



BETTER WITH  
Bellway

A responsible and sustainable approach to our business

2024/25 Targets - October 2024

# Better with Bellway

A responsible and sustainable approach to our business

For over 75 years, Bellway has been constructing high-quality new homes across the UK, creating exceptional properties and communities in sought-after locations. We are committed to operating responsibly and sustainably, while acknowledging the increasing importance of understanding our business' impact.

Sustainability is at the heart of our business and our new strategy, 'Better with Bellway' embodies our approach to responsible and sustainable business practice. Our sustainable approach is not just an add-on, it is a key part of our business strategy. It is what we do daily, 'putting people and the planet first'.

Our eight strategic business priorities are designed to help Bellway thrive, now and into the future. They put our long-term commitment to responsible and sustainable practice at the core of our operational strategy.

Putting people first means prioritising our **customers and the communities** we serve and create by building quality homes expected of a 5-star rated home builder. It's about striving to become an **employer of choice** by focusing on how we can upskill our workforce and

nurture a culture of inclusion where everyone is welcome and able to reach their full potential.

Putting people first is also about **building quality homes, safely**, and extending that commitment to safety and sustainability into the **supply chain**. We will work closely with our partners to achieve this. **Fundraising for charities** and encouraging our colleagues to volunteer puts people and community at the heart of our business.

Putting planet first means delivering on our commitment to build low carbon homes, **reducing our own carbon footprint** and considering our customer's carbon footprint, while reducing and rethinking our use of **resources** to avoid waste, minimise energy and water usage whilst also sourcing materials responsibly. It also means taking a holistic view of **biodiversity** so that our developments can leave a lasting legacy.



BETTER WITH  
Bellway

# Sustainability strategic overview

## Delivering our sustainability strategy, through integration with core business functions

**In developing our Better with Bellway strategy, we embarked on a detailed review of our existing Corporate Responsibility (CR) and sustainability activities, and engaged an independent specialist consultancy, Simply Sustainable, to support us with the development of the new strategy.**

The objective was to create an integrated strategy that would go above and beyond the traditional Environmental, Social & Governance (ESG) and CR topics to align itself seamlessly with our commercial strategy.

Better with Bellway addresses the key sustainability risks and opportunities unique to Bellway, ensuring that we are aligned to national and international standards, and responding to the views of our stakeholders. It enables us to set suitably ambitious goals and key performance indicators (KPIs), set Science Based Targets (SBTs), increase our reporting transparency, further improve the overall quality of disclosure, and help build stakeholder trust.

Building on our responsible and ethical business ethos, we are committed to doing business in a new way – a way that puts sustainability firmly at the heart of our business. While this may incur additional cost, at least in the short-term, this is a price we are willing and able to bear in exchange for the step-change in strategic focus and performance that it will deliver.

### Building the strategy

The strategy creation began with key stakeholder engagement, seeking views from customers, suppliers, Government, industry partners and financial shareholders. In addition, we captured insights from a cross section of our internal stakeholders, including members of the Bellway Board and executive team. The findings from this exercise were central to understanding the issues that are of highest importance to our stakeholders.

These issues were overlaid against 20 identified sustainability topics, with a business impact assessment of the risks and opportunities of each issue, resulting in a materiality matrix being developed. Evaluating the strategic, operational, financial, compliance and reputational risks and opportunities helped to identify areas of moderate, major, and severe business impact, leading to the identification of a clear list of sustainability priorities.

Alongside the stakeholder engagement and materiality assessment, we undertook comprehensive strategic analysis to help us fully understand the internal and external drivers and risks to our business, including political, economic, social, technological, legal, and environmental factors.

In addition, we conducted sector benchmarking, identifying key trends in the UK house building sector, and tracked forthcoming policy to help identify the key areas of focus. We also reviewed our own business governance and processes to identify opportunities for improvement.

### Turning strategy into action

From the materiality assessment and strategic analysis, we identified the key strategic sustainability themes for the business. To ensure the strategy could be fully integrated into the Bellway's business operations, we have framed it around our Better with Bellway vision of 'putting people and planet first', grouping the sustainability issues under key business priority areas where we can make the most positive difference in terms of sustainability and responsible business practices.

Of the eight business priority areas, we identified three as 'flagship' – 'Customers & communities'; 'Employer of choice'; 'Carbon reduction'. These are areas Bellway can make the most significant beneficial impacts in the short term. Our aim is for Bellway to be 'front of the pack' in terms of sustainability practices compared to its peers, and 'leaders' in terms of 'Customers & communities', 'Employer of choice', 'Carbon reduction' and 'Building quality homes, safely'.

### Sustainability leadership team

A Sustainability Leadership Team consisting of the Group Finance Director, Group General Counsel and Company Secretary, Group Production Managing Director and the Group Head of Sustainability, manage sustainability at a strategic level, overseeing the development of the strategy, objectives, and targets, and engaging with the Board and key external stakeholders.

The Sustainability Leadership Team also oversee a broader 'steering group' of senior leaders who meet on a regular basis to set and manage corporate objectives designed to deliver the sustainability strategy as well as reviewing progress to-date. The 'steering group' is responsible for co-opting 'business sponsors' from across the functions within Bellway. These 'business sponsors' form the third tier of our sustainability management and will be responsible for implementing projects at a functional and departmental level to deliver on the agreed sustainability objectives and targets as well as embedding sustainability into business-as-usual activities.

# Sustainability strategic overview continued

## Targets & KPIs

With the Better with Bellway priority issues clearly defined, we developed a set of sustainability targets and KPIs that outline the short, medium, and long-term objectives that will enable Bellway to turn our strategy into action.

Each set of targets/KPIs have been developed in consultation with the relevant business sponsor responsible for each of the eight business priority areas. They underpin the Better with Bellway strategic framework and are reviewed on an annual basis to ensure they continue to deliver on the overall aims and objectives of Better with Bellway.

- The KPIs are designed to provide a 'high level' snapshot performance within each area and in some cases are aligned to notable ESG rating indices.
- Each business priority area has a 'headline target' that best reflect the vision for that business priority. They have at least a 2-year duration to provide a stable 'platform' to drive improvement in their relevant area and will allow Bellway to easily communicate the strategic Better with Bellway vision to internal and external stakeholders.

## Reporting frameworks

We have developed some of the Better with Bellway targets/KPIs with a view to meeting the requirements of three ESG reporting frameworks that were identified as most relevant to our investors:

- Task Force for Climate Related Financial Disclosures (TCFD)
- Sustainable Accounting Standards Board (SASB)
- United Nations Sustainable Development Goals (SDGs)

We will report on framework compliance/alignment in future annual reports to provide investors with greater clarity of Bellway's sustainability strategy and credentials. We accept that there may be some 'gaps' where we have yet to set a relevant target/KPI, but Better with Bellway is designed to be a continuously evolving strategy which we will revisit on a regular basis and, where appropriate, add additional KPIs where we feel that can add value to both the business and our strategy.



# Our eight strategic priorities

Our eight strategic business priorities are designed to help Bellway thrive, now and into the future. Built around our Better with Bellway vision of putting people and planet first, they put our long-term commitment to responsible and sustainable practice at the core of our operational strategy.

Our flagship business priorities



Employer of choice



Customers and communities



Carbon reductions

Better with Bellway vision



People

Planet

Mapping key sustainability topics with business priorities

Customer first

Diversity & inclusion

Building safely

Modern slavery

Charitable giving

Low carbon homes

Resource efficiency

Biodiversity

Placemaking

Upskilling workforce

Responsible sourcing

Carbon footprint

Business priorities

  
**Customers & communities**

  
**Employer of choice**

  
**Building quality homes, safely**

  
**Sustainable supply chain**

  
**Charitable engagement**

  
**Carbon reductions**

  
**Resource efficiency**

  
**Biodiversity**

Putting customers & communities at the heart of everything that we do

Creating an environment that our colleagues can thrive in

Quality and safety first for everyone

Driving sustainability through long term partnerships

Giving, to build better lives

Delivering low carbon homes

Designing out waste by building better

Protecting and preserving nature



# Customers & Communities |

## Putting customers at the heart of everything we do

We're proud of the 5-star rating we received in the NHBC survey, the seventh consecutive year we have received this accolade. Our aim is to build on our previous success and ensure that we continue to exceed our existing levels of customer satisfaction. Our Customer First programme has contributed to continuing improvement in Bellway's customer service.

### Aspiring for better

Although we're happy to receive such a high rating from our customers, we want to do better. Our focus is on increasing our year-on-year score within the 9-month NHBC survey, achieving at least 82% by December 2026.

### Putting the customer first

To help us attain our goals, we've put a plan in place to ensure that we provide industry-leading customer service. We're going to start by making sure that we respond to all customers as quickly as possible, which means responding to emails within 48 hours and to any missed phone calls the very same day.

### Engaging in the community

Our school engagement programme is implemented in each of our divisions, driving awareness of Bellway and educate students on the career opportunities available in our industry.

### Our key targets for the future

- Develop a 'Customer Care Portal' linked to Your Bellway by July 2025.
- Develop a 'Balanced Score Card' system for quality, customer care, health and safety and compliance, using NHBC and Field View statistics by July 2025.
- Develop 'Construction Tech Integration' project to ensure best practice forms are digitalised for quality, programming, customer care and health and safety by July 2025.
- To establish best practice for divisions covering each aspect of sustainability (environmental, social and economic) by July 2025.
- Each division to engage with four local schools by July 2025.
- Develop a procedure for community engagement in the design of developments to be used across all projects by July 2026.
- Report percentage of developments where we have implemented community wellbeing initiatives, which complement, support and mitigate the impact of our new developments by July 2026.

Headline target	
Increase year-on-year the HBF 9-month survey score with the objective of achieving 82% by December 2026.	
Targets	Progress to date
Increase year-on-year the HBF 9-month survey score with the objective of achieving 82% by December 2026.	Current performance at 80.1% (2023 - 80.6%).
Retain five-star <sup>5</sup> homebuilder status (>90% 'Recommend a Friend') and improve our score to 95% by July 2024.	Current performance at 91.6% (2023 - 91.1%). This target will be rolled forward to FY25.
All new sites starting construction works in FY24 to incorporate House to Home view homes.	77 House to Home View Homes constructed on our developments in FY24.
Introduce new site-based quality management and compliance system including training for all site teams by July 2024.	Field View system introduced and all site teams trained by July 2024.
Each division to engage with four local schools by July 2024.	564 schools engaged and 20,839 students reached in FY24. This target was narrowly missed, with all but one division engaging with four or more schools. This target will continue in FY25.
Improve customer satisfaction through a reduced 'Time to Fix' for defects (target to close down defects within 28 days).	The 'days open' average for reported jobs is 20 days. Our Service After scores in both NHBC survey periods are at their highest since 2013.

Headline Target



# Employer of Choice |

## Creating an environment that our colleagues can thrive in

Creating a safe, diverse, and inclusive environment – as well as investing in and upskilling our workforce – are just some of the ways we can ensure that Bellway is an employer of choice.

### Diversity, inclusion and belonging

As a responsible employer, we are committed to being an inclusive organisation that strives to create a working environment that is open, diverse, and free from all forms of prejudice and discrimination.

### Investing in people

Bellway wouldn't exist without the talent and commitment of our colleagues. We invest in our people to ensure that they have the training and development necessary to develop their careers and deliver work they can be proud of.

During FY24 we launched our Inclusion Steering Committee, which forms part of our inclusion governance model to support our aspiration of becoming an inclusive employer of choice. The Inclusion Steering Committee is chaired by the Group HR Director and sponsored by the Chief Commercial Officer and Company Secretary and brings together employee listening group and diversity group chairs to define and prioritise inclusion goals and deliverables in line our inclusivity strategy.

### The future of Bellway

As an active member of 'The 5% Club', we commit to having at least 5% of our workforce employed in 'earn and learn' roles, including apprenticeships, student placements, and graduate roles.

### Our key targets for the future

- Be recommended as 'a great place to work' by our employees with an average score of >90% over a three-year period (FY25-FY27). 18% - By 2024, we're aiming to reduce our voluntary employee turnover rate to under 18%.
- Develop a set of purpose and values by December 2026.
- Establish early careers performance-related progression plans for construction, commercial and engineering trainees by July 2025.
- Develop and implement training programmes through the Bellway Academy for the production functions (commercial, technical, construction and customer care) to upskill and develop new skills by July 2026.

Headline target	
>90% average score in employee engagement survey over 3-year period (FY22-FY24)	
Targets	Progress to date
<ul style="list-style-type: none"> <li>• Achieve a &gt;90% average score in our Employee Engagement Survey of staff who would recommend Bellway as 'a great place to work' over a three-year period (FY22-24).</li> </ul>	<ul style="list-style-type: none"> <li>• &gt;90% average score in employee engagement survey over 3-year period (FY25-FY27)</li> </ul>
<ul style="list-style-type: none"> <li>• Reduce voluntary employee turnover rate to 18% or less by July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• Turnover rate in FY24 was 18.3% (FY23 - 21.9%). Target extended to FY27.</li> </ul>
<ul style="list-style-type: none"> <li>• Improve gender diversity of our directly employed workforce to a 60/40 male/female split by July 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• 66/34 split for FY24 (FY23 - 69/31).</li> </ul>
<ul style="list-style-type: none"> <li>• Improve gender diversity of our senior leadership teams to 75/25 male/female split by July 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• 69.8/20.2 split for FY24 (FY23 - 79/21).</li> </ul>
<ul style="list-style-type: none"> <li>• Improve ethnic diversity of our workforce to 7% or more by July 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• FY24 diversity of 4.9% based on minority group classifications (FY23 - 4.9%).</li> </ul>
<ul style="list-style-type: none"> <li>• Improve ethnic diversity in senior leadership teams to 5% or more by December 2027.</li> </ul>	<ul style="list-style-type: none"> <li>• FY24 diversity of 2.2% based on minority group classifications.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase percentage of our workforce in an 'earn and learn' role to 12% by July 2024 and maintain 5% Club Gold membership.</li> </ul>	<ul style="list-style-type: none"> <li>• 6.4% of the workforce are in 'earn and learn' roles with 22 new graduate and 41 new apprentice roles in FY24. We have retained our 5% Club Gold membership for FY24. This target will be extended to FY27.</li> </ul>
<ul style="list-style-type: none"> <li>• Implement a formal staff appraisal process across the business with a proposed launch date of February 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• Mi Experience, employee performance system launched across Bellway.</li> </ul>
<ul style="list-style-type: none"> <li>• Achieve 'Clear Assured' Silver status by December 2024, by demonstrating that diversity and inclusion are reflected across all policies and processes.</li> </ul>	<ul style="list-style-type: none"> <li>• We continue to work towards achieving Silver status. We have completed 38 of the required tasks, with remaining by December 2024.</li> </ul>

Headline Target



# Carbon Reduction |

## Making changes for the better

The construction and operation of Bellway homes has a significant carbon footprint, with total annual emissions over one and a half million tonnes of carbon dioxide. The IPCC (Intergovernmental Plan on Climate Change) states that global emissions need to peak by 2025 for us to avoid 1.5oC of global warming compared with pre-industrial levels. In response to this challenge, we have set ambitious Science Based Targets for carbon reduction, and we are working hard to ensure the transition to electric heat pumps from gas boilers is as smooth as possible.

### Low-carbon homes

For the benefit of our customers and the environment, we're doing everything we can to deliver energy-efficient homes. From 2026-27, our homes will produce 75 - 80% less carbon emissions than those delivered under current regulations.

### Barton Quarter's, Future Hub

The Future Homes Standard presents a significant change for the housebuilding industry as we aim to push the number of Air Source Heat Pumps (ASHPs) installed in the UK each year from the tens of thousands to the hundreds of thousands. There's a steep learning curve for companies across the sector who need to upskill their workforce at pace. The stakes are high as if the FHS isn't met, it will put the entire net zero pledge at risk. Bellway is committed to driving forward a methodical and incremental approach to ensure the necessary understanding and knowledge is in place at all levels, so that this major transition can be successful.

Our Future Hub at Barton Quarter in Bolton is an industry-leading project to share expertise about low-carbon technologies including Air Source Heat Pumps (ASHPs) and help homebuilders deliver the changes required at scale to meet net-zero targets.

In recognition of the contribution to the wider-net zero aims, we won the 2024 Next Generation 'Innovation Award'.

### Investing in innovation

Through collaboration and test trials, we're working on a variety of technologies to help reduce carbon emissions from our homes. This includes working with The University of Salford on the Energy House 2.0 project, our unique research project, where we have built a Bellway home in a climate chamber where we can test its performance, with new technologies, against climate models for 95% of the earth's habitable areas.

### Carbon footprint

As a company, we are proud of our performance to date, but it's important that we set our standards even higher so that we meet the challenges of our time. Our new strategy will embed sustainability as a core value within Bellway, ensuring we continue to lower our carbon footprint.

### Our Key Targets for the future

- Establish a 'net-zero' target and produce a Climate Transition Plan by July 2025.
- Build ten homes to Passivhaus Standard by December 2025.

Headline target	
Reduce Scope 1 & 2 emissions by 46% by 2030; Reduce Scope 3 emissions by 55% by 2030	
Targets	Progress to date
<ul style="list-style-type: none"> <li>• Reduce 'absolute' scope 1 and 2 emissions (tonnes CO2e) by 46% by July 2030 against FY19 baseline.</li> </ul>	<ul style="list-style-type: none"> <li>• FY24 saw absolute emissions fall to 14,227 tonnes CO2e, a 14.1% reduction against the previous year and a 44.7% reduction against our base year (FY23-16,562; FY19 base year - 25,715).</li> </ul>
<ul style="list-style-type: none"> <li>• Reduce scope 3 emissions (tonnes CO2e per m<sup>2</sup> floor area) by 55% by July 2030 against FY19 baseline.</li> </ul>	<ul style="list-style-type: none"> <li>• FY24 saw emissions reduced to 1.40 tonnes CO2e per m<sup>2</sup> floor area (FY23 - 1.52; FY19 base year - 1.53).</li> </ul>
<ul style="list-style-type: none"> <li>• Build 'Four Future Homes' exemplar units at a site in Manchester (changed to four units at Barton Quarter, Bolton).</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of four units at Barton Quarter 'Future Hub' completed in August 2024.</li> </ul>
<ul style="list-style-type: none"> <li>• Build ' Four Future Homes' exemplar units at a site in Eastern Counties (changed to five units at Stafford, West Midlands).</li> </ul>	<ul style="list-style-type: none"> <li>• Five Zero Bills Homes under construction, completed in September 2024.</li> </ul>
<ul style="list-style-type: none"> <li>• Complete net zero ready exemplar plots at 3 sites and use monitoring equipment to compare energy consumption and running costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Exemplar plots complete, issues with the installation of monitoring equipment at one site have resulted in us missing this target.</li> </ul>
<ul style="list-style-type: none"> <li>• Review car allowance payments to promote choice of low emission, hybrid and electric vehicles by 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• As at FY24, 43% of the fleet was low emission, hybrid or electric.</li> </ul>
<ul style="list-style-type: none"> <li>• All divisions to commence Air Source Heat Pump ('ASHP') trial sites, delivering space and water heating by December 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• All divisions have identified a site to trial ASHPs.</li> </ul>
<ul style="list-style-type: none"> <li>• Establish a programme to support SME housebuilders through general mentoring, interactive video and in-person training days at Future Homes exemplar projects.</li> </ul>	<ul style="list-style-type: none"> <li>• 24 SMEs supported in FY24. Further events to take place in FY25, including at Barton Quarter Future Hub, Bolton.</li> </ul>

Headline Target





# Building quality homes, safely

## Aiming high to ensure quality and safety

The health, safety, and wellbeing of our colleagues and subcontractors is our highest priority. This is an area which has always demanded our full focus, but there is still room to improve. By setting ambitious goals for our organisation, we will raise the quality and safety of our work to even higher levels.

### Encouraging safety and transparency

We actively promote safe working on all our sites, using training, toolbox talks, informal and formal inspections, and best practice forums. We also encourage our colleagues and subcontractors to talk to us on any areas of concern regarding health and safety.

### Investigating and preventing

We are placing even greater focus on health and safety by measuring our RIDDOR rate to cover all members of staff, not just those on our sites. Furthermore, we are using technology to improve the reporting and analysis of any health and safety incidents - this allows for more timely investigations and ensures that preventative measures are introduced.

### Recognising excellence in health and safety

First held in 2022, the annual health and safety awards were established to recognise Bellway developments that excel in health and safety practices. While all our sites across the Group uphold high standards, our Earl's Way site was selected as the winner of this year's National Award for its exceptional trade discipline, cleanliness, and promotion of a positive safety culture.

### Mental health

The mental health of our colleagues is also vitally important, which is why we are increasing the ratio of mental health first-aiders and implementing mental health wellbeing training to raise awareness.

### Proactive remediation

Following the Grenfell tragedy in June 2017, we proactively instigated a full review of our high-rise portfolio and identified buildings with ACM cladding. We are currently engaged in a complete programme of works to remediate those buildings.

### Our Key Targets for the future

- Health and Safety workshops to be delivered in all divisions, informed by accident and near miss data trends by July 2025.
- Awareness of Silt Management to be raised with construction, technical and commercial teams by July 2025.
- Gap analysis of our Health and Safety Management System against requirements of ISO 45001 by July 2025.
- 100% of sales operatives to attend a half-day course in Health and Safety, delivered by the Regional Health and Safety Managers by July 2025.

### Headline target

Reduce the annual RIDDOR Rate to below the three-year rolling average by July 2024

Targets	Progress to date
<ul style="list-style-type: none"> <li>• Reduce the annual RIDDOR rate to below the three-year rolling average by July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• The RIDDOR rate for FY24 is 170.99 versus a rolling average for FY22-24 of 210.74 (FY23 RIDDOR rate: 221.15; FY21-FY23 rolling average: 193.43).</li> </ul>
<ul style="list-style-type: none"> <li>• &gt;80% of applicable employees trained on the Group's Fire Safety Policy and the Building Safety Bill by July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• 95% of applicable employees have received training on the Group's Fire Safety Policy.</li> </ul>
<ul style="list-style-type: none"> <li>• Reduce accident rates from identified reporting areas to below previous FY levels year on year.</li> </ul>	<ul style="list-style-type: none"> <li>• During FY24, there were 20 third-party reported accidents, 50 manual handling injuries and slips, trips and falls decreased from 113 to 87 in FY24.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase the ratio of mental health first aiders (MHFA) to 1 in 10 (10%) by July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• Current percentage for FY24 is 9.0% (FY23 - 5.8%).</li> </ul>
<ul style="list-style-type: none"> <li>• Increase employees receiving mental health awareness training to 1 in 5 (20%) by Dec 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• 14.6% of employees have received mental health awareness training (FY23 - 10.4%).</li> </ul>
<ul style="list-style-type: none"> <li>• Achieve ISO 14001 certification for the whole business by July 2026.</li> </ul>	<ul style="list-style-type: none"> <li>• We are working towards certification and have partnered with consultancy Loreus to assist with system development, and Interface NRM to act as our external auditors.</li> </ul>
<ul style="list-style-type: none"> <li>• Greater engagement with on-site colleagues and subcontractors on mental health awareness, by providing workshops on every site once in the year to discuss key areas such as suicide prevention, panic attacks and first aid.</li> </ul>	<ul style="list-style-type: none"> <li>• During the year three workshops were delivered to on-site colleagues and subcontractors on mental health awareness. This workshop has been re-designed and will be rolled-out in FY25.</li> </ul>
<ul style="list-style-type: none"> <li>• Reduce the number of slips, trips and falls from a FY23 baseline of 113.</li> </ul>	<ul style="list-style-type: none"> <li>• FY24 slip, trip and fall incidents fell by 23.0% from 113 to 87.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase the number of 'near miss incidents' reported from a FY23 baseline of 403.</li> </ul>	<ul style="list-style-type: none"> <li>• 10,998 near-miss incidents were reported during FY24.</li> </ul>
<ul style="list-style-type: none"> <li>• 100% of divisions to be provided with customer care maintenance operative training on health and safety subjects such as documentation, dynamic risk assessments and safe use of ladders.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>

Headline Target



# Sustainable supply chain

## Delivering sustainability through long-term partnerships

We aim to source all of our products and services in an ethical, sustainable, and socially conscious way. The initiatives and goals formulated as part of Better with Bellway will ensure that we continue, and improve upon, our efforts to date.

### Developing long-term relationships

Developing long-term partnerships with our sub-contractors and suppliers is an integral part of what makes Bellway a success, and we ensure that all of our supply-chain partners and sub-contractors are treated with dignity and respect.

### Guaranteeing prompt and agreed-upon payments

We pay our suppliers and sub-contractors within agreed terms, and we are a signatory to the Prompt Payment Code.

### Encouraging opportunities to learn

Bellway is a member of the Supply Chain Sustainability School (SCSS), and we encourage our supply chain partners to sign up to the scheme so that they too can have access to the range of training and resources on offer, to help their businesses become more sustainable.

### Ensuring compliance in our partners

We use our Responsible Sourcing Policy to select partners and to monitor their performance and compliance with agreed standards. As well as this, we work with partners to address any issues of non-compliance identified and reserve the right to end relationships as a last resort.

### Our commitment to a 'Just Transition'

We are committed to a 'Just Transition', so that no one is left behind by the shift to net-zero. Under our Sustainable Supply Chain business

priority, we have targets aimed at working with our suppliers and sub-contractors, increasing knowledge through Supply Chain Sustainability School, and sharing best practice in our Supplier Discovery Meetings. Under our Carbon Reduction business priority, we have objectives related to engaging with SME Housebuilders, and within the Customers & Communities priority, our House to Home view homes help demonstrate how technology works to customers, suppliers and smaller house-builders.

### Our Key Targets for the future

- Arrange a supplier conference with a strong emphasis on Sustainable Procurement by April 2025.
- Ascertain approximate spend with suppliers who are certified to BES 6001 Responsible Sourcing of Materials by July 2025.
- Establish a process for sustainability and modern slavery checks on Tier 2 suppliers by July 2025.
- Support the Group's compliance with the Taskforce for Climate Related Financial Disclosures (TCFD) and Taskforce for Nature Related Financial Disclosures (TNFD) requirements by engaging with our supply chain by July 2027.

Headline target	
85% of key 100 suppliers to have Supply Chain Sustainability School Gold Membership by July 2024	
Targets	Progress to date
<ul style="list-style-type: none"> <li>• 85% of key 100 suppliers with GOLD Supply Chain Sustainability School ('SCSS') membership by July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• 89% of our key 100 suppliers now have Gold membership with the Supply Chain Sustainability School.</li> </ul>
<ul style="list-style-type: none"> <li>• Undertake discovery meetings with top 50 suppliers on joint sustainability and embodied carbon topics by December 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• 41 Supply Chain Discovery meetings held to date, topics for discussion have included long-term climate scenario analysis.</li> </ul>
<ul style="list-style-type: none"> <li>• Top 500 subcontractors that are registered with the Supply Chain Sustainability School (%) by July 2026.</li> </ul>	<ul style="list-style-type: none"> <li>• Currently 101 Bellway subcontractors are registered with the Supply Chain Sustainability School.</li> </ul>
<ul style="list-style-type: none"> <li>• Engage with our supply chain to materially reduce single-use plastics in their packaging and products.</li> </ul>	<ul style="list-style-type: none"> <li>• All suppliers we have engaged with in our Supply Chain Discovery meetings are implementing initiatives to reduce single-use plastics.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure that at least two Bellway employees in each division have undertaken training with Supply Chain Sustainability School by July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• 69 staff members signed up to SCSS, with at least two from each division.</li> </ul>

Headline Target



# Resource efficiency

## Reducing waste by building better

We have an environmental and fiscal responsibility to manage our resources effectively and efficiently. In all areas of the company, we aim to minimise waste (measured in tonnes per home built) and, where waste is unavoidable, reuse and recycle as much as possible. Our Better with Bellway strategy will help us to achieve or surpass our waste reduction goals in the years to come.

### Our ongoing and future initiatives

#### Construction Waste Reduction Target

Our headline target under the Resource Efficiency business priority is a 20% reduction in construction waste per completed unit, aiming to hit a Group average of 7.1 tonnes by 2025. We are pleased to report that FY24 saw a final figure of 7.06 tonnes per unit, hitting our target 12 months early. We can attribute this improvement in performance to an ongoing education campaign, engagement with divisional site teams, the introduction of a waste based divisional bonus scheme, and the continued roll-out of waste broker Ecoefficiency across the Group.

#### Reducing and reusing

We are undertaking work with our supply chain partners to reduce packaging engaged with key suppliers to implement alternatives to plastic for transit packaging. We have also asked suppliers to ensure that there is at least a 25% reduction in the use of single-use plastic packaging.

#### Informing and educating

As part of our standard operating procedure, we monitor and report all site waste. We will also be publishing a best practice guide aimed at reducing the volume of waste we generate.

This will include site case studies, workshops, and training for our colleagues.

#### Collaborating to decrease waste

Our partnership with Community Wood Recycling, a network of social enterprises that collects and reuses waste wood, rescued 873 tonnes of wood from the waste stream in 2021.

#### Transitioning towards electric

We are currently reviewing our company car allowance with a view to having 40% either electric or hybrid by 2025. In FY24, over 70% of cars leased through our salary sacrifice scheme were 'zero emission' electric vehicles.

### Our key targets for the future

- Build a third of our homes in timber frame by FY30.
- Work with divisions to promote a site-based league table tracking waste per completed unit on a monthly basis, recommending an incentive scheme for best performance each month.
- Identify a 'waste champion' in each division working in a construction role.
- Increase awareness of the link between lost and damaged items and overall waste figures.

Headline target	
Reduce waste per completed unit by 20% by July 2025	
Targets	Progress to date
<ul style="list-style-type: none"> <li>• Reduce waste per completed unit by 20% by July 2025 (achieving 7.1 tonnes of waste per completed unit).</li> </ul>	<ul style="list-style-type: none"> <li>• FY24 performance is at 7.1 tonnes (FY23 - 8.6 tonnes).</li> </ul>
<ul style="list-style-type: none"> <li>• Achieve landfill diversion rate above 99% year-on-year.</li> </ul>	<ul style="list-style-type: none"> <li>• FY24 performance at 99.2% (FY23 - 99.5%).</li> </ul>
<ul style="list-style-type: none"> <li>• Reduce construction site water usage (measured in m<sup>3</sup> of water per 1000 m<sup>2</sup> of completed homes) against a base year of FY21 by July 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• FY24 saw construction water usage increased by 16.7% to 270.3 m<sup>3</sup>/1000 m<sup>2</sup> against the prior year 231.7m<sup>3</sup>/1000 m<sup>2</sup>, but was lower against the FY21 baseline of 301.8 m<sup>3</sup>/1000 m<sup>2</sup> of completed homes.</li> </ul>
<ul style="list-style-type: none"> <li>• 20% of homes commenced by July 2024 to be in timber frame.</li> </ul>	<ul style="list-style-type: none"> <li>• In FY24 12.2% of plots were completed in timber frame (2023 - 11.4%). This target has been extended to FY30.</li> </ul>
<ul style="list-style-type: none"> <li>• Undertake three plot studies on waste generation and identify opportunities to reduce in FY24.</li> </ul>	<ul style="list-style-type: none"> <li>• 2024 Graduate business project saw three plot studies in North London, Essex and North West Divisions.</li> </ul>
<ul style="list-style-type: none"> <li>• Develop longer-term action plan to reduce waste at all stages of our developments, full life cycle to include earthworks, demolition materials, embodied waste in materials we buy, packaging waste and construction waste on-site by July 2026.</li> </ul>	<ul style="list-style-type: none"> <li>• 2024 Graduate business project reviewed Green Construction Board's Zero Avoidable Waste Roadmap to select most relevant actions for long-term action plan.</li> </ul>

Headline Target



# Biodiversity

## Protecting and preserving nature

The preceding 12 months have been a period of significant change for the development sector and the way it interacts with Biodiversity. Biodiversity is an overarching term used to describe the 'variety of all life on earth' or a particular location or habitat. High levels of biodiversity are essential to the prosperity of all life, including the human population, and the vital natural systems which support it.

### Bellway BNG +.

In line with BNG statutory framework, Bellway aims to deliver, where practicable, all required BNG within our development boundaries. However, in doing so it is important to reflect upon the fact that the greenspace surrounding our developments not only delivers biodiversity but must also provide functional greenspace to serve the new communities we create. Therefore, onsite delivery must be a balance between the need to create biodiversity gains, with functioning recreational greenspace space required by our residents.

To ensure our BNG delivery is resilient, for FY25 Bellway will aim to deliver more than the minimum 10% gain on all new developments. This approach will form the basis of our new headline biodiversity performance indicator known as the 'Bellway BNG+ promise'.

### Sustainable Communities

As a company, we aim to create long-term, sustainable communities in which our customers want to live. These communities will, where

possible, be built around habitats that are retained and enhanced. Where habitat loss is unavoidable, new diverse and sustainably managed habitats will be created.

### Easing our impact

No matter the development, we want to offset the effect we have on the environment. To do this, we'll carry out a comprehensive range of risk assessments and surveys, covering local ecology, flood impact, and much more.

### Building on our initiatives

We have partnered with Plantlife, a national environmental charity, whose mission is to secure a world rich in wild plants and fungi. This relationship will allow us to enhance the standard of habitats we create within our developments and support residents to make space for nature within their gardens.

### Our key targets for the future

- Deliver the Bellway BNG+ promise on all new sites secured.
- Conduct a research project investigating the impact on soil health from different soil storage strategies by July 2025.
- Deliver one wildlife feature per house by July 2025.
- Understand the implications of the Taskforce for Nature Related Financial Disclosures (TNFD) and the steps we need to take to comply by July 2025.

### Headline Target

Headline target	
Achieve 10% 'biodiversity net gain' in all new sites submitted for planning from July 2023 onwards	
Targets	Progress to date
<ul style="list-style-type: none"> <li>• Achieve 10% Biodiversity Net Gain ('BNG') on all new sites submitted for planning from 1 July 2023 onwards. This target will be continued in the form of our Bellway BNG+ commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• From July 2023 all new Bellway homes planning submissions have identified how they will achieve the 10% Biodiversity net gain target.</li> </ul>
<ul style="list-style-type: none"> <li>• Establish a partnership arrangement with a nature organisation in FY23.</li> <li>• Target was rolled into FY24.</li> </ul>	<ul style="list-style-type: none"> <li>• This target was due to complete in FY23, but in 2024 we signed a partnership agreement signed with nature charity 'Plantlife'.</li> </ul>
<ul style="list-style-type: none"> <li>• Work with an appropriate conservation partner to ensure that the mowing regimes implemented on all new Bellway developments are designed to be beneficial to invertebrates during the summer growing period</li> </ul>	<ul style="list-style-type: none"> <li>• Management Guide produced showing best practice for our Management Companies. This will be reviewed and implemented in the coming year.</li> </ul>
<ul style="list-style-type: none"> <li>• Work with our conservation partner to support each new Bellway customer in creating a 'space for nature' in the gardens of their new homes.</li> </ul>	<ul style="list-style-type: none"> <li>• In partnership with Plantlife we have created Space for Nature information packs.</li> </ul>
<ul style="list-style-type: none"> <li>• Create a new community woodland to benefit both communities and biodiversity as part of every new Bellway planning application.</li> </ul>	<ul style="list-style-type: none"> <li>• We have identified five locations across the UK which will support the new community woodland initiative.</li> </ul>
<ul style="list-style-type: none"> <li>• Investigate additional tree planting for each home sold by July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• This initiative is to be delivered through the Community Woodlands.</li> </ul>
<ul style="list-style-type: none"> <li>• Investigate the potential to utilise existing Bellway land to deliver a range of secondary 'stacked' eco-system services to benefit the environment and complement our broader sustainability and biodiversity aims in 2024. This will include renewable energy, nutrient mitigation and biodiversity net gains delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• We have identified Solar PV is not feasible, but the creation of a Bellway strategic Biodiversity Net Gain Habitat bank is.</li> </ul>



# Charitable engagement

## Giving, to build better lives

At Bellway we are dedicated to fostering strong relationships with our communities and supporting both local and national charities and initiatives. Charitable engagement is a core part of the Bellway ethos, and we take pride in our efforts to date. As part of the Better with Bellway strategy, we are committed to expanding our support for others by encouraging employees to participate in fundraising and volunteering activities for local charities and our national charity partner, Cancer Research UK (CRUK).

### Our primary charitable commitments

#### Succeeding in our key partnerships

Bellway's national charity partnership began in 2016 and continues to go from strength to strength. We recently extended our partnership until the end of 2025. We are proud of how the partnership continues to grow and at the start of 2024 set an ambitious target of raising £4 million by the end 2024, the commitment and enthusiasm from employees across the Group has remained high this year, to ensure the Group is well on the way to achieving the £4 million pound target by 31 December 2024.

#### Supporting and developing

We are committed to continuing our support for local and national charities, as well as the communities in which we develop.

#### Maintaining key partnerships

Cancer Research UK has been Bellway's national charity partner since 2016.

#### Going the extra mile

Our colleagues also fundraise for local charities. Our policy of 'matching' means that, for every

pound raised, Bellway donates an additional pound to the chosen charity. For fundraising for our partner, Cancer Research UK, Bellway will double match fundraising.

### Our key targets for the future

- Extend the CRUK partnership for a further year and increase the fundraising/donation total to £5 million by end December 2025
- Offer ten new placements per year with disability charity, Leonard Cheshire until July 2027.

Headline target	
Raise £4m for Cancer Research UK by the end of December 2024	
Targets	Progress to date
<ul style="list-style-type: none"> <li>• Raise £4m for Cancer Research UK by the end of December 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• £612,722 raised and donated in FY24, bringing our total to date to £3.76 million.</li> </ul>
<ul style="list-style-type: none"> <li>• Promote volunteering within Bellway to benefit local charities and good causes, donating 4,000 hours of employee time to charities/good causes by July 2026.</li> </ul>	<ul style="list-style-type: none"> <li>• 496 volunteering hours logged in FY24. Volunteering opportunities arranged with Cancer Research UK, Trussell Trust Food Banks and Cat &amp; Dog Shelter.</li> </ul>
<ul style="list-style-type: none"> <li>• Establish at least one partnership with a charity supporting disability/disadvantaged individuals with a view of providing work placements by July 2023.</li> </ul>	<ul style="list-style-type: none"> <li>• Five placements organised in summer 2024 organised through charity Leonard Cheshire's 'Change 100' scheme</li> </ul>

Headline Target