

Sustainability goals

Nature			
<div><div>Biodiversity and nature</div><div>Target</div><div>Demonstrate a minimum biodiversity net gain (BNG) of 10% across all development designs submitted for planning from 2023.</div><div>FY23 performance</div><div>100%</div><div>of sites delivering an average BNG of 36% for area habitats, 76% for hedgerow habitats and 13% for river habitats.*</div><div>* Excluding joint ventures</div><div>See page 32</div></div>	<div><div>Waste and circular economy</div><div>Target</div><div>Reduce construction waste intensity by 20% by 2025 vs.2015.</div><div>FY23 performance</div><div>39%</div><div>See page 17</div><div>Target</div><div>Maintain 95% diversion of construction waste from landfill annually.</div><div>FY23 performance</div><div>96%</div></div>	<div><div>Deforestation</div><div>Target</div><div>100% of timber certified for net zero deforestation annually (for all timber procured via Group agreements, BD Living, Oregon and sub-contractor fencing).</div><div>FY23 performance</div><div>99.8%</div></div>	<div><div>Modern Methods of Construction (MMC)</div><div>Target</div><div>Use offsite based products and systems in 30% of homes by 2025.</div><div>FY23 performance</div><div>32%</div><div>See page 33</div></div>
<div><div>Carbon reduction</div><div>Target</div><div>Reduce absolute scope 1 &amp; 2 (operational) carbon emissions by 29% by 2025 (from 2018 levels) and to net zero by 2040.</div><div>FY23 performance</div><div>23.7%</div><div>See page 16</div><div>Target</div><div>Reduce scope 3 (indirect) emissions intensity by 24% by 2030 (from 2018 levels).</div><div>FY23 performance</div><div>242.13</div><div>tCO<sub>2</sub>e/100m<sup>2</sup></div><div>See page 97</div></div>	<div><div>Zero carbon homes</div><div>Target</div><div>All new housetypes to be zero carbon from 2030 (regulated energy).</div><div>See page 47</div></div>	<div><div>Renewable energy</div><div>Target</div><div>Ensure 100% of own electricity is on renewable tariffs by 2025.</div><div>FY23 performance</div><div>87%</div><div>See page 91</div></div>	<div><div>Sustainable travel</div><div>Target</div><div>100% of company car fleet free of diesel and petrol cars by 2030.</div><div>FY23 performance</div><div>66%</div><div>of fleet are electric vehicles or hybrid</div><div>See page 91</div></div>



Performance versus target

- On track
- 🏆 Achieved
- 👁 Monitor
- ↓ Below target
- ✗ Target not met

Places

Great Places

Target

All completed developments designed to achieve our minimum Great Places standard on an annual basis.

FY23 performance

90%

People

Development

Target

Maintain an average of four training days per employee per year.

FY23 performance

4

Achieved

Attraction

Target

Maintain 7% of workforce in a graduate, apprenticeship or trainee role.

FY23 performance

7.2%

Achieved

Target

Increase in apprenticeships with a minimum of one lower socioeconomic background indicator\*.

New target

Employee engagement

Target

Exceed 75th percentile score in the engagement survey.

FY23 performance

84.4%

Achieved

People

Reward and benefits

Target

Gender & Ethnicity pay gap reporting.

FY23 performance

Gender:

Mean

8.8%

Median

6.3%

Ethnicity:

Mean

7.7%

Median

5.9%

Diversity and inclusion

Target

35% of all employees to be female by the end of FY26 vs. FY23.

FY23 performance

31%

of all employees are female

Target

Overall 10% increase in ethnic minority employees by the end of FY26 vs. FY23.

FY23 performance

7%

of all employees are from ethnic minorities

\* Target to be finalised in FY24.