

Materiality assessment

We have updated our materiality assessment, which helps us to identify the most relevant and significant impacts for our business and our stakeholders.

We have taken a ‘double materiality’ approach to identify the socio-economic and environmental issues that have most impact on the value of our business and those where our business activities have the most impact on people or the environment.

Comparing the significance of different types of impacts is not straightforward, particularly where quantitative and comparable data is not available. We will continue to develop our approach to materiality and assessing impacts and regularly update our assessment.

Our methodology

Key steps in our methodology include:

- **Identifying impacts** – we identified a long list of impact areas based on our previous materiality processes and a review of external reporting standards.
- **Evaluation and prioritisation** – we used stakeholder input and analysed a range of sources to prioritise the identified impact areas. This included stakeholder interviews, a media and policy review, reference to sector-specific standards, multi-stakeholder and corporate benchmarks, and alignment with our business strategy and risk management process.

- **Review and validation** – the findings were reviewed by members of our senior leadership and some minor adjustments were made to reflect business priorities.

Our findings

Some of our most material impacts relate to our product – the new homes and communities we build. This reflects the significant impact that homes and communities have on the wellbeing and quality of life of customers and future residents, as well as people’s ability to lead a more sustainable lifestyle. Our other most material impacts include the health and safety of people working on our sites, and our impact on the climate and nature.

More information as well as a definition of each impact area is included on our sustainability website.



Our material impacts



* Includes customer service.



Material impact highlights

Our homes and places

How we design and build new homes and communities where our customers can enjoy a good quality of life.

23%

Completions in the UK designated as affordable
(2022: 21%)

20%

Homes with integrated PV panels
(2022: 17%)



£405m

Contributions to local communities via planning obligations
(2022: £455m)

92%

Customer satisfaction 8-week score
(2022: 90%)

Our planet

How we manage the impact of our business on the environment.

35%

Reduction in absolute operational emissions (scopes 1 and 2) since 2019
(2022: 26%)

98%

Construction waste diverted from landfill
(2022: 98%)



79%

Electricity from REGO-backed renewable sources
(2022: 70%)

3.5k

Wildlife enhancements installed since 2021

Our people and suppliers

How we look after our employees, work with our suppliers and subcontractors and invest in the skills we need to build new homes today and in the future.

14.2%

Voluntary employee turnover
(2022: 17.7%)

151

Annual Injury Incidence Rate (AIIR) (per 100,000 employees and contractors)
(2022: 166)



93%

Employee engagement score
(2022: 93%)

33%

Women on our Group Management Team
(2022: 38%)

Responsible and resilient business

How we apply high ethical standards to benefit our business and our stakeholders.

Gold award

Next Generation benchmark
(2022: Bronze)

AAA

Rating from MSCI
(2022: AA)



99.6%

Schemes with implementable planning being built on
(2022: 98%)

£1.2m

Donated and fundraised for registered charities and community causes
(2022: £1.2m)