

# Corporate Social Responsibility Report

## A responsible housebuilder



1

Our focus on enriching the lives of our homeowners and employees influences all of our activities, from identifying and buying suitable land to designing, building, selling and managing high quality age-exclusive properties



Images:

1. West Midlands Region, Dragon Boat Race
2. Celebrating the opening of Hamon Court, Hunstanton

## Introduction

This, our second Corporate Social Responsibility ("CSR") report, since re-joining the London Stock Exchange, encompasses all the operations from the land acquisition, planning and design stage through construction to management of our occupied developments. It explains how we interact with our stakeholders, namely our employees, our customers, our homeowners and the communities in which we operate.

As the UK's leading retirement housebuilder, our driving ambition across our business is to enrich the lives of our homeowners and employees. We aim to deliver this by:

- creating a great place to work which is both safe and inspiring for our employees
- minimising the environmental impact of our activities
- engaging positively with the local communities in which our developments are built
- building a culture of excellence in health and safety across all our business activities
- building safe and vibrant developments to help older people lead healthy independent lives ensuring that they experience retirement living to the full

Our CSR Committee meets quarterly and is chaired by Gary Day, our Executive Land & Planning Director. It includes representatives from across the business - Land & Planning, Procurement, Construction, Regional Management, Health & Safety, HR, Communications, Management Services and Legal. The Committee reports directly to the Executive Leadership Team and indirectly to the plc Board.

## Our priorities for FY17 and FY18

The main priorities of the Committee in FY17 have been:

- establishing KPIs
- implementing a framework for greenhouse gas emission reporting

During FY18 the Committee will focus on:

- continuing to improve our CSR performance
- refining our CSR reporting framework

## Planning and design

We understand that our homeowners want to remain active within their community and near to local amenities and public transport links. On average our homeowners move no more than five miles from their current home into a McCarthy & Stone apartment, so our developments are clearly helping to meet a critical and growing local housing need.

We have strict criteria when purchasing land to ensure the location will suit the needs and aspirations of customers. Our developments are typically built on centrally located, urban, brownfield sites which were previously developed or had an existing established use.

Examples of sites we have purchased include local authority surplus car parks or buildings, police and fire stations, garages, pubs, care homes and hotels. In FY17 92% (FY16: 94%) of our land exchanges were brownfield sites.

We always seek to optimise the development density of our sites. This, combined with a relatively low level of car ownership and usage amongst our homeowners, means that we deliver a highly sustainable form of development.

## Community consultation

We consult with local communities, businesses and other relevant stakeholders on every new planning application we bring forward (both pre and post-submission), including holding one-to-one meetings, discussions with affected parties and public exhibitions. This gives neighbours and other interested parties a platform to voice their opinions, many of which help to inform our designs and approach to construction.

During FY17, over 92 (FY16: 133) consultations and exhibitions were held with 84.4% (FY16: 79.6%) of attendees advising that they found them informative.

## Construction

We are aware of the impact that the construction phase of our activities can have on the local community. All of our sites must comply with internal policies around levels of noise, cleanliness and presentation and some of our sites are accredited under the Considerate Constructors Scheme ("CCS").



## Minimising our impact on the environment

There are clear environmental and business benefits to designing energy efficient homes, using responsibly sourced and efficient materials, and with the minimum of waste sent to landfill.

Having a clear understanding of where our money is being spent and how much waste we create during the construction and operation of our developments allows us to make better informed business decisions whilst ensuring we minimise our environmental impact.

We are committed to reducing the level of waste generated by our construction sites year-on-year as this will bring both financial and environmental benefits.

Of the 18,821 tonnes of waste generated on our construction sites in FY17, only 1.7% (320 tonnes) went to landfill, the rest being recycled. We continue to work with our waste management companies to further improve this figure, as well as with our suppliers to reduce waste further up the supply chain.

DID YOU KNOW?

98.3%

Waste recycled in FY17  
(FY16: 94.4%)

# Corporate Social Responsibility Report continued

## Greenhouse gas emissions reporting

This section has been prepared in accordance with our regulatory obligation to report greenhouse gas ('GHG') emissions pursuant to Section 7 of the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013. As a newly listed company, this is the first year we have reported our GHG emissions in our Annual Report.

During the period from 1 September 2016 to 31 August 2017, McCarthy & Stone emitted a total of 16,382 tonnes of Carbon Dioxide equivalent (tCO<sub>2</sub>e) from combustion of fuel and operation of facilities (Scope 1 direct) and electricity purchased for our own use (Scope 2 indirect: location-based).

The table below shows our GHG emissions for the year ended 31 August 2017.

### Greenhouse gas emissions in tCO<sub>2</sub>e

	FY17
Combustion of fuel and operation of facilities (Scope 1)	8,681
Electricity, heat, steam and cooling purchased for our own use (Scope 2 location-based)	7,701
Electricity, heat, steam and cooling purchased for our own use (Scope 2 market-based)	2,661

Scope 2 emissions calculated using the market-based approach using supplier specific emission factors are calculated and reported in tCO<sub>2</sub>.

### Methodology

We quantify and report our organisational GHG emissions according to the Greenhouse Gas Protocol. Our sustainability consultant, Carbon Credentials, performed the calculations to convert our activity data into CO<sub>2</sub> equivalent using the UK Government 2017 Conversion Factors for Company Reporting.

This report has been prepared in accordance with the recent amendments to the GHG Protocol's Scope 2 Guidance; we have therefore reported both a location-based and market-based Scope 2 emissions figure. The Scope 2 market-based figure reflects emissions from

electricity purchasing decisions that McCarthy & Stone has made.

When quantifying emissions using the market-based approach we have used a supplier specific emission factor where possible. If these factors were unavailable, a residual mix emission factor was used. This approach is in line with the GHG Protocol Scope 2 Data Hierarchy.

We have also chosen to report our emissions per number of managed developments (312).

### Greenhouse gas emissions in tCO<sub>2</sub>e

	Location-based approach FY17	Market-based approach FY17
Total Scope 1 and 2 tCO <sub>2</sub> e per Managed Development	16,382	11,341
	52.5	36.4

The emissions intensity calculation is based on a figure of 312 managed developments for the year 1 September 2016 to 31 August 2017.

### Reporting boundaries and limitations

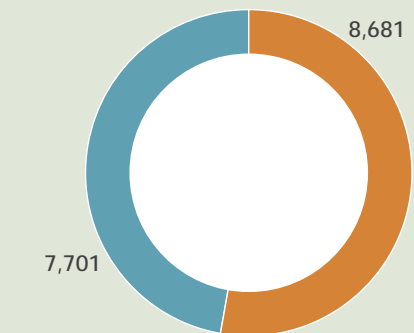
We consolidate our organisational boundary according to the operational control approach. Emissions for all significant sites have been disclosed, which includes our offices, construction sites and developments.

The GHG sources that constitute our operational boundary for FY17 are:

- **Scope 1:** Natural gas combustion within boilers, diesel combustion within generators and road fuel combustion within vehicles
- **Scope 2:** Purchased electricity consumption for our own use

As this is our first year of reporting we have been unable to gather sufficient information on refrigerant consumption across the organisation, therefore this is excluded from our disclosure.

### Total Emissions 2016-17 (tCO<sub>2</sub>e)



■ Scope 1  
■ Scope 2 (location-based)

### Assumptions and estimations

As this is the first year we have reported our GHG emissions, our data collection processes have not been fully operational across all areas of reporting. We have therefore used some assumptions in order to estimate our activity data. For example, we did not have records of vehicle fuel consumption available for management services' employees or company vans. Therefore, estimations were made using available data from other parts of the business.

In addition, accurate records of diesel combustion in generators at construction sites were not available in time for reporting. Therefore, an estimation was used based on average diesel consumption at each site as well as available records from procurement.

In some cases, missing data has been estimated using extrapolation of available data from the reporting period.

### Improving performance

We monitor energy consumption on the developments we manage in detail to identify opportunities to improve energy performance. We have now begun the process of collecting more accurate data for construction sites and offices. This will help us to understand more about our consumption and energy use, and to reduce our emissions going forward.



### Efficient homes

We design our developments to maximise the performance of the fabric and materials of the building. The “fabric first” approach is used for a number of reasons:

- It prioritises the largest item of energy consumption in homes: maintaining a comfortable internal temperature
- The energy efficiency is integrated into the building and does not require occupants to operate complex systems or change their behaviours

We employ a range of methods across our “fabric first” approach including:

- Maximising air tightness
- Installing insulation in walls and loft spaces
- Optimising solar gain through openings and shades
- Optimising ventilation and using the thermal mass of building fabrics
- Addition of photovoltaic cells to buildings where practical

### Customer feedback

We also listen and respond to customer feedback. Our current work on improving kitchens is a good example of this. Around 20% of our negative or neutral feedback on the NHBC New Homes Survey was related to kitchens, with storage space the most common criticism. As a result, we have improved the specification of our kitchens and implemented an optimised design to make better use of the storage space.

### Engaging with the community

We do not just consult with local communities at the planning stage – we also engage with them during the construction phase. Activities include visiting local schools or organising visits to our sites to encourage children to understand the dangers of construction sites.

### Creating a culture of excellence and a great place to work

Our people are vital to the continued growth and success of our business. We recognise that attracting and retaining employees is only possible if we provide the right working environment, appropriate reward and recognition schemes and opportunities for personal development and training.

At 31 August 2017, the Group employed 2,264 people (FY16: 2,094). This figure excludes subcontractors and agency workers. Some 59% of employees in the main business are employed on sites or at developments or as House Managers with the balance based in our regional and central offices.

### Employee communications

We communicate with our employees through a variety of channels including regular updates and the Group’s quarterly staff newsletter. Group-wide business updates led by our Chief Executive Officer on the business strategy give employees an opportunity to provide feedback to management.

### DID YOU KNOW?

# >13,500

Online and face-to-face training courses completed in FY17 (FY16: c.8,200)

### Employees: as at 31 August 2017

	Male	Female	Total
<b>Directors of the Board</b>			
– actual number	5	2	7
– percentage	71.4%	28.6%	
<b>Employees in senior management positions</b> (including Directors of subsidiary companies)			
– actual number	103	27	130
– percentage	79.2%	20.8%	
<b>Total employees of the Group</b> (excluding Non-Executive Directors)			
– actual number	756	1,508	2,264
– percentage	33.4%	66.6%	

At the end of the financial year 66.6% of all employees were female and 42.7% were over the age of 50.

### Employee survey

Our latest all-employee survey was carried out in October 2016. The response rate was 86% and, as shown in the table below, demonstrated that our employee engagement scores continue to be significantly higher than external benchmarks.

External benchmarks for the employee survey are provided by the external supplier, and are based on responses to the same question from other survey participants.

### 2017 Employees survey

	FY17 %	FY16 %	External benchmark %
I am proud to work for McCarthy & Stone	87	89	63
I would be happy to recommend McCarthy & Stone as a place to work	79	81	74
I feel a sense of belonging at McCarthy & Stone	77	76	54
I feel valued for the work I do	74	74	44
I am clear about how my role contributes to McCarthy & Stone's success	90	91	62

# Corporate Social Responsibility Report continued

Our values are:

**Passion**  
**Responsibility**  
**Innovation**  
**Determination**  
**Excellence**

## Recognition of achievements

Our values, which were chosen by our employees, are the standards to which we hold ourselves accountable and reflect the way we work, the way we communicate and the way we act.

DID YOU KNOW?

674

PRIDE awards  
in FY17  
(FY16: 572)

We celebrate and recognise employees who go the extra mile for a customer or colleague through our quarterly and annual PRIDE awards. Our progress is illustrated by our most recent employee survey, which identified that 87% of our employees are proud to work for McCarthy & Stone.

Any staff member can nominate a colleague for an instant PRIDE award which is judged by our regional PRIDE champions. Each quarter, instant PRIDE winners are then put forward for quarterly awards with overall winners being judged on an annual basis. During FY17, 674 PRIDE awards were presented.



## NHBC Pride in the Job awards

We are extremely pleased that our standards are recognised externally. In 2017, 15 of our site managers were awarded NHBC Pride in the Job awards, an impressive 50% increase over 2016.

NHBC Pride in the Job is the industry's most prestigious awards programme, the awards recognise site managers who achieve the highest standards of housebuilding and who demonstrate the highest qualities of workmanship, leadership, technical expertise and health and safety awareness. 7 of our site managers have received an NHBC Seal of Excellence Award.

## Apprentices and trainees

We offer aspiring site managers the opportunity to learn hands-on skills on our construction sites whilst studying towards a NVQ qualification such as Level 4 Diploma in Construction and Building Services Management, and Supervisions and Technical Certificate Level 4 NHC in Construction and the Built Environment. We also participate in a Shared Trade Apprentice Scheme, partnering with South West-based subcontractors, and various colleges. We hope that, once qualified, the apprentices will continue working for the Group, thus helping

to alleviate national shortages in skilled labour.

We have also offered trainee contracts in other departments such as Sales, Finance and Legal.

## Opportunities for development

We have an ongoing commitment to training, and personal and professional development. Performance against objectives is formally reviewed on an annual basis. As well as setting objectives, the process includes the identification and implementation of a tailored personal development plan. Improvement programmes focusing on quality, efficiency and customer service provide an opportunity for all employees to be involved in the development of our business and products.

## Student placement scheme

The Group is also developing the next generation of housebuilders through a student placement scheme run in conjunction with Northumbria University. As part of the scheme, which has been running since 1991, students studying for the BSc Hons in Construction Project Management have the opportunity to spend a year working at McCarthy & Stone.

Image:

1. Children and teachers from Hucknall Day Nursery visit Whyburn Court, Nottingham

This works well for both the students, who gain on-site experience, and for McCarthy & Stone, with many students competing for placements and choosing to become employees after they graduate.

Four new students started their placement years with us in August 2016. In total, over 130 people have completed the scheme with us since it was launched with several scheme participants continuing to work for us after completing their degrees. Some have risen to senior roles in the organisation, including two who are now regional managing directors.

### Employee involvement

Employees are encouraged to participate in the success of the Group. We currently have two share schemes which are open to all employees - a Sharesave plan ('SAYE') and a Share Incentive Plan ('SIP'). The SAYE savings contracts are for either three or five years. Neither scheme is subject to performance conditions.

### Diversity and inclusivity

We are committed to promoting policies to ensure that our employees are treated equally, regardless of status, gender, sex, age, colour, race or ethnic origin.

We give full consideration to applications for employment from people with disabilities where the requirements of the job can be adequately fulfilled by a person with a disability. Should any employee become disabled, it is the Group's policy, wherever possible, to continue the employment of that person. It is the Group's policy to provide equal opportunities for the training and career development of employees with disabilities.

We have recently reviewed and updated our Equality and Diversity Policy.

### Human rights

We support the United Nations' Universal Declaration of Human Rights and have policies and processes in place to ensure that we act in accordance with principles in relation to areas such as anti-corruption, diversity, whistleblowing and the requirements of the Modern Slavery Act 2015. All suppliers are required to confirm compliance with our Modern Slavery Policy which was adopted during the year.

### House Manager & Estate Manager of the Year awards

Two years ago we introduced our House Manager and Estate Manager of the Year awards to recognise the amazing work that our people do in managing our developments. These awards recognise the House Manager and Estate Manager who have excelled in their role and gone above and beyond to enrich the lives of colleagues and homeowners alike. In June our House Manager and Estate Manager of the Year for 2017 were announced.



Katrina Andrews, House Manager of the Year 2017 and Richard Wilson, Estate Manager of the Year 2017

Katrina Andrews, our House Manager at Coppice Gate, Dibden Purlieu, has a long background in customer service and care, and was appointed as House Manager at Coppice Gate when it first opened in August 2016. Nominations for Katrina commented on how supportive she is to everyone around her, how fun she is and how she has a real passion for working with people. She commented on how coming into work was not like work at all, and that to make a difference to people's lives was the best possible job satisfaction.

Richard Wilson has worked for YourLife Management Services since March 2014, and received countless nominations for his fantastic work, enthusiasm and positivity as well as always being fair and approachable to both colleagues and homeowners. On accepting his award, Richard said how lucky he felt to have a job he enjoyed so much.

### Building a culture of excellence in health & safety

Health & safety continues to be one of our top priorities. In FY17, we relaunched our Health & Safety Committee, which meets quarterly. Members of the Committee include representatives from Health & Safety, Construction, Legal, HR, Marketing and Management Services and is chaired by John Tonkiss, our Chief Operating Officer.

The Committee has oversight of all aspects of the Group's health and safety management policies and procedures, as well as regulatory issues and best practice.

In addition, the Health & Safety Operations Director reports directly to the Executive Leadership Team. As well as the central team who determine our health and safety strategy, we have a Group Construction Health & Safety Manager and regional Health & Safety advisers.

On-site, we emphasise a proactive approach to health and safety as well as reinforcing the individual responsibility that every site worker has for their, and their colleagues' health and safety. All staff (both employees and contractors) are required to have adequate health and safety qualifications before starting work on one of our sites and all contractors are required to hold a valid Construction Skills Certification Scheme Card. This evidences that the contractor has the relevant skills required for their role, including understanding the health and safety implications of the work they perform.

We require all of our site managers and assistant site managers to hold Construction Industry Training Board's ('CITB') Site Management Safety Training Scheme qualifications and to be qualified first aiders. There must be a qualified first aider on-site at all times and all incidents must be reported internally. We believe our rigorous reporting standards provide us with a very honest portrayal of our accident statistics.



# Corporate Social Responsibility Report continued

During FY17, we reported 23 incidents under the Reporting of Incidents Diseases and Dangerous Occurrences Regulations ('RIDDOR') to the Health & Safety Executive. We have been actively encouraging transparency of accident reporting and we believe that the increase in RIDDOR reporting this year is a reflection of the greater level of scrutiny placed by the Group on this area.

We employ the BSG to undertake independent audits of our construction sites throughout the year and it visits each site every three weeks during the build process. Although a recalibration of the scoring criteria for the BSG audits in FY17 has resulted in lower average scores, it also provides more meaningful feedback than before. During FY17 our average score was 86.1% against the new scoring criteria (FY16: 98.7%). These audits help the Group move closer to its goal of achieving a culture of excellence in health and safety.

Since 2015, the Group has entered its sites for the NHBC Health and Safety Awards. These have been running for eight years, and recognise and reward the very best in health and safety, with the aim of driving up standards, and showcasing and sharing best practice.

During FY17, we received two NHBC Health and Safety commendations and won three BSG Health and Safety awards. We won the BSG Best Use of Technology for Health & Safety award for our pioneering work using drones for roof inspection to obviate the need for work at height. We also won two Site Manager of the Year awards in BSG's South West and Midlands regions respectively.

All our house managers and estate managers have basic first aid training and are qualified to make initial assessments of minor trips and falls. Any incident involving a homeowner on one of our developments merits a full enquiry performed by our Health & Safety team with a view to ensuring that the incident is not repeated.

From August 2017, all of our new developments are being fitted with automatic external defibrillators.

All offices have a qualified first aider whose training is refreshed annually. All staff are also required to complete a desk-based questionnaire concerning their desk space and seating arrangements.

In 2014, we brought our health and safety training in-house, allowing us to tailor the courses to our needs. We have introduced training for staff to enable them to become increasingly self-supportive in their management of health and safety. During FY17, the Group delivered 355 in-house training courses for employees and 178 in-house training courses for contractors. In total, 563 people attended safety workshops and 12 BSG safety surgeries were held.

### Living in a McCarthy & Stone development

Our Retirement Living and Retirement Living Plus developments have a house manager or estate manager on-site during working hours or up to 24 hours a day, respectively. Since 2010 these services have been provided in all new developments by our in-house management services businesses. Their role is not only to help deal with any issues that our homeowners may have but also to help create a friendly and communal environment where the homeowners can, if they wish, seek companionship and make new friends. To support this, the Group has set up a 'community fund' which can be spent at the House/Estate Manager's discretion with the aim of engendering a sense of community within the first year of each new development.

We are very proud of the work that our management services businesses do in promoting social interaction among our homeowners. More than 27,600 social events were held in our managed developments during FY17, averaging more than seven events per development per month.

Social events are organised in our homeowners' lounges and range from coffee mornings, film and quiz nights, music evenings, exercise and craft classes to local interest talks and events.

Our homeowners have been especially supportive of our 40th year celebration RVS fundraising challenge, holding coffee mornings and bake-off competitions.

**DID YOU KNOW?**

**27,600+**

Social events held in our developments in FY17 (FY16: 16,500 for 8 months)

### Our homeowners tell us what they think of McCarthy & Stone

In August 2017 we commissioned our second homeowners' satisfaction survey, contacting homeowners in our developments which have been open for at least 18 months. We undertook the survey to see how our scores compare to the NHBC surveys, which are undertaken at eight weeks and at nine months.

Over 4,200 homeowners (51%) responded and the results compare very favourably with the NHBC survey. Overall satisfaction had improved slightly from 85% to 86%. Feedback around the quality of life in our developments was, on the whole, positive as indicated by the responses shown in the table below.

We will use the feedback from the survey to inform discussions across the business on how we can improve the design, layout and management of our developments.

### Helping our homeowners to reduce their carbon footprint

During 2016, we began a roll-out of smart electricity meters across our developments. These allow us to monitor usage on a real-time basis, both in terms of kWh and cost of electricity used within shared areas on a half-hourly basis. As at 31 August 2017, 98 developments had these smart meters installed, representing approximately 31% of the Group's managed developments.

Key figures from our 2017 Homeowners' Satisfaction Survey

	Agreed	Disagreed
I feel safe and secure in my property	96%	2%
My property is easy to maintain	94%	1%
My property is easy to live in / suitable for my needs	93%	3%
I have good access to local amenities and facilities	91%	3%
I feel 'at home' in my property	89%	3%
I find the communal areas homely and welcoming	85%	5%
I make use of the communal areas to socialise	80%	5%

The data from the new meters has been received enthusiastically by homeowners with energy savings already starting to be seen. Some of the benefits include: laundry facilities being used outside of peak hours when electricity is cheaper; windows and doors being kept shut when the heating is on; and the heating being turned down when not required.

We will start our roll-out of smart gas meters across the Group's Retirement Living Plus developments which use gas, during FY18.



### Becoming Dementia-Friendly

In March 2017, we welcomed the publication of the **Dementia-friendly housing charter** that has been introduced to inform housing organisations, corporate bodies and sector professionals on how housing, its design and supporting services can help improve and maintain the well-being of people affected by dementia.

The charter, which we played a role in drafting, is an important and influential document that will inspire the housing sector to make a valuable contribution to support people with dementia.

We have already identified areas where we can improve our products to make them more dementia-friendly and we have made it a priority to continue to make key changes across our organisation to help improve the lives of people living with dementia. We have introduced "Designing for Dementia" guidance for our architects and interior designers.

In October 2016 we circulated our own **Becoming Dementia-Friendly - Achieving Excellence in our Developments** document to all our Retirement Living Plus developments. Our aim is to encourage staff and homeowners to commit to working together for people with dementia, and to provide the families and friends of people with dementia access to more structured and personalised support for their loved ones.

Our subsidiary, YourLife Management Services Limited, YLMS, is a member of the National Dementia Action Alliance, which brings together organisations and individuals across England committed to improving health and social care outcomes for people living with dementia, and those who care for them. YLMS has produced an action plan representing our stance nationally to achieve better standards for people living with dementia.

We are striving to ensure that all of our developments, both existing and new builds, will incorporate elements and principles of dementia-friendly design. We have developed a McCarthy & Stone guide that promotes a technology solution for the needs of our homeowners: this includes the new 'Care Clip' that can enable a person to leave a development safe in the knowledge that we can track their whereabouts as needed.

The more our business knows about dementia, the more we can do to help and understand the disease. Appropriate training is therefore vital and we have redesigned and lengthened the dementia awareness course offered to our estate management teams and our house managers to help them understand the basics of dementia, and the response needed to support people living with dementia in our developments.

A virtual dementia tour has been delivered to all of our estate management teams. The aim of this training is for individuals to experience what it is like to have dementia and put that learning into practice in their developments by improving standards.

We are encouraging all of our staff to become Dementia Friends to learn a little bit more about what it is like to live with dementia and then turn that understanding into action.

Our overarching aim is to meet the challenge of supporting people with dementia and their family members. Through this challenge, we aim to create an environment that is inclusive, accepting and promotes quality of life for people living with dementia.



Image:

1. Prime Minister Theresa May chatting with homeowners at Swift House, Maidenhead



# Corporate Social Responsibility Report continued

## Our RVS fundraising challenge

Our desire to support and enrich the lives of older people has been the driving force behind our 40th Anniversary charity partnership with RVS in 2017. Events have been held across the business to raise money for RVS to support the fantastic work it does in helping older people live better at home.

Our employees have participated in cycle rides, charity walks, sponsored events, marathons and even a parachute jump in Dubai.

DID YOU KNOW?

>£200,000

Raised for RVS since January 2017



We had a dragon boat race in the West Midlands region, whilst the North East region organised a charity ball.

Our homeowners have also been extremely supportive of our fundraising challenge and have organised events across our developments during the year.

We are delighted that we surpassed our £130,000 target by early September 2017. With events still being organised and money still rolling in, we are tremendously proud of, and grateful for the achievements and support of our employees, our homeowners and our suppliers, who have all contributed to this wonderful cause.



Images:

1. South West Region Sky Dive

2. North London Charity Walk

3. North West Region at Haydock Races

## CSR KPIs

KPI	FY17 outcome	FY16 outcome
<b>Planning and design</b>		
Consultations and exhibitions	92	133
Number of attendees who found this informative	84.4%	79.6%
<b>Construction and environmental</b>		
Greenhouse gas emission per managed development - tonnes of Carbon Dioxide equivalent (tCO <sub>2</sub> e)	52.5	n/a
Waste to landfill	1.7%	5.6%
BSG construction site audit (average score)	86.1% <sup>1</sup>	98.7%
Smart meters in our developments	31%	22%
<b>Employees</b>		
PRIDE awards	674	572
Percentage of female Directors	28.6% <sup>2</sup>	14.3%
Percentage of female employees	66.6%	63.8%
Training courses (employees)	13,500+	8,200
Percentage of employees over 50	42.7%	45.9%
NHBC Pride in the Job awards	15	10
NHBC Seal of Excellence awards	7	2
<b>Health and safety</b>		
RIDDOR incidents - construction sites/offices <sup>3</sup>	23	9
NHBC Health and Safety awards (commended)	2	5
BSG Health & Safety award winners	3	2
In-house training courses for contractors	211	178
<b>Customer satisfaction</b>		
HBF Five Star award	Yes	Yes
Annual number of social activities in our developments	27,600+	16,500+ <sup>4</sup>

<sup>1</sup> The reduction is due to a recalibration of the scoring criteria to provide more meaningful feedback

<sup>2</sup> The percentage has reduced post year-end to 25% following the appointment of John Carter

<sup>3</sup> Includes RIDDORs in respect of sub-contractors at our sites

<sup>4</sup> The number of social activities was only reported for eight months of FY16

Our Strategic Report, on pages 4-67 has been reviewed and approved by the Board.

On behalf of the Board

**Clive Fenton**  
13 November 2017