



ESG SCORECARD

All of the FY23 ESG data contained in this scorecard has been assured at a limited level of assurance according to ISAE3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, to evaluate veracity of the specific KPIs. This has been undertaken by SGS United Kingdom Ltd in accordance with their Sustainability Report Assurance protocols, including the Global Reporting Initiative (GRI) Principles for Report Quality. The full Assurance Statement can be found on our corporate website: <https://www.redrowplc.co.uk/sustainability/esg-disclosures/>


KPI THEME	KPI DATA POINT	KPI DEFINITION	UNIT REPORTED	12 MONTH PERIOD THIS DATA RELATES TO (FOR FY23)	FY23	FY22	FY21	TARGET	READ MORE
HEALTH & SAFETY 	Annual Injury Incidence Rate (AIIR)	Number of RIDDOR Accidents resulting in an injury divided by the average number of people employed ¹ multiplied by 100,000.	No.	4 July 2022 to 2 July 2023	365	365	441*	10% reduction of incidences year on year ²	Page 62
	CUSTOMER 	Net promoter score (NPS)	NPS is a benchmark score that asks customers how likely they are to recommend a builder to a friend on a scale of 0-10.	%	1 October 2021 to 30 September 2022 (results published annually for this period in following March)	50.2	59.3	50.1	Achieve a minimum NPS score of 54%
	HBF survey 8 week recommend – customers that would recommend Redrow to a friend as a %	This metric is the percentage of customers that have moved into their home between 8-20 weeks ago that state they would recommend their builder to a friend in the HBF survey.	%	1 October 2021 to 30 September 2022 (results published annually for this period in following March)	90.8	94.5	92.6	Consistently deliver a 91%+ customer satisfaction rating; recommend to a friend (ongoing)	Page 47
	HBF 9 months post occupancy – customer that would recommend Redrow to a friend as %	This metric is the percentage of customers satisfaction rated on the HBC satisfaction survey completed by owner-occupiers 9 months after legal completion and state they would recommend their builder to a friend in the HBF survey.	%	1 October 2020 to 30 September 2021 (results published annually for this period in following March) ³	81.10	New for FY23	New for FY23	No target set	Page 47
	Average Trustpilot Review Score	This score is a mean average of every review received on Redrow's Trustpilot page during the reporting period. When reviewing Redrow on Trustpilot, customers choose a rating between 1 – 5 stars.	No. 1 – 5 stars	4 July 2022 to 2 July 2023	4.49	4.45	4.54	Excellent (4.3 or above)	Page 46

¹ 'People Employed' refers to the average number of people employed at any one time across Redrow Offices, Sites, Sales and Customer Services including both employees and engaged sub-contractors. As defined by the Health and Safety Executive.

² In FY2023 AIIR has remained static at 365.

³ Survey sent to customer 9 months post completion. The figures shown are for homes sold within stated period in 2020/21.


* Figure not verified by SGS.

KPI THEME	KPI DATA POINT	KPI DEFINITION	UNIT REPORTED	12 MONTH PERIOD THIS DATA RELATES TO (FOR FY23)			TARGET	READ MORE	
				FY23	FY22	FY21			
BUILD QUALITY AND CONSIDERATE CONSTRUCTION 	Average Considerate Constructors Scheme (CCS) score	This KPI demonstrates an average score, out of 50, from all visits carried out by the CCS, where a report is received, in the reporting period. ⁴	No. out of 45	4 July 2022 to 2 July 2023	39.5	38.43	36.67	Achieve a minimum CCS score of 33/45 on all sites in FY23	Page 64
	NHBC Construction Quality Review (CQR) average score per inspection	The average score (1-6) taken from all scored areas within a CQR report. This KPI demonstrates the average score, out of 6, from all CQR visits carried out by the NHBC in the reporting period. The CQR visits are only applicable to sites that are registered with the NHBC for Building Control and Warranty. ⁵	No. 1-6	4 July 2022 to 2 July 2023	4.56	4.44	4.36	Achieve a score of 4.5/6 in FY23	Page 65
	NHBC Construction Quality Review (CQR) Group average score	The average score stated as a % taken from all scored areas within a CQR report. This KPI demonstrates the average score as a percentage from all CQR visits carried out by the NHBC in the reporting period. The CQR visits are only applicable to sites that are registered with the NHBC for Building Control and Warranty.	%	4 July 2022 to 2 July 2023	87	New for 2023	New for 2023	Achieve a score of 82% in FY23	Page 65
	Average Reportable Items (RIs) from the NHBC	The Average RI is the number of all of the RIs received within the period divided by the number of inspections carried out on all sites registered with the NHBC. An NHBC RI is any contravention of the NHBC technical standards or building regulations recorded at any key build stage or frequency visit. ⁶	No.	4 July 2022 to 2 July 2023	0.19	0.17	0.22	Achieve ≤0.15 reportable items per inspection	Page 46

⁴ Covers 100% of Redrow sites. A site is registered with the CCS once Redrow take over as Principal Contractor.


⁵ This covers NHBC 203 site inspection reports received from the NHBC in the reporting period. Excludes Greater London sites, two in the Northwest, two in Lancashire and one in South Midlands as these are not registered with the NHBC.

⁶ This covers only sites registered with the NHBC. Excludes Greater London sites, two sites in the Northwest, two in Lancashire and one in South Midlands as these are not registered with the NHBC.

KPI THEME	KPI DATA POINT	KPI DEFINITION	UNIT REPORTED	12 MONTH PERIOD THIS DATA RELATES TO (FOR FY23)	FY23	FY22	FY21	TARGET	READ MORE
EMPLOYEES 	Overall engagement score	Overall engagement score taken from annual survey report provided by Employee Feedback Ltd. ⁷	%	Measurement taken from annual employee survey carried out February 2023	84	83	82	Maintain at 80%+	Page 80
	Employee turnover rate	% of employees who leave the business in the year through voluntary attrition (resignation or retirement).	%	4 July 2022 to 2 July 2023	15.23	19.4	14.3	N/A	Page 80
	Number of internal promotions	Number of internal promotions during the financial year.	No.	4 July 2022 to 2 July 2023	235	261	211	N/A	Page 80
	% of direct employees that are trainees	% of employees who are apprentices, graduate trainees or following a training programme, academic or professional qualification.	%	Measurement taken as at year end date of June 2023	15.9	15	14.5	15% of all employees being trainees	Page 68
	Total number of training days delivered	Total number of training hours delivered as face to face, e-learning or online seminars during the financial year, divided by 6 hours to give a number of training days.	No. of days	4 July 2022 to 2 July 2023	5,591⁸	4,819	4,083	Invest in at least 3 training days per employee per year	Page 76
	AND Average number of training days per employee	AND The average figure is obtained by dividing the total number of training days by the average number of employees in the business during the year.			2.52	2.19	1.81		


⁷ The questions in the engagement index measure two factors important to employee engagement – are employees capable of high levels of performance and are they willing / keen to deliver? Similar sets of questions are used to determine other organisations' engagement indices. The survey covered those employees who are paid monthly representing 80% of the total workforce.

⁸ Whilst we have seen an 16% increase in training days in FY2023 (5,591) from those reported in 2022 (4,819) this is still below our 2020 figure (5,925), the reason being we have continued with the use of e-learning and seminars to support our face-to-face training and these online sessions tend to be shorter in duration.



KPI THEME	KPI DATA POINT	KPI DEFINITION	UNIT REPORTED	12 MONTH PERIOD THIS DATA RELATES TO (FOR FY23)	FY23	FY22	FY21	TARGET	READ MORE
DIVERSITY AND INCLUSION 	% who identify as Ethnic minorities	% of self-reporting who identify as Ethnic minorities. ⁹	%	Measurement taken as at 2 July 2023	7.02	6.64	5.14	N/A	Page 72
	% of apprentices who identify as Ethnic minorities	% of apprentices self-reporting who identify as Ethnic minorities. ¹⁰	%	Measurement taken as at 2 July 2023	10.55	10.67	N/A – New KPI in FY2022	12.5% by 2025	Page 72
	% of female employees – Overall and by management category:		%	Measurement taken as at 2 July 2023				N/A	Page 160
	All employees	% of female employees overall.			33.85	34.17	34.06		
	Executive Management Team	% of female employees on Executive Management Team.			33.33	33.33	25		
	Main Board (includes non-executives)	% of female employees on Main Board.			50	33.33	28.57		
	Executive Management Team Reportees	% of female employees as Direct Reports to Executive Management Team (excluding PAs and those reporting to CEO who are also on the Executive Management Team).			22.22	28.57	27.27		
	Senior Management	% of female employees within the Senior Management population.			25.28	25.41	N/A – New KPI in FY2022	28% by 2025	
Female graduates recruited	% of employees who are apprentices, graduate trainees or following a training programme, academic or professional qualification.		%	Measurement taken as at 2 July 2023	33.33	28.57	N/A – New KPI in FY2022	40% by 2025	

⁹ This KPI and definition has changed from BAME to Ethnic minorities in FY 2022 to align with current government guidance. Gov.uk defines 'Ethnic minorities' as all ethnic groups except the white British group. Ethnic minorities include white minorities, such as Gypsy, Roma and Irish Traveller groups. This is based on 93% (92% in FY 2022) of employees who have self-reported ethnicity information.

¹⁰ This is the second year we have reported 'apprentice ethnicity' information and can confirm it is based on 99.5% of our total apprentice population who self-reported this information.

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CARBON & ENERGY 	Group GHG emissions Scope 1 and 2 – Market Based	Total Market Based Scope 1 and 2 GHG emissions from our operations (sites and offices).	Tonnes of CO ₂ e	1 July 2022 to 30 June 2023	8,318	9,822	16,099	To reduce our absolute Scope 1 and 2 GHG emissions by 42% by FY30, from our FY21 base year	Page 195
	Total GHG emissions per 100m ² of build – Market Based	GHG emissions normalised per 100m ² of build (Market Based).	Tonnes of CO ₂ e/100m ²	1 July 2022 to 30 June 2023	1.67	1.75	3.11	N/A	Page 195
	Operational energy use	Total energy and fuel consumption used from sites and offices.	kWh	1 July 2022 to 30 June 2023	44,003,874	53,788,513	64,294,472	N/A	Page 195
	% of electricity procured from renewable sources	Percentage of electricity used in our operations that is sourced from renewable sources.	%	1 July 2022 to 30 June 2023	87.96	96.03	3.30	Purchase 100% REGO-backed renewable electricity for all operations (offices and construction sites) by the end of FY24	Page 52
	Group GHG emissions Scope 3	Total Market Based Scope 3 GHG emissions from our value chain.	Tonnes of CO ₂ e	1 July 2022 to 30 June 2023	Verified FY23 data not yet available	1,073,070	1,011,279	New for 2023 – no target set	Page 54
	Total scope 3 GHG emissions per 100m ² of build	GHG emissions normalised per 100m ² of build (Market Based).	Tonnes of CO ₂ e/100m ²	1 July 2022 to 30 June 2023	Verified FY23 data not yet available	191.11 *	195.61 *	New for 2023 – no target set	Page 54

* Figure not verified by SGS.

KPI THEME	KPI DATA POINT	KPI DEFINITION	UNIT REPORTED	12 MONTH PERIOD THIS DATA RELATES TO (FOR FY23)	12 MONTH PERIOD THIS DATA RELATES TO (FOR FY23)				READ MORE
					FY23	FY22	FY21	TARGET	
SUSTAINABLE HOMES ¹¹ 	Average SAP rating	The average as built SAP rating ¹² for legally completed units in the financial year.	No. 1-100	4 July 2022 to 2 July 2023	85	85	N/A, new KPI in FY22	N/A	Page 42
	Average EPC rating	The average as built EPC rating ¹³ for legally completed units in the financial year.	A-G rating	4 July 2022 to 2 July 2023	B	B	N/A, new KPI in FY22	N/A	Page 42
	Average DER	The average Dwelling Emission Rate (DER) ¹⁴ is the actual CO ² emission rate of self-contained dwellings and individual flats (excluding common areas) based on the actual as built specification.	Kg/CO ² /m ² /year	4 July 2022 to 2 July 2023	15.63	15.75	N/A, new KPI in FY22	N/A	Page 42
RESOURCE EFFICIENCY 	Tonnes of construction waste per 100m ² build	Construction waste produced per 100m ² of build.	Tonnes of waste/100m ²	1 July 2022 to 30 June 2023	8.82	7.91	8.11	Reduce construction waste intensity by 10% by the end of FY25 against 2021 baseline	Page 59
	% of construction waste diverted from landfill	The % of waste which is diverted from landfill. This includes refuse derived fuel (RDF) as well as recycling.	%	1 July 2022 to 30 June 2023	98.29	98.34	97.65	95%+ of construction waste diverted from landfill	Page 59
	Water use per 100m ² build	Cubic metres of water used in our sites and offices per 100m ² of build.	m ³ per 100m ² build	1 July 2022 to 30 June 2023	29.93	26.53	33.06	N/A	Page 59
	% of timber certified	% of timber responsibly sourced and credibly certified to FSC or PEFC. ¹⁵	%	1 January 2022 to 31 December 2022	99.92	99.98	99.64	100% of timber responsibly procured	Page 61

¹¹ The SAP, EPC and DER ratings relate to 100% (5,236) as built legally completed units in FY2023. This figure excludes the legally completed units at the Royal Docks Partnership, where data was not available at the time of collection.

¹² The Standard Assessment Procedure (SAP) is the methodology used by the Government to assess and compare the energy and environmental performance of dwellings. SAP quantifies a dwelling's performance in terms of energy use per unit floor area, a fuel-cost-based energy efficiency rating (the SAP rating) and emissions of CO² (the Environmental Impact Rating). The SAP rating is expressed on a scale of 1 to 100, the higher the number the lower the running costs. Source: https://www.bre.co.uk/filelibrary/SAP/2012/SAP-2012_9-92.pdf

¹³ Energy performance certificates (EPCs) set out the energy efficiency rating of a building. They are required when buildings are built, sold or rented. Buildings are rated from A to G, with A representing a very efficient building and G a very inefficient building. Source: <https://www.gov.uk/buy-sell-your-home/energy-performance-certificates>.

¹⁴ The Dwelling Emission Rate is equal to the annual CO² emissions per unit floor area for space heating, water heating, ventilation, and lighting, less the emissions saved by energy generation technologies, expressed in Kg/CO²/m²/year. Source: SAP Methodology

¹⁵ Prior to FY2021, our timber was verified as part of the WWF network for responsible timber and includes legal timber. In FY2023, the verified figure covers only timber certified to FSC or PEFC.

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SUPPLY CHAIN – PAYMENTS ON TIME ¹⁶ 	Average time taken to pay invoices	The average time taken to pay supplier invoices and sub-contractor applications from the date of receipt .	days	4 July 2022 to 2 July 2023	23.1	23.1	23.5	N/A – Signed up to Prompt Payment Code and report data to HMRC 6 monthly	Page 82
	Invoices paid within 30 days	Percentage of invoices and applications paid during the reporting period within 30 days.	%	4 July 2022 to 2 July 2023	83.30	81.2	79.1	N/A – Signed up to Prompt Payment Code and report data to HMRC 6 monthly	Page 82
SUPPLY CHAIN – MODERN SLAVERY 	% of Material suppliers and manufacturers who have actively confirmed compliance with the Modern Slavery legislation and Redrow Code of Conduct	All Suppliers and Manufacturers must submit a detailed Supplier Appraisal Assessment for approval as part of our pre-tender qualification process. We have updated the appraisal forms to track the country of manufacture allowing us to identify materials supplied by manufacturers with a high risk profile.	%	4 July 2022 to 2 July 2023	100	96	100	Aim for 100% compliance	Page 82
	% of 'temporary labour suppliers' who have actively confirmed compliance with the Modern Slavery legislation and Redrow Code of Conduct	All suppliers of agency/temporary labour staff working on our sites are monitored for compliance by an external organisation named Datum RPO.	%	4 July 2022 to 2 July 2023	100	100	100	Aim for 100% compliance	Page 82

¹⁶ All 'Payments on time' KPIs cover 100% of Suppliers and Sub-contractors