

OUR PEOPLE

Retaining a highly skilled and passionate workforce who work within a safe and supportive environment and help us to contribute to wider society

This summary report covers the period 1 May 2012 to 30 April 2013 ("2013")



115

Apprentices worked on our sites during 2012



2.99

Accident Incident Rate per 1,000 employees and operatives



£2.8m

Committed to good causes through the Berkeley Foundation since 2011

Support and Training

Retaining highly skilled staff and providing wider employment and training

Health and Safety

Promoting a strong culture of safety and having a positive health impact

The Berkeley Foundation

Supporting young people and their communities

OUR PEOPLE

Our Vision for 2020

We will retain a highly skilled and passionate workforce which enables us to run a successful and sustainable business. Our staff will be supported in their roles and this will also be extended to our contractors' operatives. Health and safety will remain as a focus area, ensuring that our sites are healthy and safe places to work. Through the Berkeley Foundation we will continue to provide funding and support worthy causes and will have enabled many young people to get into work.

Developing our Approach

Berkeley has autonomous management teams which operate under five core brands: Berkeley; St George; St James; St Edward and Berkeley First. These teams represent the people charged with implementing the Group's strategy across all of its day-to-day operations.

Recruiting and retaining a high calibre workforce is crucial to our approach. We need all of our people to engage in the Group's philosophy, to show the passion for excelling in every area of the business with the Berkeley spirit of entrepreneurial flair and to share in our aspiration for long-term success and sustainability.



Our vision
for the future

Risks and Opportunities

Key Risks

Inability to attract, develop, motivate and retain talented employees

Financial Impacts

Impact on the Group's ability to deliver its strategic priorities, through lack of resources or loss of knowledge.

Cost of recruitment and training of new staff.

Management through Vision2020

Measure staff retention rates and benchmark performance.

Lack of adequate procedures and systems to reduce the dangers inherent in the construction process

Higher operating costs due to increased insurance premiums and costs associated with legal action and/or disruption to operations.

Reputational damage.

Undertake regular health and safety audits on all our sites.

Participate in an external benchmarking programme.

Key Opportunities

Developing a highly skilled workforce

Financial Impacts

A highly skilled and stable workforce has the potential to be more productive.

Management through Vision2020

Provide health and safety and sustainability training for employees.

Implement a Health Promotion Programme across the company.

Improved health and safety performance

A safer workforce has the potential to be more productive.

Set industry leading RIDDOR targets.

Actively engage with contractors through the 'Good Work' programme.

Have a positive impact on society

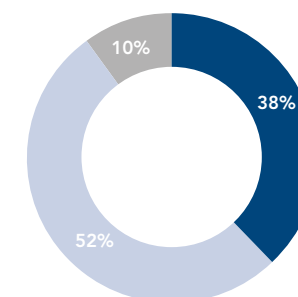
Positive reputational benefits.

Invest £2 million by May 2014 to support young people and their communities through the Berkeley Foundation.

OUR PEOPLE

Progress at a Glance: mid-term review against two year commitments 2012-2014

Support and Training	Measure staff retention rates and workforce diversity and benchmark performance.	✓	Staff turnover is monitored centrally. Benchmarking is also undertaken.
	Ensure that a minimum of 5% of our own staff and those working on our construction sites are employed in an apprenticeship or training role.	✓	7% of the total workforce (including direct and indirectly employed, i.e. contractor staff) are in a training role.
	Provide all direct employees with an individual health and safety training assessment and allocate training based on their job role/function.	✓	All areas of the business follow a training matrix for health and safety. This sets out, according to job role, which health and safety training must be completed.
	Develop and trial personal development plans and annual performance and career development reviews.	→	Several operating companies have begun to trial personal development plans. Some have completed the plans, whilst others aim to implement them in 2014.
	Undertake a review of employee engagement on sustainability and develop an action plan for continued successful engagement.	→	This commitment has not yet been completed, but is planned for 2014.
	Provide all direct employees with an individual sustainability training assessment and allocate training based on their job role/function.	→	All areas of the business follow a training matrix for sustainability. This sets out, according to job role, which sustainability training must be completed.
	Undertake staff satisfaction surveys and develop action plans to address any issues raised.	→	Staff satisfaction surveys will be undertaken in some operating companies in 2014.
	Nominate a Vision2020 champion in each of our project teams.	→	The majority of sites have a nominated representative to monitor progress against Vision2020 commitments. Three projects will nominate a champion in 2014.
Health and Safety	Continue to achieve a RIDDOR reportable Accident Incident Rate (AIR) of less than 3.5 incidents per 1,000 employees and subcontractors.	✓	The RIDDOR AIR for 2013 is 2.99.
	Continue to achieve a RIDDOR reportable Accident Frequency Rate (AFR) of less than 0.175 per 100,000 hours worked.	✓	The RIDDOR AFR for 2013 is 0.147.



■ Met in 2013
■ On track to be met in 2014
■ Not on track to be met in 2014

OUR PEOPLE

Progress at a Glance: mid-term review against two year commitments 2012-2014

Health and Safety continued	Further enhance the Group's 'Good Work' programme through active engagement with contractors' operatives on all our projects.	→	This work is ongoing but commenced in 2013 with a schedule of events at individual construction sites to follow on from our ongoing 'Good Work' programme and supervisors' conferences held in 2011.
	Set a performance target for our projects and contractors in respect to the 'Good Work' programme.	→	We are planning to evolve our existing 'Good Work' initiative, a behavioural safety programme, into a cultural change programme during 2014.
	Participate in an external benchmarking programme and report results annually.	→	The British Safety Council was commissioned in 2013 to undertake a Five Star Audit to benchmark our performance and systems in place for health and safety.
	Undertake regular internal health and safety audits on all our projects.	✓	There is a dedicated team of assessors at Group level who undertake monthly unannounced health and safety assessments at every construction site.
	Implement a Health Promotion Programme across the company.	→	The Health Promotion Programme was drafted in 2013 and roll-out is planned for 2014.
The Berkeley Foundation	Capture and quantify our work with charities and local communities and benchmark performance.	→	The Berkeley Foundation collates information on our work with charities and local communities. It is calculated that 1,470 hours of time were given in 2013.
	Raise over £250,000 annually for the Berkeley Foundation through employee fundraising and donations.	✓	This year staff donations and fundraising totalled more than £325,000.
	Match employees' donations and fundraising for the Berkeley Foundation.	→	Donations via the Give As You Earn scheme and the Berkeley Foundation fundraising events continue to be match-funded.
	Invest £2 million by May 2014 to support young people and their communities through the Berkeley Foundation.	→	We have already donated more than £1m since May 2012 and are on track to achieve our two year target of investing £2m by May 2014.
	Operate a Give As You Earn scheme.	✓	The Group has operated a Give As You Earn scheme since June 2011 and 18% of employees currently participate.
	Set up a Berkeley Academy to provide training and apprenticeships for young people.	→	The Berkeley Foundation has launched a Job Creation Programme which aims to help 250 unemployed people into work.

OUR PEOPLE

Support and Training

We are committed to:

- Measuring staff retention rates and workforce diversity and benchmarking performance
- Ensuring that a minimum of 5% of those working on our construction sites together with our own employed staff are employed in an apprenticeship or training role
- Providing all direct employees with an individual health and safety and sustainability training assessment and allocating training based on their job role/function
- Undertaking a review of employee engagement of sustainability and developing an action plan for continued successful engagement
- Trialling personal development plans and annual performance and career development reviews
- Undertaking staff satisfaction surveys and developing action plans to address any issues raised
- Nominating a Vision2020 champion in each of our project teams

As the business has grown over recent years our headcount has more than doubled from around 700 in April 2009 to over 1,400 in April 2013. This growth is coupled with an essential stability which continues to retain a core pool of knowledge and experience within the Group, demonstrated by an average service length of 10 years for Directors.

The skills, expertise and knowledge of our staff are paramount to securing the long-term success of the business and the achievement of our business strategy and framework. They must be provided with a supportive working environment and any training required to complete their role.

In recent years, the Group has developed a particular focus on helping young people into work. Our graduate scheme has been running since 2006 and 87 graduates remain in the business today. In 2013 a new Berkeley Sales Academy was formed to provide structured training for junior sales consultants, and there are now 12 employees from the Academy working for Berkeley.

Outside of our direct employees, we recognise our wider role in supporting employment and training. In 2012 we directly or indirectly supported approximately 16,000 jobs in the UK, including 7,447 contractors' employees. On average, 4.5 new jobs are created for each home built.

We helped our contractors support over 115 full time apprentices who worked on our sites during 2012. Currently 7% of our own workforce and those working on our construction sites are employed in an apprenticeship or training role.

In June 2013, we announced a commitment to provide training and work to 250 unemployed people through a major new Job Creation Programme through the Berkeley Foundation and its partners.

1,400

Direct employees

115

Apprentices worked on our sites during 2012

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Support and Training

From Vision to Reality: Staff training

We believe that responsibility for the success of the business and meeting our Vision2020 commitments should be shared by all of our employees. It is therefore important that all our staff are provided with a strategic understanding of Vision2020 and its relevance to their role and to the company more broadly. This understanding is promoted through a variety of different training approaches tailored to suit different job roles and functions, including inductions, conferences, briefings and formal training days.

All areas of the business follow a training matrix for health and safety. This sets out, according to job role, which health and safety training must be completed. This is monitored on a regular basis by regional training co-ordinators and a central training database is maintained.

In terms of sustainability, all office based staff are provided with information on initiatives being undertaken in their office and how to use the facilities provided via a 'Green Office Information Booklet'. Many offices include sustainability in their standard inductions. All Berkeley staff in construction roles are required to attend detailed training on sustainability and its management on site. Other teams, such as commercial and technical, are provided with regular, shorter briefings on the sustainability-related aspects of their role.

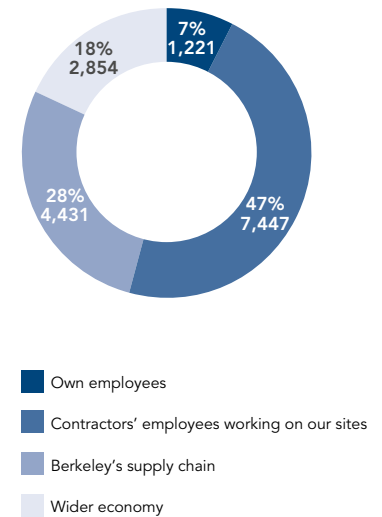
From Vision to Reality: Providing employment

The [Economic Impact Assessment of the Berkeley Group](#) completed in January 2013 found that Berkeley directly or indirectly supported approximately 16,000 jobs in the UK during 2012.

The majority are directly dependent on Berkeley's activity, being either its own direct employees or contractors' employees working on Berkeley's construction sites. The remainder is split between the rest of Berkeley's supply chain and the wider economy. For every home we build, it is estimated that 4.5 jobs are created.

In addition to sustaining jobs, we are also keen to ensure we support local people. At One Tower Bridge we held a 'meet the employer day' which was supported by Southwark Works. At Woodberry Park we not only strive to meet our target of 20% of site workers to be from the local area through working in partnership with the Community Trust, but we have also helped to develop a bespoke construction training package for key local groups, such as the Orthodox Jewish community in Stamford Hill.

Jobs supported by Berkeley during 2012



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Support and Training

From Vision to Reality: Workforce training

In support of wider industry initiatives to encourage apprenticeships and youth employment, 115 full-time apprentices worked on our sites during 2012. On an individual project level we work with our contractors and other partners to try to promote apprenticeships. For example, at Roman House, we are working with REDS10, a social enterprise, to encourage apprentices working on our sites. Our chairman, Tony Pidgley, is also part of the Apprenticeship Ambassadors Network (AAN). This comprises a group of senior business leaders who have seen the value that apprenticeships add to their businesses.

Under Vision2020 Berkeley has committed to ensuring that a minimum of 5% of its own staff and those working on its construction sites are employed in an apprenticeship or training role and we are currently exceeding this target at 7%.

As a minimum, each contractor working on our sites must hold a Construction Skills Certification Scheme (CSCS) card, which includes passing a CITB Health, Safety and Environment test.

All contractors on our construction sites are provided with a full induction to the site, including information on health and safety and sustainability. This initial introduction is constantly reinforced through toolbox talks and information displays. Where appropriate, staff also receive targeted bespoke training on key topics such as working at height and pollution prevention.



Shaddai Olofinbinu, an apprentice at One Tower Bridge

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Health and Safety

We are committed to:

- Continuing to achieve a RIDDOR reportable Accident Incident Rate (AIR) of less than 3.5 incidents per 1,000 employees and contractors
- Continuing to achieve a RIDDOR reportable Accident Frequency Rate (AFR) of less than 0.175 per 100,000 hours worked
- Participating in an external benchmarking programme and reporting results annually
- Undertaking regular internal health and safety audits on all our projects
- Further enhancing the Group's 'Good Work' programme through active engagement with contractors' operatives on all our projects
- Setting a performance target for our projects and contractors in respect to the 'Good Work' programme
- Implementing a Health Promotion Programme across the company

2013 has seen significant change as the Group has enhanced its health and safety arrangements in support of continuing strong growth in production. Our 'Good Order' and 'Good Work' programmes provide continued focus on delivering the highest health and safety standards on our sites. This has been further reinforced through increased focus on risk and a drive for all to show strong health and safety leadership.

Our Accident Incident Rate (AIR) is 2.99 (2012: 2.69), and Accident Frequency Rate (AFR) is 0.147 (2012: 0.132). This performance level is within our Vision2020 commitment, and one which continues to outperform the industry.

The Group has a high-level standard-setting management system that is designed to the principles of OHSAS 18001.

Our commitment to high health and safety standards has been recognised externally by both RoSPA and the NHBC. We received two Silver Awards, nine Gold Awards and five Gold Medal Awards from RoSPA this year, our best performance to date. Four of our sites have been shortlisted for the NHBC Health and Safety Awards in the 'Best Site Award' category.

Additionally we are aiming to have a positive health impact on all those who work for us and are putting in place further initiatives to promote health and well-being to our staff in 2014 as part of a Health Promotion Programme.

2.99

Accident Incident Rate
per 1,000 employees
and operatives

0.147

Accident Frequency Rate
per 100,000 hours worked

OUR PEOPLE

Health and Safety

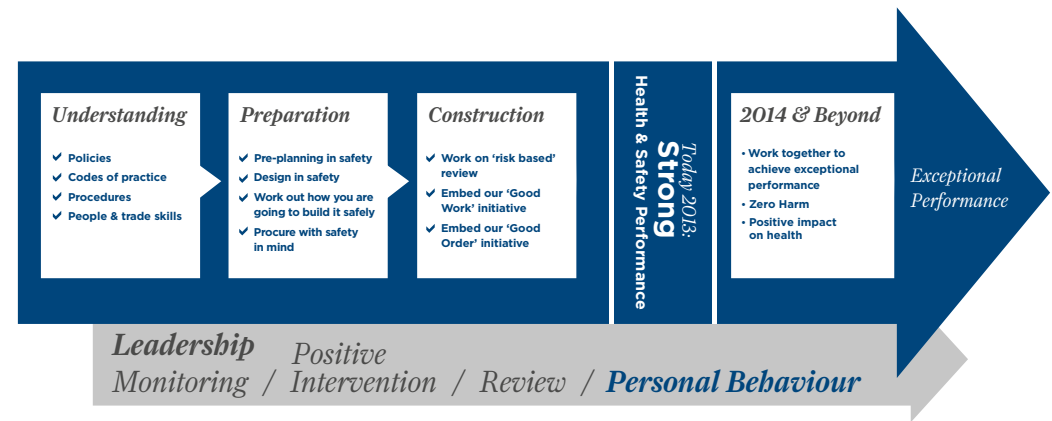
From Vision to Reality: Our route map to putting 'Safety First'

We are committed to achieving 'Zero Harm', a 'Positive Safety Culture' and 'Exceptional Performance' across our business. This health and safety vision is supported by a clearly defined strategy and an ambitious programme of enhancing our arrangements further over the next few years.

Our current focus areas are on demonstrating leadership and commitment to health and safety and strengthening risk management. Directors and Senior Managers are actively involved in health and safety in all areas of our business. All construction sites are visited weekly by Directors to monitor standards and demonstrate leadership from the highest level. All projects must also maintain a register of high risk safety critical operations which reflects current operations and those planned over the next three months.

There is an ambitious plan of further enhancement in the future, including the evolution of our behavioural change programme ('Good Work'), which was introduced in 2009, into a cultural change programme with greater emphasis on leadership and workforce engagement. We are also planning for enhanced management systems to continue to drive towards exceptional performance and the improvement in reporting of health and safety to enable real-time reporting.

Our route map to putting 'Safety First'



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Health and Safety

From Vision to Reality: Assessing our performance

Our systems and infrastructure for health and safety have evolved significantly over recent years and a number of initiatives and high-level policies have been implemented.

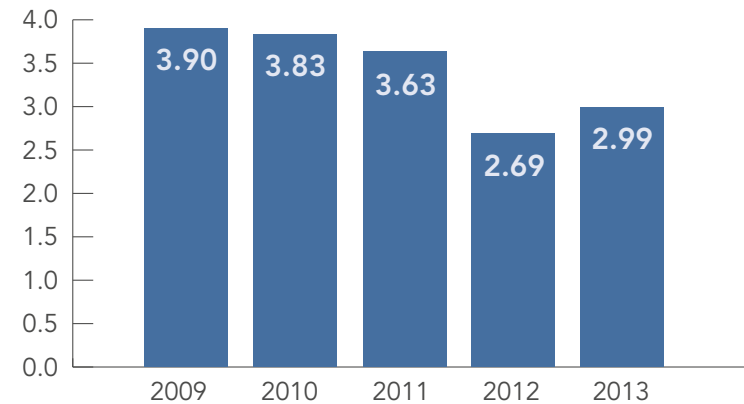
This journey has been key in our Accident Incident Rate (AIR) for 2013 being 2.99, one which continues to outperform the industry; 10 years ago it was over 9.00. Our Accident Frequency Rate (AFR) is 0.147 per 100,000 hours worked, which compares favourably against our Vision2020 commitment of 0.175.

All of our developments under construction are monitored regularly by an independent team of health and safety professionals. These occur on an unannounced basis and are in addition to planned visits undertaken by the operating business. Our ambition is to exceed the minimum legal requirements and frequently achieve good and best practice levels of performance.

In 2013 we have further strengthened our risk management and all sites are expected to maintain a register of high risk, safety critical operations which reflect their current operations and those planned for the next three months.

In 2013 we commissioned the British Safety Council to undertake a Five Star Audit to benchmark our performance and systems in place for health and safety. Phase 1 of the process, a pre-assessment, has been completed. The second phase of this work will continue in 2014.

RIDDOR Accident Incident Rate



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Health and Safety

From Vision to Reality: Our 'Good Work' and 'Good Order' programmes

2013 has seen significant change as the Group has enhanced its health and safety arrangements in support of continuing strong growth in production. Our 'Good Work' and 'Good Order' programmes provide continued focus on delivering the highest health and safety standards on our sites.

The initial 'Good Order' campaign was introduced in 2007 and focused on providing a safe and orderly site-wide environment for people to work in. The 'Good Work' initiative, focusing on personal behaviour at work, was launched in 2009.

Both programmes have continued to evolve to support the Group's approach to health and safety. In 2011 we held 'Good Work' conferences attended by our own employees and contractors' supervisors. In 2013 we have rolled out a schedule of events to site operatives which will run into 2014. Jason Anker, a behavioural safety speaker, visits our sites and runs workshops. He uses his first hand experience to share with site operatives why health and safety is not simply about ticking boxes, and what the personal effect could be of ignoring guidelines.

Over the coming years we plan to develop our behavioural safety programme into a cultural change programme, with greater emphasis on leadership and workforce engagement.



Jason Anker speaking at the 'Good Work' Contractor Conference

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The Berkeley Foundation

We are committed to:

- Our new Job Creation Programme, which will help 250 unemployed people into work
- Raising £250,000 annually through employee fundraising and donations
- Matching employees' donations and fundraising for the Berkeley Foundation
- Investing £2 million by May 2014 to support young people and their communities
- Operating a Give As You Earn scheme
- Capturing and quantifying our work with charities and local communities and benchmarking performance



The Berkeley Foundation, launched in March 2011, has so far committed £2.8 million to more than 40 charities and worthy causes. These range from partnerships with major national charities to small local charities chosen by our staff. Our focus areas are tackling homelessness and youth unemployment.

The money comes from two sources. Staff from the Berkeley Group have raised £550,000 from friends, family, colleagues and other companies. The rest is given to the Foundation by the Group itself or generated through fundraising events. Alongside the money they raise, staff donate through Give As You Earn and offer their time and talent to support individual causes. The Group match-funds all the cash raised by staff for the Foundation.

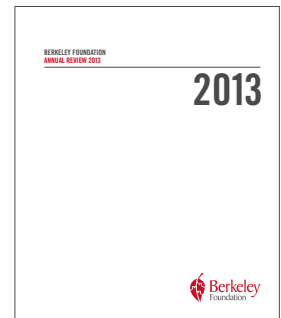
The [Berkeley Foundation Annual Review](#) contains more details of how this money is disbursed through a small set of strategic partnerships, through a series of designated charities chosen by our local offices and through grants and sponsorship.

£2.8m

Committed to good causes since 2011

250

New jobs as part of the Job Creation Programme



OUR PEOPLE

The Berkeley Foundation



Irfan Ayub, one of the Street Elite graduates now working at Berkeley

From Vision to Reality: The new Job Creation Programme

Berkeley recognises the need for business, not solely Government, to take a lead in delivering growth and tackling social need. In response to this Berkeley has launched a Job Creation Programme, which will provide 250 unemployed people with training and work. Work is created through the scheme for unemployed people such as tradesmen, architects and administrators. The jobs are located across 70 sites in London and the South of England as well as with consultants and charities working with the Berkeley Group.

Candidates are selected by councils, charities, housing associations and agencies such as Young London Working. They identify people who are ready to start work and Berkeley provides a twelve month subsidy where necessary to create the jobs. These are new, paid roles within the Berkeley Group, with estate managers, with charities like Shelter, and with planning, design and legal consultancies involved in the development industry. Every role includes a training component if required and the funding is additional to all Section 106 planning obligations and the company's existing Apprenticeships and Skills Development Policy Statement.

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The Berkeley Foundation

From Vision to Reality: Employee fundraising

The success of the Berkeley Foundation is driven by the inspiring commitment of the Berkeley Group staff. In 2013, hundreds of staff members donated their time and money in pursuit of improving the lives of people in less fortunate circumstances. Since the launch of the foundation in 2011, staff from the Berkeley Group have raised £550,000 from friends, family, colleagues and other companies through events such as cycle challenges and midnight walks.

Staff also provide a continuous level of support through the Give As You Earn scheme. Currently 18% of the Group's employees are signed up to the scheme. This vital stream of donations is distributed to the Foundation's designated charities which are nominated and supported by Berkeley's Divisions.

Any donations which are received in support of one of the Berkeley Foundation's designated charities receive an additional contribution from the Berkeley Group itself. This is through match-funding. It means that the Berkeley Group essentially matches the donation which was originally received.

A YEAR OF DONATIONS IN STATISTICS

151 

Berkeley employees took part in the stair climb at Vertical Rush, that's a total of **135,240** steps climbed, which would equate to a **6,100** storey building reaching **16** miles high!

450+



bacon sandwiches made by PA/Chef Emma Holloway and consumed by staff at the Berkeley Urban Renaissance office at Chelsea Bridge Wharf raising over **£900**

1,215

miles ran, jogged or walked by staff raising over **£47k** that's approximately **£38** per mile!

2,072

kilograms of recycled clothing and goods were donated through the Wardrobe Relief Scheme, that's the equivalent weight to a transit van! This monumental effort raised **£15,000** for Shelter

205

hours spent by the Berkeley First team building and repairing the sandpit and playground at the St John Cass School in Aldgate



£1,600

raised through bake-offs and cake sales



£2,165

raised by the men of St James and Berkeley Southern for growing moustaches!



144

cold, sleepless, November hours spent by St George employees during the big snooze to raise money for SPEAR

OUR PEOPLE

For notes on the 2009 - 2012 data presented here, please refer to our historical Sustainability Reports.

Data Appendix

Support and Training

	2009	2010	2011	2012	2013	Indicator	Further Information
Employees							
Number of employees	836	748	935	1,139	1,312	N/A	This covers all operations and is presented as an average figure for the year. With the exception of six employees based in Hong Kong and Singapore, all staff are based in London and the South of England.
Percentage of direct employees who are female	34%	32%	32%	33%	36%	GRI LA13	This covers all operations and is presented as an average figure for the year.
Total number (and rate) of employee turnover - under 30s	ND	ND	51 (21%)	76 (25%)	92 (24%)	GRI LA2 Vision2020	The number of staff leaving the company is shown, with the percentage value in brackets providing the turnover rate in that category.
Total number (and rate) of employee turnover - 30 to 49	ND	ND	84 (14%)	125 (18%)	156 (20%)		
Total number (and rate) of employee turnover - 50+	ND	ND	39 (20%)	45 (21%)	51 (19%)		
Total number (and rate) of employee turnover - males	ND	ND	102 (14%)	147 (18%)	179 (19%)		
Total number (and rate) of employee turnover - females	ND	ND	72 (21%)	99 (24%)	120 (24%)		
Training							
Number of training days per direct employee	1.7	0.3	0.8	1.8	1.0	N/A	This covers training recorded centrally and mainly comprises health and safety and sustainability training.

OUR PEOPLE

Data Appendix

Health and Safety

	2009	2010	2011	2012	2013	Indicator	Further Information
Accident rates							
RIDDOR Accident Injury Rate (AIR)	3.90	3.83	3.63	2.69	2.99	GRI LA7 Vision2020	This covers all activities, direct employees and contractors working on both client and principal contractor sites. The AIR is the number of RIDDOR incidents per 1,000 employees and operatives.
RIDDOR Accident Frequency Rate (AFR)	ND	ND	0.178	0.132	0.147	Vision2020	This covers all activities, direct employees and contractors working on site on both client and principal contractor sites. The AFR is the number of RIDDOR incidents per 100,000 hours worked.

The Berkeley Foundation

	2009	2010	2011	2012	2013	Indicator	Further Information
Charitable contributions							
Total amount donated (£000)	128	239	574	789	1,140	Vision2020	The total amount donated by the Berkeley Group and its staff for charitable purposes in the UK, including any money raised through the Berkeley Foundation during the year.
Total time donated (hours)	ND	ND	613	811	1,470	Vision2020	The total time donated to charitable causes and the community as collected by the Berkeley Foundation.