

Non-financial and sustainability information statement

The information below is intended to help stakeholders understand our position on these key non-financial matters. We have considered these non-financial matters and disclosed in the relevant sections, when determining what information should be included in the Annual Report and Accounts, the information needs of different stakeholders and their relative importance as well as the relevant time horizons in each matter. The following complies with the non-financial reporting requirements contained in Sections 414CA and 414CB of the Companies Act 2006.

Description of the business model

- Our business summary
- Our business model
- Non-financial key performance indicators relevant to the company's business

Social matters

- Market review
- Our sustainability focus areas
- Affordability

Employees

- Development and training
- Diversity
- Wellbeing
- Employee engagement
- Gender pay gap
- Board diversity

Human rights

- Human rights
- Third parties

Anti-bribery and corruption

- Group policy
- Working with suppliers

Environmental matters

- Climate-related financial disclosures
- Waste
- Building sustainably
- Greenhouse gas emissions disclosure

Policy, due diligence and outcomes

- Risk management
- Principal risks
- Long-term viability statement
- Audit Committee Report

Our fifth integrated report

We are committed to being a sustainable and responsible business. This is demonstrated in this integrated Annual Report. Our focus is the connection of economic, environmental, social and governance matters to create and preserve long-term value for all our stakeholders.

For a detailed description of our approach to integrated reporting, go to the Appendix on page 243.

Notice regarding limitations on Directors' liability under English law

Under the Companies Act 2006, a safe harbour limits the liability of Directors in respect of statements in, and omissions from, the Strategic Report contained on pages 2 to 100 and the Directors' Report contained on pages 101 to 171. Under English Law, the Directors would be liable to the Company (but not to any third party) if the Strategic Report and/or the Directors' Report contains errors as a result of recklessness or knowing misstatement or dishonest concealment of a material fact, but would not otherwise be liable.

Strategic Report and Directors' Report

Pages 2 to 100 inclusive, and the Non-financial and sustainability information statement here, comprise the Strategic Report, and pages 101 to 171 inclusive comprise the Directors' Report, both of which have been drawn up and presented in accordance with, and in reliance on, English Company Law. The liabilities of the Directors in connection with the reports shall be subject to the limitations and restrictions provided by such law.

Cautionary statement regarding forward-looking statements

The Group's reports, including this document and written information released, or oral statements made, to the public in future by or on behalf of the Group, may contain forward-looking statements. Although the Group believes that its expectations are based on reasonable assumptions, any statements about future outlook may be influenced by factors that could cause actual outcomes and results to be materially different. Nothing contained in this Annual Report or on the Group's website should be construed as a profit forecast or an invitation to deal in the securities of the Company.

Alternative performance measures

In addition to the Group using a variety of statutory performance measures it also measures performance using alternative performance measures (APMs). Definitions of the APMs and reconciliations to the equivalent statutory measures are detailed on pages 235 to 237. The definition of net cash is included in note 18 of the Financial Statements.

We are leading the future of housebuilding for our customers



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Cover image 1: Orchards Rise, Swindon
Cover image 2: Victoria Chalmers, Site Manager at Hopecroft and NHBC Pride in the Job Award winner