



St George
Design for life

OPERATIONS

MAKE THE RIGHT LONG-TERM
DECISIONS WHILST RUNNING THE
BUSINESS EFFICIENTLY AND WORKING
WITH OUR SUPPLY CHAIN



CUSTOMERS

HOMES

PLACES

OUR PEOPLE

OPERATIONS

HIGHLIGHTS, AWARDS AND ACCOLADES 2014-2016



£1.5M

committed to over 12 projects through the Innovation Fund



Considerate Constructors Scheme Awards 2015: Most Considerate Site for Roman House

1st

housebuilder to become a partner of the Supply Chain Sustainability School's 'Homes School'



94%

site waste reused or recycled



CIRIA's BIG Biodiversity Challenge Awards 2015: Temporary Category Winner for Chiswick Gate

390

apprentices working on our sites in April 2016

18%

higher average Considerate Constructors Scheme score than the industry (2016)

20%

reduction in office carbon emissions per person since 2014



Mayor of London's Business Energy Challenge 2015: Silver Award Winner



Partner of the Mayor of London's 'HeadStart London' programme



OPERATIONS

MAKE THE RIGHT LONG-TERM DECISIONS
WHILST RUNNING THE BUSINESS EFFICIENTLY
AND WORKING WITH OUR SUPPLY CHAIN

WHY FOCUS ON OPERATIONS?

Running our operations effectively and considerably is fundamental to the long-term success of the business. We need a skilled and reliable supply chain to help us deliver the pipeline of work and good relationships with local stakeholders are essential to maintain our reputation for quality.

OUR APPROACH

Through recognition that the property market is inherently cyclical we make decisions with a focus on the long-term. We understand the operational risks in trying to successfully identify, design, build and sell homes and create new places.

We continue to develop and build upon the good relationships we have with our supply chain and within the communities that we work to help us gain planning permissions, to build and to sell our developments and remain a developer of choice.

Each of our developments is led by a dedicated project team responsible for all aspects of the design and delivery on the project, including the coordination of professional teams of consultants and contractors ensuring strong communication throughout. The dedicated team on each project enables innovations and new ideas to be discussed and incorporated throughout the project process.

We aspire to maintain excellent partnerships with our supply chain to ensure that high quality services and materials are consistently provided. Furthermore, we support and engage with our supply chain, through which we help to provide employment.

We conduct our day-to-day operations in an environmentally efficient manner and with consideration to our neighbours.

2014-2016 PERFORMANCE

Achieve a 50% increase in site-based apprenticeships and training	✓
Launch a £2 million fund for the supply chain to support innovation in health and safety	✓
Map our supply chain risks and develop a sustainable specification and procurement strategy	92%
Communicate our health and safety and sustainability requirements to our contractors through our Management Rules	95%
All contractors should be procured on best overall value rather than cost alone	92%
Register all sites with the Considerate Constructors Scheme and achieve a minimum of 38 points in every site audit	86%
Undertake regular health and safety assessments on all construction sites	✓
Undertake regular sustainability assessments on all construction sites	93%
Ensure that all timber purchased by Berkeley and by our contractors is certified	90%
Implement at least three water and three carbon efficiency measures on each construction site and target a 3% reduction per site operative by April 2016	96%
Conduct a sustainability review of each permanent office every two years. Target a 20% reduction in paper, a 10% reduction in carbon and a 5% reduction in water per person by April 2016	75%



Vista
Battersea



Promoting apprenticeships and vocational training

WHAT'S NEXT? COMMITMENTS FOR 2016-2018

We have set two new ambitious commitments for 2016-2018 to improve and develop our approach to our Operations.



REDUCE OUR OPERATIONAL CARBON EMISSIONS INTENSITY BY 10% AND INTRODUCE A PROGRAMME TO BECOME CARBON POSITIVE

It is widely recognised that the global increases in carbon released into the atmosphere are having, and will continue to have, an effect on our climate. As a result of climate change, the UK is expected to witness more varied weather patterns and extreme weather events, including hotter, drier summers, and milder, wetter winters. This poses risks to our business and to our customers.

The energy that Berkeley consumes to power our activities releases carbon into the atmosphere. Like other companies, Berkeley must therefore take action to reduce these carbon emissions to ultimately reduce our impact on climate change.

We are committed to reducing operational carbon emissions per person by 10%. To achieve this, we intend to become more efficient in the use of energy across our development sites, offices and sales suites. Recognising that significantly reducing our emissions through changes in behaviours, procedures and technology will be an ongoing process over a number of years, we intend to simultaneously increase the number of our energy supplies that are on renewable tariffs. In addition to this, we are committed to investing in projects that reduce or prevent carbon emissions elsewhere. By implementing a programme that prevents a greater value of emissions than we produce, we aim to go beyond carbon neutral and become carbon positive.



ENSURE AT LEAST 1,500 PEOPLE ACROSS OUR DIRECT AND INDIRECT WORKFORCE UNDERTAKE AN APPRENTICESHIP OR VOCATIONAL TRAINING

The construction industry is facing a significant skills shortage, with more employees expected to retire in the next 10 years than the number joining. There is increasing concern over the lack of talent emerging in the industry, with a sharp fall in the number of apprenticeships completed and a decrease in the number of young people looking for careers in the sector.

Over the last two years, Berkeley has implemented several initiatives to address this key risk facing our industry. This includes the introduction of a Group-wide forum to share best practice; providing support to our supply chain through the production of an employer's guide to apprenticeships; and the launch of the Berkeley Apprenticeship Scheme at Kidbrooke Village.

We are committed to take further action during 2016-2018 through our commitment to ensure at least 1,500 people undertake an apprenticeship or vocational training across our direct and indirect workforce. The aim of this commitment is to help secure the future of the industry by developing the skills needed for the sector to flourish. In recognition that apprenticeships and vocational training are key to all departments across the development process and not just those that are site-based, increased uptake across our direct workforce will be a key focus.

MANAGING OUR OPERATIONS

At Berkeley, we run our operations to ensure business efficiency and collaboration with our supply chain. The illustration below highlights our approach to Operations. Each aspect is discussed in more detail on the following pages of this report.

Supply chain: We are dependent on the support of a reliable and competent supply chain as this is critical to our success. Our supply chain is wide and varied so it is important for us to work with our suppliers to meet our requirements.

Innovation: At every stage of the development process we aim to innovate. In our operations it is important to work with our supply chain to understand the innovations that they can help deliver to ensure that we create a high quality product using more efficient methods.

Workforce development: Bringing young talent into the industry is critical to its future success, to ensure that we develop the next generation of construction workers to meet the rising demand in production. We provide opportunities within our business and also promote the industry through our engagement activities with schools, colleges and universities.

Sustainable practices: All our sites and activities follow procedures to ensure that environmental and social impacts are minimised during the construction process. We work with our site teams and our supply chain to ensure that we continue to improve performance.

Considerate Constructors Scheme: As many of our sites are located near to existing communities it is vital that we build with consideration to our neighbours. We manage our operations on site to ensure that any potential disruptions or nuisances are minimised, whilst developing and maintaining good relations with local people and authorities.



WE ARE DEPENDENT ON THE SUPPORT OF A RELIABLE AND COMPETENT SUPPLY CHAIN.



SUPPLY CHAIN



We continue to work with and support our supply chain

The support of our supply chain is critical to the success of our business. Engagement with our suppliers is therefore key to remaining a client of choice and achieving high quality outcomes, on time and on budget. As a result, we are further increasing our engagement with suppliers, particularly through our Supply Chain Taskforce. Through the Taskforce, trade specific meetings have been held with over 100 contractors and internal Group sponsors have been allocated for key trades, with sponsors being a senior contact to maintain good working relationships and address feedback from the supply chain.

It is recognised that many of our impacts occur indirectly through our supply chain. Ensuring that we communicate our high standards and ambitions, and collaborate with our contractors and suppliers to meet these is therefore essential. To ensure those working with us are aware of the latest health and safety and sustainability requirements that are applicable across all Berkeley sites, an online portal was launched in 2015. By housing all the pertinent documents that contractors need to be aware of when tendering and working with us, the portal has simplified the communication process and enabled smaller businesses to be more easily engaged.

CASE STUDY

SUPPLY CHAIN SUSTAINABILITY **SCHOOL**

PARTNERING WITH THE SUPPLY CHAIN SUSTAINABILITY SCHOOL

We are proud to have been the first housebuilder to become a partner of the 'Homes School' which was launched by the Supply Chain Sustainability School in November 2015. The Homes School provides suppliers with free resources to enable consistent messaging and encourage more sustainable practices. Through the Homes School, Berkeley has collaborated with other residential developers, contractors and trade organisations to provide a comprehensive, free learning resource addressing sustainability issues specifically relevant to the homes market.



ENSURING THAT WE COMMUNICATE OUR HIGH STANDARDS AND AMBITIONS, AND COLLABORATE WITH OUR CONTRACTORS AND SUPPLIERS, IS ESSENTIAL.





IDENTIFYING AND ADDRESSING SUPPLY CHAIN RISK

There are growing stakeholder expectations about the accountability, transparency and legitimacy of construction industry operations in regards to the responsible sourcing of materials and products. Over the last two years we have undertaken work to map our supply chain risk which has included forming an internal working group to improve our knowledge in the area. Through this group we identified fifteen key materials which are commonly used across the business to gain a better understanding of how these materials can be sourced more sustainably. We developed a toolkit for the sourcing of materials that was trialed in a number of divisions and we worked with external consultants to undertake a heat mapping exercise to gain a greater understanding of what the key considerations are when procuring materials in relation to the following: energy use; waste and resources; pollution; ecology; social and ethical; and economic impacts including local supply chains.

During the 2014-2016 commitment period, 92% of projects applied sustainable procurement practices in line with our requirements. Our knowledge and understanding has evolved and it is a commitment that we will continue to work on with the aim of producing a new material standard for the business.

To achieve more sustainable solutions in the sourcing of materials we understand that we need to work with our supply chain and collaborate with industry. To support the industry in achieving this we have supported CIRIA's research on responsible sourcing in the construction industry.

TAKING ACTION TO PREVENT MODERN SLAVERY

Berkeley is undertaking a number of steps to ensure the business and our supply chain are free of slavery in line with the Modern Slavery Act. The first action has been to develop an approach on how we work with our supply chain. Key steps that we have taken include updating the Group's Application for Inclusion to better understand the measures being taken by all our potential suppliers to combat modern slavery. This is being supplemented by a specific survey and assessment for suppliers who are deemed to have a higher risk from instances of modern slavery. To increase awareness across our sites, posters and training sessions are to be rolled out across the business.

WE WORKED WITH EXTERNAL CONSULTANTS TO UNDERTAKE A HEAT MAPPING EXERCISE TO GAIN A GREATER UNDERSTANDING OF WHAT THE KEY CONSIDERATIONS ARE WHEN PROCURING MATERIALS.

92%

OF PROJECTS APPLIED SUSTAINABLE PROCUREMENT PRACTICES IN LINE WITH OUR REQUIREMENTS

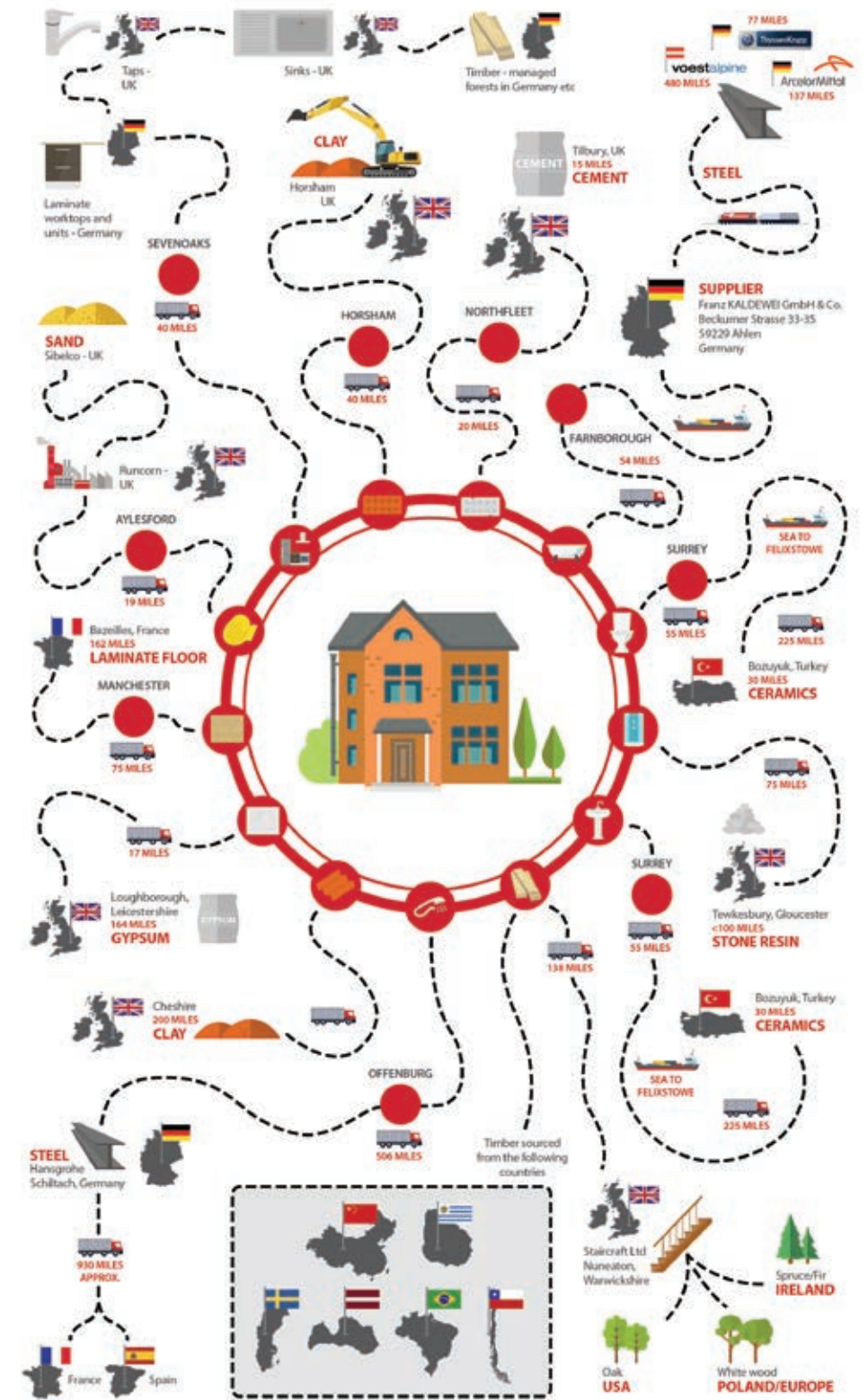
CASE STUDY

MAPPING THE SUPPLY CHAIN OF RYEWOOD MEADOWS

In 2015, the Berkeley Eastern Counties sustainability, buying and specification teams collected detailed supply chain information to map the origin of both internal and external materials for Phase 5 of its Ryewood Meadows development. The aim of the study was to inform the procurement process, highlighting the need to consider location, transport costs and security of supply.

To create the supply chain map, a series of questionnaires were completed by both the internal buying team and suppliers, to map the supply chain back to the raw materials used. Suppliers were asked about raw material origins, processing locations, storage locations and the different transport methods used from source to site.

By using an infographic, the complexity of the supply chain is immediately realised by any audience, meaning this can be shared with customers, buyers and specification teams without amendment. The aims being to promote the support of local or UK based suppliers, and to identify potential risks.



INNOVATION



In 2014, we committed to make £2 million available to our supply chain to facilitate the realisation of innovative ideas which lead to the reduction of construction related risk, drive the industry forward, and improve health and safety performance.

Berkeley's Innovation Fund was launched in January 2015 and, although primarily focused on our supply chain, applications have been welcomed from staff, industry bodies and educational establishments. The fund had a clear statement and three focus areas which are described in the Innovation Fund Vision.

As of April 2016, £1.5 million has been committed to 12 projects ranging from research studies through to product development. The case studies to the right highlight three projects supported by the Innovation Fund.

INNOVATION FUND VISION

To be a world-class business achieving industry-leading Health and Safety performance. Making a real difference by supporting our people, our supply chain, the broader industry and facilitating the realisation of innovative ideas which lead to the elimination or reduction of construction related risk.

3 FOCUS AREAS: 2014 - 2016

IMPROVING THE WORKING ENVIRONMENT	DEVELOPING PEOPLE	IMPROVING HEALTH AND WELLBEING
Raising standards of the physical working environment	Promoting a positive culture, attitudes, behaviour and focus on risk	Improving health awareness, developing arrangements which have a positive impact
Working practices / methods	Young People / Apprentices	Health initiatives
Product development	Training / Competence	Wellbeing programmes
Site infrastructure	Communications	Personal protective equipment /
Research	Worker engagement	Product development
Learning from incidents	Risk planning / Management	Education / Awareness
SUPPLY CHAIN	STAFF	INDUSTRY BODIES
		EDUCATION ESTABLISHMENTS

CASE STUDY



REACTEC'S HAVWEAR MONITOR

When operating hand-held or guided power tools, such as road breakers and grinders, vibration is transmitted into workers hands and arms. Regular and frequent exposure to this hand-arm vibration can lead to permanent health effects.

Reactec is the industry leader in hand-arm vibration monitoring and management. Berkeley's Innovation Fund supported Reactec in developing and trialling a new concept of monitoring hand-arm vibration risk; locating monitors on the user of the tool as opposed to the tool itself.

The HAVWEAR product was successfully launched in January 2016 and is a wrist worn device to inform workers of tool vibration risk and exposure in real-time. Sound and vibration alerts inform the wearer if their personalised thresholds have been exceeded, prompting action to be taken to reduce or eliminate additional vibration exposure.

CASE STUDY



SAFETY SHIELD SYSTEMS' ANTI-COLLISION DEVICE

Safety Shield Systems has developed an anti-collision device for heavy goods vehicles (HGVs) which incorporates recognition technology to distinguish between machinery and people. This technology is currently being trialled across London to reduce collisions between HGVs, pedestrians and cyclists.

Berkeley's Innovation Fund is supporting the development of Phase II which will adapt the current system for use on construction sites. The new software will have additional recognition technology to distinguish site personnel from members of the public and warn the operator if a collision is imminent. Additionally, it will incorporate a 360 degree bird's eye view camera, giving the operator a clear view around the plant with no blind spots and a disabling function in the event of a potential collision.

It is hoped that this technology will be used to eliminate collisions between plant and pedestrians, leading to a safer work environment.

CASE STUDY



LIGHTHOUSE CLUB'S SAFETY IMPROVEMENT HELPLINE

Reporting incidents and implementing best practice on construction sites requires reporting time and financial resource. Small to medium enterprises (SMEs) in the construction industry often do not have the resources to provide a reporting infrastructure in-house.

The Lighthouse Club Charity are developing a Construction Industry Safety Improvement Initiative with support from Berkeley's Innovation Fund. This initiative will offer a 24/7 telephone service to thousands of SME construction companies. People working on registered sites will be able to use the helpline to report near misses and suggest ideas for safety improvement.

We plan to continue with the Innovation Fund following its success. For more information see www.berkeleygroup.co.uk/innovation-fund.

Details on other actions taken to improve the health, safety and wellbeing of our workforce are covered within the Our People report.

THE BERKELEY GROUP'S £2 MILLION INNOVATION FUND'S VISION IS TO SUPPORT THE PROPERTY AND CONSTRUCTION INDUSTRY TO DELIVER IMPROVED STANDARDS.



WORKFORCE DEVELOPMENT



Increasing the capacity of the workforce, to ensure that there are enough people with the right skills to deliver the pipeline of future work, is a key challenge facing the industry. Berkeley recognises this and is committed to taking action.

To drive our performance in this area across the Group, a dedicated Graduate and Apprentice Manager joined the business in 2015. Many of our operating companies have additionally introduced Workplace Coordinators who specifically focus on workforce development for their individual sites, arranging apprenticeships and work experience placements and promoting job opportunities at careers fairs.

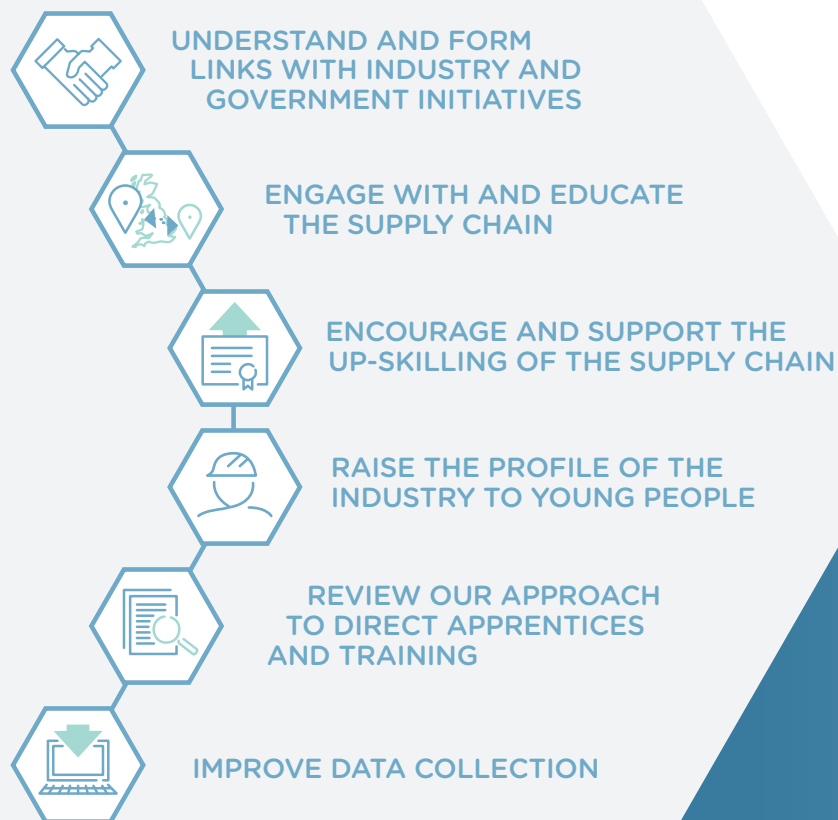
Some of our key activities to date include: the development of a Group-wide booklet for the supply chain to highlight the benefits of employing apprentices; a breakfast briefing for the business about the industry drivers and why Berkeley is committed to supporting apprentices; and a Group-wide forum to share best practice and to work closely with our supply chain and educational establishments to meet our targets. Many initiatives have taken place to highlight career opportunities and to support the supply chain in encouraging more young people to join the industry. This has ranged from inviting local college students to our Highwood site to gain practical experience of learning how to build a brick wall, to setting up the Berkeley Apprenticeship Academy at Kidbrooke Village.

We are pleased to report that we met our commitment to increase site-based apprenticeships and training by 50%, with over 10% of our almost 13,000 strong site workforce in an apprenticeship or completing training in April 2016.

We plan to further strengthen our actions in this area over the next two years, with greater focus on direct apprenticeships not only across site-based roles, but also those in our offices. In addition, there will be increased emphasis on encouraging the uptake of advanced training, such as National Vocational Qualifications (NVQs), national diplomas, part-time university degrees and professional charterships.

APPRENTICESHIPS AND TRAINING

Our commitment for 2014-2016 was to increase site-based apprenticeships and training by 50%. To meet this commitment we developed an action plan which included six key areas:



The Berkeley Apprenticeship Academy

CASE STUDY

BERKELEY APPRENTICESHIP ACADEMY - KIDBROOKE VILLAGE

Berkeley East Thames has developed two of the largest regeneration projects in the UK; Kidbrooke Village and Royal Arsenal Riverside. Both of these projects are located in the Royal Borough of Greenwich and are each projected to last for over 10 years and employ in excess of 2,000 workers. At the same time, the construction industry is facing a future skills gap; many people have left the industry or are due to retire soon and fewer young people are joining.

To support efforts to recruit and train the workforce of the future, Berkeley East Thames has worked in partnership with Greenwich Community College and Greenwich Local Labour and Business to develop the 'Berkeley Apprenticeship Scheme'. The scheme aims to offer career opportunities to local young people and to help increase the level of skilled workers within the Greenwich borough. Apprenticeships are offered in a range of trades, including: painting and decorating; bricklaying; plastering; site carpentry; electrical engineering; and plumbing.

The Berkeley Apprenticeship Scheme at Kidbrooke Village illustrates how Berkeley helps the industry address the skills gap, by collaborating with the parties necessary to create high quality apprenticeships: contractors; colleges; and the local authority.

390

APPRENTICES WORKING ON OUR SITES IN APRIL 2016

10%

OF OUR ALMOST 13,000 STRONG SITE WORKFORCE IN AN APPRENTICESHIP OR COMPLETING TRAINING IN APRIL 2016



Participants of the HeadStart programme



PROMOTING THE INDUSTRY

We are passionate about promoting the industry, as encouraging young people to join is vital. A greater understanding of the career opportunities available in our industry is key to attracting new talent. We therefore collaborate and communicate with schools, colleges, universities and other strategic partners to promote the diverse roles that are available across our business.

In 2015, Berkeley became the construction partner of the Mayor of London's 'HeadStart London' programme which seeks to bridge the employability gap between school and work. As part of the programme, 16-18 year olds who are still in full-time education are encouraged to commit to volunteering in their local areas to develop key skills in communication, team work, organisation and self-discipline. Upon completion of volunteer work, participants are offered employability workshops including interview preparation, communications coaching and are guaranteed an interview. In support of the programme, Berkeley has provided several work experience placements and our staff have volunteered at employability workshops.

IT IS GREAT TO SEE YOUNG PEOPLE GETTING EXCITED ABOUT WHAT WE ARE DOING.

PAUL VALLONE,
EXECUTIVE CHAIRMAN, ST EDWARD



CASE STUDY

ST EDWARD TEAMS UP WITH OASIS ACADEMY

Employees of St Edward have worked with a local school, Oasis Academy South Bank, to develop a six week programme aimed at educating 11-12 year olds about the development process and careers within the construction industry. Since its inception in September 2014, 240 pupils have been involved.

The programme is centred around a brief for the students to design, build, market and sell their own scheme. The methods and skills to achieve this are learnt throughout the programme which involves weekly sessions around every stage of the construction process, from planning to design, and construction to sales. Pupils also have the chance to visit a live development site, with the programme culminating in the students presenting their schemes to a judging panel formed of St Edward staff.

"It is great to see young people getting excited about what we are doing. The construction industry is always on the lookout for talented individuals to work towards the transformation of London so it is encouraging to see the future generation showing such an interest."

Paul Vallone, Executive Chairman, St Edward.

"At Oasis Academy we place great importance on teaching our pupils about their future career options. Our partnership with St Edward gives the children an exciting opportunity to learn about the construction industry, and gives them a rare first-hand look behind the scenes of how the built environment is brought to life." Carly Mitchell, Principal, Oasis Academy South Bank.

SUSTAINABLE PRACTICES

MANAGING SUSTAINABILITY

Our sites and offices are managed in a way that allows us to minimise environmental and social impacts wherever possible. Local teams are responsible for sustainability performance on a day-to-day basis and are supported by an ever-increasing internal team of sustainability professionals who provide advice and guidance on managing risks, together with promoting good and best practice.

In addition to providing support on an ongoing basis, the sustainability team complete formal audits of compliance with legal requirements, planning conditions, internal procedures and industry good practice on all our sites at least every three months. Reviews of our offices also take place every two years to identify areas for improvement and to highlight best practice from across the Group.

Our approach to sustainability within our supply chain is outlined from the outset, starting with our commitment to procure all contractors on best overall value rather than cost alone. During 2014-2016, 92% of our developments were procured on best overall value. Developments that did not meet this commitment generally provided insufficient evidence to demonstrate that purchasing decisions were made on the basis of various criteria, other than cost alone.

Our approach to sustainability is also outlined to our supply chain within the Group's Sustainability Standard: Sustainability Management on Construction Sites. All operatives are provided with an induction covering sustainability topics and regular toolbox talks are used to reinforce understanding around key areas such as waste management and pollution prevention.

RESOURCE EFFICIENCY

MONITORING

Energy and water usage continues to be monitored monthly across our sites, offices and sales suites. In 2015, we introduced a new online system to improve the accuracy of data collection and reporting, to measure progress against our targets in real-time and subsequently to promote local action to improve performance. The implementation of a more robust reporting system and supporting processes has enabled us to obtain independent external assurance over our carbon emissions for the first time from PwC. Further details of the assurance provided over our 2015/16 data can be found at www.berkeleygroup.co.uk/sustainability/reports-and-case-studies.

ENERGY PERFORMANCE

We are pleased that efforts to improve energy efficiency over the last two years have resulted in a 7% reduction in carbon emissions per operative on our construction sites and a 20% reduction in carbon emissions per office employee in our offices (2015/16 figures compared to a 2013/14 baseline). Initiatives to reduce energy consumption have included awareness campaigns promoting behavioural change and the retrofitting of more efficient lighting and equipment.

In 2015, energy audits were carried out by a third party across our activities to comply with the requirements of Government's Energy Savings Opportunity Scheme (ESOS). The recommendations resulting from this process are being further investigated, with many planned to feature within new minimum standards which are to be introduced for the set up and operation of our offices, sites and sales suites. These new standards are aimed to assist the Group in further improving our energy efficiency and in meeting our 2016-2018 commitment to reduce normalised operational carbon emissions by 10% when compared to 2015/16.

PAPER PERFORMANCE

We also monitor paper consumption in our permanent offices, with consumption per person having reduced by 27% between 2013/14 and 2015/16. This has been achieved primarily as a result of employee behavioural change supplemented by adjusted computer and printer settings. We aim to further reduce our paper consumption through the use of print management software and are currently trialling this in one of our permanent offices.

WATER PERFORMANCE

Conversely to our performance in regards to energy and paper, water consumption per person across our activities has increased since 2013/14. This is partially due to changes in the nature of our works, with wastage through temporary water leaks also playing a part. We aim to take significant action to reverse this trend over the next two years.

CASE STUDY



IMPROVING OFFICE EFFICIENCY

In 2015, a full renovation of one of St James' offices based in Finchley was completed. All lighting was replaced with more efficient LED fittings and passive infrared (PIR) sensor controls installed. Boiling water taps substituted less efficient kettles and an Energy Reduction Fortnight campaign was held to raise staff awareness and promote behaviour change. Since the retrofit and awareness campaign, monthly electricity consumption has reduced by approximately 40%. As the electricity at this location is paid for by the landlord of the leased space, the business has not seen any direct cost savings from these initiatives. However, we are pleased that our actions will result in reduced carbon emissions and act as an example to our other offices.

CASE STUDY



ENERGY AWARENESS WEEK

In March 2016, a number of our operating companies held an Energy Awareness Week. Each day, employees were sent a fact of the day to raise awareness of energy consumption and to tackle some common myths around energy use. A number of activities were also held, including site energy audits, a quiz, monitor checks and a photo competition. At the head offices of Berkeley Southern and Berkeley Eastern Counties, meter readings were taken before the campaign and after and showed a small reduction in energy use per office.

27%

REDUCTION IN PAPER CONSUMPTION PER PERSON BETWEEN 2013/14 AND 2015/16

20%

REDUCTION IN OFFICE CARBON EMISSIONS PER PERSON BETWEEN 2013/14 AND 2015/16

7%

REDUCTION IN SITE CARBON EMISSIONS PER OPERATIVE BETWEEN 2013/14 AND 2015/16



We strive for excellent site waste management



WASTE MANAGEMENT

Almost 900,000m³ of waste was produced as a result of our site activities during 2015/16. Of this, 94% was reused or recycled. We increasingly look at demolition, excavation and construction wastes as materials, aiming to reuse anything from crushed concrete and soils from our sites, to furniture from our offices and show homes. Our internal Material Exchange Board, which is accessible to all employees, assists with this.

Implementing measures to reduce waste is a first priority and we have increasingly looked at options such as off-site manufacturing as a key method of achieving this. Off-site manufacture under controlled factory conditions not only decreases waste production on site, but also reduces wastage due to damage as materials do not have to be stored. Pre-fabricated bathroom pods are the main elements that have historically been implemented within a number of our designs, but we are progressively looking at whole structure solutions such as the Urban House; Berkeley's modular off-site housing concept (see the Homes' report for more information on the Urban House).



SUSTAINABLE TIMBER

We are committed to ensuring that all timber that is purchased either directly or through our supply chain for use on our sites is either Forest Stewardship Council (FSC) or Programme for Endorsement of Forest Certification (PEFC) certified. We undertake measures to ensure that our timber is certified at the procurement stage and when it is delivered to site.

Each of our sites is responsible for ensuring that all timber delivered is certified and different approaches are taken to ensure this commitment is achieved. They range from a timber tracker capturing all the details of the timber delivered to site, to a dedicated internal intranet site where all the information is uploaded to one central location.

For 2014-2016, 90% of our sites demonstrated that the timber delivered to site was certified. In some cases the correct paperwork was not available to provide confirmation so we are working with these sites and developing more detailed procedures for them to follow.

94%
OF SITE WASTE REUSED
OR RECYCLED IN 2015/16

90%
OF TIMBER DELIVERED TO
OUR SITES WAS FSC OR
PEFC CERTIFIED

CONSIDERATE CONSTRUCTORS SCHEME (CCS)

Berkeley endeavours to continuously manage development sites with consideration of our workforce, the local community and the environment. To monitor our performance in this area, we register each of our sites to the Considerate Constructors Scheme (CCS) and in August 2014, were recognised as the first housebuilder to reach the milestone of 500 sites registered.

Through the CCS' Code of Considerate Practice we commit to ensuring that we take pride in our appearance, respect our local communities, protect the environment, secure people's safety and value our workforce. Our sites are regularly assessed against the Code of Considerate Practice by independent CCS Monitors.

We are pleased that Berkeley's average score of 42.0/50 in 2015/16 demonstrates performance beyond the industry average of 35.5/50 and is an improvement on the previous year's score of 41.6/50 (industry average: 35.7/50).

Berkeley's efforts to build with consideration to our neighbours and our workforce continue to be recognised at the CCS National Site Awards, with more than half of our sites receiving awards in 2016 and Roman House winning the prestigious accolade of Most Considerate Site across the UK in 2015.



CASE STUDY



MOST CONSIDERATE SITE 2015 - ROMAN HOUSE

"The team at Roman House ran the site with exceptional cleanliness and presentation and showed real imagination in their approach. Site workers received visits from an occupational nurse every two months and they trialed hi-vis jackets with built-in back support. Over 20 tonnes of wood was donated to a community recycling project. They helped disadvantaged local teenagers learn about construction and worked in partnership with Shelter and Street Elite."

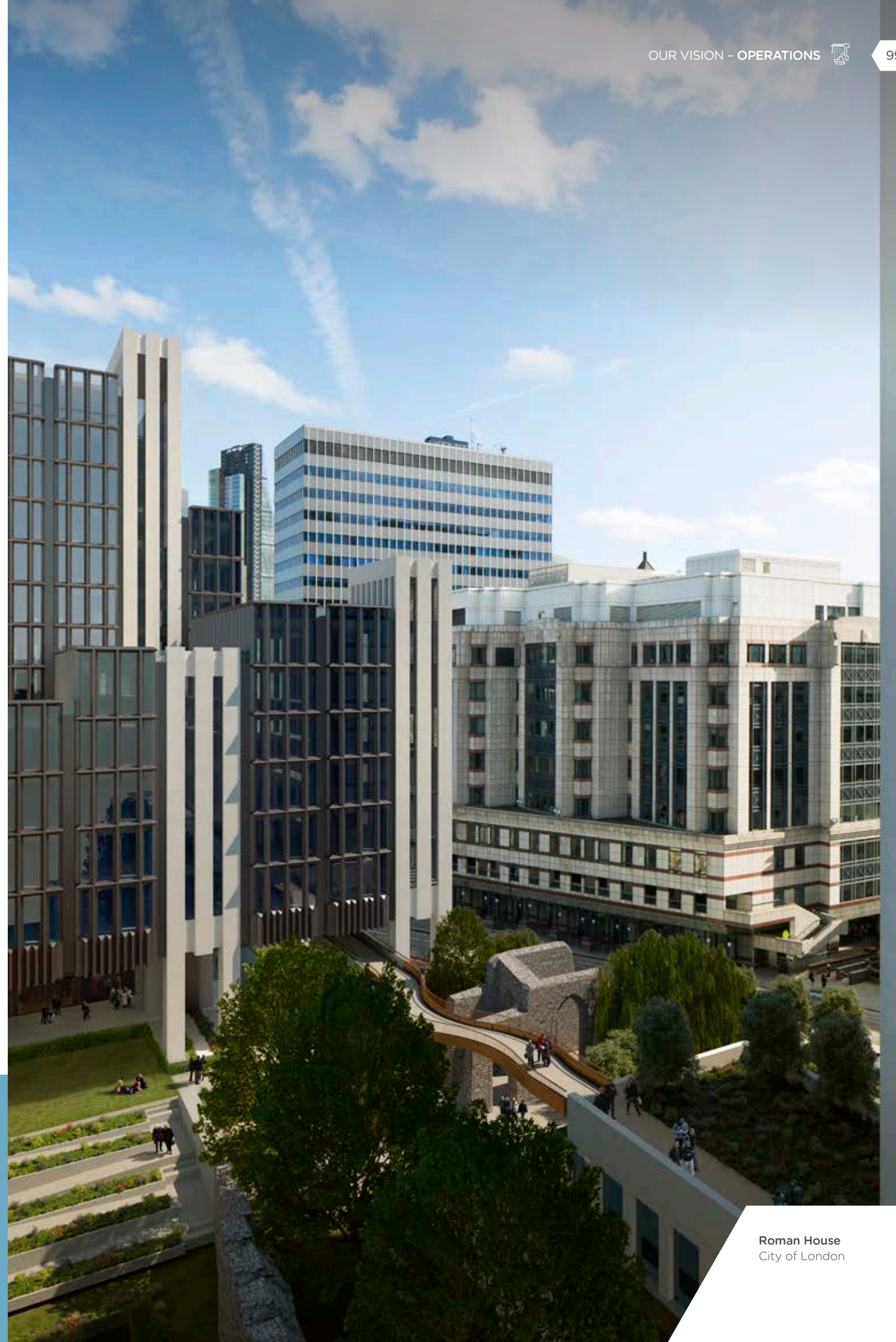
Rob Perrins, Chief Executive, the Berkeley Group.

"This [Roman House] is an exceptional site in all aspects of the Scheme and serves as an example site for the whole industry. The site management are pushing forward the ethos of being a considerate constructor in many innovative ways including site safety and the community - and its active commitment to helping young people into the industry through employment."

Colin Straker, Monitor, Considerate Constructors Scheme

42.0/50

AVERAGE CCS SCORE IN 2015/16 ACROSS THE GROUP (INDUSTRY AVERAGE: 35.5/50)



Roman House
City of London