

Our business model – an integrated approach

+ We achieve our vision of working together to build your dreams through our business model, where sustainability is integrated at every stage. We seek to maximise the positive benefits that our business brings to the various stakeholders that we work with, as well as the environment, where we strive to minimise any negative impacts. More information is included in our Annual Report and Accounts.

Our people

We aim to attract and retain the best people by engaging with our employees and investing in their training, development and reward.

Strong employment policies and a focus on diversity help us combat the skills shortage in our industry. Health and safety is always our top priority.

i For more information see pages 47-52.

Selecting land

Our aim is to complete our transition from homebuilder to a value creating developer.

We integrate environmental and social considerations into our approach to buying and managing land from the start. This helps us to develop sustainable communities.

i For more information see pages 21-23.

Managing the planning and community engagement process

We aim to be the industry leader in all aspects of planning, enabling us to respond to a dynamic market and customer base and to deliver quality homes while meeting financial objectives.

Dialogue with local communities helps us to build desirable places to live that meet the needs of local people. It also helps us to ensure an efficient planning process.

i For more information see pages 23-24.

Getting the homebuilding basics right

We work with our suppliers and build using carefully sourced materials ensuring that the homes we sell are of high quality, and are built safely, efficiently, cost-effectively and with minimal environmental impact.

Operating with respect for the environment reduces risks to our business, improves efficiency and supports engagement with our people and local communities.

i For more information see pages 31-46.

Delivering customer service

Through our renewed customer service approach we aim to help our customers make our houses their homes.

All of our homes should meet our quality standards, and we want every customer to receive excellent service that is positive, proactive and professional. We are increasing our focus on placemaking and design as this supports customer satisfaction.

i For more information see pages 26-30.

Optimising value

We look to optimise the value of each site, not only during the initial acquisition process, but throughout the lifetime of the development. This philosophy extends to our wider partnerships.

We aim to maximise the social, environmental and economic value we create for communities in which we build through the way we plan and build our developments and our commitment to responsible business practices.

i For more information see pages 17 and 53-56.