and refining our Crisis Management Plan and Business Continuity and IT Disaster Recovery Plans to maintain readiness against unforeseen events.

Data protection

We prioritised data protection by implementing comprehensive staff training and updating our internal processes. Recognising the critical role that staff training plays in ensuring effective data protection, Tuath has developed a robust training programme that is compulsory for all staff members. This programme is designed to keep employees up to date with the latest data protection practices and regulations and foster a culture of awareness and responsibility, ensuring that every team member understands the importance of safeguarding sensitive information.

Complaints

Tuath continues to listen to residents' feedback and incorporate improvements in all our processes. In 2024, Tuath's Regulatory Compliance team enhanced the complaints process to increase both accessibility and transparency, by introducing a streamlined complaints process. Tuath have also commenced transactional surveys which provide a greater insight into the resident's journey through the complaints process to allow further opportunity for continuous improvement.

Complaints training remained a priority for Tuath across 2024, ensuring that all staff are aware of the obligations, and to improving the resident's experience.

Business continuity and crisis management

In Q3 of 2024, Tuath held a thorough crisis management and business continuity simulation with external consultants and our internal crisis management team. This crucial part of our risk management framework ensures readiness for incidents or crises. The exercise involved simulating various crisis scenarios to test our response strategies and capabilities comprehensively. Both the internal team and external consultants played active roles in assessing real-time decision-making processes, communication protocols, and resource allocation.

Understanding the dynamic nature of potential threats, the Board and Senior Management Team is committed to conducting these exercises regularly. By doing so, we aim to stay prepared for emerging crises and ensure that our team is trained to handle any situation efficiently.

Governance

Throughout 2024, the following meetings were held by the Board and Committees:

 11 Board meetings	 7 Governance & People Committee
 2 planning days	 5 Finance Committee
 1 AGM	 5 Development Committee
 5 Audit & Risk Committee	 5 Housing & Community Committee

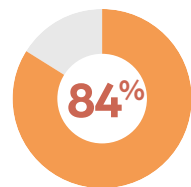
Cost Rental research

At Tuath, leading our own research gives us a greater understanding of the market and social environment we are operating in and helps to reinforce our messaging when seeking to inform public policy.

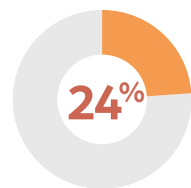
In September, Tuath launched the first major research paper on Cost Rental, entitled *The Impact of Cost Rental Housing: Security, Affordability and Place*, together with our colleagues in Clúid Housing and Respond. The research was undertaken by Dr Michael Byrne of University College Dublin, Dr Cian O'Callaghan of Trinity College and independent researchers Dr Sarah Sheridan and Dr Robert Sweeney. It was financed by the Housing Agency Research Support Programme.

The key research findings were presented at a launch event in September. They included:

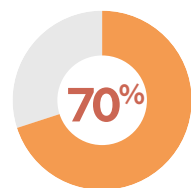
- ▶ 84% of respondents described their Cost Rental tenancy as very secure.
- ▶ Only 24% worry about eviction, sometimes or frequently.
- ▶ Over 70% report having a positive relationship with their AHB landlord.
- ▶ 81% felt confident contacting their landlord regarding repairs – underscoring their sense of security.



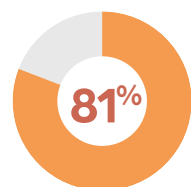
84%
of respondents described their Cost Rental tenancy as very secure



24%
worry about eviction, sometimes or frequently



70%
report having a positive relationship with their AHB landlord



81%
felt confident contacting their landlord regarding repairs



Many of the residents noted that the quality and size of their Cost Rental home was far superior to their previous accommodation in the private rental sector.

Since its publication, this research paper has had a strong impact on policy debate. It has been cited in the Dáil chamber and by the Joint Oireachtas Committee on Housing, as well as receiving widespread media attention. We hope that research of this kind will help to further the development of Cost Rental as a new tenure type and facilitate further expansion of this much-needed form of accommodation.

Cultivating growth and diversity

Tuath has continued to grow, not just in terms of the homes and services we provide, but also in the strength and diversity of our people. Over the past year, we have welcomed 95 new employees, bringing our total staff numbers to 245 by the end of 2024. This growth reflects our continued commitment to meeting the housing and support needs of our communities, while building an inclusive and dynamic workplace culture.





Workforce expansion

Tuath continues to invest in attracting and retaining talented individuals who are passionate about making a meaningful impact. Our recruitment strategy remains focused on hiring people who reflect the values of innovation, sustainability, partnership, openness and transparency; qualities that underpin our mission and guide the work we do at Tuath.

As we expand, we have placed a strong emphasis on ensuring that all new employees feel supported, welcomed and connected to the organisation. Our Human Resources team provides comprehensive onboarding and conducts follow-up conversations with new starters throughout their probation period.

2024 also saw a marked increase in internal promotions and cross-functional development, with 74 roles filled through internal promotions. This is not only a testament to the talent and dedication within our workforce but also highlights the organisation's focus on career progression. We are committed to providing pathways for employees to grow and thrive at Tuath.

Employee feedback

In November 2024, Tuath conducted its annual Employee Feedback Survey. The results showed a positive improvement in employee satisfaction, with 87% of staff reporting high levels of satisfaction, up from 86% in 2023. This steady improvement is a strong indicator that our efforts to create a supportive and empowering work environment are resonating with our employees.

Some of the most notable highlights from the survey include an increased sense of enthusiasm towards work, with many employees agreeing that they "look forward to coming to work at Tuath" (91.5%). This speaks to the positive and collaborative culture we strive to foster every day. Additionally, the survey revealed that employees feel Tuath genuinely "cares for employees as individuals with personal and authentic lives" (97%). This aligns closely with our values of creating a workplace that recognises the whole person, not just their professional role, and underscores the importance of wellbeing within our organisation.

Embedding equality, diversity and inclusion (EDI)

At Tuath, equality, diversity and inclusion are not just a statement; they are essential to our success. We believe that an inclusive organisation is a stronger, more resilient one. In 2024, we took proactive steps to deepen our commitment to EDI across all aspects of our operations by introducing specific Key Performance Indicators to measure success.

Our EDI Framework, which was launched in 2023, continues to guide our efforts to ensure that all employees, tenants, and stakeholders are treated with dignity and respect, regardless of their background, identity or personal circumstances. This year, we introduced EDI awareness training for all staff, with specialist workshops on diversity in the workplace, cultural awareness and unconscious bias.

In June 2024, Tuath proudly achieved the Investors in Diversity Silver Award from the Irish Centre for Diversity. This achievement represents an important milestone in our EDI journey and signals to both staff and stakeholders that we are serious about making diversity and inclusion part of our organisational culture.

The Silver Award reflects our success in embedding inclusive practices, engaging meaningfully with staff and taking concrete action to create a workplace where everyone feels they belong.

In 2024, Tuath established an EDI Committee, with representatives from across our internal departments. The role of the Committee is to guide the process of working towards an Investors in Diversity Gold award.

This is in addition to our existing Pride Committee, who continued to play a vital role in promoting LGBTQ+ inclusion and visibility across the organisation. This employee-led group has been instrumental in organising Pride Month activities, including Tuath's participation in the Dublin Pride Parade for the third time. The Committee's work has not only fostered a deeper sense of belonging for LGBTQ+ employees but has also strengthened our organisational culture of openness and respect. Tuath is proud to support the Pride Committee as part of our wider commitment to inclusive practice and to ensuring that all employees, regardless of sexual orientation or gender identity, feel safe, valued and empowered at work.

Key EDI statistics

-  **40% male staff**
-  **60% female staff**
-  **Median age 40 years**
-  **23 nationalities**

In 2024, our workforce comprised of 40% male and 60% female staff, with a median employee age of 40 years and representation from 23 different nationalities; Tuath's workforce embodies rich diversity in age, culture, and background. Fifty per cent of our senior management team and 54% of our overall management team are women, highlighting our proactive efforts to promote gender diversity and inclusivity in leadership roles.

Gender Pay Gap reporting

Tuath completed its first Gender Pay Gap (GPG) report in 2024, building on our commitment to transparency, accountability and continuous improvement. The report shows a mean gender pay gap of 6.4% and a median gap of 1.4% — figures which are below the sectoral average of 21% and the national average of 9.6%. They reflect positively on our efforts to create a fair and equitable workplace.

The GPG analysis provided important insights into gender representation across different pay bands and functions. While we are encouraged by the relatively small gap, we recognise that maintaining and further reducing this gap requires ongoing attention. Tuath has introduced several initiatives designed to support gender equity. These include a suite of supportive and inclusive policies that significantly surpass the statutory minimums set out in employment legislation and top up salaries in several policy areas including maternity leave, paternity leave and adoptive leave beyond minimum statutory requirements.

In addition, we have a number of important EDI-related policies such as surrogacy leave, fertility treatment, pregnancy loss leave, life events leave, personal wellbeing leave and a career break policy. This expansive suite of policies would be considered best in practice and demonstrate our commitment creating an inclusive, supportive culture.

Tuath is committed to closing the gender pay gap entirely and ensuring that gender is never a barrier to opportunity or progression.

Our GPG report has been shared with all staff and is publicly available on our website, reinforcing our belief in open dialogue and continuous improvement.



Learning, development and wellbeing

Continued career development is an important priority for our organisation. In 2024, 31 staff members took advantage of Tuath's Study Aids Programme, taking courses and training in areas ranging from data analytics, accounting and finance and employment law to sustainability and leadership. A number of our team took part in the GEM Programme, a training programme for those working in the housing sector, aimed at developing future leaders in the industry.

Staff wellbeing was central to our employee offering this year. Among the benefits for staff at Tuath are our annual wellbeing allowance, our Employee Assistance Programme and ongoing health and wellness education sessions. Meanwhile, regular Tuath Townhalls ensure staff are kept informed of the organisation's performance and company news. We also held regular events to promote cohesion and collaboration between colleagues, with celebrations for occasions such as International Women's Day, Pride and Easter, as well as regular coffee mornings and fitness activities.

Financial growth and best value

In 2024, Tuath experienced a significant surge in financial growth, propelled by strategic investments in our development program and the expansion of our housing portfolio nationwide as we provided 2,489 new homes. We saw a substantial increase in total income, now standing at €174 million, a rise of 18% from the previous year's €134 million. This substantial growth enables us to continue our mission of providing quality affordable housing, increasing our total asset value to €2.5 billion.



€174m Total income in 2024

2,489 New homes delivered

99% Of due rent collected

€70 Average weekly social rent

€1,348 Average weekly Cost Rental rent

€72m Cash balance on-hand



Despite heightened investment, Tuath maintains a robust financial position, with total borrowings estimated at €1.9 billion by the end of 2024. Notably, a portion of €38 million in loans is due for repayment within one year, highlighting our commitment to prudent financial management practices.

In 2023, Tuath generated a surplus of approximately €48 million, crucial for servicing loan obligations and funding long-term property maintenance. This surplus demonstrates our dedication to sustainable financial management, ensuring the continued provision of high-quality housing services for our residents.

Rent collection remains strong, with Tuath collecting over 99% of rent due. Our commitment to affordability is reflected in the average social rent for tenants, standing at €70 per week, and the average rent for Cost Rental residents at €1,348 per month. Social housing rent charges are based on the differential rent scheme, in collaboration with local authorities, ensuring fairness and accessibility for all residents.

Financial strength and value for money remain central to our strategic objectives. We aim to generate yearly surpluses, increase cash reserves, and maintain a healthy balance sheet to meet future commitments and invest in our homes effectively. Our cash balance remained at €72 million in 2024, providing liquidity for ongoing operations, loan repayments, and future construction projects.

The balance sheet strength reflects our growth trajectory, with total reserves €260 million. These reserves, including €166 million in general income and expenditure reserves and €69 million in capital reserves, are essential for funding future capital and maintenance programs, ensuring the sustainability of our housing stock.

Despite the sectoral and economic challenges, Tuath remains committed to maintaining financial strength, stability and sustainability. Our strategic and business plans outline measures to diversify our credit base, moderate gearing ratios, and deliver planned growth while upholding value for money principles. By prioritising financial prudence and operational excellence, we are well-positioned to navigate challenges and continue delivering positive outcomes for our tenants and stakeholders alike.

The strategic plan emphasises maintaining financial resilience to support ongoing investments in enhanced customer services and housing stock, while improving efficiencies. Operating within the framework of our financial 'Golden Rules' ensures prudent financial management, safeguarding social housing assets and company viability. Continuous operating improvements and efficiencies are enabled by economies of scale, technological advancements and streamlined ways of working. We remain committed to providing efficient services that satisfy residents, secure best value and create social value while sustaining our business for the future.

Board of Directors



Prof. Paddy Gray

CHAIR (UNTIL APRIL 2025)

Chair of Mergers and Acquisitions Committee

A Professor Emeritus at the University of Ulster, Paddy Gray was awarded a Distinguished Community Fellowship for outstanding work in the community. With over 400 publications on housing-related issues, Paddy has extensive academic and applied research experience and is a regular media commentator and expert advisor to government. Among Paddy's accomplishments are his appointment as the first ever Irish President of the Chartered Institute of Housing in 2010, his being named as the number one Housing Power Player in the UK and Ireland in 2017, and being awarded an OBE for his service to housing in 2020. In 2022, Paddy was appointed by former Minister for Housing, Local Government and Heritage, Darragh O'Brien, to sit on the newly formed Housing Commission. In 2023, he was named Property Personality of the year at the Belfast Telegraph Property Awards and in 2024, he received a Lifetime Achievement Award at the Aico Community Awards in Birmingham, England.



Patricia Goan

VICE CHAIR (RETIRED APRIL 2025)

Patricia Goan has over 30 years' experience in the housing and property sector, working in key positions with responsibility for new business, development, working in partnership and operations. Patricia has worked within the statutory, private, and not-for-profit housing sectors in both Ireland and the UK and is currently Chief Executive at Glebe Housing Association in London.



Richard Pike

CHAIR (FROM APRIL 2025)

Richard has extensive experience of working with financial institutions and technology companies throughout the world, assisting companies in managing enterprise risk more efficiently while addressing local regulatory guidelines and standards. He is currently Chairman of Citadel Securities (Ireland) Ltd, an Independent Non Executive Director and Chair of the Board Risk Committee at Starling International, Independent Non Executive Director at FBD Insurance plc, Independent Non-Executive Director at Citadel Securities (Europe) Ltd. He has previously worked in various senior banking, insurance, credit and market risk roles at PermanentTSB Bank plc., JP Morgan Fund Administration Services (Ireland) Limited and JP Morgan Hedge Fund Services (Ireland) Limited, Wolters Kluwer Financial Services, ABN AMRO, Bain, COMIT Gruppe and Quay Financial Software. He lectures in Risk Management at the Institute of Banking and at the Smurfit Business School. In 2009, Richard was recognised as a "Top 50" Faces of Operational Risk by Op Risk & Compliance magazine and was a contributing author to two books on risk management. Richard has also received the designation of 'Certified Bank Director' by the Institute of Banking.



Angela Murphy

VICE CHAIR (FROM APRIL 2025)

Angela Murphy worked with Cork County Council for the greater part of her working life, gaining experience in areas including Planning, Corporate Services and Human Resources. The bulk of her time with the council was spent working for the Housing Department. Angela held roles in the full range of Housing services provided, including social, affordable and voluntary housing, grants for older people and people with disabilities, HAP/RAS, house purchase loans and tenant purchase. She is a graduate of University College Cork and holds a BA and Higher Diploma in Education. Angela has a master's degree in public management from the Institute of Public Administration. Angela has also completed some studies in life coaching.



Will McCabe

DIRECTOR

Will McCabe is a Chartered Surveyor, specialising in property development and construction, investment opportunities and asset management services. Prior to this, he was a Director with the Earlsfort Group. Will is a graduate of DIT Bolton Street, gaining a Diploma in Auctioneering, Valuations and Estate Agency and earned his MSc. in Planning and Development in 2011.



Gerry Flynn

DIRECTOR

Chair of Housing and Communities Committee

Gerry Flynn worked with the Northern Ireland Housing Executive (NIHE) for 37 years at all levels including District, Region and Central, with the last five years in the key role of Director of Landlord (Housing) Services. Gerry helped to build the NIHE's portfolio to approximately 85,000 properties and played a pivotal role in the development of the Housing Community Network (HCN). He has expertise in all aspects of housing services, from repairs to management of contracts. His commitment to embracing the principles of tenant participation, involving customers in service improvement and the promotion of social enterprise has followed him throughout his long and fruitful career.



Conor Grimes

DIRECTOR

Chair of Finance Committee

Conor Grimes is a fellow of Chartered Accountants Ireland and has over 15 years' experience in the areas of audit, financial accounting, financial management and corporate finance. He has experience in a wide variety of sectors and is currently Head of Advisory at Connex Partners, a boutique firm servicing businesses' corporate finance needs across Ireland and the UK. Conor graduated from the University of Limerick in 2008 with a Bachelor of Business Studies. He is formerly a Board Member with the Aisling Project, an afterschool intervention organisation helping children in the community of Ballymun.



Marian Jennings

DIRECTOR

Chair of Governance and People Committee

Marian Jennings is an experienced solicitor, law lecturer, and independent non-executive director. Marian holds an LL.B from Trinity College, an LL.M from Queen's University Belfast, a Diploma in Employment Law from University College Dublin and a Diploma in Company Direction from the Institute of Directors. She has a long-standing involvement in and commitment to matters of homelessness and housing, having served on the Dublin Simon Community Board, and was a soup run volunteer with the charity for six years. This is Marian's second tenure on the Tuath Board of Directors, and she previously served as Chair from 2010 – 2013.



Sonya Meekel

DIRECTOR

Chair of Development Committee

Sonya Meekel has over 20 years' experience in the construction industry and is currently a lecturer. She is a highly experienced professional in engineering, project management and academia. She began her career as a design structural engineer and subsequently moved into consulting and project management, working for many notable firms, managing and coordinating numerous teams, focusing on the development and deployment of people and their skills. After years in the construction industry, Sonya transitioned into academia and specialist training. She is currently a lecturer at Technological University Dublin, where she specialises in people and project management. Her academic contributions extend to management and training for international projects, emphasising her broad expertise and ongoing involvement in professional development. Sonya is also a Director for the European Region of the Associated Schools of Construction, the international professional association for the development and advancement of construction education, where the sharing of ideas and knowledge inspires, guides, and promotes excellence in curricula, teaching, research and service.



Graham Kenny

DIRECTOR

Graham Kenny is a partner in the global law firm Eversheds-Sutherland LLP, working primarily in the areas of commercial litigation and corporate restructuring. He is an experienced solicitor advocate who regularly appears before the Superior Courts on behalf of leading domestic and international companies. He is currently a member of the Litigation Committee of the Law Society of Ireland and is also a former lecturer in the Law Society's Higher Diploma courses. Graham has extensive board experience in the property and retail sectors.



Brenna O'Roarty

DIRECTOR

Chair of Audit and Risk Committee

Brenna O'Roarty is strategic research professional and founded RHL Strategic Solutions in 2010. She undertakes assignments for international organisations including INREV and ULI, bespoke assignments for institutional investment managers, and is an advisory committee member of a number of real estate funds. Her previous background includes serving as Director of European Strategic Real Estate Research at Deutsche Bank Asset Management (now DWS), Director of European Research at JLL and lecturer in Land Economy at the University of Aberdeen. She holds a PhD from the University of Ulster.



Claire McManus *(from April 2025)*

DIRECTOR

Claire McManus is a member of the Royal Institute of Architects of Ireland (RIAI) Council, chairs the RIAI Housing Committee and is an RIAI Spokesperson on Housing. She holds an MBA and is involved in the research and development of RIAI policy with respect to Housing and Building Control. Claire is a member of several other Housing Committees including the Housing Agency's 'Supply & Affordability Panel,' the DHLG/RIAI 'Joint Housing Committee,' the CSO 'Housing Statistical Working Group' and Dublin City Council's 'Special Purpose Housing Committee'. Claire is a director of JFOC Architects, a practice specialising in housing.



Kerry Anthony *(retired April 2025)*

DIRECTOR

Kerry Anthony has over 28 years' experience in the third sector, including 18 as a CEO. She is an expert in governance, strategy, and organisational transformation across national and international settings. A values-led leader, Kerry advocates for strong communication and relationships. She is currently Chief Executive of Inspire, supporting people with mental ill health, addiction, and intellectual disability. A qualified social worker with a Master's in Voluntary Sector Management, Kerry is also a trustee of USPCA. She was awarded an MBE in 2010 for her services to housing and homelessness.

Co-Opted Members

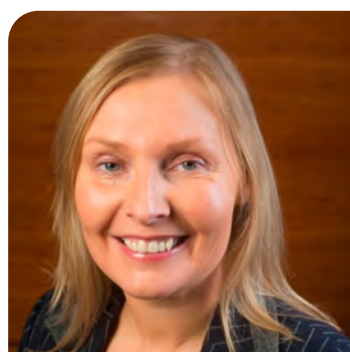


Dónall Curtin

CO-OPTED COMMITTEE MEMBER

Audit and Risk Committee

Dónall Curtin is an experienced accountant, board director, and business leader with a strong background in finance, corporate governance, audit, and risk management. He has extensive experience in both the public and private sectors, holding board directorships in organisations like Green Effects Investments plc, the Arts Council, the Office of Government Procurement, Irish College Leuven, and Early Childhood Ireland. Dónall founded a leading accountancy practice in Ireland and has served on audit and risk committees in both sectors. He is a passionate advocate for best practices and good corporate governance, ensuring the adoption of organisational values throughout businesses. With his strategic advisory services, he combines business and accountancy knowledge with a deep understanding of the property sector, contributing to housing solutions and community development.

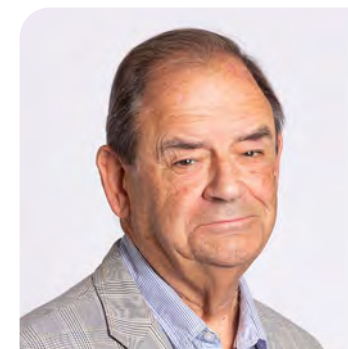


Anita Conway

CO-OPTED COMMITTEE MEMBER

Development Committee

Anita Conway is Director of Development at Radius Housing. Prior to this role, Anita worked as a commercial director in the private construction sector throughout Europe. Anita has extensive experience in residential, hospitality and commercial property development. Before working in the private sector, she gained over fifteen years' experience working in several housing associations within the property development and housing management field. Anita has a MSc in Property Development and Investment from Ulster University and a BA (Hons) in Housing from Hallam University, Sheffield.



James Pike

CO-OPTED COMMITTEE MEMBER

Development Committee

James Pike is an architect and was a founding partner in Delany MacVeigh and Pike, which was set up in 1964. This practice evolved into O'Mahony Pike in 1992. For over 50 years, James has played a major role in urban planning and housing in Ireland, and has also been involved in major educational, office, retail, hotel and industrial projects, and in projects in the UK and North Africa. In 2017 he was awarded the Royal Institute of the Architects of Ireland (RIAI) James Gandon Medal for Lifetime Achievement. It is the biggest personal honour in Irish architecture.



Michael Rourke

CO-OPTED COMMITTEE MEMBER

Development Committee

Michael Rourke has over 40 years of experience in the construction industry. He holds a BSc in building surveying and is a member of the Royal Institution of Chartered Surveyors, Chartered Institute of Building and is a Fellow of the Chartered Association of Building Engineers. He has held roles at director level in both the registered provider sector and local authorities in London and has also worked in private practice and the construction industry. For the past 20 years, he has focused on the delivery of new-build social housing and estate regeneration projects.



Mairead Mackle

CO-OPTED COMMITTEE MEMBER

Governance and People Committee

Mairead Mackle is the founder and CEO of Tarasis Enterprises. She is a multi-award-winning entrepreneur, philanthropist, activist, investor and non-executive board member. A passionate voice in values-based leadership, female empowerment and using business for good, Mairead works to make an impact in these areas globally, nationally and locally. Her passion for using the power of her business to create a better world led to the establishment of the Tarasis Foundation, which includes the iCare charity, focused on 'kindness without limits' and Evolve, an educational community and platform actively supporting the social and economic empowerment of women. To drive positive social impact in these spaces, Mairead sits on several key lobby groups and think tanks, and has also written a book, *Evolve – Voices of Leadership* which was published in 2021. She was awarded an MBE in the 2021 New Year's Honours List in recognition of her contribution to economic development and was awarded the Irish Tatler Entrepreneur of the year 2019 and Woman of the Year at the Natwest Everywoman Awards. More recently, she was awarded Entrepreneur of the Year at IMAGE PwC Businesswoman of the Year Awards 2024.



Andrea Paterson

CO-OPTED COMMITTEE MEMBER

Mergers and Acquisitions Committee

Andrea Paterson is a Fellow of the Chartered Institute of Public Finance and Accountancy. She holds an MBA (with distinction) and has over 30 years of experience in the housing sector. Andrea is a Founding Director of the Indigo House Group and leads its financial advisory and asset management services. She started her career in corporate finance in local government before moving into project financing with Ernst & Young LLP. Andrea has prior board experience including as a statutory appointee of the Scottish Housing Regulator.



Michael Rafferty

CO-OPTED COMMITTEE MEMBER

Finance Committee, Audit and Risk Committee

Michael Rafferty is a Chartered Accountant with extensive experience across the private, public and third sectors, and is currently the Group Director of Finance & Resources for Choice Housing, one of the largest independent housing associations in Northern Ireland. His key skills and experience relate to financial management, procurement, risk management and governance in complex organisational and regulatory environments. Michael has significant corporate finance experience and has been responsible for raising in excess of £400m in private finance through banks, project finance structures and capital markets. Michael is also a board member and Chair of the Audit, Risk and Assurance Committee (ARAC) for the NILGOSC pension fund, which provides pensions for public sector workers in Northern Ireland.



John Webb

CO-OPTED COMMITTEE MEMBER

Finance Committee

John Webb is a Chartered Accountant with over 35 years of banking experience at Allied Irish Banks plc and Ulster Bank DaC. His expertise spans treasury, asset and liability management, risk management and finance. He holds a Bachelor of Commerce from University College Galway (1988) and professional qualifications in Financial Risk Management (GARP) and Corporate Governance (UCD Smurfit School Graduate Business School). John serves as a director of Ulster Bank Pension Trustee (R.I.) Ltd, acting as Trustee for the Ulster Bank Pension Scheme (ROI) and the First Active Pension Scheme.



Anthea Ormiston *(From April 2025)*

CO-OPTED COMMITTEE MEMBER

Audit and Risk Committee, Finance Committee

Anthea Ormiston has over 20 years' financial services experience and is a Portfolio Director in Warren Private, an investment firm focused on providing debt and equity funding to experienced residential developers. Prior to this, Anthea was the Social and Affordable Sector Lead in Deloitte Real Estate Advisory & Finance team, primarily supporting the Approved Housing Body sector and has a strong understanding of both social and affordable housing and the various housing delivery models. Before this Anthea held many senior roles across the banking sector including operational risk, programme management, business unit set up, real estate lending and recovery. Anthea is a Fellow of the Institute of Chartered Accountants and holds a Masters in Banking.



Felix McKenna *(From April 2025)*

CO-OPTED COMMITTEE MEMBER

Development Committee

A chartered surveyor, and barrister, Felix McKenna has 40 years' experience in the property and construction industries. Having originally practised as a quantity surveyor, he spent a substantial part of his career in commercial property management with Irish Estates (an Irish Life plc subsidiary) and Eir. He joined NAMA in 2010 where, amongst other responsibilities, he led the team that delivered 3,000 social housing units across approximately 200 unfinished estates. After leaving NAMA in 2017, he was a founding partner of Urbeo Residential, a residential investment fund. He also served as Deputy Head of Development in Respond before taking up his current position as Property Asset Manager for the Dublin Archdiocese, where he has responsibility for a large and diverse property portfolio. Felix also served as a Director of Sophia Housing Association for 10 years.



John O'Connor *(From April 2025)*

CO-OPTED COMMITTEE MEMBER

Housing and Communities Committee

John O'Connor is the former Chief Executive Officer of The Housing Agency. Previous roles included Chief Executive of the Affordable Homes Partnership, and Executive Manager of the Housing & Communities Department in Dublin City Council. He also worked in the construction industry before moving to local government. He is a Chartered Engineer and holds qualifications in other areas including governance and project management. He has extensive experience in the management, development, provision and direct delivery of housing, particularly in the areas of social housing, affordable housing and regeneration projects. In addition, he has particular interest in the areas of sustainability, integration, disability and building standards. John has served on a wide range of boards and committees; and as chair on a number of these.

In Memoriam: Christopher Oakes



It is with deep sadness that Tuath recently marked the passing of Christopher Oakes, a long-serving and deeply respected member of the Board.

Chris gave over two decades of dedicated service to our organisation, joining the Board in 2003 and retiring in 2023. During his tenure, he held several key leadership roles, including Chair of the Board (2006–2010) and Company Secretary (2016–2019).

Chris was an outstanding ambassador for Tuath and a passionate advocate for our mission. His wisdom, integrity, and steadfast leadership helped shape the direction and values of our organisation. His contributions were instrumental in our growth, and his legacy is felt across all areas of our work.

Chris was immensely proud of Tuath's efforts in providing secure and affordable homes to those in housing need and never missed an opportunity to acknowledge the commitment and achievements of our staff. Calm, thoughtful and gracious, he brought a sense of purpose and generosity of spirit to all he did. He was, as many have said, a true gentleman.

Chris will be deeply missed by all who had the privilege to work with him. We extend our heartfelt condolences to his family and friends.

Rest in Peace Christopher.

Ar dheis Dé go raibh a anam.

Senior Management Team



Sean O'Connor

CHIEF EXECUTIVE

Sean O'Connor has a master's degree in Housing from South Bank University, London and a diploma in Corporate Governance from the Corporate Governance Institute. He is a General Practice Chartered Surveyor with membership of the Society of Chartered Surveyors Ireland, the Royal Institution of Chartered Surveyors, and the Chartered Institute of Housing. Sean has worked at a senior level for over thirty-five years in the private, public and not-for-profit housing sectors in the UK and Ireland. He has helped to deliver several award-winning residential and mixed use schemes and has a proven track record of proudly working collaboratively with communities to deliver positive change. Sean is a former Chair of the Housing Alliance and a former Board member of the Irish Council for Social Housing.



Bronagh D'Arcy

CHIEF OPERATIONS OFFICER AND DEPUTY CHIEF EXECUTIVE

Bronagh D'Arcy oversees the organisation's Housing and Property Services Departments. Having graduated with a degree in Housing and a Diploma in Management from the University of Ulster, Bronagh is a Chartered Member of the Chartered Institute of Housing. She also obtained a Diploma in Leadership from University College Dublin and has worked both north and south of the border. She has extensive management experience and has worked in the voluntary housing sector for over 30 years, mainly in the delivery of new homes, while working in partnership with a range of stakeholders and through various procurement options. Bronagh has worked with Tuath for 15 years and during this time has seen the Association grow to become one of Ireland's largest Approved Housing Bodies.



Neil Anderson

CHIEF FINANCIAL OFFICER

Neil Anderson, a Chartered Accountant, started with KPMG in London before embarking on a career spanning three decades. He has applied his knowledge and experience across a diverse range of sectors including property management, not-for-profit, information technology, hospitality and market research. Neil's professional experience has taken him to multinational FTSE 100 giants, medium-sized private enterprises and start-up ventures. His dedication and financial acumen led him to his current role as Chief Financial Officer at Tuath, a tenure marked by over eight years.



Martin Loughran

CHIEF COMMERCIAL AND DEVELOPMENT OFFICER

Martin Loughran leads on delivering Tuath's growth strategy with responsibility for the association's development programme, sourcing, and delivering new homes for the provision of social and affordable homes nationally. He oversees the new business, construction and development function of the organisation and is responsible maintaining and establishing strategic partnerships with key stakeholders.

Martin holds a BSc (Hons) in Urban Planning and Property Development from the University of Ulster in Jordanstown (UUJ), a Diploma in Housing Studies and a Diploma in Management and has been a Chartered Member of the Chartered Institute of Housing (CIH) since 2015. He has significant experience in the development and delivery of housing, having worked within the housing sector for almost 14 years. Throughout this time Martin has had a significant involvement in the growth of Tuath as an organisation and has vast experience in all forms of housing delivery.



Orla Cleary

CHIEF GOVERNANCE, LEGAL AND PEOPLE OFFICER

Orla Cleary is an experienced solicitor with a demonstrated history of working in the voluntary sector. With a strong background of over 15 years in social housing, having worked with AHBs and Dublin City Council, Orla is dedicated to affordable and sustainable housing solutions and ensuring that Tuath remains at the forefront of the housing sector in terms of innovation. She holds a Master of Laws in Commercial Law and Advanced Legal Practice and a Professional Diploma in Corporate Governance. As Chief Governance Legal and People Officer, Orla plays a vital role in overseeing and managing Tuath's Governance, Legal, Compliance, Risk Management, Human Resources and Data Protection and Communications and Policy teams, ensuring the smooth operation of all corporate functions. Orla is also the Company Secretary to the Board.



Nick Sheward

DIRECTOR OF PROPERTY SERVICES

Nick Sheward has an extensive background in development, property services and social housing, with over 35 years' experience of working in construction and property. Thirty of these years have been spent in roles relating specifically to the provision and management of social and affordable housing. Nick plays a leading role in the delivery of property services and asset management of the Association's housing stock, including building up investment profiles and managing planned, cyclical and major works programmes, as well as the delivery of Tuath's responsive repairs service.



Fiachra McKernan

DIRECTOR OF HOUSING

Fiachra McKernan has over 15 years' experience working in the social housing sector in both Ireland and the UK and holds a BA in Housing Management from University of Ulster. Fiachra's role is to oversee the work of the Housing management team including housing managers, housing services coordinators and Tuath's customer care team. Fiachra is responsible for assisting in the development and implementation of the strategic priorities and plans for Housing Services functions, ensuring excellent customer service and achieving plans and targets while delivering a comprehensive and expanding range of services.

Financial Performance:

2024 Accounts

Summary

	2024 €	2023 €
Income	173,567,606	133,987,763
Operating Costs		
Staff costs	(13,960,767)	(11,180,905)
Depreciation and amortisation	(1,117,087)	325,087
Other operating charges	(70,927,249)	(51,465,803)
Operating Surplus	87,562,503	71,666,142
Interest income	992,255	341,130
Interest and similar charges	(40,257,935)	(30,779,748)
Surplus on ordinary activities before taxation	48,296,823	41,227,524
Taxation on surplus on ordinary activities	-	-
Total comprehensive income for the financial year	48,296,823	41,227,524

	2024 €	2023 €
Fixed Assets		
Tangible fixed assets	2,450,339,473	1,891,275,046
Financial fixed assets	5,000	5,000
	2,450,344,473	1,891,280,046
Current Assets		
Debtors	62,400,674	14,093,825
Cash at bank and in hand	71,674,33	71,707,238
	134,075,006	85,801,063
Creditors: Amounts falling due within one financial year	(101,013,965)	(57,514,316)
Net Current Assets	33,061,041	28,286,747
Total Assets less Current Liabilities	2,483,405,514	1,919,566,793
Creditors: Amounts falling due after more than one financial year	(2,223,557,038)	(1,708,015,140)
NET ASSETS	259,848,476	211,551,653
Reserves		
Income and expenditure reserve	166,113,711	128,234,243
Revaluation Reserve	24,424,389	24,424,389
Capital reserves	69,310,376	58,893,021
	259,848,476	211,551,653

Refer to www.tuathousing.ie for full 2024 financial statements and audited accounts.

Other Information

Tuath Housing Association is a company limited by guarantee and registered in Dublin, Ireland

Registration No.: 326944

Charity Number: CHY 14356 CRA

CRA Number: 20046613

Registered Office: 33 Leeson Street Lower, Dublin 2

Auditors: Deloitte Ireland LLP,
29 Earlsfort Terrace,
Dublin 2

Bankers: Ulster Bank,
Kennedy Road,
Navan, Co. Meath

Allied Irish Banks,
52 Baggot Street,
Dublin 4

Housing Finance Agency,
46 St Stephen's Green,
Dublin





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