

# OUR VISION

SUMMARY  
PERFORMANCE  
REPORT 2016-2018







## ABOUT THIS REPORT

This report is a summary of the Berkeley Group’s (“Berkeley’s”) Our Vision Performance Report 2016-2018.

Key achievements and our evolving approach are outlined for each of our five areas of strategic focus: Customers, Homes, Places, Operations and Our People. This report also introduces how Our Vision helps contribute towards the achievement of the United Nations’ Sustainable Development Goals.

### CONTENTS

<b>Overview</b>	
2	Our Leading Achievements
4	Executive Statement
6	Introduction to Our Vision
8	Our Vision Commitments
10	<b>Customers</b>
16	<b>Homes</b>
22	<b>Places</b>
28	<b>Operations</b>
34	<b>Our People</b>

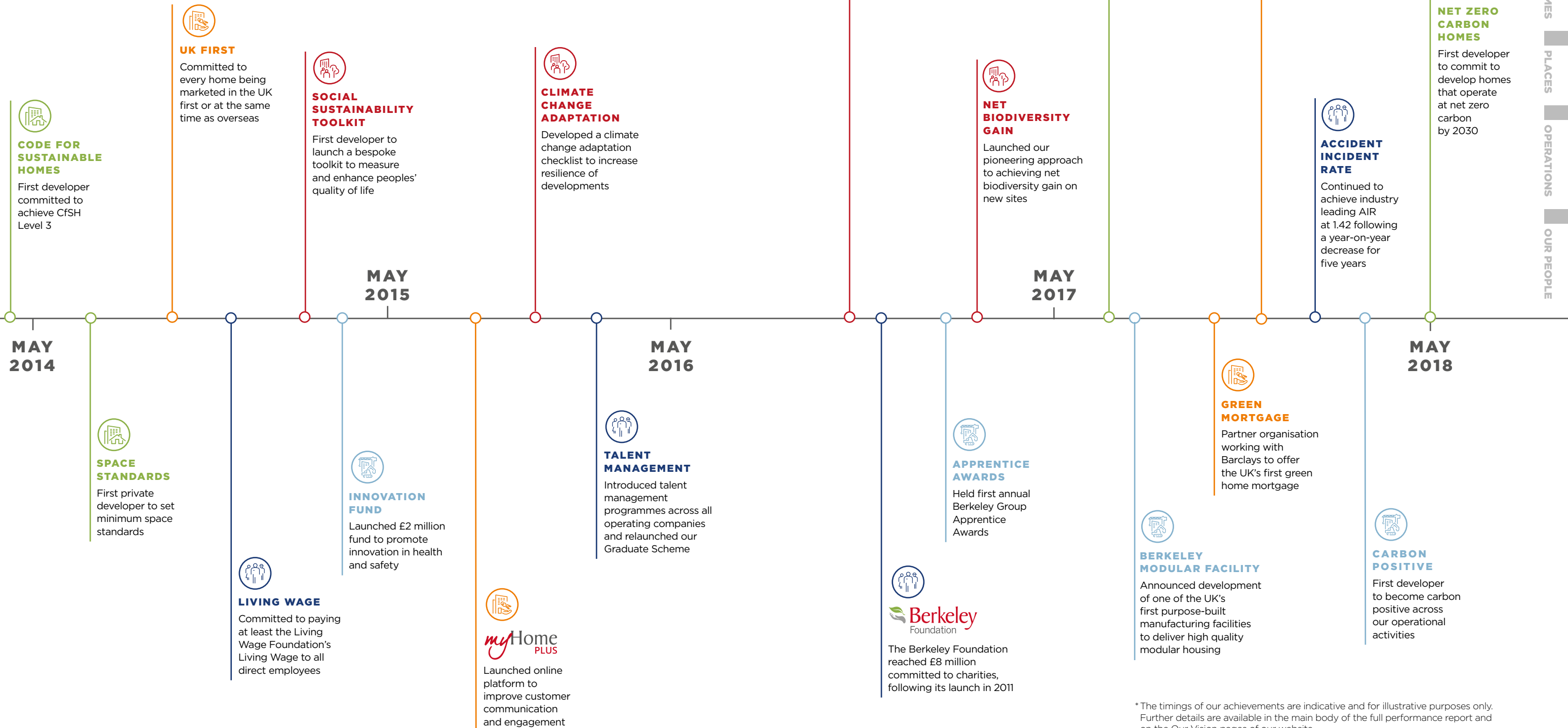


Find our full performance report at:  
[www.berkeleygroup.co.uk/about-us/our-vision/performance](http://www.berkeleygroup.co.uk/about-us/our-vision/performance)



# OUR LEADING ACHIEVEMENTS

Since the inception of Our Vision in 2010, Berkeley has implemented sector leading and world-class commitments across our five areas of focus. We are particularly proud of a number of achievements that have occurred since 2014. We present the highlights here\*.



# EXECUTIVE STATEMENT

Berkeley aspires 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. Through the framework of Our Vision we articulate our strategy across our five areas of strategic focus: Customers, Homes, Places, Operations and Our People.



**We are proud to hold a Queen's Award for Enterprise for Sustainable Development, which is recognition of Berkeley's economic, social and environmental achievements. We have also been included on the FTSE4Good Index since 2003, reflecting strong environmental, social and governance (ESG) practices.**

**We have made great strides to progress and achieve our headline commitments in place between May 2016 and April 2018. In May 2018, we launched a new set of commitments to achieve over the next two years. This follows extensive research to understand the views of our stakeholders as well as key industry issues. We have also used the United Nations' Sustainable Development Goals to guide our approach and have identified those that we have the most material ability to influence, in recognition of the role business must play in achieving these global aims.**

## CUSTOMERS

Our customers' experience remains central to our strategy and we use the independently assessed Net Promoter Score (NPS) to drive and measure progress in this area. Our six-month rolling average NPS of 73.9 (on a scale of -100 to +100) at March 2018 is sector leading and within the top quartile for retail brands across all sectors. 97% of our customers would recommend us to a friend, surpassing the industry average of 86%.

We are delighted that Berkeley achieved the Investor in Customers Gold Award in 2018, following an independent assessment of our customer service.

## HOMES

The quality of the homes we deliver is fundamental to the success of our business, and we believe our core value of excellence through detail is a key differentiator. We are delighted that our homes continue to be recognised externally via various award schemes.

We have taken action over the last two years to future-proof our homes in a number of areas, such as incorporating adaptation measures to minimise the effects of climate change and providing infrastructure to support smart technology. Building on the steps we have taken to become a carbon positive business, over the next two years we will be focusing on the homes we build by setting out plans to ensure that they can operate at net zero carbon by 2030.

Following the Grenfell Tower tragedy we undertook a thorough review of all of our high-rise buildings, including engaging with the local fire authorities, fire safety experts, residents and the Ministry of Housing, Communities and Local Government (MHCLG). We have ensured that all our buildings are safe whilst the future regulatory approach is clarified following the outcomes of the Hackitt Review and subsequent Government consultation.

## PLACES

Building strong communities can transform people's wellbeing and their quality of life. Sometimes it happens naturally, but it often takes years, if not decades, to evolve. Since 2012 we have been working on a structured approach to investing time, money and care in accelerating the process. On every site with more than 100 homes we undertake an assessment pre-planning to clarify what kind of community we are trying to create. Over the last two years we have trialled the implementation of bespoke community plans at 12 occupied developments to drive an events programme and a digital forum, and create a system of community governance.

We recognise that our impact is wider than just the developments we create. We have supported on average 30,000 jobs annually over the last two years, directly and through our supply chain. In the same period, £0.92 billion was provided in affordable housing subsidies



Wimbledon Hill Park

and community and infrastructure benefits. During 2018/19 we will be investigating how to quantify the wider financial and non-financial impacts generated by our activity — known as social value — on a development scale.

We are proud to be the first housebuilder to have an approach for achieving net biodiversity gain on each site; put simply, this means there will be more nature after development than before. In May 2018, we introduced a new commitment to sustainable transport, which builds upon our existing requirements for electric car charging points and cycle storage, to understand and respond to future changes in the transport mix and our customers' needs.

## OPERATIONS

We are pleased to have become the first carbon positive housebuilder by decreasing our 2017/18 operational carbon emissions intensity by 22% compared to a 2015/16 baseline, and offsetting more than our remaining emissions. We recognise the risks climate change presents to our business and are responding to the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, whilst continuing to participate in the CDP Climate Change Programme in which Berkeley achieved an 'A-' rating in October 2017.

A considerate approach to construction is critical to maintaining good relationships with the communities in which we work as well as with our employees and wider workforce. Around 60% of our sites were recognised at the 2018 Considerate Constructors Scheme National Site Awards, compared to just 11% nationally. Our average audit score of 43/50 is testament to the efforts of our site teams in maintaining high standards.

Making our contribution to tackling the industry's skills crisis continues to be an area of focus; in the two-year period there have been over 850 apprentices working on our sites and in our offices. Overall, people in apprenticeships or training now make up around 10% of the workforce.

After successful completion of a number of homes using modular methods of construction, in January 2018 we were delighted to be granted planning permission for our new manufacturing facility. This will enable us to deliver high quality homes through off-site manufacture, alongside other benefits including reduced time on site and reduced environmental impact.

## OUR PEOPLE

There is nothing more important to Berkeley than the health and safety of our people. Our health and safety record has improved year-on-year for five years,

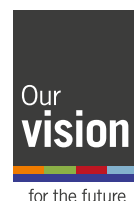
with fewer than 1.5 accidents per 1,000 people in 2017/18. In July 2017, we were delighted that Berkeley East Thames became the first housebuilder to win the prestigious Sir George Earle Trophy; an international award from the Royal Society for the Prevention of Accidents (RoSPA) for premier performance in occupational health and safety.

Our emphasis on safety has been strengthened in recent years with a focus on health and wellbeing in the workplace, and this will be further supported by work on mental health over the next two years. Attracting and retaining talent is key and we continue to improve our approach to talent management, alongside specific initiatives such as the Graduate Scheme, apprenticeship programmes and specialist academies.

We continue to support the charitable work of the Berkeley Foundation and are thankful for the dedication and enthusiasm of our staff who continue to raise large amounts of money and give their time to support such valuable causes.

**ROB PERRINS**  
CHIEF EXECUTIVE



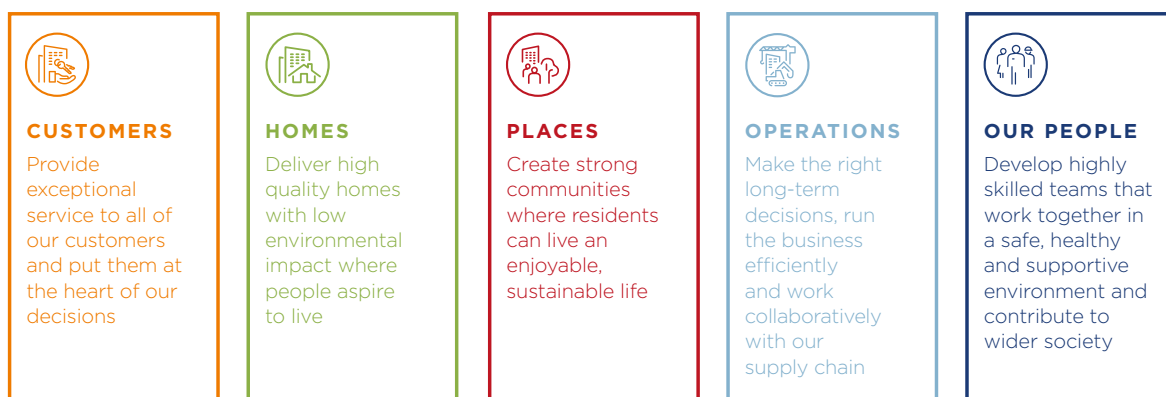


## OUR VISION

BERKELEY ASPIRES 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.

TO ENSURE THAT WE REMAIN FIRMLY FOCUSED ON ACHIEVING OUR GOAL, OUR STRATEGIC PLAN IS ARTICULATED THROUGH THE FRAMEWORK OF OUR VISION. OUR VISION IS STRUCTURED AROUND FIVE AREAS OF FOCUS AND A CORE SET OF COMPANY VALUES.

### OUR AREAS OF FOCUS



### OUR VALUES



### OUR VISION OVERVIEW

#### DRIVING THE BUSINESS FORWARD

We review and develop our strategy every two years in order to drive continual improvement and to ensure that we address any emerging global, industry or business issues and opportunities. In May 2018 we launched 10 new headline commitments to achieve by April 2020, underpinned by revised supporting commitments in each focus area.

The development of the new commitments was informed by in-depth initial research followed by a materiality assessment to understand the views of our employees and key external stakeholders.

With the support of an objective external party, all employees were invited to provide their views; responses were received from approximately 1,200 people, representing 45% of the business. Views from key external stakeholders were also requested via both an online survey and detailed interviews.

We used the results of this work to shortlist topic themes for further consultation with each of our autonomous companies and specialist committees. Workshops were run on each of the focus areas to debate and refine the commitments before sign-off by the Main Board.



Employees at St Edward

## SUSTAINABLE DEVELOPMENT GOALS

#### SUPPORTING THE UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS

Our vision is to be a world-class business, and therefore it is important that we help to address global challenges. In 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all — laying out a path to end extreme poverty, fight inequality and injustice, and protect our planet. This plan is called 'Agenda 2030' and at the heart of it are 17 Sustainable Development Goals (SDGs).

We have aligned the Our Vision commitments to support the goals. All the goals are important and inter-connected, but we focus our efforts on eight that we have the most material ability to influence.



Further information on how we address each of the prioritised goals can be found on pages 12 to 15 of the full performance report at:

[www.berkeleygroup.co.uk/aboutus/our-vision/performance](http://www.berkeleygroup.co.uk/aboutus/our-vision/performance)

# OUR VISION COMMITMENTS

We set new headline commitments every two years to help drive the business towards being world-class.



## CUSTOMERS

Berkeley is pleased to have achieved its headline commitments in place during May 2016 to April 2018. A summary of our performance is contained within this report, with further detail available in the full performance report.

In May 2018, we launched a new set of 10 stretching commitments to achieve by April 2020. The headline commitments are underpinned by leading commitments, either within the industry or out of sector, and by business-as-usual commitments. These help us to ensure a consistently strong approach in key areas.

### 2016-2018 HEADLINE COMMITMENTS

PERFORMANCE

#### Net Promoter Score

Deliver world-class customer service as evidenced by a top quartile Net Promoter Score compared to UK Customer Satisfaction Index results.



#### Customer insight

Run a programme of engagement and research to further enhance our product and processes based on the needs of our customers.



### 2018-2020 HEADLINE COMMITMENTS

#### Net Promoter Score

Establish Berkeley amongst the top performing companies for customer service, as evidenced by the Net Promoter Score.

#### Mortgage lending

Make the case for a proportionate approach to lending, including two-year mortgage offers, so that every purchaser has a fair chance in the new build market.

See pages 10 to 15



## HOMES

Our approach in this area has developed from a long-standing focus on quality to also ensuring that the homes are healthy and environmentally-sound as well as being fit for the future.

### 2016-2018 HEADLINE COMMITMENTS

PERFORMANCE

#### Climate change adaptation

Design our homes to consider future climate change to ensure continued thermal comfort.



#### Smart homes

Understand the evolution of smart technology and connectivity in homes and on developments.



### 2018-2020 HEADLINE COMMITMENTS

#### Safe and healthy homes

Launch a design framework to contribute to the wellbeing of our customers, including safety, air quality and thermal comfort.

#### Net zero carbon

Develop a transition plan for each new development which enables the homes to operate at net zero carbon by 2030.

See pages 16 to 21



## PLACES

Our approach in this area has developed from a focus on the public realm, to developing an understanding of how to build communities and enable our customers to live sustainable lifestyles.

### 2016-2018 HEADLINE COMMITMENTS

PERFORMANCE

#### Community plans

Implement community plans on our developments to facilitate thriving communities.



#### Net biodiversity gain

Develop and apply an approach to ensure that all new developments create a net biodiversity gain.



### 2018-2020 HEADLINE COMMITMENTS

#### Community and social value

Understand the social value generated by new development and embed a coherent approach to building communities on all our sites.

#### Sustainable transport

Explore future transport trends and encourage a modal shift away from an over-reliance on petrol and diesel cars.

See pages 22 to 27



## OPERATIONS

Our approach in this area has evolved from established financial success to ensuring that, at the same time, we work with our supply chain to make a positive contribution to both society and the environment.

### 2016-2018 HEADLINE COMMITMENTS

PERFORMANCE

#### Carbon positive

Reduce our operational carbon emissions intensity by 10% and introduce a programme to become carbon positive.



#### Apprentices and training

Ensure at least 1,500 people across our direct and indirect workforce undertake an apprenticeship or vocational training.



### 2018-2020 HEADLINE COMMITMENTS

#### Off-site manufacture

Deliver the Berkeley Modular facility and ensure that 30% of construction value is delivered through off-site assembly by 2020.

#### Waste and plastics

Work with our supply chain to develop a zero waste strategy, focusing on key wastes including plastics.

See pages 28 to 33



## OUR PEOPLE

Our approach in this area has evolved from ensuring safe working environments to also promoting health, wellbeing and inclusion alongside talent management initiatives.

### 2016-2018 HEADLINE COMMITMENTS

PERFORMANCE

#### Healthy workplaces

Launch and implement a new programme to promote the wellbeing of our staff and create healthy workplaces.



#### Talent management

Invest in training and development through our talent management programmes to realise the potential of our people across all areas of the business.



### 2018-2020 HEADLINE COMMITMENTS

#### Industry image

Engage with young people, education providers and employers to transform perceptions of careers in the built environment.

#### Diversity and inclusion

Implement a programme to create an inclusive environment where employees can reach their full potential, irrespective of their identity or background.

See pages 34 to 39



Learn more about Our Vision at:  
[www.berkeleygroup.co.uk/about-berkeley-group/our-vision](http://www.berkeleygroup.co.uk/about-berkeley-group/our-vision)





## CUSTOMERS

PROVIDE EXCEPTIONAL SERVICE  
TO ALL OF OUR CUSTOMERS  
AND PUT THEM AT THE HEART  
OF OUR DECISIONS

### 2016-2018 HIGHLIGHTS



**Investor in  
Customers®**  
Gold 2018

ACHIEVED ACROSS  
ALL OF OUR OPERATING  
COMPANIES



**97%**

CUSTOMERS IN 2017/18  
WOULD RECOMMEND  
US TO A FRIEND

## GREEN MORTGAGE

PARTNER ORGANISATION  
WORKING WITH BARCLAYS  
FOR THE FIRST GREEN HOME  
MORTGAGE IN THE UK

**73.9**

NET PROMOTER  
SCORE (SIX-MONTH  
ROLLING AVERAGE  
AT MARCH 2018)

## LONDONERS FIRST

SIGNATORY TO THE MAYOR  
OF LONDON'S INITIATIVE  
TO OFFER LOWER VALUE  
NEW-BUILD HOMES WITHIN  
LONDON AND THE UK FIRST

**myHome  
PLUS**

USED TO ENGAGE WITH  
CUSTOMERS DIGITALLY





# CUSTOMERS

## 2016-2018 PERFORMANCE



### NET PROMOTER SCORE

Deliver world-class customer service as evidenced by a top quartile Net Promoter Score compared to UK Customer Satisfaction Index results.



### CUSTOMER INSIGHT

Run a programme of engagement and research to further enhance our product and processes based on the needs of our customers.



### LIVING GUIDES

Include information in all Living Guides that enables occupants to understand and operate their home efficiently and make the best use of local facilities.



### OUR VISION AND CUSTOMER SATISFACTION

Include information on Our Vision and the Berkeley Customer Satisfaction Commitment in marketing material.



### MYHOME PLUS

Ensure 'MyHome Plus' is used as an interactive way of communicating with our customers.



### SUSTAINABLE LIVING

Include information on specific sustainability features of our homes and developments in marketing material.

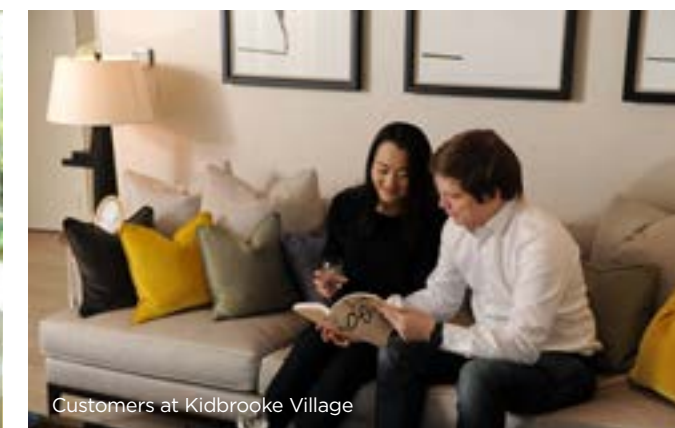


### UK FIRST

Market all our developments in the UK first.



Sales suite at Woodberry Down, Finsbury Park



Customers at Kidbrooke Village

## 2016-2018 COMMITMENTS

### CUSTOMER SERVICE AND THE NET PROMOTER SCORE

The service we provide is professional, efficient and helpful to make the home buying process as straightforward and enjoyable as possible. We aim to exceed our customers' expectations, starting from the moment a customer first enquires about a property. Each customer receives tailored information relating to their purchase and has a dedicated person to guide them through their buying journey and beyond.

We have created a 'customer first' mind-set and empower teams to think and act differently. This is supported by a range of employee training and the continuation of our Sales Academy to bring talented individuals from other industries into the business.

We are delighted to have achieved the Investor in Customers Gold award across all of our operating companies. This follows an independent assessment of customer service, from understanding and meeting customer needs to delighting customers and engendering loyalty. Customer feedback showed a high level of customer satisfaction and loyalty and employee feedback showed that staff in all roles and at all levels understand the needs of the customer and are committed to delivering an excellent customer experience.

We use the Net Promoter Score to benchmark the levels of service we provide against well-regarded companies across all sectors. Our six-month rolling average Net Promoter Score of 73.9 compares extremely favourably against the industry average of 29 and overall UK average of 15.3. Overall, 97% of our customers would recommend us to a friend.

### CUSTOMER INSIGHT

Key to the ongoing success of our business is that we listen to, understand and respond to the needs of our customers. Over the last two years we have implemented a range of new initiatives to gain customer insight.

A new data tool has been used to provide further insight from existing customer surveys. We have also developed an online portal to share lessons learnt across Berkeley.

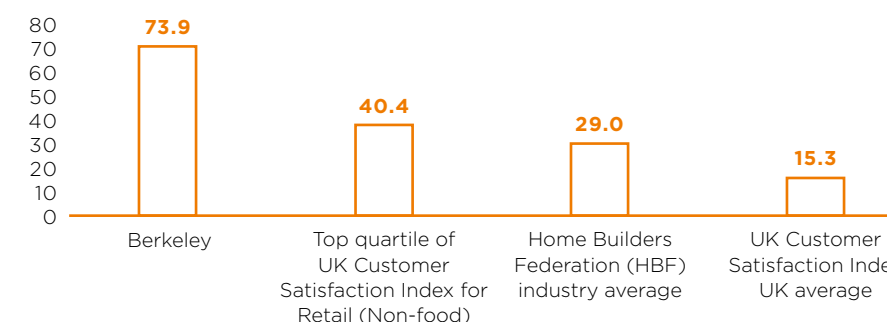
Customer focus groups are run at many of our developments, including the Skyline apartments at Woodberry Down. These give customers an opportunity to provide feedback on the homes and places in which they live whilst providing us with invaluable information to help inform future improvements both on site and beyond.

We also recognise the value in obtaining feedback from potential customers who chose not to purchase a property. Surveys of around 170 potential customers completed at seven developments have enabled us to better understand purchaser expectations and priorities. Going forward, we will undertake this for all sites.

Site-specific information is supported by annual brand research of 500 people from our target market on what is important to people when selecting a new home.

### Net Promoter Score

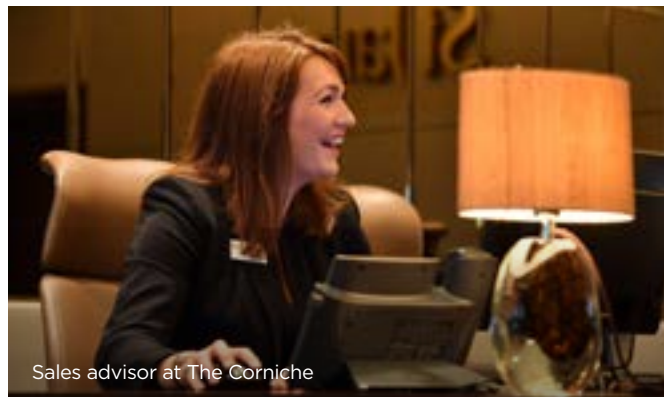
(on a scale of -100 to +100)







# CUSTOMERS



Sales advisor at The Corniche



Residents at Ryewood, Sevenoaks

## SUPPORTING THE UN'S SUSTAINABLE DEVELOPMENT GOALS



Senior living at Highwood Mill, Horsham



## CASE STUDY

### USING DATA TO FURTHER UNDERSTAND CUSTOMER FEEDBACK

A sophisticated text analysis programme has been used to review the past eight years of customer verbatim comments. Whilst customer verbatims have always been of critical importance to us, this is the first time that such a detailed and consolidated trend analysis has been completed which allows us to turn the comments into actionable insight.

Information is now available at a consolidated Group level, as well as for our autonomous businesses and individual sites. This will provide invaluable information to assist us in the continual improvement of our product and service offering.

## 2016-2018 COMMITMENTS

### COMMUNICATING WITH CUSTOMERS

We strive for seamless communication with customers from the moment they first contact us.

Once a customer has chosen to buy a new home they are given the opportunity to use our interactive online system, MyHome Plus. It covers a range of features, from selecting choices and options to receiving updates on construction progress and the Living Guide on completion.

Communication with customers does not end when they purchase their home. For example at Goodman's Fields the estate management and Berkeley teams hold regular meetings with residents to discuss topics which directly affect them, such as service charges and the refuse strategy.

### SUSTAINABILITY

We continue to promote sustainable living at all stages of the customer journey. Site-specific features are noted in brochures and in information provided to the customer at purchase and completion.

Berkeley was delighted to be one of five partner organisations supporting Barclays with its launch of the UK's first green mortgage in April 2018. If a customer is purchasing an energy efficient new-build home, they will be eligible for a Barclays Green Home Mortgage which offers discounted rates compared to standard mortgages.

### UK AND LONDON FIRST

Our UK First Policy has been in place since 2014 for all developments, requiring that every individual home is made available in the UK either first or at the same time as launching overseas. This enables UK customers to have the opportunity to buy our homes, whilst also appreciating the vital role that international investors play in generating the cash flow and confidence required to begin construction.

In February 2018 we were pleased to support the Mayor of London's initiative to offer lower-cost new properties exclusively to Londoners and UK-based buyers first. The sale of any new-build home within London of up to £350,000 is being restricted to UK buyers for three months before any overseas marketing takes place.

## 2018-2020 NEW COMMITMENTS

### NET PROMOTER SCORE

**Establish Berkeley amongst the top performing companies for customer service, as evidenced by the Net Promoter Score.**

Having high levels of customer satisfaction is critical to our business and we aim to exceed our customers' expectations, starting from the moment a customer first enquires about a property.

For the last four years, we have used the Net Promoter Score to benchmark the levels of service we provide against well-regarded companies across all sectors and help drive improvements. We will continue to monitor our performance, share good practice, and implement new initiatives to ensure that our customers receive excellent levels of service.

### MORTGAGE LENDING

**Make the case for a proportionate approach to lending, including two-year mortgage offers, so that every purchaser has a fair chance in the new build market.**

We want every homebuyer to have the same chance as an investor to purchase a property in the new-build market. Mortgage offers today typically last for six months, but this does not lend itself to buying off-plan because the offer has usually expired before the new property is completed.

Through this commitment we will encourage lenders to introduce mortgage offers which give every purchaser a fair chance of buying a new-build home. Through research, debate and fresh thinking, we want to create a level playing field for every purchaser.

### OTHER AREAS OF FOCUS

In addition to the two headline commitments, we have specific targets to:

- Understand and respond to customers' emotional journeys
- Promote the use of MyHome Plus
- Market homes in the UK and London first
- Meet minimum standards for sales and marketing suite set-up
- Communicate Our Vision
- Communicate sustainable living
- Promote digital and sustainable communication
- Undertake sales and marketing suite exit interviews



Find our full performance report at:

[www.berkeleygroup.co.uk/about-us/our-vision/performance](http://www.berkeleygroup.co.uk/about-us/our-vision/performance)





## HOMES

DELIVER HIGH QUALITY HOMES  
WITH LOW ENVIRONMENTAL IMPACT  
WHERE PEOPLE ASPIRE TO LIVE

### 2016-2018 HIGHLIGHTS

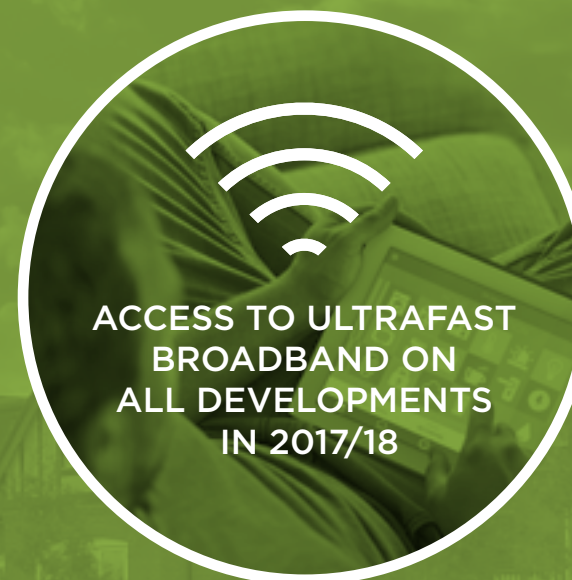


**WhatHouse? Awards 2016**  
Best Luxury Development (Bronze)  
Best Apartment Scheme (Bronze)  
One Tower Bridge



**The Sunday Times British  
Homes Awards 2017**  
Innovative Living  
Berkeley Urban House

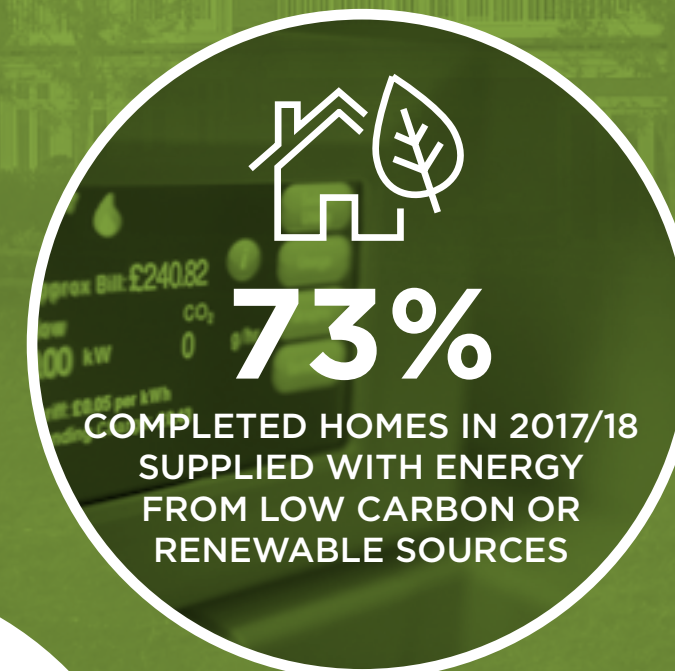
MORE THAN  
**7,400**  
HOMES COMPLETED  
IN THE TWO YEAR  
PERIOD



ACCESS TO ULTRAFAST  
BROADBAND ON  
ALL DEVELOPMENTS  
IN 2017/18



**International Property  
Awards 2017**  
Best Architecture  
Multiple Residence  
190 Strand



**73%**  
COMPLETED HOMES IN 2017/18  
SUPPLIED WITH ENERGY  
FROM LOW CARBON OR  
RENEWABLE SOURCES



**London Evening Standard  
New Homes Awards 2018**  
Best Apartment  
Wimbledon Hill Park  
Best Family Home  
Fitzroy Gate





# HOMES

## 2016-2018 PERFORMANCE



### THERMAL COMFORT

Design our homes to consider future climate change to ensure continued thermal comfort.



### SMART HOMES

Understand the evolution of smart technology and connectivity in homes and on developments.



### CONNECTIVITY

Enable fibre broadband on all our new homes and provide community Wi-Fi.



### RESEARCH AND DEVELOPMENT

Continue the R&D programme to drive innovation across the business including through improved design and performance.



### SPACE STANDARDS

Guarantee space standards for all new homes by ensuring 2.5m ceiling heights and by following the nationally described storage and principal bedroom requirements.



### INTERNAL RECYCLING FACILITIES

Provide internal recycling facilities for every home.



Fitzroy Gate, Old Isleworth



Computer Generated Image of Clarendon, Hornsey



## CASE STUDY

### THERMAL COMFORT AT CLARENDON

During the early planning stages of Clarendon, the thermal comfort risk assessment tool highlighted that the development was at risk of overheating as it is located within an urban area adjacent to a mainline railway and because communal heating was proposed throughout.

Dynamic thermal modelling was undertaken and a number of design measures have been incorporated to mitigate the effects of overheating, including:

- External shading from balcony overhangs and recessed balconies
- Natural ventilation measures
- Use of rain gardens and green roofs.

## 2016-2018 COMMITMENTS

### THERMAL COMFORT

The potential for overheating in new homes has become a growing issue for the industry as an unintended consequence of improvements to regulatory standards for energy efficiency and air tightness. We want to ensure that the thermal comfort of our customers both now and in the future with expected changes in climate.

Over the last two years we have developed and implemented a thermal comfort risk assessment tool for use on all new sites; we are the only developer to apply such an approach consistently across all schemes. The risk assessment, which was based on industry research and feedback from our own employees and external experts, was completed for over 20 developments between May 2017 and April 2018. The tool takes into account factors which can affect overheating, such as location, building type and ventilation strategies. It then highlights site-specific risks and actions to reduce them.

### SMART HOMES

We are increasingly living in a connected world, with our customers expecting access to the internet and good connectivity from the first day they move in. Technology continues to develop, from enabling us to control the temperature of our homes through a smart phone, to intelligent devices learning our behaviours and movements.

Over the last two years we have developed new minimum infrastructure recommendations for new sites, covering broadband and cabling provision. These enable customers to benefit from the freedom of being able to 'plug in' technologies as they become available.

We continue to incorporate relevant smart technologies into our developments. These can range from items such as smart thermostats at Kennet Island to more advanced systems linking the digital and electrical infrastructure within the homes at South Quay Plaza, enabling our customers to connect their homes via the Internet of Things (IoT).

Research and field trials continue at Kidbrooke Village into other technologies such as home battery storage, which when combined with photovoltaic panels, an electric car charging point and smart controls would enable us to offer a 'smart home' as an option to our customers.

### ENVIRONMENTAL PERFORMANCE

All our homes incorporate measures to reduce their impact on the environment. We begin by applying the energy hierarchy in design by focusing on the building fabric and then incorporating clean and renewable technologies. Around three quarters of our completed homes incorporate low carbon or renewable energy technologies. These measures ensure that our homes are efficient, as demonstrated by our average EPC rating of 'B' for homes which completed in 2017/18. In March 2018 we were a signatory of the UK Green Building Council's (UKGBC) letter to Government to move towards net zero carbon homes by 2030.

Throughout the design stage we also consider daylighting, space standards and noise to maximise the performance and comfort of our homes. To help our customers lead more sustainable lifestyles we incorporate energy efficient appliances, provide internal recycling bins and install water efficient fittings.





# HOMES

## 2016-2018 COMMITMENTS

### QUALITY

Excellence through detail is one of our company values and is applied at every stage of the project to create exceptional homes. Our brand is defined by the quality of the homes we build and we have high design and construction standards in place. To ensure that we meet these standards we have deployed technology to improve our quality procedures, such as Field View, which enables our project teams to communicate instantly with contractors.

We are delighted to have been recognised externally for our high standards of excellence. Management Today ranked us joint first for the quality of goods and services across all sectors in Britain's Most Admired Companies 2017 and we are honoured to have received many development-specific awards for design and quality, including at the International Property Awards 2017 and the London Evening Standard New Homes Awards 2018.

### RESEARCH AND DEVELOPMENT

Research and development occurs across the business to enable continual improvement. We undertake research on an individual site level and at a Group level through our Production Committee.

We continue to utilise and develop our innovative Urban House type which enables high densities to be achieved whilst providing low-rise back-to-back adaptable family housing. The design was recognised at the Sunday Times British Homes Awards 2017 through the Innovative Living Award.

We regularly seek to collaborate with external organisations and are pleased to have contributed to the Chartered Institution of Building Services Engineers' (CIBSE) Homes for the Future Group.



Find our full performance report at:  
[www.berkeleygroup.co.uk/about-us/our-vision/performance](http://www.berkeleygroup.co.uk/about-us/our-vision/performance)



Apartment at The Dumont, Albert Embankment



Urban House at Kidbrooke Village



Photovoltaic roof panel array at Goodman's Fields, Aldgate

## SUPPORTING THE UN'S SUSTAINABLE DEVELOPMENT GOALS



## 2018-2020 NEW COMMITMENTS

### SAFE AND HEALTHY HOMES

**Launch a design framework to contribute to the wellbeing of our customers, including safety, air quality and thermal comfort.**

We design a range of features into our homes that benefit occupants' health and wellbeing, including good levels of daylight, insulation to reduce noise and help to regulate temperature, storage space and adaptability, so the homes can meet the needs of future residents. This is vital because people spend around two thirds of their time in their home and research shows that sustainable, well-designed homes lead to better health and wellbeing of occupants.

We will create a new Berkeley Safe and Healthy Homes Design Framework covering a range of issues including noise, air quality, overheating, materials, daylight, storage and security. This will be applied to all new sites, with the aim to positively influence the health and wellbeing of our customers.

### NET ZERO CARBON

**Produce a transition plan for each new development which enables the homes to operate at net zero carbon by 2030.**

At Berkeley we have traditionally had a leading approach to energy efficiency in our homes, and were the first developer to commit to achieving Code for Sustainable Homes Level 3 in 2007. Whilst Government policy has moved away from the zero carbon homes agenda, there is recognition within the industry, and by the Mayor of London, that to meet our national carbon targets new build standards should be tightened.

There remains uncertainty about the right long-term technological solution for achieving zero carbon. In the interim, we will develop Low Carbon Transition Plans to identify clear routes for how the homes could operate at net zero carbon by 2030 together with future-proofing measures which will be incorporated when they are built.

### OTHER AREAS OF FOCUS

In addition to the two headline commitments, we have specific targets to:

- Develop a strategic partnership with the Royal Society for the Prevention of Accidents (RoSPA) on 'safer by design'
- Undertake post occupancy evaluation
- Enable connected homes
- Specify sustainable materials
- Install recycling facilities
- Ensure water efficiency of homes
- Install energy efficient lighting
- Meet Berkeley minimum fire ratings and energy efficiency standards for domestic appliances, which are over and above Government guidelines





## PLACES

CREATE STRONG COMMUNITIES  
WHERE RESIDENTS CAN LIVE AN  
ENJOYABLE, SUSTAINABLE LIFE

### 2016-2018 HIGHLIGHTS



3

SCHOOLS  
OPENED IN  
SEPTEMBER  
2016



**London Evening Standard  
New Homes Awards 2016**

**Best Large  
Development**  
Goodman's Fields



**CIRIA BIG Biodiversity  
Challenge Awards 2017**

**Medium Scale  
Permanent Award**  
Fitzroy Gate

**CIRIA BIG Biodiversity  
Challenge Awards 2016**

**Pollinator Award**  
One Tower Bridge



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



100%

PLANNING APPLICATIONS  
SUBMITTED IN 2017/18 WILL  
DELIVER A NET  
BIODIVERSITY GAIN



**WhatHouse? Awards 2017**

**Housebuilder of the Year**  
Berkeley Group

**Best Public Realm (Gold)**  
Heritage Walk and Kew Bridge West

**Best Regeneration Scheme (Gold)**  
Royal Arsenal Riverside

**Best Mixed-Use Development (Gold)**  
One Tower Bridge

**Best Partnership Scheme (Gold)**  
Woodberry Down



12

DEVELOPMENTS  
IMPLEMENTING  
COMMUNITY PLANS





# PLACES

## 2016-2018 PERFORMANCE



### COMMUNITY PLANS

Implement community plans on our developments to facilitate thriving communities.

93%

### CLIMATE CHANGE ADAPTATION

Apply Berkeley's climate change adaptation checklist to all developments pre-planning and implement measures that address overheating, flooding and water shortages.

84%

### ELECTRIC CAR CHARGING

Provide at least one electric car charging point in all residential communal car parks.

94%

### BREEAM

Ensure that all commercial space, student accommodation and senior living housing (where relevant), achieves at least BREEAM Very Good.



### NET BIODIVERSITY GAIN

Develop and apply an approach to ensure that all new developments create a net biodiversity gain.

93%

### COMMUNITY ENGAGEMENT

Follow Berkeley's Community Engagement Strategy on all planning applications we submit and develop a Statement of Community Involvement.

98%

### CYCLE STORAGE

Provide cycle storage on all new developments.

86%

### LIVING ROOFS

Install living roofs on all residential apartment roof spaces.



### SOCIAL SUSTAINABILITY

Measure and increase people's quality of life by applying Berkeley's framework for social sustainability.

98%

### ECOLOGIST CONSULTATION

Consult an ecologist pre-planning on all developments and implement key recommendations to protect and enhance ecology.

70%

### RAINWATER HARVESTING

Harvest rainwater for reuse on all new developments.



Community event at Royal Wells Park, Royal Tunbridge Wells

## CASE STUDY

### BUILDING COMMUNITY AT ROYAL WELLS PARK

As part of the community plan at Royal Wells Park, we prompted the residents to form a social committee. They organised a summer party and, as a result, developed the appetite and confidence to get directly involved in estate management and decision-making. We then took them to meet and share ideas with a more established group on another of our sites and there is now an increasingly strong and empowered community at Royal Wells Park.

## 2016-2018 COMMITMENTS

### CREATING COMMUNITIES

Our ambition is to create safe and inclusive places that remain great places for decades to come, where people feel proud of their home, connected to each other and able to influence what goes on. Our approach goes beyond placemaking and placekeeping, to creating places where communities can thrive.

This begins at the outset; when acquiring land, we consider the site's location and potential to support a community. At the very early stages of design, we engage the local community in the design of our developments and use our toolkit, Creating Successful Places, on new developments as a framework for ensuring that the right facilities and mechanisms are in place to enable a thriving community.

During construction, we build infrastructure to benefit the local community, such as play spaces, and look for opportunities to create temporary facilities, such as pop-up parks. Of the applications including commercial space, student accommodation and senior living housing submitted to planning between May 2016 and April 2018, 94% were designed to achieve BREEAM Very Good or above.

Sometimes a sense of community develops naturally, but it often takes years, if not decades, to evolve. We recognise that our customers and our managing agents play a key role in creating communities, and so we are increasingly putting structures in place to support them to do so.

### DELIVERING COMMUNITIES: COMMUNITY PLANS

Over the last two years we have been developing and piloting community plans on 12 of our developments, ranging from rural villages and suburban neighbourhoods to London regeneration schemes, as part of a structured approach to building communities.

Each community plan is different, reflecting local needs and aspirations. The community plan provides the structure to enable the community to mix and meet, usually through an events programme and an online forum. Through this, we are seeing community governance systems beginning to form, ranging from social clubs to residents' committees. These help to embed a sense of shared ownership and self-management. Whilst we initially lead the plans, it is our residents and estate managers who will look after the place in the long term, so it is important that they help to inform, influence, develop and own the plan.





## PLACES



Sustainable urban drainage at Kidbrooke Village



Electric car charging at Fitzroy Gate, Old Isleworth



Living roof at Goodman's Fields, Aldgate

### SUPPORTING THE UN'S SUSTAINABLE DEVELOPMENT GOALS



Natural England welcomes the development of the Berkeley Group Biodiversity Toolkit. Bringing key ecological information and data together into a single and easy to use template, this should help all involved in the process to readily and easily access information needed to help design in a biodiversity net gain outcome to the project.

NATURAL ENGLAND

### 2016-2018 COMMITMENTS

#### ENHANCING BIODIVERSITY

Biodiversity plays an important role within our towns and cities as it helps to improve air quality, provides resilience to climate change, adds amenity value and supports wellbeing. Despite this, biodiversity continues to decrease at an alarming rate. New development can help to reverse this trend, by providing the opportunity to enhance biodiversity.

Through our commitment to net biodiversity gain, we seek to ensure that our developments make a positive impact on their local environment by creating an overall enhancement for biodiversity. Put simply, there should be more nature afterwards than before we began.

Our Biodiversity Toolkit, which we developed and launched in 2017, enables project teams and their appointed ecologist to baseline the biodiversity of a site before any work occurs. Through the design process, project teams use the toolkit to identify features that will create a net gain. To provide practical advice of how to design for biodiversity net gain, we have published a guide called The Nine Concepts: Making Space for Nature and Beauty.

Following the launch of our Biodiversity Toolkit, all of our new developments submitted to planning between May 2017 and April 2018 targeted a net gain through the landscape design.

#### DESIGNING FOR CLIMATE CHANGE

Truly sustainable places are great places now, but also stand the test of time. Climate change could adversely affect the places we create, and our customers living within these, through changing weather patterns which are likely to cause wetter winters, hotter summers and more frequent heatwaves. We are focused on addressing the risks most relevant to the design of our developments: flooding, water shortage and overheating.

We incorporate a number of features into the design of our developments to increase resilience to these impacts, such as sustainable drainage systems, rainwater harvesting and green infrastructure such as trees, parks, gardens and living roofs. These help our developments to manage water effectively. They also provide a cooling effect, which has a wider benefit of helping to reduce the urban heat island effect in dense urban areas.

### 2018-2020 NEW COMMITMENTS

#### SUSTAINABLE TRANSPORT

Explore future transport trends and encourage a modal shift away from an over-reliance on petrol and diesel cars.

The way we travel is changing; more people are choosing to cycle and in the future there is likely to be less travel per person, but more logistics traffic. We are likely to see fewer conventional petrol and diesel cars and more electric and autonomous vehicles.

In order to design developments fit for the future, we need to understand our customers' needs and expectations, as well as how the transport mix is likely to change over time. Research undertaken through this commitment will ensure that we put the right infrastructure and services in place to meet customer expectations and promote sustainable travel. This builds on our existing commitments to provide cycle storage and electric car charging points on all developments.

#### COMMUNITY AND SOCIAL VALUE

Understand the social value generated by new development and embed a coherent approach to building communities on all our sites.

We have developed an approach to building communities on our schemes over many years. Through our new commitment we will seek to further embed this work on every site.

We will also explore how we quantify and explain our wider impacts. New development generates benefits for local communities, the local economy and the environment. This is often termed 'social value' and is focused on maximising public benefit and outcomes that support the public good. Stakeholders demand real value creation in the local area yet it can be difficult to define, measure and deliver.

#### OTHER AREAS OF FOCUS

In addition to the two headline commitments, we have specific targets to:

- Achieve net biodiversity gain
- Develop an approach to integrated water management
- Explore temporary meanwhile uses during construction works
- Achieve BREEAM Very Good
- Install living roofs
- Review the performance of managing agents and the durability of schemes



Find our full performance report at:

[www.berkeleygroup.co.uk/about-us/our-vision/performance](http://www.berkeleygroup.co.uk/about-us/our-vision/performance)





## OPERATIONS

MAKE THE RIGHT LONG-TERM DECISIONS, RUN THE BUSINESS EFFICIENTLY AND WORK COLLABORATIVELY WITH OUR SUPPLY CHAIN

### 2016-2018 HIGHLIGHTS

#### MATERIAL EXCHANGE BOARD

LAUNCHED TO ENABLE THE INTERNAL SHARING OF EXCESS MATERIALS

25

AVERAGE NUMBER OF DAYS TAKEN TO PAY SUPPLIERS IN 2017/18, COMPARED TO 30 DAYS OUTLINED IN THE CONSTRUCTION SUPPLY CHAIN PAYMENT CHARTER

95%

CONSTRUCTION WASTE REUSED OR RECYCLED IN 2017/18

850+

APPRENTICES WORKED ACROSS OUR SITES AND OFFICES IN THE TWO YEAR PERIOD

5%

REDUCTION IN SITE WATER CONSUMPTION PER OPERATIVE

22%

REDUCTION IN OPERATIONAL CARBON EMISSIONS INTENSITY AND A CARBON POSITIVE PROGRAMME IMPLEMENTED

45%

REDUCTION IN OFFICE PAPER PURCHASES PER PERSON

A-

LEADERSHIP SCORE ACHIEVED IN CDP'S 2017 CLIMATE CHANGE PROGRAMME

60%

SITES RECOGNISED AT THE CONSIDERATE CONSTRUCTORS SCHEME 2018 NATIONAL SITE AWARDS, COMPARED TO A NATIONAL AVERAGE OF 11%

#### OFFSITE AWARDS

Off-site Construction Awards 2018

Housing Project of the Year  
Urban House,  
Kidbrooke Village





# OPERATIONS

## 2016-2018 PERFORMANCE



### CARBON POSITIVE

Reduce our operational carbon emissions intensity by 10% and introduce a programme to become carbon positive.



### APPRENTICES AND TRAINING

Ensure at least 1,500 people across our direct and indirect workforce undertake an apprenticeship or vocational training.



### INNOVATION FUND

Broaden the scope of Berkeley's Innovation Fund.



### SUSTAINABLE SPECIFICATION AND PROCUREMENT

Continue to understand the risks in our supply chain and implement a sustainable specification and procurement strategy.



### BEST OVERALL VALUE

Procure all contractors on best overall value rather than cost alone.



### CONSIDERATE CONSTRUCTORS SCHEME

Register all sites with the Considerate Constructors Scheme and achieve a minimum of 38/50 points in every site audit.



### SUSTAINABILITY ASSESSMENTS

Undertake sustainability assessments at least every three months on all construction sites.



### CERTIFIED TIMBER

Ensure that all timber purchased by Berkeley and by our contractors is certified.



### WASTE REDUCTION AND RECOVERY

Reduce construction waste by 10% and reuse or recycle at least 90% of total waste produced on site.



### WATER EFFICIENCY

Implement water efficiency measures across our activities and target a site reduction of 5% per site operative by April 2018.



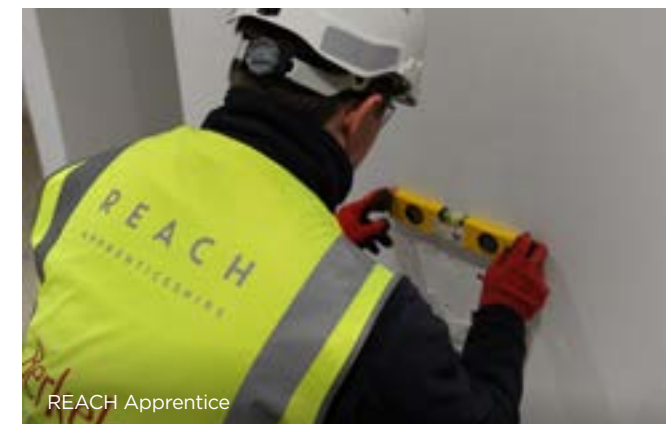
### PAPER EFFICIENCY

Implement paper saving measures across our activities and target a permanent office reduction of 20% per office employee by April 2018.



### OFFICE SUSTAINABILITY REVIEWS

Conduct a sustainability review of each permanent office every two years and implement at least three key recommendations for improvement.



REACH Apprentice



Photovoltaic panels on the roof of the site welfare facilities at London Dock, Wapping

## 2016-2018 COMMITMENTS

### CARBON POSITIVE

We are delighted to have become the first carbon positive housebuilder in 2017/18 by decreasing our operational carbon emissions intensity by 22% compared to a 2015/16 baseline and by offsetting more than our remaining emissions. This reduction figure excludes Southall Waterside, where one-off soil remediation hospital and concrete batching plant activities occurred on site in the year.

Since setting our commitment to become carbon positive in May 2016, we have increased our understanding of energy consumption across our day-to-day activities and issued guidance on how to address out-of-hours electricity consumption together with minimum recommendations for site set up and operation.

All sites now complete a Carbon Management and Action Plan to detail energy consumption and efficiency measures and many have retrofitted more energy efficient measures or are including these from site start. The use of energy from renewable sources has also been encouraged, either through the purchase of renewable energy tariff supplies or on-site generation such as the welfare facility solar photovoltaic panels at London Dock.

We are pleased that our efforts have led to a reduction in operational carbon emissions, but recognise that the continued and significant decrease of emissions through changes in behaviours, procedures and technology will be an ongoing process for a number of years.

We are therefore committed to being carbon positive by supporting projects that offset our remaining emissions.



Learn more about our carbon positive approach for 2017/18 at:

[www.berkeleygroup.co.uk/about-us/sustainability/reports-and-case-studies](http://www.berkeleygroup.co.uk/about-us/sustainability/reports-and-case-studies)

### APPRENTICES AND TRAINING

Training the next generation of talented workers is key to tackling the skills crisis in the built environment industry. In the last two years alone, more than 850 apprentices worked across our sites and offices, whilst over 1,200 additional people undertook other types of formal training.

Following the success of our first Apprentice Awards in 2016, in autumn 2017 we once again recognised individuals and businesses who have demonstrated an extraordinary commitment to apprenticeships across our supply chain.

In 2017/18, we progressed our work with West London College to develop the West London Construction Academy at Southall Waterside, which will be used to train its first intake of apprentices from autumn 2018. There was also a second intake of apprentices under our REACH apprenticeship scheme; we have now directly employed more than 40 trade apprentices.

We continue to be a partner member of Build UK and support industry initiatives to improve the image of construction, such as the Open Doors initiative which involved opening up nine of our sites to visitors in spring 2018.

### SUPPLY CHAIN AND RESPONSIBLE PROCUREMENT

Collaborating with our supply chain is critical to ensuring a high quality and timely product. We communicate our requirements at the earliest stages of the tender process and continue to engage regularly throughout each project and at wider supplier days and conferences. We recognise that ensuring prompt payment is imperative and are pleased to confirm that suppliers are paid within an average of 25 days, less than the new 30 day period outlined as part of the Construction Supply Chain Payment Charter.

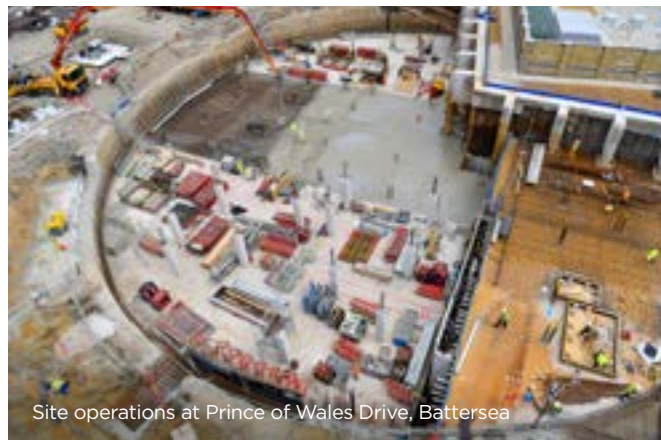
On a broader level we continue to take action against modern slavery and our statement setting out more detail is available on our website.

In March 2018, we held an internal campaign to coincide with the International Day of Forests to raise awareness and highlight our commitment to procuring certified timber.





## OPERATIONS



Site operations at Prince of Wales Drive, Battersea



Considerate Constructors Scheme event at Woodberry Down, Finsbury Park

### 2016-2018 COMMITMENTS

#### INNOVATION

Innovation occurs continually on a project-by-project basis. For example, considerable research and development has occurred over the past few years to develop the Urban House type and, more recently, to deliver it using a fully-fitted modular system built off site.

We also support external projects under our Innovation Fund, including a number of health and safety initiatives. fuseAware provides an app for workers and a dashboard for employers that provides real time data in order to improve productivity, worker safety and wellbeing. It was trialled at a number of our sites before being launched to the industry.

#### BUILD QUALITY

Each of our sites and homes has strict procedures to ensure a high quality of build.

We support the work on the industry's Get It Right Initiative (GIRI) which aims to increase productivity significantly by reducing error and its associated consequences. One of our Operations Directors has specific responsibility for overseeing the Skills and Training workstream which aims to develop innovative training courses in relation to error reduction through the management of interfaces during the design process and on site.

#### RESOURCE EFFICIENCY

In 2017/18, 111,000 tonnes of construction waste was produced, of which 95% was reused or recycled. These results are testament to initiatives implemented by our project teams, such as the donation of spare materials by Berkeley Eastern Counties to Kent Wildlife Trust and Sevenoaks Scout Group. We have also begun to address plastic waste; St George at Beaufort Park has worked with contractors to eliminate the use of plastic wrapping around materials that are to be stored internally, whilst Berkeley Capital has partnered with Yes Recycling to process hard hats into pellets for reuse.

Following the reported increase of water consumption in the previous commitment period (May 2014 to April 2016), we have taken action to reverse this trend over the last two years. We are pleased that our efforts have led to a 5% reduction in site water consumption per person in 2017/18 compared to a 2015/16 baseline, excluding one-off activities at Southall Waterside.

To reduce print wastage and ensure efficient print settings as standard, we have been rolling out a print release system since autumn 2017. This measure, along with awareness raising and reviews of our printing practices, has led to a reduction in office paper purchases per person of 45% in 2017/18 compared to 2015/16.

#### CONSIDERATE CONSTRUCTION

Managing our sites with consideration of our workforce, the local community and the environment is imperative. We register each of our sites to the Considerate Constructors Scheme (CCS) and our performance against the Code of Considerate Practice is regularly assessed by independent monitors. We are pleased that Berkeley's average score of 43/50 in 2017/18 demonstrates performance beyond the industry average of 36/50 and that 33 sites were recognised at the 2018 CCS National Site Awards.



Find our full performance report at:  
[www.berkeleygroup.co.uk/about-us/our-vision/performance](http://www.berkeleygroup.co.uk/about-us/our-vision/performance)



#### CASE STUDY

##### HIGH QUALITY MODULAR HOUSING

From our purpose-built manufacturing facility in Northfleet, Kent, our multi-skilled workforce will produce a range of modular housing products designed to the high specification and excellent build standards that customers demand from Berkeley.

Construction work is now ongoing and we intend to begin manufacturing the first live scheme by 2020. The key driver for us is build quality. The facility will also enable improved construction productivity, whilst at the same time ensuring the efficient use of resources.



Computer Generated Image of the Berkeley Modular facility

### 2018-2020 NEW COMMITMENTS

#### OFF-SITE MANUFACTURE

**Deliver the Berkeley Modular facility and ensure that 30% of construction value is delivered through off-site assembly by 2020.**

Off-site manufacture brings a number of potential benefits including improved quality, reduced build time on site and minimised environmental impacts.

Through this commitment we will be delivering the Berkeley Modular facility and developing an approach considering both volumetric off-site manufacture and the use of off-site components within the homes of all new projects.

#### WASTE AND PLASTICS

**Work with our supply chain to develop a zero waste strategy, focusing on key wastes including plastics.**

The construction industry continues to be the UK's largest user of natural resources, and produces vast amounts of waste. The need to drastically reduce the amount of plastic waste in particular has become a topical issue.

Through this commitment we seek to better understand the waste streams produced across our activities, with a particular focus on the type, recyclability and management of plastic wastes.

Working with our supply chain, we will seek opportunities to improve, and will take action to address key issue areas through design, procurement and behavioural change. In addition, we will also aim to eliminate avoidable plastic waste across our divisional offices and sites.

#### SUPPORTING THE UN'S SUSTAINABLE DEVELOPMENT GOALS



#### OTHER AREAS OF FOCUS

In addition to the two headline commitments, we have specific targets to:

- Reduce carbon emissions and evolve our carbon positive programme
- Use and provide feedback from our Tender Scoring Matrix
- Reduce water use
- Use paper efficiently and source it sustainably
- Source materials responsibly, including certified timber
- Undertake office sustainability reviews and site sustainability assessments
- Sign up to the Considerate Constructors Scheme
- Enhance procedures for build quality and quality assurance





## OUR PEOPLE

DEVELOP HIGHLY SKILLED TEAMS THAT WORK TOGETHER IN A SAFE, HEALTHY AND SUPPORTIVE ENVIRONMENT AND CONTRIBUTE TO WIDER SOCIETY

### 2016-2018 HIGHLIGHTS



PAYROLL GIVING DIAMOND AWARD 2018 ACHIEVED

0.06

ACCIDENT FREQUENCY RATE IN 2017/18

45%

REDUCTION COMPARED TO 2015/16

100%

DIRECT EMPLOYEES PAID THE LIVING WAGE FOUNDATION'S LIVING WAGE

1.42

ACCIDENT INCIDENT RATE IN 2017/18

41%

REDUCTION COMPARED TO 2015/16

AN AVERAGE OF 30,000

JOBS SUPPORTED ANNUALLY DIRECTLY AND THROUGH BERKELEY'S SUPPLY CHAIN

OVER £13 Million

COMMITTED SINCE 2011 VIA THE BERKELEY FOUNDATION TO SUPPORT YOUNG PEOPLE, THEIR FAMILIES AND COMMUNITIES



Third Sector Business Charity Awards 2017  
Corporate Foundation Award  
Berkeley Foundation



RoSPA Health and Safety Awards 2017  
Sir George Earle Trophy  
Berkeley East Thames



NHBC Health and Safety Awards 2016  
National Best Site Awards  
Highwood (Large Builder)  
Vista (Multi-Storey Builder)





# OUR PEOPLE

## 2016-2018 PERFORMANCE



### HEALTHY WORKPLACES

Launch and implement a new programme to promote the wellbeing of our staff and create healthy workplaces.



### TRAINING AND DEVELOPMENT

Invest in training and development through our talent management programmes to realise the potential of our people across all areas of the business.



### LIVING WAGE

Pay at least the Living Wage Foundation's Living Wage to all direct employees.



### INDIVIDUAL TRAINING ASSESSMENTS

Provide all direct employees with an individual training assessment and allocate training based on their job role/function.



### HEALTH AND SAFETY ASSESSMENTS

Use targeted high risk criteria for one of the Group health and safety assessments, two of which occur each quarter.



### DIRECTOR HEALTH AND SAFETY VISITS

Ensure Directors undertake weekly H&S visits to all live projects under construction.



### GROUP HEALTH AND SAFETY STANDARDS

Annually review the Group Health and Safety Standards and implement these locally.



### HEALTH AND SAFETY PERFORMANCE

Continue to aspire to operate incident and injury free and target an AIR of 3.00 and an AFR of 0.14.



### BERKELEY FOUNDATION

Encourage and support every member of staff in contributing every year to the Berkeley Foundation.



Site visit at Vista, Battersea



Graduates from the 2017 intake

## 2016-2018 COMMITMENTS

### TALENT MANAGEMENT

Our talented employees are our strongest resource; it is vital that we provide the right opportunities within the business to enable people to grow and flourish.

As a minimum, everyone should have a training assessment and annual personal development review. All employees, but particularly those in the early years of their career, are encouraged to pursue professional accreditation to bodies such as the Royal Institution of Chartered Surveyors (RICS). This is then supplemented by more detailed local programmes, ranging from informal lunch and learns to leadership courses.

Our successful Graduate Scheme brought 23 young people into the business in autumn 2016, and a further 26 in autumn 2017. We are recognised as one of the top 100 graduate employers by TheJobCrowd. Together with our sandwich placement scheme, we are also focusing on increasing the number of directly employed apprentices in a range of specialisms including construction management, surveying, project management and business administration.

### HEALTHY WORKPLACES

Through our commitment to providing healthy workplaces we seek to improve the quality of life of our employees, staff satisfaction and productivity.

A checklist has been developed based on recognised frameworks such as the Mayor of London's Healthy Workplace Charter and the WELL Building Standard. We have also utilised our links with Bupa to set out a framework approach to individual health.

Health and wellbeing programmes are now in operation across all of our autonomous businesses, including a variety of initiatives such as health assessments, exercise classes, encouragement of healthy eating and sessions on managing stress and personal finances. Many of our operating companies run health and wellbeing weeks to raise awareness further, such as Berkeley Oxford and Chiltern's programme of activities to boost health and mental wellbeing in November 2017. The new Your Road to Health and Wellbeing programme launched in summer 2017 within Berkeley Eastern Counties has been well received.

### INCLUSIVITY

We understand the benefits a diverse workforce can bring and recognise that the industry as a whole faces under-representation of women as well as those from a broad range of backgrounds.

38% of our direct employees are women, as are a quarter of our Board of Directors and one third of senior management. The median pay gap for the Group is 37.9% and, like much of our industry, this is primarily driven by the shape of our workforce, with a lower proportion of women in senior, higher paid roles. We published our gender pay gap report in March 2018; further information can be found on our website.

We are already taking steps to increase the proportion of women overall and at senior levels in the business.

	FEMALE	MALE	TOTAL
Total Employees	1,017	1,672	2,689
Reporting to Senior Management	41	183	224
Senior Management	2	4	6
Board of Directors	4	12	16

At 30 April 2018





# OUR PEOPLE

## 2016-2018 COMMITMENTS

### HEALTH AND SAFETY

We are committed to operating incident and injury free and aspire to have a positive health impact on all those employed and affected by what we do.

Our Group Health and Safety Strategy and Standards set clear direction across all of our business and supply chain. There is an emphasis on strong leadership and continual improvement, together with a focus on high risk operations.

Three corporate programmes provide a platform for actively delivering improvements; Good Order to raise standards of the physical working environment; Good Work to promote a positive culture and develop attitudes and behaviour; and Good Health to improve health awareness.

We aim to achieve industry-leading performance and have seen a year-on-year decrease in our Accident Incident Rate (AIR) for five years. During 2017/18 there were fewer than 1.5 incidents for every 1,000 people working on our sites and in our offices.

Following winning the coveted Sir George Earle trophy in 2017, Berkeley East Thames was delighted to win a Sector Award at the RoSPA Health and Safety Awards 2018.

### THE BERKELEY FOUNDATION

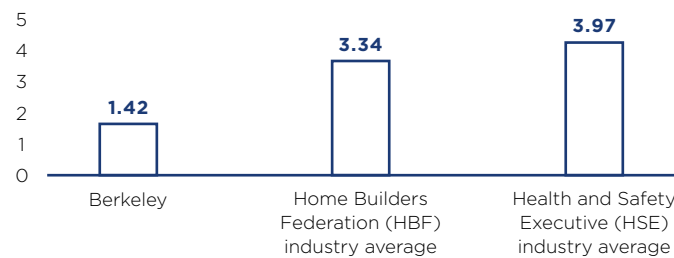
Berkeley employees continue to support the Berkeley Foundation, with 60% of people getting involved. Give As You Earn rates have remained high (33%) and 45% of employees get involved in fundraising activities. Our aim is to inspire all employees to do something every year for the Foundation.



**Find our full performance report at:**  
[www.berkeleygroup.co.uk/about-us/our-vision/performance](http://www.berkeleygroup.co.uk/about-us/our-vision/performance)

### Accident Incident Rate

Number of RIDDOR reportable injuries per 1,000 people



Health and safety noticeboard at Southall Waterside



Site entrance at Royal Arsenal Riverside, Woolwich



### CASE STUDY

#### COLLABORATING TO IMPROVE HEALTH AND SAFETY STANDARDS

Over the past two years we have been leading on the production of new health and safety guidance on the planning, design and construction of tall buildings as part of the Health and Safety Executive's Construction Industry Advisory Network (HSE's CONIAN).

We also funded thought-leadership research by Glasgow Caledonian University focusing on the effectiveness of the worker engagement model.

### SUPPORTING THE UN'S SUSTAINABLE DEVELOPMENT GOALS



## 2018-2020 NEW COMMITMENTS

### INDUSTRY IMAGE

**Engage with young people, education providers and employers to transform perceptions of careers in the built environment.**

The UK built environment is facing a skills shortage as more people are leaving the industry than joining it; this forms a genuine threat to future levels of production.

Through this commitment we seek to encourage young, talented people into the industry by showing the breadth of viable, attractive career opportunities that exist. To help achieve this, we will undertake a range of activities including ensuring that existing material for the industry includes clear pathways for progression and by developing a programme for school and further education engagement. We will encourage our employees, across all roles and levels, to act as role models and mentors for the industry.

### DIVERSITY AND INCLUSION

**Implement a programme to create an inclusive environment where employees can reach their full potential, irrespective of their identity or background.**

The industry is known for its lack of diversity and we believe there are real benefits in ensuring diverse views, skills and perspectives which can lead to creative thinking and more effective problem solving.

Through this commitment we seek to attract and retain a diverse workforce. To help us achieve this, we will develop guiding principles for diversity and inclusion, to be applied by each of our autonomous companies. This will be supplemented by a range of additional activities, which could include a wider review of our policies, processes and procedures to ensure that we create an inclusive environment.

### OTHER AREAS OF FOCUS

In addition to the two headline commitments, we have specific targets to:

- Develop and implement a strategy for mental health
- Maintain programmes for healthy workplaces
- Ensure that each employee has opportunities for learning and development
- Promote early stage careers
- Promote apprenticeships and training to our supply chain
- Raise awareness of modern slavery
- Pay the Living Wage Foundation's Living Wage
- Undertake Director health and safety visits
- Reduce health and safety incident rates
- Support the Berkeley Foundation



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