



A responsible and sustainable approach to our business

Version 1 – March 2022

Better with Bellway

A responsible and sustainable approach to our business

Bellway has been building exceptional quality new homes throughout the UK for more than 75 years, creating outstanding properties in desirable locations. We have always operated in a responsible and sustainable way, but we also recognise the growing importance of understanding the impact our business has.

Sustainability is at the heart of our business and our new strategy, 'Better with Bellway' embodies our approach to responsible and sustainable business practice. Our sustainable approach is not just an add-on, it is a key part of our business strategy. It is what we do daily, 'putting people and the planet first'.

Our eight strategic business priorities are designed to help Bellway thrive, now and into the future. They put our long-term commitment to responsible and sustainable practice at the core of our operational strategy.

Putting people first means prioritising our **customers and the communities** we serve and create by building quality homes expected of a 5-star rated home builder. It's about striving to become an **employer of choice** by focusing on how we can upskill our workforce and

nurture a culture of inclusion where everyone is welcome and able to reach their full potential.

Putting people first is also about **building quality homes, safely**, and extending that commitment to safety and sustainability into the **supply chain**. We will work closely with our partners to achieve this. **Fundraising for charities** and encouraging our colleagues to volunteer puts people and community at the heart of our business.

Putting planet first means delivering on our commitment to build low carbon homes, **reducing our own carbon footprint** and considering our customer's carbon footprint, while reducing and rethinking our use of **resources** to avoid waste, minimise energy and water usage whilst also sourcing materials responsibly. It also means taking a holistic view of **biodiversity** so that our developments can leave a lasting legacy.



Sustainability strategic review

Developing a sustainability strategy integrated into our overall business ambitions

In developing our Better with Bellway strategy, we embarked on a detailed review of our existing Corporate Responsibility (CR) and sustainability activities, and engaged an independent specialist consultancy, Simply Sustainable, to support us with the development of the new strategy.

The objective was to create an integrated strategy that would go above and beyond the traditional Environmental, Social & Governance (ESG) and CR topics to align itself seamlessly with our commercial strategy.

Better with Bellway addresses the key sustainability risks and opportunities unique to Bellway, ensuring that we are aligned to national and international standards, and responding to the views of our stakeholders. It enables us to set suitably ambitious goals and key performance indicators (KPIs), set Science Based Targets (SBTs), increase our reporting transparency, further improve the overall quality of disclosure, and help build stakeholder trust.

Building on our responsible and ethical business ethos, we are committed to doing business in a new way – a way that puts sustainability firmly at the heart of our business. While this may incur additional cost, at least in the short-term, this is a price we are willing and able to bear in exchange for the step-change in strategic focus and performance that it will deliver.

Building the strategy

The strategy creation began with key stakeholder engagement, seeking views from customers, suppliers, Government, industry partners and financial shareholders. In addition, we captured insights from a cross section of our internal stakeholders, including members of the Bellway Board and executive team. The findings from this exercise were central to understanding the issues that are of highest importance to our stakeholders.

These issues were overlaid against 20 identified sustainability topics, with a business impact assessment of the risks and opportunities of each issue, resulting in a materiality matrix being developed. Evaluating the strategic, operational, financial, compliance and reputational risks and opportunities helped to identify areas of moderate, major, and severe business impact, leading to the identification of a clear list of sustainability priorities.

Alongside the stakeholder engagement and materiality assessment, we undertook comprehensive strategic analysis to help us fully understand the internal and external drivers and risks to our business, including political, economic, social, technological, legal, and environmental factors.

In addition, we conducted sector benchmarking, identifying key trends in the UK house building sector, and tracked forthcoming policy to help identify the key areas of focus. We also reviewed our own business governance and processes to identify opportunities for improvement.

Turning strategy into action

From the materiality assessment and strategic analysis, we identified the key strategic sustainability themes for the business. To ensure the strategy could be fully integrated into the Bellway's business operations, we have framed it around our Better with Bellway vision of 'putting people and planet first', grouping the sustainability issues under key business priority areas where we can make the most positive difference in terms of sustainability and responsible business practices.

Of the eight business priority areas, we identified three as 'flagship' – 'Customers & communities'; 'Employer of choice'; 'Carbon reduction'. These are areas Bellway can make the most significant beneficial impacts in the short term. Our aim is for Bellway to be 'front of the pack' in terms of sustainability practices compared to its peers, and 'leaders' in terms of 'Customers & communities', 'Employer of choice', 'Carbon reduction' and 'Building quality homes, safely'.

Sustainability leadership team

A new Sustainability Leadership Team consisting of the Group Finance Director, Group General Counsel and Company Secretary, and Group Commercial Director will manage sustainability at a strategic level, overseeing the development of the strategy, objectives, and targets, and engaging with the Board and key external stakeholders.

The Sustainability Leadership Team also oversee a broader 'steering group' of senior leaders who meet on a regular basis to set and manage corporate objectives designed to deliver the sustainability strategy as well as reviewing progress to-date. The 'steering group' is responsible for co-opting 'business sponsors' from across the functions within Bellway. These 'business sponsors' form the third tier of our sustainability management and will be responsible for implementing projects at a functional and departmental level to deliver on the agreed sustainability objectives and targets as well as embedding sustainability into business-as-usual activities.

Sustainability strategic review continued

Targets & KPIs

With the Better with Bellway priority issues clearly defined, we developed a set of sustainability targets and KPIs that outline the short, medium, and long-term objectives that will enable Bellway to turn our strategy into action.

Each set of targets/KPIs have been developed in consultation with the relevant business sponsor responsible for each of the eight business priority areas. They will underpin the Better with Bellway strategic framework and will be reviewed on an annual basis to ensure they continue to deliver on the overall aims and objectives of Better with Bellway.

- The KPIs are designed to provide a 'high level' snapshot performance within each area and in some cases are aligned to notable ESG rating indices.
- Each business priority area has a 'headline target' that best reflect the vision for that business priority. They have at least a 2-year duration to provide a stable 'platform' to drive improvement in their relevant area and will allow Bellway to easily communicate the strategic Better with Bellway vision to internal and external stakeholders.

Reporting frameworks

We have developed some of the Better with Bellway targets/KPIs with a view to meeting the requirements of three EGS reporting frameworks that were identified as most relevant to our investors:

- Global Reporting Initiative (GRI)
- Sustainable Accounting Standards Board (SASB)
- EU Sustainable Finance Disclosure Regulations (SFDR)

We will report on framework compliance/alignment in future annual reports to provide investors with greater clarity of Bellway's sustainability strategy and credentials. We accept that there may be some 'gaps' where we have yet to set a relevant target/KPI, but Better with Bellway is designed to be a continuously evolving strategy which we will revisit on a regular basis and, where appropriate, add additional KPIs where we feel that can add value to both the business and our strategy.



Our eight strategic priorities

Our eight strategic business priorities are designed to help Bellway thrive, now and into the future. Built around our Better with Bellway vision of putting people and planet first, they put our long-term commitment to responsible and sustainable practice at the core of our operational strategy.

Our flagship pillars



Employer of choice



Customers and communities



Carbon reductions

Better with Bellway vision



People

Planet

Mapping key sustainability topics with business priorities

Customer first	Diversity & inclusion	Building safely	Modern slavery	Charitable giving	Low carbon homes	Resource efficiency	Biodiversity
	Upskilling workforce		Responsible sourcing		Carbon footprint		
<p>Customers & communities</p> <p>Putting customers & communities at the heart of everything that we do</p>	<p>Employer of choice</p> <p>First choice for a great place to work</p>	<p>Building quality homes, safely</p> <p>Quality and safety first for everyone</p>	<p>Sustainable supply chain</p> <p>Driving sustainability through long term partnerships</p>	<p>Charitable engagement</p> <p>Giving, to build better lives</p>	<p>Carbon reductions</p> <p>Delivering low carbon homes</p>	<p>Resource efficiency</p> <p>Designing out waste by building better</p>	<p>Biodiversity</p> <p>Protecting and preserving nature</p>

Business priorities



Customers & Communities |

Putting customers at the heart of everything we do

We're proud of the 5-star rating we received in the National House Building Council survey (based on HBF star rating scheme), but our aim is to go one step further. Our Customer First programme will build on our previous success and ensure that we continue to exceed our existing levels of customer satisfaction.

Aspiring for better

Although we're happy to receive such a high rating from our customers, we want to do better. Our focus is on increasing our year-on-year score within the 9-month NHBC survey, achieving at least 90% by July 2026.

Putting the customer first

To help us attain our goals, we've put a plan in place to ensure that we provide industry-leading customer service. We're going to start by making sure that we respond to all customers as quickly as possible, which means responding to emails within 48 hours and to any missed phone calls the very same day.

Engaging in the community

With the introduction of a school engagement programme in each of our divisions, we want to drive awareness of Bellway and educate students on the career opportunities available in our industry.

Progress to date

- By the end of the 2022 financial year, we'll have taken part in one Tiny Forest trial.
- The average reportable items per home will be reduced to 0.225 by July 2022.
- Our overall customer satisfaction score with NHBC will be increased to at least 86.8% by the end of July this year.

Our key targets for 2022

- 90% – By July 2026, we want to increase our NHBC 9-month survey score to at least 90%.
- 0.225 – The average reportable items in our homes will be reduced to 0.225 by July 2022.
- 85% – We're looking to improve our NHBC CQR score to 85% before the end of July 2022.
- 87.8% – Before the end of July this year, we'd like our overall NHBC customer satisfaction rate to be at least 86.8-87.8%.
- 100% – All incoming calls to our team will be answered as quickly as possible, and if any are missed, we'll return 100% of the calls the same day.

Headline target

Incremental increase in 9-month survey score year on year with the aspirational objective of achieving a 90% score by FY2

External KPIs		External targets	
• 9-month customer survey score		• Increase year on year the 9-month survey score with the objective of achieving 90% by 2026	
• 5-star builder status and % 'Recommend a friend' score		• 5-star builder (>90% 'Recommend a friend') and improve our score to 95% by July 2023 (2021-22 survey year)	
• NHBC overall customer satisfaction score		• Achieve 86.8%-87.8% NHBC overall customer satisfaction score by July 2022	
• NHBC Construction Quality Review score		• Improve NHBC CQR score to 85.0% by July 2022	
• Average number of Reportable Items per home		• Reduce average number of Reportable Items per home to 0.225 by July 2022	
• Incoming/outgoing calls & emails to customer care departments		• All emails responded to in 48 hours	
		• Incoming calls answered within 3 rings; missed calls returned same day	

Headline Target



Employer of Choice |

Creating an environment that our colleagues can thrive in

Creating a safe, diverse, and inclusive environment – as well as investing in and upskilling our workforce – are just some of the ways we can ensure that Bellway is an employer of choice.

Diversity, inclusion and belonging

As a responsible employer, we are committed to being an inclusive organisation that strives to create a working environment that is open, diverse, and free from all forms of prejudice and discrimination.

Investing in people

Bellway wouldn't exist without the talent and commitment of our colleagues. We invest in our people to ensure that they have the training and ongoing development necessary to develop their careers and deliver work they can be proud of.

The future of Bellway

As an active member of 'The 5% Club', we commit to having at least 5% of our workforce employed in 'earn and learn' roles, including apprenticeships, student placements, and graduate roles.

Progress to date

- In our 2020/21 business-wide employee engagement survey, we achieved a 95% score for diversity and inclusion.
- Our employee network, 'Balance', brings people together from across the business to work on a variety of projects to support and promote gender balance.
- Over the course of 2022, we'll be asking employees to provide us with a broader range of diversity data relating to social mobility, disability and gender identity..

Our key targets for the future

- 90% – We're aiming for upwards of 90% of employees who would recommend Bellway as a 'great place to work' in our employee engagement surveys over the next three years.
- 18% – By 2024, we're aiming to reduce our voluntary employee turnover rate to under 18%.
- 2024 – As a company, we're looking to become a Living Wage Employer by the end of the 2024 financial year.
- 12% – By July 2024, we aim to increase our 'earn and learn' workforce to at least 12%.
- 2022 – Before the end of 2022, we will devise a programme to support and improve diversity specifically relating to social mobility and disability.

Headline target

>90% average score in employee engagement survey over 3-year period (FY22-FY24)

External KPIs	External targets
<ul style="list-style-type: none"> • % of employees who would recommend Bellway as a 'great place to work' 	<ul style="list-style-type: none"> • >90% average score in employee engagement survey over 3-year period (FY22-FY24)
<ul style="list-style-type: none"> • % of workforce in 'earn and learn' roles • 5% Club Gold membership status 	<ul style="list-style-type: none"> • Increase our workforce in an 'earn and learn' role to 12% by July 2024 and maintain 5% Club Gold membership
<ul style="list-style-type: none"> • % ethnic diversity split 	<ul style="list-style-type: none"> • Increase ethnic diversity of our workforce to 7% or more by July 2025
<ul style="list-style-type: none"> • Gender diversity split of senior leaders 	<ul style="list-style-type: none"> • 75/25 male/female split in senior leader roles by July 2025 (from 82/18)
<ul style="list-style-type: none"> • Gender diversity split of directly employed workforce 	<ul style="list-style-type: none"> • 60/40 male/female split by July 2025 (from 69/31)
<ul style="list-style-type: none"> • Voluntary employee turnover rate (%) 	<ul style="list-style-type: none"> • Reduce voluntary employee turnover rate to >18% by July 2024
<ul style="list-style-type: none"> • % of business in compliance with Living Wage accreditation 	<ul style="list-style-type: none"> • Become a Living Wage Employer by July 2024
<ul style="list-style-type: none"> • % of employees identifying as having a disability • % of employees declaring their socio-economic background 	<ul style="list-style-type: none"> • Collect data on disability and socio-economic background by December 2022 and utilize this data to devise a programme to improve social mobility and disability diversity

Headline Target



Carbon Reduction |

Making changes for the better

Climate change is one of the defining challenges of our time. We are committed to reducing our own emissions through the setting of Science-Based Targets (SBTs) and we will play a full and active role within the industry to drive innovation around carbon reduction.

Low-carbon homes

For the benefit of our customers and the environment, we're doing everything we can to deliver energy-efficient homes. From 2025, our homes will produce 75 – 80% less carbon emissions than those delivered under current regulations.

Investing in innovation

Through collaboration and test trials, we're working on a variety of technologies to help reduce carbon emissions from our homes. This includes working with Salford University on the Energy House 2.0 project.

Carbon footprint

As a company, we are proud of our performance to date, but it's important that we set our standards even higher so that we meet the challenges of our time. Our new strategy will embed sustainability as a core value within Bellway, ensuring we continue to lower our carbon footprint.

Progress to date

- We have reduced our emissions per home sold by 24% – beating our initial target of 10% two years ahead of target.
- Our extended use of renewable energy to plots under construction has increased the proportion of green electricity we use to 69%.
- Extensive work is already underway to redesign our homes to meet the new energy efficiency standards.
- We are building various exemplar homes in advance of the new building standards which includes monitoring performance and running costs for the long term benefit of our customers.

Key Targets

- 46% – We aim to reduce absolute Scope 1 and 2 emissions by 46% by 2030 (awaiting validation by Science Based Target initiative).
- 100% – Our company car fleet will be 100% electric vehicle or hybrid by July 2025.
- 55% – We're aiming to reduce our Scope 3 emissions (t per m2 floor area) by 55% by 2030 (awaiting validation by Science Based Target initiative).
- 100% – 100% of the electricity we purchase will be from renewable sources by December 2023.
- 2022 – Before the end of July 2022, we will complete the laboratory-built Salford University Energy House 2.0.

Headline target

Reduce Scope 1 & 2 emissions by 46% by 2020; Reduce Scope 3 emissions by 55% by 2030

External KPIs		External targets	
• Tonnes of carbon (Scope 1&2)		• Reduce 'absolute' Scope 1 and 2 emissions by 46% by July 2030, validated by SBTi (see separate carbon presentation for details)	
• Tonnes of carbon (Scope 3)		• Reduce Scope 3 emissions (t per m2 floor area) by 55% by July 2030, validated by SBTi (see separate carbon presentation for details)	
• % of electricity purchased that is REGO certified		• 100% electricity purchased that is REGO certified by December 2023	
• Number of timber frame units completed		• Increase number of timber frame units built in Northern Divisions	
		• Deliver training to relevant site teams in 2022	
		• Research embodied carbon benefits of timber frame vs tradition brick	
• Number of sites with homes fitted with Google smart thermostats		• Install Google Smart Home technology in all homes on 2 sites by December 2022 and assess energy saving benefits	
• No. plots fitted with monitoring equipment		• Fit monitoring equipment at three exemplar sites and Energy House projects and compare running costs / energy consumption between units by December 2022	
• Running costs / energy consumption comparisons			

Headline Target



Building quality homes, safely

Aiming high to ensure quality and safety

The health, safety, and wellbeing of our colleagues and subcontractors is our highest priority. This is an area which has always demanded our full focus, but there is still room to improve. By setting ambitious goals for our organisation, we will raise the quality and safety of our work to even higher levels.

Encouraging safety and transparency

We actively promote safe working on all our sites, using training, toolbox talks, informal and formal inspections, and best practice forums. We also encourage our colleagues and subcontractors to talk to us on any areas of concern regarding health and safety.

Investigating and preventing

We are placing even greater focus on health and safety by measuring our RIDDOR rate on a rolling average basis, not just an annual snapshot. Furthermore, we are using technology to improve the reporting and analysis of any health and safety incidents – this allows for more timely investigations and ensures that preventative measures are introduced.

Mental health

The mental health of our colleagues is also vitally important, which is why we are increasing the ratio of mental health first-aiders and implementing mental health wellbeing training to raise awareness.

Proactive remediation

Following the Grenfell tragedy in June 2017, we proactively instigated a full review of our high-rise portfolio and identified buildings with

ACM cladding. We are currently engaged in a complete programme of works to remediate those buildings.

Progress to date

- In 2021, 94% of our colleagues were aware of our health and safety initiatives – a 3% increase from 2020.

Key Targets

Where we want the business to be by July 2024

- <305 – By July 2024, we want to reduce the average RIDDOR rate (measured over a 3-year period) to under 305.
- >80% – Over 80% of employees will be trained on Group Fire Safety Policy and the Building Safety Bill.
- Accident reduction – We aim to reduce accident rates from identified reporting areas to below previous FY levels, on an annual basis.
- 95% – 50% of identified target roles will have received health and safety training by July 2022, and 95% of all target roles will have received health and safety training by August 2023.
- 100% – We will strive to implement a new safety induction across Bellway, with 100% of new recruits to have completed the induction by July 2023.
- 10% – By July 2024, we are looking to increase the ratio of mental health first-aiders to one in ten (from one in 32).
- 20% – We want to increase the number of employees receiving mental health awareness training to 1 in 5 (from 1 in 33) by July 2024.

Headline target Reduce the average RIDDOR Rate (measured over a 3-year period) to <305 by FY24	
External KPIs	External targets
• RIDDOR incident rate	• Reduce the average RIDDOR rate (measured over a 3-year period) to <305 by July 2024
• % of applicable employees trained	• >80% of applicable employees trained on Group Fire Safety Policy and Building Safety Bill by July 2022
• Accident rate (including number of slips, trips and falls; manual handling; scaffold safety; and number of accidents involving third parties)	• Reduce accident rates from identified reporting areas to below previous FY levels on an annual basis
• % of site managers, assistant managers and assistant site managers who have received health and safety training	• 50% of identified target roles will have received health and safety training by July 2022 • 95% of all target roles will have received health and safety training by July 2023
• Number of individuals undertaking Bellway's new safety induction	• Implement new safety induction across Bellway and 100% of new recruits to have completed induction by July 2023
• Site manager health and safety performance SSUK ratings (1-10)	• [Target to follow]
• Mental health first aider ratio	• Increase ratio of mental health first aiders to 1 in 10 by July 2024
• Ratio of employees receiving mental health awareness training	• Increase employees receiving mental health awareness training to 1 in 5 by July 2024
• % of business covered by ISO 14001 aligned EMS	• Achieve ISO 14001 certification for the whole business by July 2024
• % of business covered by ISO 14001 certification	

Headline Target



Sustainable supply chain

Delivering sustainability through long-term partnerships

We aim to source all of our products and services in an ethical, sustainable, and socially conscious way. The initiatives and goals formulated as part of Better with Bellway will ensure that we continue, and improve upon, our efforts to date.

Developing long-term relationships

Developing long-term partnerships with our sub-contractors and suppliers is an integral part of what makes Bellway a success, and we ensure that all of our supply-chain partners and sub-contractors are treated with dignity and respect.

Guaranteeing prompt and agreed-upon payments

We pay our suppliers and sub-contractors within agreed terms, and we are a signatory to the Prompt Payment Code.

Encouraging opportunities to learn

Bellway is a member of the Supply Chain Sustainability School (SCSS), and we encourage our partners to sign up to the scheme so that they too can have access to the range of training and resources on offer, to help their businesses become more sustainable.

Ensuring compliance in our partners

We use our Responsible Sourcing Policy to select partners and to monitor their performance and compliance with agreed standards. As well as this, we work with partners to address any issues of non-compliance identified and reserve the right to end relationships as a last resort.

Progress to date

- We have engaged with our top-ten suppliers on a wide range of sustainability issues and will continue this dialogue into the long term.

- We have asked all of our suppliers to ensure that, from April 2022, they use a minimum of 30% recycled content in any plastic packaging they provide to us.
- As part of our commitment to lifelong learning and continual improvement, from 2022, we will be rolling out SCSS training modules for all of the colleagues in our Procurement team.
- We ask all of our timber suppliers to provide evidence of compliance with the Forest Stewardship Council (FSC) or the Programme for the Endorsement of Forest Certification (PEFC).
- We are currently updating our Supplier Procurement Policy and intend to issue this in 2022.

Key Targets

Reviewing and reducing – our objectives for the next two years

- 75% – By July 2023, we aim for 75% of our top 100 suppliers to have SCSS GOLD membership.
- 2022 – We will complete a modern slavery compliance audit of a sample of large subcontractors by FY22 and address any non-compliance issues.
- 25% – We want to deliver a material reduction in single-use plastic packaging in our top 10 suppliers of 25%, by FY23.
- 100% – By FY22, we intend to have 100% recycled letterhead, printer/photocopier paper, and envelopes.
- 2022 – We plan to phase out the use of printed business cards and introduce 'sustainable' stationery for non-paper items by FY22.
- 2023 – By July 2023, we aim to review and trial new waste-reduction procedures in our supply chain.

Headline target

75% of top 100 suppliers with Supply Chain Sustainability School GOLD membership by July 2023

External KPIs	External targets
• % of top 100 suppliers with SCSS GOLD membership	• 75% of top 100 suppliers with SCSS GOLD membership by July 2023
• % of 'at risk' subcontractors audited for modern slavery compliance	• Complete modern slavery compliance audit of a sample of large sub-contractors by July 2022 and address any non-compliance issues
• Waste (tonnes) per completed unit	• Deliver a material reduction in single use plastic packaging in our top 10 suppliers of 25% by July 2023
• Estimate of plastics eliminated from supplier packaging	
• Completion of waste in supply chain review and number of new procedure trials implemented	• Review and trial new waste reduction procedures in supply chain by July 2023

Headline Target



Resource efficiency

Reducing waste by building better

We have an environmental and fiscal responsibility to manage our resources effectively and efficiently. In all areas of the company, we aim to minimise waste (measured in tonnes per home built) and, where waste is unavoidable, reuse and recycle as much as possible. Our new Better with Bellway strategy will help us to achieve or surpass our waste reduction goals in the years to come.

Our ongoing and future initiatives

Reducing and reusing

We are undertaking work with our supply chain partners to reduce packaging and have asked them to investigate reusable alternatives to single-use packaging. We have also asked suppliers to ensure that there is at least a 25% reduction in the use of single-use plastic packaging by July 2023.

Informing and educating

As part of our standard operating procedure, we monitor and report all site waste. In 2022, we will also be publishing a best practice guide aimed at reducing the volume of waste we generate. This will include site case studies, workshops, and training for our colleagues.

Collaborating to decrease waste

Our partnership with Community Wood Recycling, a network of social enterprises that collects and reuses waste wood, rescued 873 tonnes of wood from the waste stream in 2021.

Transitioning towards electric

We are currently reviewing our company car allowance with a view to having 40% either electric or hybrid by 2025. We are reviewing our salary sacrifice scheme to allow all colleagues access to electric vehicles.

Our progress and successes

- We have improved our diversion of waste from landfill for the seventh year, achieving 99.4% diversion (2020 – 99.1%).
- In 2018, we set a target to reduce waste tonnes per completed home to below 9.31 tonnes by 2021. We have successfully reduced this to 8.9 tonnes (2020 – 11.2 tonnes).

Our key objectives for the coming years

- 20% – By July 2023, we aim to reduce waste per completed unit to 7.1 tonnes, a 20% decrease.
- 100% – We want 100% of our new homes to meet the '115 litres per person, per day' water standard by July 2022.
- 2025 – By July 2025, we are looking to reduce construction site water usage (measured in m3 of water per 1000 m2 of completed homes) against a base year of FY21.
- 20% – We intend for 20% of homes to be constructed in timber frame by July 2024.
- >99% – We are targeting a landfill diversion rate of greater than 99% year-on-year.
- ISO 14001 – By July 2024, we aim to achieve ISO 14001 certification for the entire business.

Headline target

Reduce waste per completed unit by 20% by July 2025

External KPIs	External targets
• Waste (tonnes) per completed unit	• Reduce waste per completed unit by 20% by July 2025 (achieving 7.1 tonnes of waste per completed unit)
• % new homes built to '115 litres per person per day' water standard	• 100% new homes meeting the '115 litres per person per day' standard by July 2022
• m3 of water per 1000 m ² of completed homes	• Reduce construction site water usage (measured in m ³ of water per 1000 m ² of completed homes) against a base year of FY21 by July 2025
• % of sites with leak detection systems installed	
• % of homes constructed in timber frame	• 20% of homes commenced by July 2024 to be constructed in timber frame
• Landfill diversion rate (%)	• Achieve landfill diversion rate >99% year on year
• Number of homes built in regions of 'high' or 'extremely high' water stress	• [Target to be set]

Headline Target



Biodiversity

Protecting and preserving nature

On each of our developments, we aim to mitigate our impact on the environment through a range of actions, including flood impact assessments, ecology surveys, biodiversity mitigation, and environmental impact assessments.

Sustainability

As a company, we aim to create long-term, sustainable communities in which our customers want to live. These communities will be built with the intention of protecting the local environment, ensuring that we care for and maintain as much as possible.

Easing our impact

No matter the development, we want to offset the effect we have on the environment. To do this, we'll carry out a comprehensive range of risk assessments and surveys, covering local ecology, flood impact, and much more.

Building on our initiatives

As we embed our new strategy, we plan to introduce further initiatives and KPIs across the business that will have a positive influence on biodiversity and the wider environment.

Our progress so far

- Over the past year, we've installed sustainable drainage systems on 255 of our developments.
- We've implemented biodiversity plans on 147 of our developments across the UK.
- In 2021, we planted 17,200 tree saplings across our developments.
- We have partnered with The Rivers Trust, a national environmental NGO, to strengthen their long-term shared objectives for sustainable, climate-resilient developments in the UK. Key Targets.

Targeting environmentally friendly solutions

- 10% – We're aiming to achieve a 10% biodiversity net gain in all new sites submitted for planning from the 2023 financial year and onwards.
- 2022 – During 2022, we'll investigate biodiversity and carbon offsetting opportunities to help shape our strategy.
- 2023 – By the end of the 2023 financial year, we hope to have invested in a tree planting programme for each home sold.
- 2022 – Before the end of July this year, we'll have established one Tiny Forest site.
- 2022 – All new development sites started after August 2022 will include pioneering hedgehog highways.

<div>Headline target</div> <div>Achieve 10% 'biodiversity net gain' in all new sites submitted for planning from July 2023 onwards</div>	
External KPIs	External targets
<ul style="list-style-type: none"> • % new sites achieving 10% biodiversity net gain • Average biodiversity net gain % achieved 	<ul style="list-style-type: none"> • Achieve 10% 'biodiversity net gain' in all new sites submitted for planning from FY23 onwards
<ul style="list-style-type: none"> • Number of sites with Tiny Forests planted 	<ul style="list-style-type: none"> • Establish 1 Tiny Forest site by July 2022
<ul style="list-style-type: none"> • Number of customers engaged with Tiny Forests project 	
<ul style="list-style-type: none"> • Number of staff engaged with Tiny Forests project 	<ul style="list-style-type: none"> • Investigate a tree planting programme for every home sold by July 2023
<ul style="list-style-type: none"> • Number of trees planted 	
<ul style="list-style-type: none"> • % of new developments incorporating hedgehog highways 	<ul style="list-style-type: none"> • All new development sites to incorporate hedgehog highways by July 2022
<div>Headline Target</div>	



Charitable engagement

Giving, to build better lives

Charitable engagement is a key part of the Bellway ethos and we are proud of our work so far, but we aren't going to rest on our laurels. Our commitment to helping others is only going to grow – we are dedicated to widening the range of our charitable activities and increasing our fundraising totals.

Our primary charitable commitments

Supporting and developing

We are committed to continuing our support for local and national charities, as well as the communities in which we develop.

Maintaining key partnerships

Cancer Research UK has been Bellway's national charity partner since 2016.

Going the extra mile

Our colleagues also fundraise for local charities. Our policy of 'matching' means that, for every pound raised, Bellway donates an additional pound to the chosen charity. For fundraising for our partner, Cancer Research UK, Bellway will double match fundraising.

Our efforts so far

- In 2021, our employees, sub-contractors, and suppliers raised £93,703 (2020 – £140,134). When combined with Bellway's 'double matching' of employee fundraising and other corporate donations, the total raised was £351,157 (2020 – £328,493).
- The partnership has raised £1,954,829 for the charity over the last five years, just £45K short of our £2million target.
- The pandemic hampered our ability to fundraise for Cancer Research UK for a period of 16 months. However, we have extended the partnership for a further two years and have set a new target of reaching £3million in fundraising and donations by the end of 2023.

Key Targets

Raising more and doing more – our aims for 2022 and 2023

- £3M – By the end of 2023, we are aiming to raise £3M for Cancer Research UK.
- 2023 – By July 2023, we want to establish at least one partnership with a charity that supports disabled and/or disadvantaged individuals, with a view to providing work placements within Bellway.
- 2022 – By December 2022, we are looking to implement a programme of employee benefits roadshows, alongside increasing payroll charitable donations compared with our FY21 total.
- 2023 – One day per FTE every year will be dedicated to volunteering activities for office-based staff, by FY23.

Headline target

Raise £3M for Cancer Research UK by end of July 2023

External KPIs	External targets
• Fundraising/donation total (£)	• Raise £3M for Cancer Research UK by end of 2023
• Number of work placements offered	• Establish at least 1 partnership with a charity supporting disability/disadvantaged individuals with a view to providing work placements within Bellway by July 2023
• Number of individuals offered permanent roles	
• Number of employees reached by benefits roadshows	• Implement a programme of employee benefits roadshows and increase payroll giving donations against FY21 by December 2022
• Payroll giving donations	
• Number of volunteering days	• All office based staff to be given the opportunity to complete a volunteering day by July 2023
• % staff undertaking at least 1 volunteering day	• 1 day per FTE per year donated to volunteering activities by July 2027

Headline Target