

Our Vision: Celebrating 10 years of achievements





Royal Arsenal Riverside, Greenwich

Delivering a big vision deserves a big thank you.

At Berkeley, our driving purpose is to build quality homes, strengthen communities and improve people's lives.

We have strong values that shape the way we work, and which haven't changed since our earliest days.

Building on these foundations, in 2010 we created an ambitious, long-term strategy for the business. We called it Our Vision.

We set ourselves challenging commitments, which we updated every two years, so they pushed us even further.

Now, after a decade of delivery, we want to take the opportunity to thank all of you – our people and our partners – for bringing Our Vision to life. We have a huge amount to be proud of; from industry leading customer satisfaction scores, to the revival of hugely challenging brownfield sites. And from breakthrough initiatives to tackle climate change and biodiversity loss, to the positive social impacts you all work so hard to create.

We couldn't have done any of this without you. Your integrity, creativity and passion have created some of the best new places in the country and made a lasting, positive difference to thousands of people's lives.

The challenge now is to build on everything we've learnt, and to keep on improving, innovating and leading our industry. Let's set the bar even higher, embrace the Berkeley values and make the next ten years the best we've ever had.

Thank you.



Introduction

In 2010 we introduced Our Vision, then known as Vision2020.

It set out where we wanted to be and a number of stretching commitments and aspirations, together with our company values.

In the following pages you'll find a summary of each focus area: what we set out to achieve, our progress, and just some of the highlights from the past decade.

“We want to move the business and industry forward over the next ten years for the benefit of our customers, the environment and our people.”

Rob Perrins,
Managing Director, 2010



Our vision

We aim to be a world-class business, defined by the quality of the places we create, generating long-term value and having a positive impact on society.

Our five focus areas



Customers



Homes



Places



Operations



Our People



Our purpose

Berkeley's purpose is to create homes, strengthen communities and improve people's lives. Our sustained commercial success enables the valuable and enduring contributions we make to society, the economy and the natural world.

Our values

Our core values remain unchanged from our early days:



Have integrity Build trust by being open, clear and credible



Be passionate Take pride in what we do and the impact we make



Respect people Work together, empower people and value their contribution



Think creatively Find individual solutions for every site and situation



Excellence through detail Deliver the best through attention to detail in everything we do





10 highlights from 10 years

Enhancing nature

35

We were the first developer to commit to biodiversity net gain. Now every project team ensures there will be more nature after we finish a development than before we began. So far we have committed to creating or improving an area larger than Hyde Park across 35 sites.

Our approach was cited as best practice by government and achieving a net biodiversity gain will soon become mandatory on all new development sites.



Building communities

People have always been at the centre of what we do. Over the decade we have built more than 37,800 homes across 180 communities. We have completed pioneering work on how to create strong communities and research on how to quantify the value that each of our developments brings to society.

Carbon action

Zero

We have been carbon positive in our business operations since May 2017, having focusewd on reducing emissions from our operations and then offsetting the remainder. We were the first homebuilder to do this, and also the first to produce zero carbon transition plans for every new development to enable homes to operate at net zero carbon from 2030.



Queen's Award

We won the Queen's Award for Sustainable Development in 2014, the UK's highest accolade for business success. This is the second time the Group has been recognised, having previously won the award in 2008, the first housebuilder to have achieved this.



Safety and wellbeing

1.17

Our industry-leading Accident Injury Incidence Rate has decreased significantly over the decade to 1.17, which is testament to the focus of every construction site and management team. Every division has a wellbeing programme and we now have more than 220 trained mental health first aiders.



Early years careers

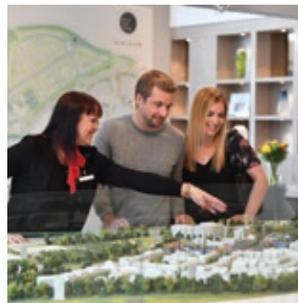
300

Over the past five years we have increased the number of apprentices in our workforce to over 100, as well as supporting our supply chain in this area. On average 300 apprentices have worked across our operations each month since 2016 and we introduced the annual Apprentice Awards to celebrate these successes.

Customer experience

78.8

Our Net Promoter Score has increased from 62 to 78.8 since 2014, compared to the industry average of 39. Our teams have helped us achieve this by putting the customer at the heart of every decision.



Innovation and off-site manufacture

Berkeley East Thames delivered the patented Urban House type in 2017, later using off-site methods. In 2019 we completed the new Berkeley Modular manufacturing facility in Kent and are now testing prototypes to drive improvements in build quality and improve efficiency.



Berkeley Foundation

£6.2m

The launch of the Berkeley Foundation in 2011 has enabled each of us to have a positive impact on society. Thank you to all of you who have been part of it. Berkeley employees have raised more than £6.2 million to date and helped reach over 26,000 young people, their families and communities.

Considerate construction

260

Our site teams have won more than 260 Considerate Constructors Scheme awards in the decade, including Most Considerate Site in the UK twice. Our average audit score of 43/50 is higher than the industry average of 37/50.



OUR PEOPLE





Develop highly skilled teams that work together in a safe, healthy and supportive environment and contribute to wider society.

Our People

Championing health, safety and wellbeing

We are committed to operating incident and injury-free and aspire to have a positive health impact on all of our employees.

Site Health & Safety has evolved over the last ten years through the **Good Order**, **Good Work** and **Good Health** campaigns. Thanks to the diligence of our build and Health & Safety teams, plus a range of new initiatives, the Group's RIDDOR Accident Injury Incidence Rate has decreased in the decade from 3.8 to 1.17 – less than half the industry and sector averages. Each division has introduced a health and wellbeing programme and more than 220 employees are now mental health 'first aiders'.

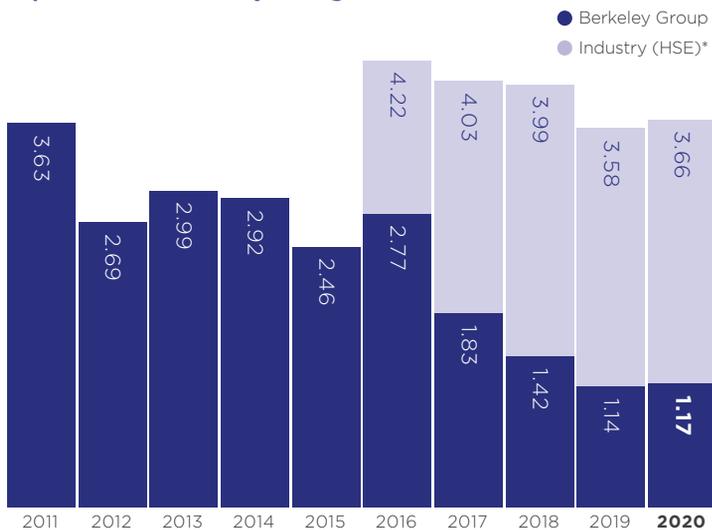
Nurturing careers

Training the managers of the future is important to us. Our graduate programme is rated in the top 100 companies for early careers by the JobCrowd. We are pleased to support an average of 300 apprentices across our operations each month, 100 of whom work directly for Berkeley. Each year our project teams run hundreds of school visits and site visits for young people to help raise the profile of the industry.

There are many successful schemes run by operating companies including the award-winning REACH Apprenticeship Scheme in Berkeley Capital and the Building Futures programme in Berkeley Eastern Counties.



Annual Injury Incidence Rate (AIIR) consistently outperforms the industry average



* Based on Health & Safety Executive data and methodology





“The passion and care Berkeley staff bring to their work is what gives the places we create their life, pride and enduring value. Thank you all.”

Rob Perrins,
Managing Director

Our People



Committed
£20.9m
to more than
100 charities.





Promoting inclusivity

We understand the benefits a diverse workforce can bring and recognise that the industry as a whole faces underrepresentation of women, as well as people from a broad range of backgrounds. In response, we have developed a diversity and inclusion strategy and are taking action. Our new parental leave policies were launched in autumn 2019 and unconscious bias training has been developed for all staff.

Transforming lives

The Berkeley Foundation was launched in 2011 aimed at helping young people, their families and communities. Since then, it has committed over £20.9 million to more than 100 charities and worthy causes. This is only possible thanks to the enthusiasm of our staff who do a fantastic job of volunteering, raising money through events and Give As You Earn. The Berkeley Group matches everything employees raise, pound for pound. Around two thirds of our staff get involved every year and we are thankful to the network of 20 representatives across the business.



Our People



The Berkeley Foundation launched in 2011. Since then, over £20.9 million has been committed and more than 26,000 people have been reached. Around two thirds of Berkeley staff volunteer, fundraise or donate each year.



2010

115

Launch of our first major commitment to apprenticeships, resulting in 115 apprentices working on our sites. Since 2016 we have had an average of 300 apprentices working across our operations each month.



2012



Introduced **Good Health**, a third programme to complement **Good Work** and **Good Order** in providing a platform for actively delivering health, safety and wellbeing improvements in our operations.

First

First annual **Berkeley Group Apprenticeship Awards** to celebrate the efforts of our staff and contractors in promoting training and careers in the industry.



Launch of independent **Health & Safety audit team** and a focus on H&S leadership through weekly Director site visits.

Divisions implemented **new wellbeing programmes** and Berkeley St Edward recognised as a 'most improved workplace' in Vitality's Britain's Healthiest Workplace Awards.

Diversity and inclusion strategy developed, including **new parental leave policies** in autumn 2019.



2014

2016

2018

Best Site

NHBC Health and Safety Awards

National Best Site Awards for Ryewood and Saffron Square in 2015.

Over the decade we have achieved more than 30 NHBC Health and Safety Awards.



RoSPA Health and Safety Awards 2017: **Sir George Earle Trophy** for Berkeley East Thames.

Over the decade we have been awarded more than 80 RoSPA awards.

The **Berkeley Academy** opened for the delivery of staff training, together with a new online **Learning Management System** and access to e-modules on a range of topics from health and safety to IT.



OPERATIONS



An aerial photograph of a large-scale construction project in an urban setting during sunset. The scene is filled with cranes, scaffolding, and partially completed buildings. A prominent blue circle is overlaid in the center, containing white text. The sky is a mix of orange, yellow, and grey clouds, with the sun low on the horizon.

Make the right long-term decisions, run the business efficiently and work collaboratively with our supply chain.

Operations

Utilising off-site manufacture

We have used off-site components in the construction of new homes for many years, but with the opportunity to innovate in 2018 to deliver our Urban House type, Berkeley East Thames used a fully fitted modular system to build the homes off site.

This inspired Berkeley Modular, and in 2019 the construction of a 160,000 sqft factory building was completed. It will provide high quality modular units, whilst reducing time on site and environmental impact, and will help us to modernise production and train for the skills needed for the future of the industry.

Supporting our supply chain

We wouldn't be able to continue to deliver high quality homes without our suppliers. Our commercial and construction teams speak with them daily and build good working relationships. Over the decade we have focused on improving engagement with key suppliers through our Supply Chain Task Force. We introduced a Tender Scoring Matrix in 2018 to ensure overall supplier value wins bids rather than cost alone. We have also been a signatory to the Prompt Payment Code since 2012.





“Each site has its own complexities but our teams always find a way to work with partners and suppliers to ensure we deliver high quality homes whilst running the sites efficiently and considerately.”

Karl Whiteman,
Executive Director and Chair of
the Production Committee

Operations

First

UK's first carbon positive homebuilder in our operations.





Operating sustainably

We were the first UK homebuilder to become carbon positive in our operations in 2017, building on many years' work on energy efficiency. Project teams have implemented a variety of carbon reduction initiatives, including the installation of solar photovoltaic panels at London Dock and the use of plug-in hybrid electric vehicles at Southall Waterside, and we offset more than the remaining emissions. Our new zero-waste strategy will be launched in 2020 following research and engagement with our supply chain.

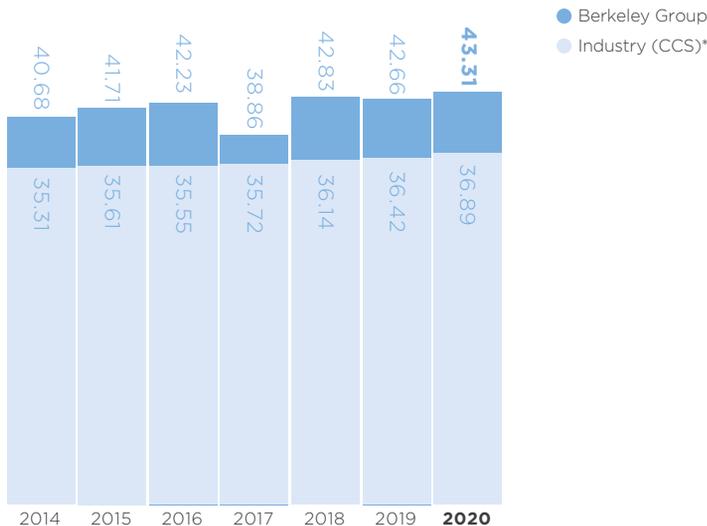
Delivering quality

The quality of our homes is paramount to our reputation and our build teams always strive for the highest standards. During the last year we have carried out a comprehensive audit program for build quality and launched enhanced group-wide arrangements and standards.

Considerate construction

We are a long-standing Partner of the Considerate Constructors Scheme (CCS) and the build teams work hard to reduce impact on our neighbours' daily lives. Our scores from independent assessments consistently remain above the industry average and we have seen year-on-year improvements in the last ten years. As a result, we have received more than 260 awards, including winning Most Considerate Site in the UK for Roman House in 2015 and One Blackfriars in 2019.

Considerate Constructors Scheme (CCS) scores consistently ahead of the industry average



* Based on independent CCS audits, out of a maximum score of 50

Operations

-9%

carbon emissions reductions per site operative in 2012, a continuation of our ongoing focus on carbon since 2007 when we were the first homebuilder to publish a climate change policy.

First major homebuilder to register for the **Prompt Payment Code** for suppliers.



2010

2012



93%

waste recycled. This has increased further over time, with a **zero waste strategy due to be launched in 2020.**



Carbon positive

First homebuilder to achieve carbon positive status, later achieving a Better Society Award in 2019 for Carbon Reduction or Offset Programme of the Year.



Construction of **Berkeley Modular** facility completed to drive further improvements in build quality and modernise production.

2014

£1.5m

committed via the **Berkeley Innovation Fund** for new initiatives via our supply chain.

2016



Offsite Construction Awards 2018: **Housing Project of the Year**, Urban House at Kidbrooke Village.

Used a fully fitted modular system to deliver the Urban House type, reducing on-site delivery time to 14 weeks and with improvements in build quality and environmental efficiency.

2018

Most Considerate Site

Considerate Constructors Scheme National Site Awards: Most Considerate Site (>£50m), One Blackfriars. Over the decade we have won more than 260 Considerate Constructors Scheme awards.



PLACES





**Create strong
communities where
residents can live
an enjoyable,
sustainable life.**

Places



Meeting a local need

Our land teams have continued to focus on investing in the right locations where there is strong demand for new homes, good transport links and the scope to create successful new places. Over the decade we have worked in more than 180 communities and secured a range of complex sites with a move towards longer-term regeneration schemes; three quarters of our sites bring brownfield land back into use.

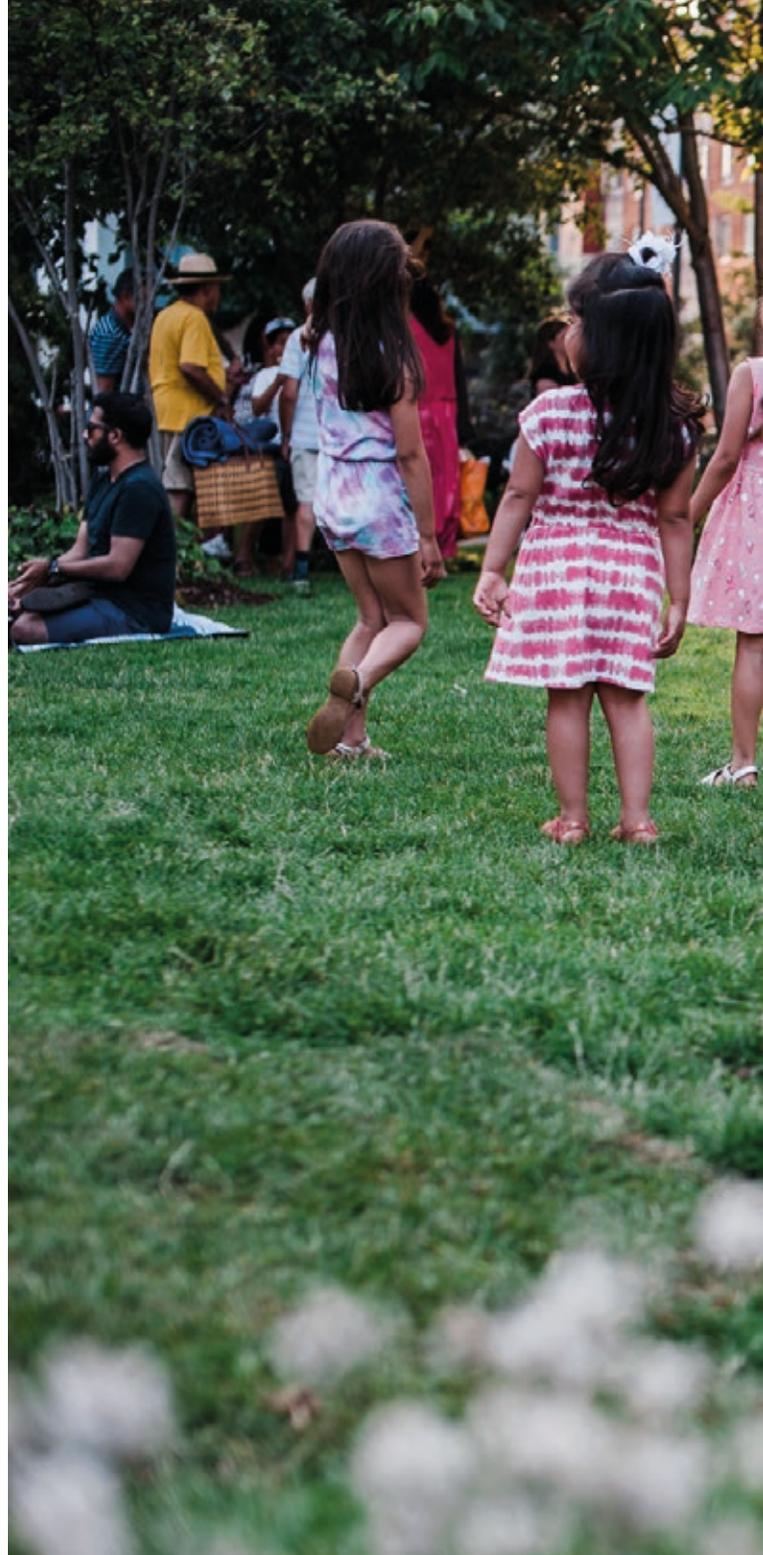
We are appreciative of the strong partnerships we have developed over the decade, with local authorities and communities who share our approach to developing great places. We are also fortunate to have developed a new joint venture with National Grid in the period, with St William now using a landscape-led approach to open up land which has been in industrial use for decades.

Building communities

Since the beginning, Berkeley's approach to placemaking has been driven by a focus on people and communities, so back in 2010 our land teams were already applying best practice community consultation guidelines on all developments.

In 2012, we developed a framework, **Creating Successful Places**, that ensured we consider the needs of the community at the early design stages and more than 60 project teams have since used this.

Many of our sites have **Community Plans** – a mechanism to help engage our customers and the local residents, often through a range of events.





“From design to delivery, our teams put people first. They create communities that have a positive impact far beyond our site boundary, and will stand the test of time.”

Sean Ellis,
Executive Director and Chair of the
Land & Planning Committee

Places

Contributed

£2.1bn

in the last five years as a subsidy
for affordable housing and
for community facilities
and services.



Contributing to society

Our contribution to society is broad, from the tax we pay, to job creation and the number of new homes we build. For the five years to April 2020 we contributed £2.1bn to communities. On average, every new home built by Berkeley in the last five years has generated £300,000 of value to the state through taxation and contributions to the community. We are currently developing a methodology that our land teams could use to quantify how much value each individual development will bring.



Pioneering approach to nature

We've always recognised the importance of biodiversity and the value that nature brings to people. That's why we incorporate open space, tree lined streets and parks. It's the reason we appoint an ecologist to every site and incorporate living roofs.

In 2016, in recognition of our intention to leave more nature behind when we've finished than existed before we began, we committed to creating a net biodiversity gain on all our sites. We launched our approach in 2017 and since then are set to enhance or create 185 hectares of space across 35 or so sites. Throughout the development of our approach we have worked closely with the London Wildlife Trust, which has helped to provide practical support in the delivery of living landscapes on our developments. It is through partnerships such as these that we are able to create nature-rich places and engage local communities in their growth and stewardship.

Designing sustainable places

We have completed research on sustainable transport in the past two years as this is a rapidly changing area. Our land and technical teams continue to design developments with infrastructure that enables and promotes sustainable travel and with features to increase resilience to future climate change impacts, including sustainable drainage systems, rainwater harvesting and green infrastructure such as trees, parks, gardens and living roofs.



Places

Working with Social Life and Reading University, we published **Creating Strong Communities** – our methodology for building communities.



Published a toolkit **Creating Successful Places** to help project teams apply a framework for building strong communities in practice and a way to test the social impact of the places they create.



2010

2012

£47m

Began to quantify our contribution to society: £47m contributions to education and training in the five years to 2012, together with 7,000 affordable homes.

On average, every new home built by Berkeley generates £300,000 of value to the state through taxation and contributions to the community.





12

community plans developed and there are now more than 20 in place across our developments.

First homebuilder

to commit to create a biodiversity net gain on every site.

35

developments committed to leaving **more nature** behind.



CIRIA BIG Biodiversity Challenge Award for the installation of four beehives, One Tower Bridge in 2016 and further awards in later years, including the Client Award in 2018 for our approach to net gain.

2014

Our Woodberry Wetlands nature reserve unveiled by Sir David Attenborough.

2016

The Sunday Times British Homes Awards 2017: **Outstanding Placemaking, Woodberry Down.**

2018

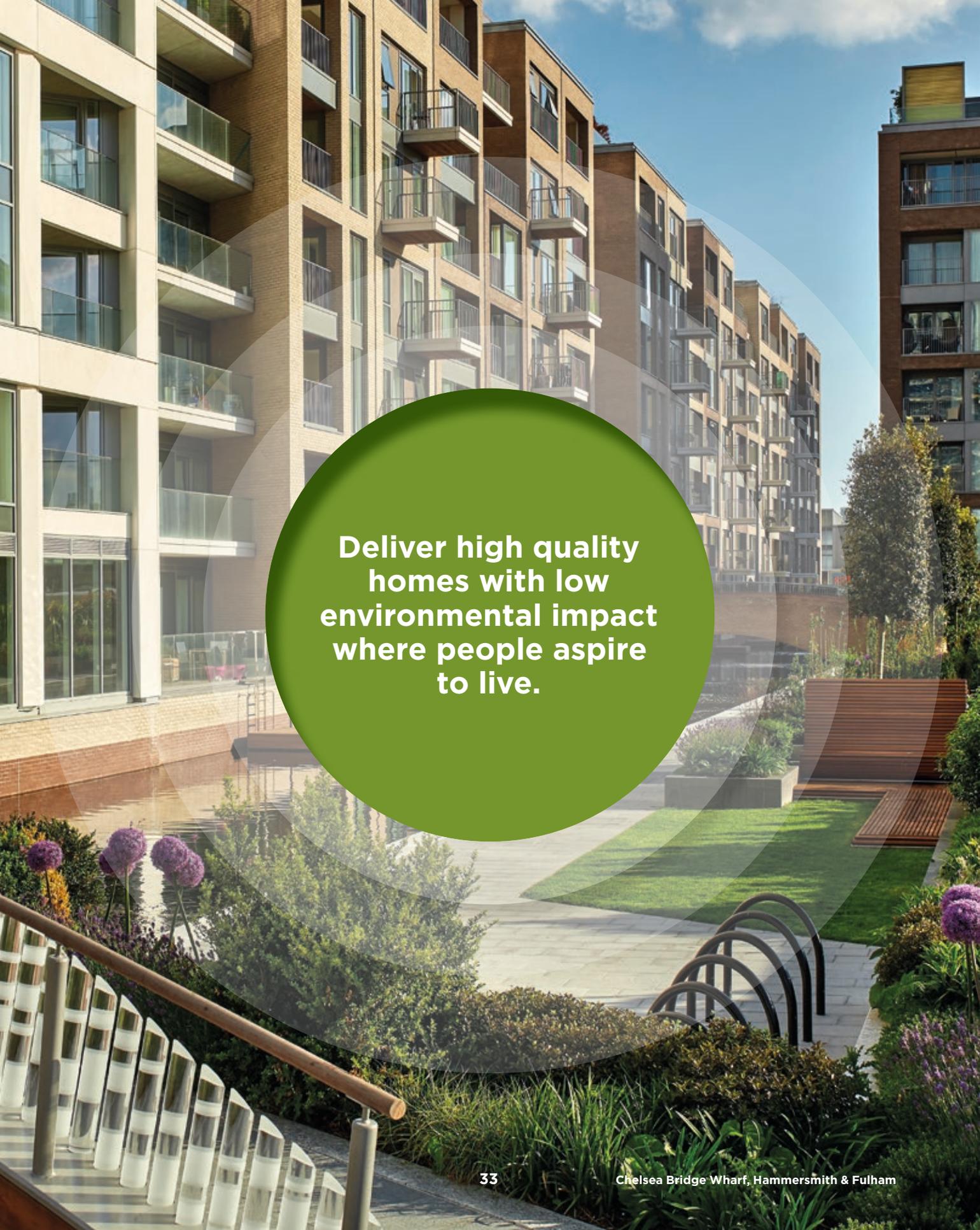


Sunday Times British Homes Awards 2018: **Best Placemaking, Kidbrooke Village.**



HOMES





**Deliver high quality
homes with low
environmental impact
where people aspire
to live.**

Homes

We have built more than **37,800** homes in the past decade.

Focusing on detail

No two Berkeley developments are the same. Instead, each of our teams works hard to create unique designs that are planned to meet the varied requirements of all types of homebuyers. We focus on specification and pride ourselves on our attention to detail.

Creating safe and healthy homes

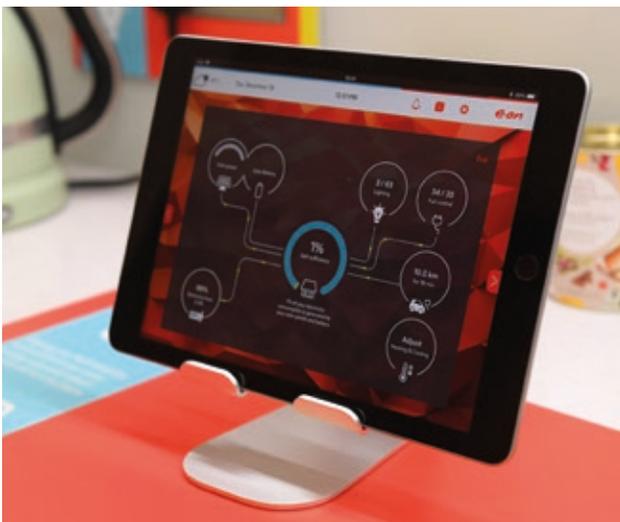
We know that our customers expect safe and healthy homes, and project teams must ensure that each home includes good levels of daylight, insulation to help regulate temperature and reduce noise, and storage space. And we work with industry experts to help advance our collective understanding of what makes a safe and healthy home. In the last two years we have been a partner organisation for the UK Green Building Council's guidance on healthy homes and for the Royal Society for the Prevention of Accidents' new **Safer by Design** framework.



Taking action on climate change

We minimise the impact of the homes we build by reducing the carbon emitted during their lifetime. Over the last ten years our understanding, along with the industry's, on how to deliver zero carbon homes has changed. We have supported the UK Green Building Council's Advancing Net Zero programme as a project partner since its inception in 2018 and are the first homebuilder to produce zero carbon transition plans for each new development. These set out how the homes can operate at net zero carbon by 2030.

Following scenario planning undertaken in 2013, project teams also use a climate adaptation toolkit to help identify risks such as flooding, overheating and water shortages and implement measures to reduce them.



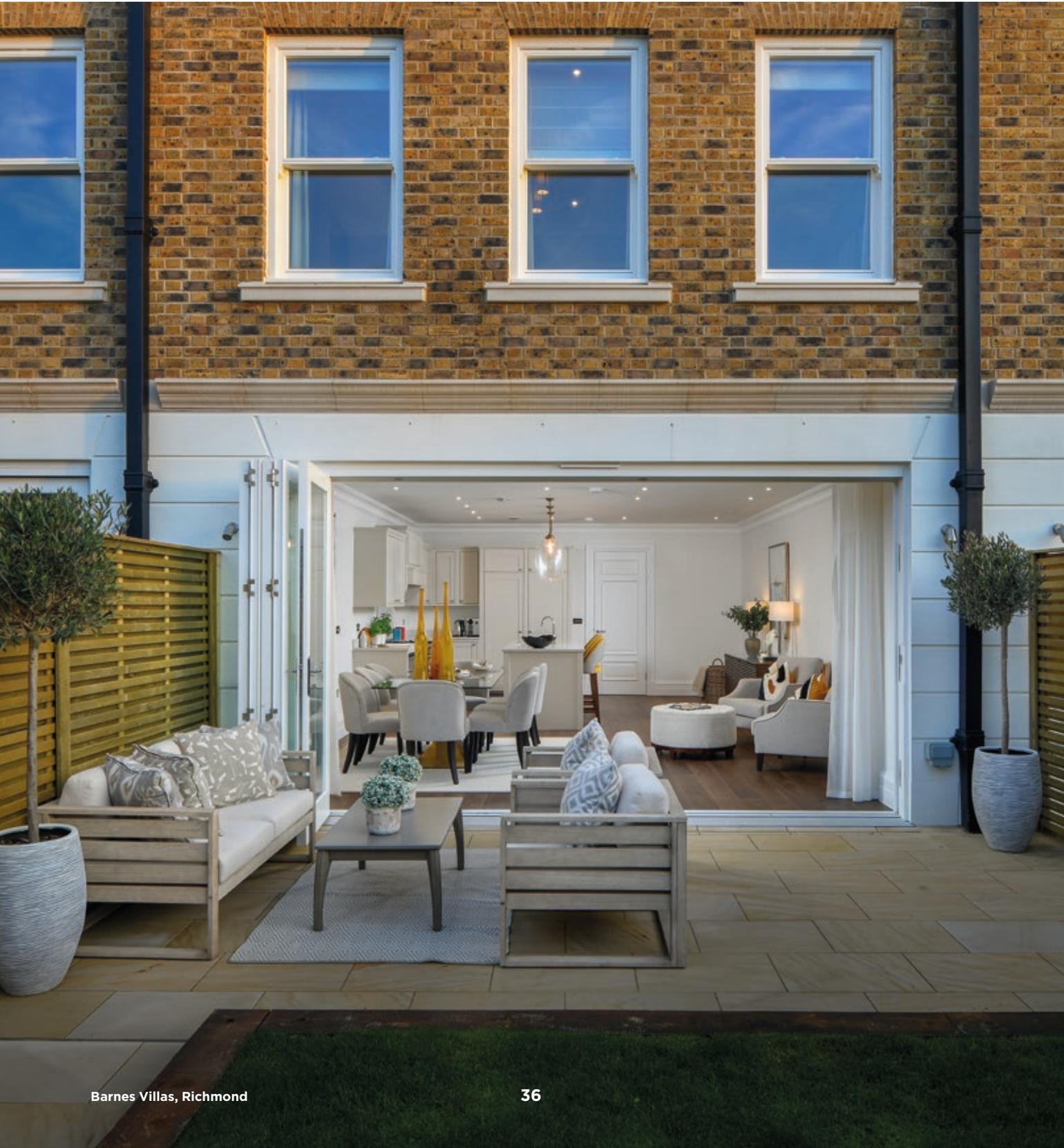


Fulham Reach, Hammersmith & Fulham

“It is encouraging to see the Berkeley Group making bold new sustainability commitments. UKGBC is calling for all new development to be net zero carbon by 2030, so we are particularly pleased to see this feature within Our Vision.”

Julie Hirigoyen,
Chief Executive, UK Green
Building Council

Homes





Sustainable homes

Throughout the decade we have continued to design our homes to reduce their overall environmental impact.

Measures include low water use fittings and fixtures, internal recycling bins, energy efficient appliances and lighting, and the installation of smart meters.

Better connected homes

In anticipation of the fast-moving digital agenda that treats broadband connectivity as a standard utility, we have been part of Government and industry task groups to find practical solutions for helping the whole industry to provide better-connected homes. High-speed broadband and cabling within the homes is now part of our standard specification.

Building homes for the future

As technology continues to evolve and new products enter the market, we continually undertake research and development. For example, **The Urban House** helps increase density within in cities and towns, while also providing flexibility for residents. The design was recognised at the Sunday Times British Homes Awards 2017 through the Innovative Living Award.

One of the homes is also now being used in partnership with E.ON as **The Future Energy Home** to trial a variety of cutting edge technologies.

Homes



Code Level 3

First homebuilder to sign up to the **Code for Sustainable Homes Level 3 on all homes.**

Set out minimum space standards for all our homes, well ahead of the Government issuing national criteria in 2015.



2010

2012



Sustainable Housebuilder of the Year at the Housebuilder Awards, and also in 2019.



WhatHouse? Awards **Housebuilder of the Year** and **Best Large Housebuilder.**

63%

of completed homes included renewable or low carbon technologies. Over the decade we have continued to focus on improving the building fabric and incorporating renewables.

Began implementing climate change adaptation measures into all our new homes in anticipation of future change in weather patterns.



2014



The Sunday Times British Homes Awards 2015: **Homebuilder of the Year.**

Built the first Urban Houses at Kidbrooke Village. The design won the Sunday Times British Homes Awards 2017 and also achieved a patent.



2016

Worked with broadband providers and industry to **ensure good connectivity for our customers.**



Launched our **thermal comfort risk assessment** for all new sites as a continuation of our work on climate change adaptation.

Zero carbon

First homebuilder to develop a zero carbon transition plan for each new development to enable the homes to operate at net zero carbon by 2030.

Worked on an innovative trial with E.ON on the **Future Energy Home.**

2018

Launched a new **healthy homes framework** and supported RoSPA work on Safer by Design.



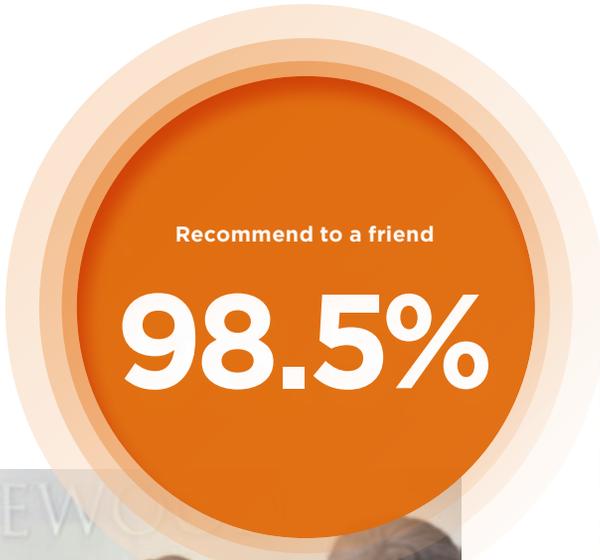
CUSTOMERS





Provide exceptional service to all of our customers and put them at the heart of our decisions.

Customers



Excelling in customer experience

We measure customer satisfaction and experience using two metrics: (i) Net Promoter Score and (ii) Recommend to a friend.

To date, both scores are consistently above the industry average, elevating our reputation higher than other 'homebuilders'.

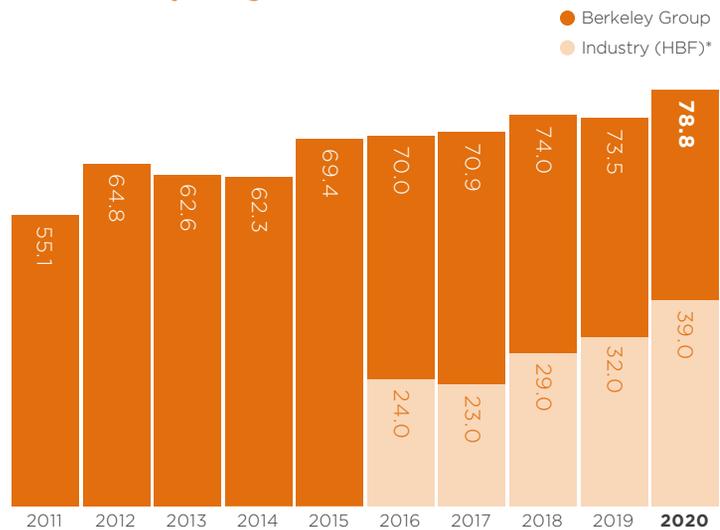


Improving communication

In addition to the face-to-face communication in sales suites, our teams now use MyHome Plus as a portal for sharing information about individual properties and developments. Customers receive updates on progress during construction, as well as access to useful information, such as their Living Guide - a helpful summary of their new home's features, development information and local community insights. We are also continually innovating the home-buying experience, including the introduction of virtual reality tours in some sales suites.

In 2016, 12 projects piloted Community Plans - a mechanism to help engage our customers and the local residents, often through a range of events.

Net Promoter Score significantly higher than the industry average



* Based on Home Builders Federation (HBF) data first published in 2016

“Year after year
Berkeley is recognised for
outstanding customer service.
That is all because our teams
care about the little details, and
you never forget how important
buying a home is.”

Paul Vallone,
Main Board Director and Chair of the Sales
and Marketing Committee



Customers



Setting standards

We joined the **Institute of Customer Service (ICS)** in 2013 to drive improvement and enable comparison with other retailers. We have since achieved the ICS Service Mark accreditation across all of our businesses. In 2017 we moved to the **Investor in Customers** standard as an alternative and have achieved a Gold award across the business each year since. To support these initiatives and our wider commitment to exceptional service, we run Sales Academies to bring talented people into the business and training to hone the skills of existing sales staff.

Promoting sustainable living

We feel it's important to provide information to customers about features in their homes and developments that reduce environmental impact, from marketing brochures to home demonstrations and living guides. It enhances our reputation as a caring builder, but more importantly, shows how they can live a more sustainable life.



Making homebuying accessible

We made a binding commitment to market all our developments in the UK (and London, where appropriate) first. We are also working with mortgage lenders to change the loan terms for new build properties beyond the two year offer period. This would help to widen the market of our homes, making them more accessible to all buyers. In addition, we're proud to have partnered with Barclays to create the first **green mortgage** in the UK.



Customers



Joined the **Institute of Customer Service** and achieved its **ServiceMark** across all Group businesses. We were later awarded an ICS UK Customer Satisfaction Award in 2015.

Launch of a new customer satisfaction commitment to **quality, low environmental impact and exceptional service.**



Launched our **UK First** policy.



2010



93%

In 2010 93% of our customers would recommend us to a friend. This has increased over the decade to 98.5%, compared to an industry average of 89%.

2012



Launched **Helping Create a Better Future** sustainability brochure that included site-specific insert for customers.

First green mortgage

Partnered with Barclays to create the first green mortgage, offering preferential rates for more sustainable homes.



78.8

Net Promoter Score has increased significantly; rising from 62 in 2014 to 78.8 in 2020, compared to an industry average of just 39.



Awarded the **In-house Research Outstanding Achievement for Customer Satisfaction.**

2014

2016

2018



Launched MyHome Plus to improve communication with customers.



Achieved **Investor in Customers Gold Standard** across all businesses three years in a row.



Investing in the future

A huge thank you to all of our people and partners, who work tirelessly to transform unloved land into great places where people aspire to live, and which stand the test of time.

We have achieved so much together over the past ten years. We have delivered more than 37,000 homes, alongside fantastic schools, beautiful parks and a mix of shops, pubs, cafes and other welcoming spaces that bring local communities to life. We've won prestigious awards, built lasting partnerships and changed people's lives for the better.

You made all this possible by working together and embracing our culture and values, day after day. You've driven Our Vision forward and used it to innovate, improve and set new standards for the industry.

With these firm foundations, we can now set new and challenging goals for the future. We want to harness ten years of learning and innovation to shape an even more ambitious strategy that will help us to create great places, unlock long term value and deliver positive social impacts.

This will mean combining our passion for placemaking with the benefits of precision manufacturing and digital delivery, so we can create even better homes and places, while becoming a safer and more sustainable business. It means striving to understand and delight our customers in every small detail, working hard to attract a diverse range of talent and using our experience, expertise and voice to tackle the global climate emergency.

So let's keep working together, evolving and innovating. Let's stay true to the Berkeley culture and keep leading the way.





Dickens Yard, Ealing

