

Bellway4Good



Vision Statement,  
Strategy  
& Governance



**Bellway**

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# Vision Statement

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As one of the UK's largest house builders, our aim is to provide high quality new homes in desirable surroundings, which have been constructed in a socially responsible manner. A sustainable approach to construction isn't just beneficial for the environment; it makes commercial sense and brings benefits to our workforce, customers, shareholders and the local community.

Our long term approach to Corporate Responsibility (CR), branded as Bellway4Good, considers the interests of our diverse stakeholder groups to ensure we make positive social, environmental and economic contributions across our business.

Bellway4Good focuses on three principal areas:

- 1. Environment: carbon emissions, waste and water usage and improvements in biodiversity and ecology.**
- 2. Construction: construction research and development, planning, procurement and site management.**
- 3. Society and economy: employee development, health and safety, economic development, stakeholder engagement and customer care.**

Bellway4Good is our commitment to each business area to ensure that we maintain progress and momentum.

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# Chief Executive's Statement

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Bellway has enjoyed another successful year in 2013/14 and I would like to extend my thanks to everyone across the business, our sub-contractors and those involved in the supply chain for making this possible. With a workforce in excess of 2,000 people, we have increased our output to 6,851 homes sold in 2013/14, and we have maintained our high standards of customer care, with 94% of our purchasers willing to recommend us to a friend.

As one of the UK's largest house builders, Bellway's aim is to provide high quality new homes to match the aspirations of our customers, delivered with first class customer service. In order to achieve this, we measure our performance in various aspects of the business and where we feel that improvements are required, action plans have been set to achieve the desired outcome.

As an ethical business we have a responsibility to respect the environment in which we operate. Wherever we are building new homes, our aim is to consult and work closely with those in the local area to create new living environments that integrate with the wider community.

Our highly skilled workforce and sub-contractors ensure that every home is built with care and attention to detail, and is delivered to our customers with exceptional levels of customer service. We believe that it is our approach and the diligence of our teams that has ensured the retention of our Home Builders Federation (HBF) five star ranking for customer satisfaction for a third consecutive year.

We remain committed to improving our environmental credentials, listening to and meeting the needs of various stakeholder groups and improving the sustainability of our homes. This section of the website illustrates our approach towards sustainability and corporate responsibility. If you have any comments about Bellway's approach to CR we would welcome your feedback.

## **Ted Ayres**

Chief Executive

[Bellway4Good@bellway.co.uk](mailto:Bellway4Good@bellway.co.uk)

# Bellway4Good Objectives



At Bellway, corporate responsibility is part of how we conduct business. We define it as our approach to achieving business goals in an ethical manner which positively affects the people we work with, the environments we work in, the communities we develop and the stakeholders we serve.

So that we continually improve standards, our Bellway4Good Working Committee aims to ensure that:

- Our developments create sustainable new communities
- Environments in which we operate are enhanced
- We develop our employees through education and training
- Social, economic and environmental risks are identified and mitigated
- Sustainable practices are developed and promoted

Our **2014/15 commitments** are aligned to these aims and to our business goals.

## 2014/15 Commitments

Environment	
Biodiversity and Ecology	We commit to positively engage with local authorities to promote biodiversity and ecological enhancement initiatives connected with our proposed developments.
Energy	We will help our customers reduce their energy consumption by providing more than 90% energy efficient lighting in our new homes.
Energy	We will seek to design new sites to achieve an average energy efficiency of at least 5% better than the applicable building regulations standard.
Water	We will investigate ways in which we can more accurately measure our water consumption with the aim of understanding our areas of significant usage and, in the future, setting longer term targets for water use reductions.
Transport and Connectivity	We will provide customers with information on sustainable transport links in and around their chosen development, improving connectivity options for them as they settle into their new communities and surrounding areas.

# 2014/15 Commitments

Construction	
Planning	We are committed to investing in the local infrastructure of the community where we develop and we will report annually on all our Section 106 and Community Infrastructure Levy contributions
Planning	We will consult with local communities and local authorities before we submit a planning application. Feedback received as a result of the consultation process will be, where appropriate, incorporated into the development proposals.
Sustainable Construction and R&D	We will investigate at least 3 new commercially available sustainable building products to assess their design and build performance.
Procurement & Supply Chain Management	We will ensure that 100% of the timber used in the construction process continues to be sourced from sustainable woodland.
Construction Waste	We will increase recycling rates on construction sites from the existing 89% level through improved planning, purchasing and management.
Construction Waste	We will aim to introduce a maximum of 3 waste management contractors across all divisions to improve waste management data and investigate further diversion rate improvements.
Construction Site Management	We will continue to develop a best practice approach to dust suppression on site, monitoring continual improvement to minimise the health risks and rolling out best practice guides to 100% of sites.
Society and Economy	
Our Employees	We are committed to ensuring that our employees are able to prepare themselves financially for retirement by reviewing current employee and employer contribution rates with a view to increasing them.
Our Employees	We will seek to increase the number of Site Managers with an NVQ Level 6 Construction qualification by at least 10%.
Charitable Giving	We will aim to select up to 2 national charities which we will support in 2014/15, both financially and through company involvement / engagement with our employees.
Charitable Giving	We will commit to top up funds raised by our employees for both their chosen registered charities and Bellway's nominated charities.
Health and Safety	We will aim to reduce RIDDOR Reportable Accidents and Incidents per 100,000 employees compared to 2013/14.
Considerate Construction	We will aim to improve our average Considerate Construction Scheme score to at least 34.
Economic Development	We are committed to the Prompt Payment Code and target to pay all creditors within terms agreed with each supplier.
Customer Engagement	We are committed to maintain our status as a 5 Star Builder, reflective of our commitment to providing high levels of customer satisfaction.

# CR Data

BELLWAY CR PERFORMANCE INFORMATION	Financial year ended 31st July				
	2010	2011	2012	2013	2014
<b>KPI</b>					
<b>Commercial</b>					
Total number of homes sold	4,595	4,922	5,226	5,652	<b>6,851</b>
Average number of construction sites <sup>(1)</sup>	-	-	208	218	<b>222</b>
Number of plots with detailed planning permission	17,602	18,086	17,636	18,991	<b>19,434</b>
<b>Environmental</b>					
Scope 1 emissions <sup>(2)</sup> (tCO2e) <sup>(3)</sup>	-	-	-	-	<b>9,335</b>
Scope 1 emissions <sup>(4)</sup> (tCO2e) <sup>(3)</sup>	-	-	-	-	<b>3,509</b>
Total Scope 1 and 2 emissions (tCO2e) <sup>(3)</sup>	-	-	-	-	<b>12,844</b>
tCO2e <sup>(3)</sup> per home constructed	-	-	-	-	<b>1.87</b>
tCO2e <sup>(3)</sup> per Bellway employee	-	-	-	-	<b>6.56</b>
Number of homes built with renewable and energy saving technology	1,653	2,092	2,865	2,278	<b>3,299</b>
Number of active sites with Biodiversity Plan in place <sup>(1)</sup>	-	-	36	39	<b>59</b>
Number of homes with energy efficient lighting <sup>(5)</sup>	-	3,973	5,155	5,301	<b>6,815</b>
Number of homes with rainwater harvesting <sup>(5)</sup>	-	224	260	152	<b>988</b>
Number of homes with waste recycling facilities <sup>(1)</sup>	-	-	1,613	1,897	<b>4,085</b>
Number of homes with SUDS designed into the scheme	86	89	110	114	<b>144</b>
Number of trees planted	8,484	8,843	6,894	8,485	<b>13,353</b>
Number of current sites with car clubs	7	6	9	16	<b>15</b>
Number of houses with access to cycle store <sup>(5)</sup>	-	2,278	2,079	2,813	<b>2,808</b>
Number of sites within the 500 metres of transport node	142	129	206	154	<b>180</b>
<b>Construction</b>					
Percentage of homes developed on brownfield sites	80%	77%	69%	74%	<b>74%</b>
Number of EcoHomes with 'Very Good' rating or better	480	693	464	422	<b>129</b>
Number of homes built to Code Level 3	1,186	1,371	964	1,566	<b>2,566</b>
Number of homes built to Code Level 4 <sup>(5)</sup>	-	36	249	244	<b>670</b>
Number of homes built to Code Level 5 <sup>(6)</sup>	-	-	-	-	<b>1</b>
Financial contributions under Section 106 Agreements & Community Infrastructure Levy	£13.0m	£30.9m	£39.4m	£44.2m	<b>£43.5m</b>
Percentage of timber from sustainable sourced from sustainable woodland <sup>(1)</sup>	-	-	100%	100%	<b>100%</b>
Waste (tonnes) per unit sold <sup>(1)</sup>	-	-	9.08	7.69	<b>7.32</b>
Percentage of waste diverted from landfill <sup>(1)</sup>	-	-	82.3%	90.2%	<b>89.3%</b>
<b>Society &amp; Economy</b>					
Number of Bellway employees as at 31 July	1,365	1,501	1,599	1,771	<b>2,042</b>
Percentage of females	30	29	35	30	<b>27</b>
Employee turnover <sup>(7)</sup>	21.0%	13.8%	14.6%	17.5%	<b>20.8%</b>
Number of graduates on the training programme <sup>(8)</sup>	-	-	-	15	<b>18</b>
Number of site managers with NVQ Level 6 <sup>(8)</sup>	-	-	-	1	<b>106</b>
Number of apprentices employed (including via sub-contractors)	33	43	69	73	<b>142</b>
Number of NHBC 'Pride in The Job' awards received	18	22	23	27	<b>29</b>
Number of reportable RIDDOR major injuries per year <sup>(9)</sup>	-	-	-	22	<b>24</b>
Reportable incident rate per 100,000 employees <sup>(9)</sup>	-	-	-	486.51	<b>447.09</b>
Number of site workers (including sub-contractors) accredited with CSCS cards	3,489	3,408	3,230	3,442	<b>4,089</b>
Number of health and safety prosecutions	0	0	0	0	<b>0</b>
Number of homes sold to Registered Providers	943	1,079	868	958	<b>1,042</b>
Number of sites registered with the Considerate Constructors Scheme	89	108	128	126	<b>136</b>
Average score in Considerate Constructors Scheme	31.2	31.4	31.8	32.3	<b>33.2</b>
Number of homes built to Lifetime Homes standards	609	1,119	798	818	<b>1,901</b>
Charitable donations	£17,011	£20,716	£45,875	£77,699	<b>£97,637</b>
Hours donated to charitable initiatives <sup>(1)</sup>	-	-	191	145	<b>425</b>
Number of units built to Secured by Design principles <sup>(5)</sup>	-	2,120	1,614	1,897	<b>3,176</b>
Percentage of customers would recommend Bellway to a friend (annualised)	86%	91%	94%	95%	<b>94%</b>
HBF 5 Star rating	4	4	5	5	<b>5</b>
Creditor payment period <sup>(10)</sup>	32	25	24	23	<b>22</b>
Number of suppliers / contractors who have worked for Bellway for at least three years	2,777	2,916	3,579	3,436	<b>4,532</b>

(1) 2012 was the first year of reporting  
(2) Fuel and gas, including petrol and diesel used on-site and in company vehicles

(3) Tonnes of carbon dioxide equivalents  
(4) Purchased electricity  
(5) 2011 was the first year of reporting

(6) 2014 was the first year of reporting  
(7) Including redundancies  
(8) 2013 was the first year of the programme

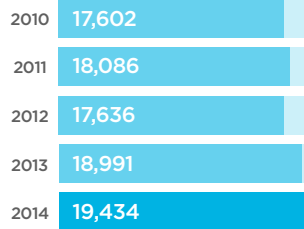
(9) Including sub-contractors. Only 2 years of data due to the Regulation change whereby injuries did not become 'reportable' until they were 7 day absence

(10) Excluding land creditors

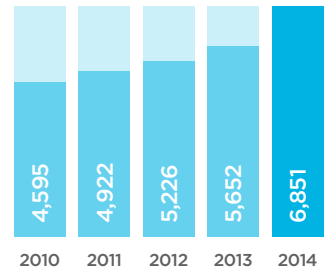
# CR Performance at a Glance

## Commercial

NUMBER OF OWNED AND CONTROLLED PLOTS WITH IMPLEMENTABLE DPP (DETAILED PLANNING PERMISSION)

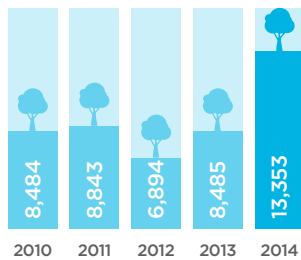


NUMBER OF HOMES SOLD

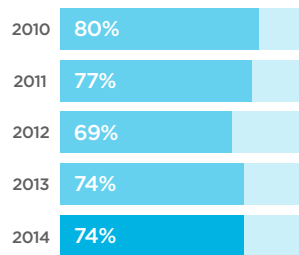


## Environmental

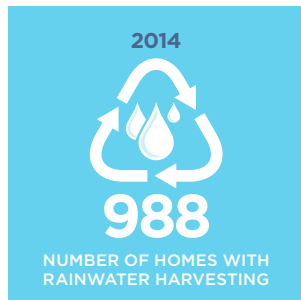
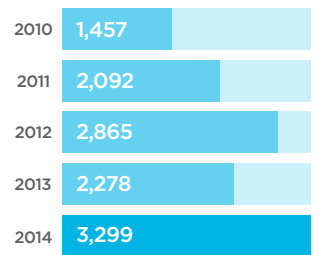
NUMBER OF TREES PLANTED



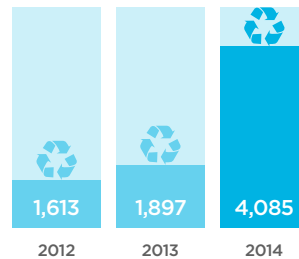
PERCENTAGE OF BROWNFIELD SITES DEVELOPED



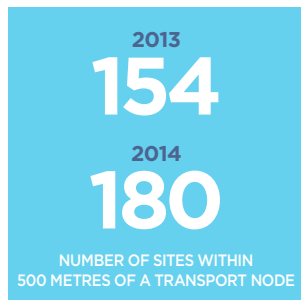
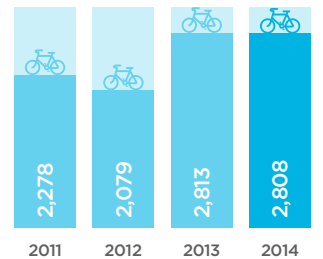
NUMBER OF HOMES WITH ENERGY SAVING / RENEWABLE TECHNOLOGY



NUMBER OF HOMES WITH WASTE RECYCLING FACILITIES

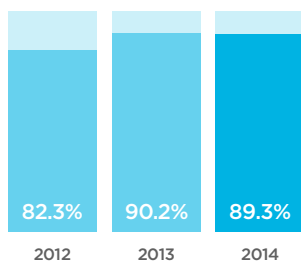


NUMBER OF HOMES WITH CYCLE STORES

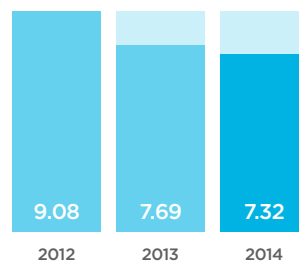


## Construction

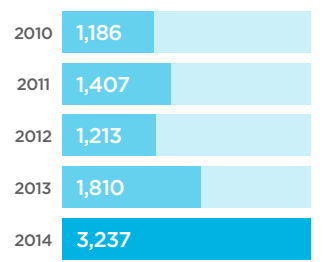
PERCENTAGE OF WASTE DIVERTED FROM LANDFILL



TONNES OF CONSTRUCTION WASTE PER HOME SOLD

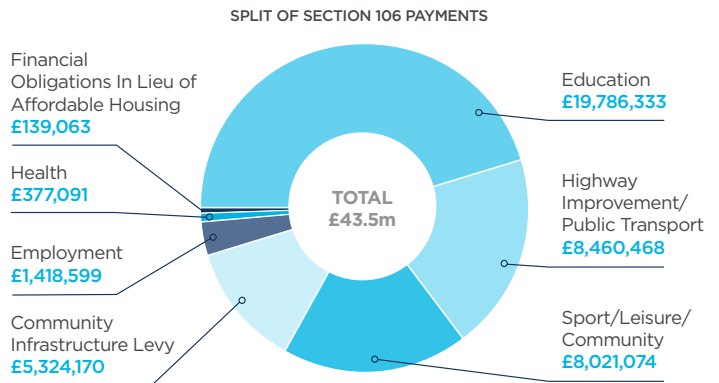
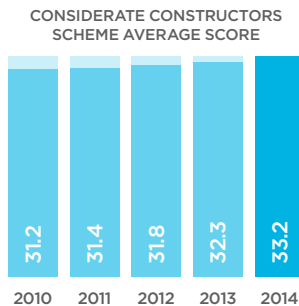
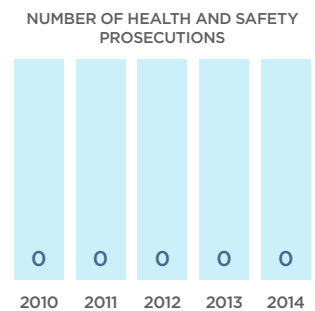
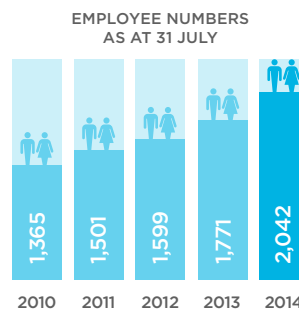
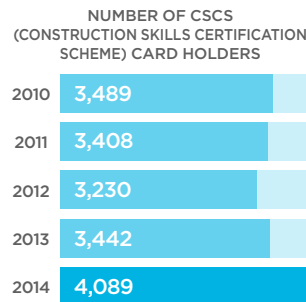
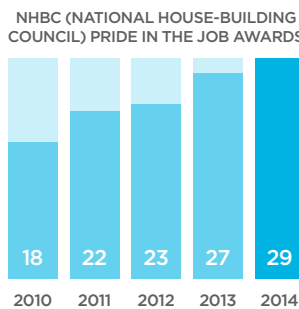
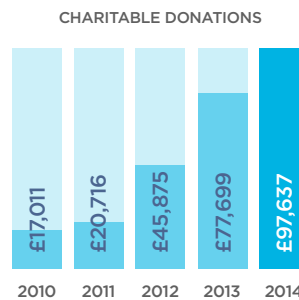
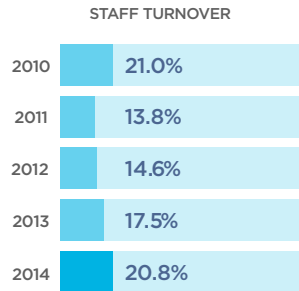
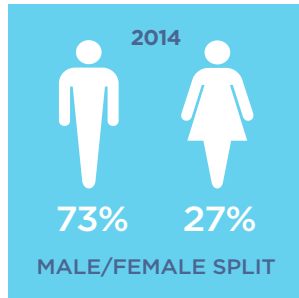


NUMBER OF HOMES ACHIEVING CFSSH (CODE FOR SUSTAINABLE HOMES)



# CR Performance at a Glance

## Society & Economy





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## Strategy & Governance

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The overall responsibility for maintaining a corporate socially responsible approach lies with the Group Chief Executive. However we manage CR at a strategic level through the Bellway4Good Working Committee which draws on the breadth of experience and knowledge across the business.

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## CR Strategy

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Bellway has been building homes for nearly 70 years and has grown from a small family business, based in Newcastle upon Tyne, to one of the largest house builders in the UK. During this period we have developed an in-depth understanding of both the localised risks and the business opportunities that the diverse and ever-changing construction industry creates. A detailed knowledge of the legislative environment allows us to quickly adapt as required, and ensures that we remain compliant with existing standards, and where possible exceed them. The fluid nature of house building in the UK requires a diversity of skills to deal with problems created by issues such as scarcity of raw materials, an aging workforce, pressure on land availability, energy costs and climate change.

Our ethos of seeing opportunities rather than constraints ensures that in these and other risk areas we strive to seek constant developments and improvements for the business and our stakeholders.

### **Our CR Commitments**

The Bellway4Good Working Committee has established a number of commitments to be achieved in the coming financial year which are measurable, relevant to our industry and meet business needs in other areas. This is our Bellway4Good approach. These commitments have been broken down into three key areas:

- Environment
- Construction
- Society and Economy

We continue to develop internal policies and procedures to support our Bellway4Good CR activities and are continuing to identify CR opportunities and risks to help shape our approach.

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## CR Strategy

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### CR Working Committee

Our Bellway4Good Working Committee meet quarterly to assess performance, to allocate resources and to provide feedback to stakeholders where required. The long term ambitions of the Working Committee are:

- To mitigate the potential negative impact our business has on the wider environment;
- To encourage a positive internal culture of engagement, innovation and pride in our workforce through increased interaction with employees;
- To encourage the alignment of actions with responsible and ethical business practices;
- To encourage proactive external engagement with a wide group of stakeholders;
- To realise commercial benefits for our stakeholders, ensuring the long term security of the workforce.

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## Stakeholder Engagement

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The nature of our business brings Bellway close to a range of different stakeholder groups which we have defined below. In managing our activities we aim to be responsive to the diverse views and requirements expressed by these groups and we recognise that effective engagement with our stakeholders is an important element of our CR programme. Using established communication channels such as public consultations exercises and our web site, we are able to work closely with local communities to better balance their needs with the demands of our business.

### Customers

Our highly trained and dedicated team of sales advisors engage and communicate with customers from the first meeting, through the home reservation stage and on to the final legal completion. They are always available to help ensure that the whole home buying process runs as smoothly as possible. Following completion our Customer Charter sets out the process of engagement with our customers to ensure that the after-sales experience is positive.

### Employees

We ensure that our colleagues are well informed and have the knowledge they need to operate successfully in the best interests of Bellway, our customers and stakeholders. Our employees receive regular communications from our HR department regarding changes to policies, procedures, services and advice.

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# Stakeholder Engagement

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## Investors

Our senior management meets with shareholders at least bi-annually to discuss interim and full year financial results, answer questions and discuss future actions to meet the needs of shareholders and the business. We also offer shareholders a discount on the purchase of a new Bellway home.

## Suppliers/Contractors

We regularly hold meetings and communicate with our suppliers and contractors, passing on the relevant information to each division as appropriate. Where there is new product information, this is communicated in a timely manner to each division. In future, updates on supplier environmental policies, corporate responsibility and relevant policy statements will also be made available.

## Landowners and Local Community

Prior to detailed planning permission being granted, we undertake rigorous consultation with the local community, including meetings, assessments of needs, ecological and biodiversity assessments and archaeological investigations. This process allows us to ensure the views of the local community and neighbouring landowners are taken into account as far as is reasonable and practicable.

## Affordable Housing Providers

Effective partnership with a range of public bodies and agencies is central to the success of Bellway's business. We value the opportunities which partnerships bring and the benefits these relationships deliver to the communities we build in.

We have long established relationships with Housing Associations (HA) partners across the country ranging from large national and regional landlords to small rural providers. Together we work to improve the affordability of housing for local people, build communities and develop markets.

Our engagement with HAs ranges from joint ventures and strategic partnerships to the on-going delivery of affordable housing on most of our developments. These relationships are maintained across the group through regular meetings at national, regional and local levels.

## Government & Regulators

We maintain national and regional representation with the Homes and Community Agency (HCA), working closely on their public land and housing investment agendas. Bellway is a significant partner in the government's Help to Buy Programme and through our presence on national forums contributes to the efficient delivery of this major policy initiative. Bellway also works directly with the HCA to deliver affordable housing through their capital programmes, including the current 2011-15 Affordable Homes programme, having been an active 'investment partner' since 2004.

The importance of public land disposal for housing delivery is well recognised and Bellway is closely involved as an active participant in the HCA's Delivery Partner Panel (DPP2). We have national coverage through representation in all four regional frameworks.

With regional and local government having a major influence in the operation of our business, we seek a collaborative approach with local authorities on specific developments. We engage at a senior level with both the Welsh assembly and the Scotland parliament, working most closely on their respective 'Help to Buy' programmes.

In the significant London market we work closely with the Greater London Authority and London Boroughs to deliver both private and affordable housing. Our successful approach is most evident in our 50:50 joint venture with the GLA at Barking Riverside; one of London's largest regeneration projects, delivering over 10,000 homes.

Bellway also engages at a strategic level with senior officials within the Department of Communities and Local government (DCLG), the treasury and the cabinet office to address the pressing issues of accelerating housing delivery, widening home ownership opportunity, and regenerating communities.

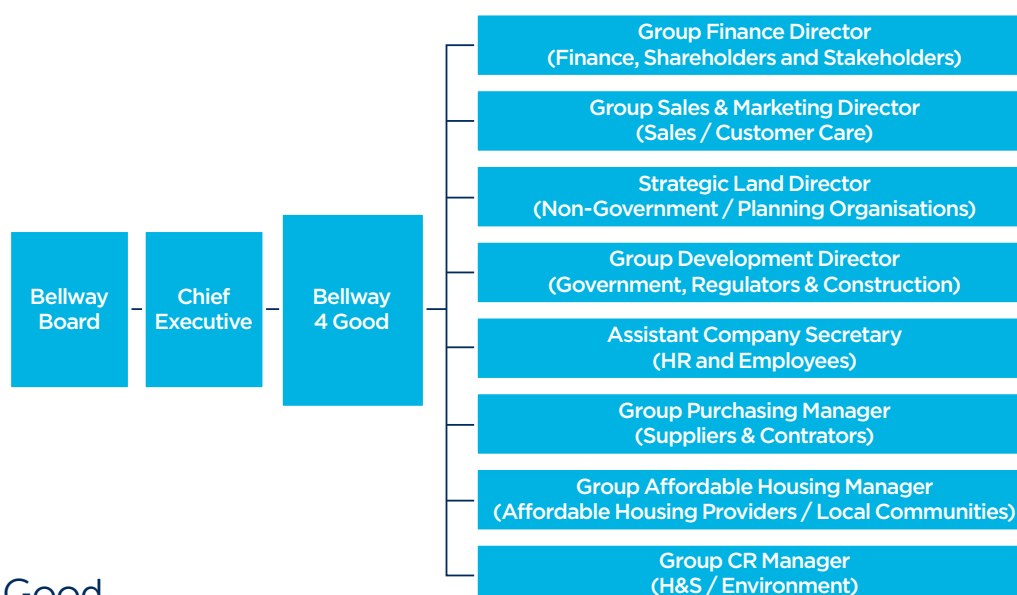
# CR Governance



Bellway's range of stakeholders is extensive, with each group having its own unique influence on the business and strategy. To ensure that the needs and requirements of these various internal and external groups are represented and considered, the Bellway4Good Working Committee comprises a cross-section of individuals drawn from various functions within the Group. This allows the Committee to draw on a breadth of experience and knowledge from specialists at both managerial and directorial level. Having various areas of the business represented ensures that we are well placed to deliver decisions and results which consider and balance the effect on all of our stakeholder groups.

While overall responsibility for maintaining a corporate socially responsible approach lies with the Group Chief Executive, Ted Ayres, the Committee is chaired by a CR Manager. The Committee was restructured in 2013 to account for changing business needs and committee members are now allocated specific goals to achieve, with each member responsible for setting commitments, accurately reporting data, monitoring performance, achieving goals and identifying improvements to their areas of responsibility and the wider business.

## Bellway4Good Working Committee Structure



# CR Risk Management



Risk is a natural part of any business and its management is a key operating component of the Group. We have an established system for identifying, monitoring and managing risk and once a year the main Board reviews the risk register in full to ensure that the system of assessment and management is operating effectively. The principal corporate risks faced by the business can be viewed in our latest Annual Report.

While CR risks are integrated into the overall corporate register, the principal CR risks faced by the business are highlighted below. These will be reviewed on an annual basis by the Bellway4Good Working Committee, as well as via the existing risk management system.

## CR Risks

Area and description of CR risk and how it has changed during the year	Impact & relevance of risk to CR strategy	Mitigation of CR risk
<b>Environment Legislation</b>		
<p>Increase in legislative and regulatory environmental requirements.</p> <p>This risk has broadly remained the same as the Zero Carbon Standards continue to be defined.</p>	<p>Increased need for research and development to meet new legislation / regulations.</p> <p>Increased build costs as a result of new legislation.</p>	<p>Research into the potential impacts of Code for Sustainable Homes and Zero Carbon Standards has been commissioned for future developments.</p> <p>Group engagement with key industry bodies and Central Government to influence the emerging stance on Zero Carbon Standards.</p>
<b>Energy &amp; Carbon</b>		
<p>Energy, fuel and carbon inefficiency.</p> <p>This risk has broadly remained the same.</p>	<p>Missed opportunities to mitigate the company's carbon impact.</p> <p>Increased exposure to inflating energy and fuel costs.</p> <p>Direct contribution to climate change.</p> <p>Reputational impacts potentially affecting sales.</p>	<p>Assessment undertaken on in-house energy consumption.</p> <p>Improvement in measurement via Mandatory Carbon Reporting.</p> <p>Continual reduction in CO<sub>2</sub> limits for the company car fleet.</p> <p>Larger and fewer deliveries to sites.</p> <p>Car pools, car sharing, use of conference calls / video conferencing.</p>
<b>Waste</b>		
<p>Increased waste produced during the build process.</p> <p>This risk has increased in line with the increase in units built this year.</p>	<p>Direct impact on the environment through increased use of scarce resources.</p> <p>Increased waste disposal and landfill tax costs.</p> <p>Reputational impact.</p>	<p>Strategies for waste reduction in place on sites.</p> <p>Engagement with suppliers / contractors to minimise waste.</p> <p>Re-use of waste on sites where feasible.</p>
<b>Water</b>		
<p>Water use inefficiency and increased consumption during the build process.</p> <p>Flood and pollution risks.</p> <p>These risks have broadly remained the same.</p>	<p>Increased cost and potential reduced availability of water impacting on ability to develop sites.</p> <p>Flood related delays impacting on sites delivery timescales.</p> <p>Cost and reputation damage due to flood run-off from sites.</p>	<p>Usage measurement on sites.</p> <p>Flood mitigation works phased throughout the life of the development site.</p> <p>SUDS installed as part of the development process.</p>

# CR Risks

Area and description of CR risk and how it has changed during the year	Impact & relevance of risk to CR strategy	Mitigation of CR risk
<b>Construction</b>		
Key materials becoming unsustainable or scarce. This risk has increased during the year as the lead time for the provision of some materials has increased.	Insufficient material availability at competitive prices can delay developments and affect the Group's ability to deliver to customer expectations.	Ensuring Group purchasing arrangements are in place to secure appropriate materials at competitive prices. Improving forward planning of the purchasing function to ensure increased lead times do not affect availability of materials.
<b>Recruitment &amp; Retention</b>		
Inability to attract and retain appropriate personnel, as well as shortages of skilled trades, including sub-contractors. This risk has increased during the year as the labour market has become more competitive.	Increased labour costs and lack of appropriately skilled personnel can delay developments and affect the Group's ability deliver to customer expectations.	Identifying training needs and allocating appropriate resources to training. Over 90% of site workers (including sub-contractors) are fully accredited under Construction Skills Certification Scheme ('CSCS'). Making sure competitive remuneration policies are in place. Succession planning is in place for key posts. Graduate and apprentice training programmes are in place across the Group.
<b>Diversity</b>		
Discriminatory / inequality practices in the workplace. This risk has broadly remained the same.	Potential legal action and loss of reputation arising from breaches in employment law. Increased employee turnover Reduced pool of potential employees.	Divisional HR activity guided by current legislation and central HR support.
<b>Employee Wellbeing</b>		
The overall health and wellbeing of the workforce. This risk has broadly remained the same.	Underlying health issues leading to increased absence and reduced productivity / motivation in the workforce.	Specific H&S initiatives. Related HR policies and procedures across the Divisions and central HR support.
<b>Health and Safety</b>		
There are significant risks to health and safety inherent in the construction process. This risk has broadly remained the same.	As well as the moral and legal obligation towards health & safety, injuries to employees, sub-contractors, and visitors to all work areas could cause delays in construction, administrative failures and poor sales. It could also result in reputational damage, criminal prosecution and civil litigation.	The Board considers health and safety issues at each Board meeting. Regular visits to sites by senior management (independent of our divisions) and external consultants to monitor health and safety standards and performance against the Group's health and safety policies and procedures.
<b>Ethical Business</b>		
Failure to comply with current legislation and regulatory requirements. This risk has broadly remained the same.	Reputational damage, fines, criminal prosecution and possible imprisonment. Diminishing customer and investor confidence.	Maintenance of up to date policies & procedures – anti-bribery; whistleblowing. Effective monitoring of compliance.
<b>Customer Satisfaction</b>		
Failure to meet customer expectations through poor service and unsuitable range. This risk has broadly remained the same.	Damage to reputation through unacceptable levels of service. Reduced 'recommendations'. Negative impact on sales.	Ongoing customer care training & management. Market research and review.
<b>Communities</b>		
The risk that our developments impact negatively on the local communities. This risk has broadly remained the same.	Reduced likelihood of gaining planning permission within the same area impacting on the group's ability to grow. Reduced market value of homes if the area is not perceived as having a 'good community'. Reputations damage impacting on the group's long term future.	Consultation with local communities at the planning stage. Promote Building for Life standards. Promote improved Considerate Constructors Scheme performance.

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## CR Policy

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Through sustainable construction we aim to create new and sustainable communities, using our knowledge and skills to enhance the environment in which we work.

We believe that our reputation is critical to the creation of long-term value for shareholders and we recognise that financial success is reinforced by our behaviour beyond the balance sheet.

Through Bellway's commitment to corporate responsibility we:

- Engage with a wide range of stakeholders, including shareholders, employees, customers, government and communities that we affect, thereby improving internal and external awareness.
- Comply with all relevant legislation as a minimum standard.
- Work towards recognised good practice in sustainable sourcing and use of construction materials.
- Treat all employees fairly and invest in training for the medium and long term to realise their potential.
- Provide a healthy and safe environment in which to work through an effective health and safety management system.
- Recognise and respond to the challenges and opportunities that are presented by climate change.
- Invest in the communities in which we develop in a way that contributes to local community needs.

The following structure has been put in place to achieve these commitments:

- The Chief Executive is responsible for ensuring the policy is adhered to and reports to the Board and external stakeholders on our performance and progress.
- The Chief Executive is supported by the Bellway4Good working committee which includes senior employees from a cross-section of disciplines who are responsible for the development and review of policy.
- The Bellway4Good working committee delegates implementation of policy to managers within each of the divisions.

Bellway is committed to reporting annually on its approach to corporate responsibility and has established key performance indicators to enable others to judge our performance. This policy does not replace existing policies in relation to environmental issues and health and safety, but has been developed to work in conjunction with them.