



Key performance indicators

Measuring our progress

Unless otherwise specified, all performance indicators incorporate Redrow from 22 August 2024 onwards.

Link to strategic priorities

- 1 Delivering a best-in-class customer offering
- 2 Driving operational efficiency through differentiated brands
- 3 Using capital effectively to drive growth
- 4 Leading the industry in sustainability

Non-financial

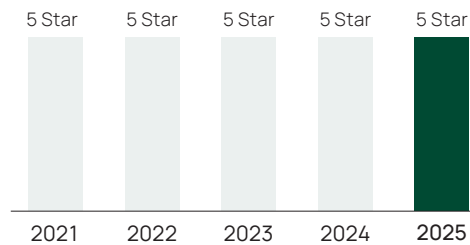
HBF 5 Star customer satisfaction

Barratt David Wilson

Redrow

5 Star

5 Star



Target

HBF 5 Star customer satisfaction.

Status

Achieved

Definition

A 5 star rating is awarded if 90% or more of homebuyers say they would recommend us to family and friends in the HBF Homebuilder Survey.

Why it's a KPI

Delivering a best-in-class customer offering is a strategic priority and fundamental to our business.

HBF Homebuilder Survey is an industry recognised independently measured indicator of our customer service and build quality.

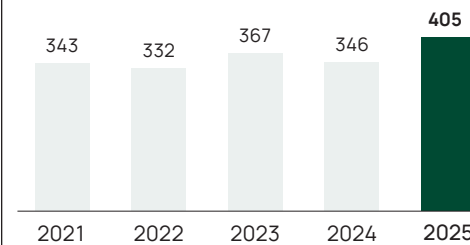
Key metric for assessing performance for Executive Directors' remuneration.

Link to strategic priorities

1

Average active sales outlets

405



Target

Grow average active sales outlets to between 475 and 525 in the medium term.

Status

On track

Definition

The average number of sites with at least one plot available for sale during the period, including JVs.

Why it's a KPI

Growing the number of active sales outlets, including through the deployment of multi-branded developments, increases the range of homes we can offer to customers and trade through sites more quickly to reduce cost.

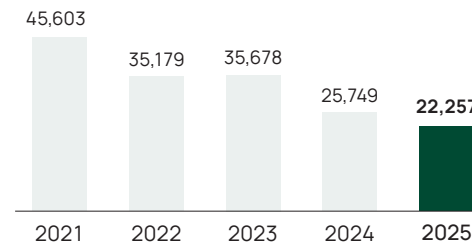
This metric has been added as a KPI this year because it is key to our synergy delivery.

Link to strategic priorities

1 2 3

Scope 1 and 2 carbon emissions (tCO₂e)¹

22,257



Target

Following the Redrow acquisition, we are developing a revised net zero target for the combined business (see page 11).

Status

N/A

Definition

Tonnes of greenhouse gas emissions associated with our scope 1 and market based scope 2 emissions, which includes energy and fuel use on our sites, in our offices and in our company vehicles.

Why it's a KPI

Monitors the environmental impact of our business activities and our exposure to climate-related transition risk.

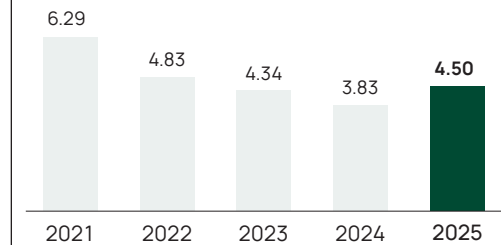
Scope 1 and 2 carbon emissions intensity is a key metric for assessing performance for Executive Directors' remuneration.

Link to strategic priorities

4

Waste intensity (tonnes per 100m²)

4.50



Target

Reduce construction waste intensity (tonnes per 100m² of housebuild equivalent build area) to 4.54 by 2025.

Status

Achieved

Definition

Tonnes of waste generated from above ground construction for every 100m² of housebuild equivalent build area.

Why it's a KPI

Monitors the efficiency of operations and the use of materials in the construction process.

Key metric for assessing performance for Executive Directors' remuneration.

Link to strategic priorities

4

¹ In accordance with our restatement policy, and consistent with SECR, GHG Protocol and SBTi guidance, we have restated previously reported GHG emissions to reflect material changes in our organisational boundary and methodology. Please see pages 234 to 236 for more details.



Key performance indicators continued

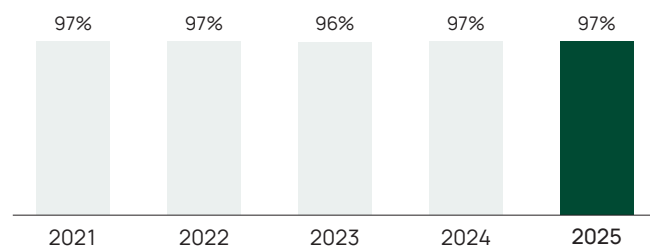
Link to strategic priorities

- 1** Delivering a best-in-class customer offering
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Non-financial continued

SHE audit compliance²

97%



Target

Over 94% SHE audit compliance.

Status

Achieved

Definition

The percentage of internal inspections which are compliant with Barratt David Wilson and Redrow SHE guidelines, as applicable.

Why it's a KPI

Demonstrates compliance with safety standards on our sites. Lead indicator highlighting areas of SHE focus.

Key metric for assessing performance for Executive Directors' remuneration.

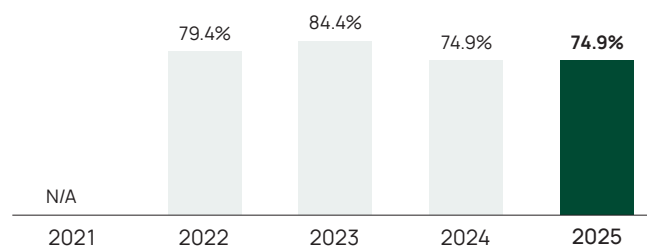
Link to strategic priorities

4

² SHE audit compliance includes Redrow sites from 1 April 2025. From 22nd August 2024 to 31 March 2025 Redrow sites were assessed under the legacy Redrow SHE inspection region, with an audit compliance score of 92%. See our ESG basis of reporting for more detail at www.barrattredrow.co.uk/sustainability/esg-data-and-performance

Employee engagement

74.9%



Target

Exceed 75th percentile score in the engagement survey.

Status

Below target

Definition

The percentage level of satisfaction of our people measured using the last independently conducted survey before the reporting date.

Why it's a KPI

Monitors employee engagement and satisfaction, whilst also providing a forum for view sharing, to ensure we retain and invest in the best people and focus on their development and success.

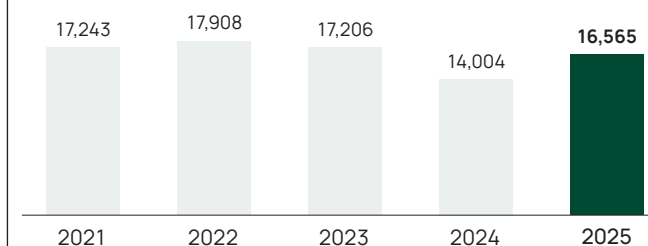
Link to strategic priorities

4

Financial

Total home completions

16,565



Target

Growth to 22,000 in the medium term.

Status

On track

Definition

Legally completed homes during the year including the homes legally completed within the JV's in which the Group has an interest.

Why it's a KPI

Reflects activity and growth.

Monitors business capacity.

Link to strategic priorities

1 2



Key performance indicators continued

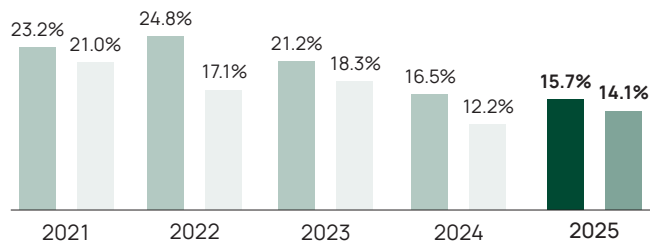
Link to strategic priorities

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Financial continued

Adjusted gross margin (Gross margin)

15.7% (14.1%)



Target

Achieve minimum 23% gross margin, rising to 24% after synergies are realised.

Status

Below target

Definition

Gross profit divided by total revenue, expressed as a percentage.

Why it's a KPI

Key internal metric for assessing site profitability.

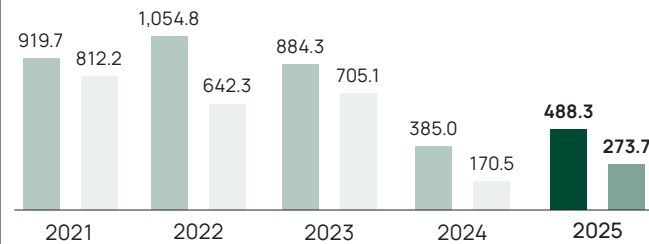
Enables consistent comparison of land acquisitions.

Link to strategic priorities

2

Adjusted profit before tax (£m) (Profit before tax (£m))

488.3 (273.7)



Target

Informed by consensus at the start of the financial year.

Status

Achieved

Definition

Profit before tax including the applicable share of profits from JVs and associates.

Why it's a KPI

Shows the profitability of the Group relative to market expectations.

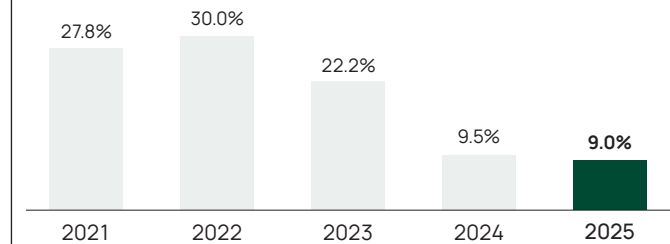
Key metric for assessing performance for Executive Directors' remuneration.

Link to strategic priorities

2

Return on capital employed

9.0%



Target

Minimum 25%.

Status

Below target

Definition

Earnings before amortisation, interest, tax, operating charges relating to the defined benefit pension scheme and operating adjusting items for the year, divided by average net assets adjusted for goodwill and intangibles, tax, net cash, derivative financial instruments and provisions in relation to legacy properties.

Why it's a KPI

Ensures efficient and effective use of capital.

Key metric for assessing performance for Executive Directors' remuneration.

Link to strategic priorities

2



Key performance indicators continued

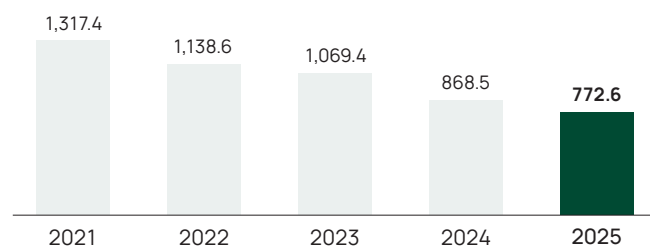
Link to strategic priorities

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Financial continued

Net cash (£m)

772.6



Target

Year-end net cash.

Status

Achieved

Definition

Cash and cash equivalents, bank overdrafts, interest-bearing borrowings and prepaid fees.

Why it's a KPI

Monitors business liquidity, resilience to risk and ability to take advantage of opportunities, including investments and land acquisition.

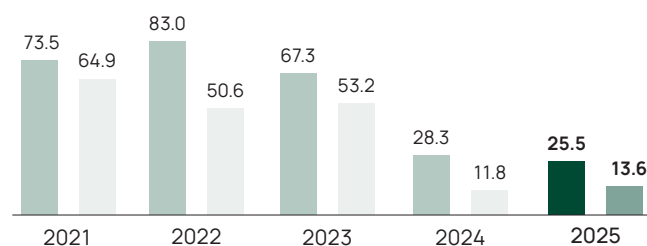
Allows for distributions to shareholders.

Link to strategic priorities

3

Adjusted basic EPS (p) (Basic EPS (p))

25.5 (13.6)



Target

Informed by consensus at the start of the financial year.

Status

Achieved

Definition

Profit for the year attributable to ordinary shareholders divided by the weighted average number of ordinary shares in issue during the year, excluding those held by the EBT on which no dividend is paid.

Why it's a KPI

Shows profit attributable to each share.

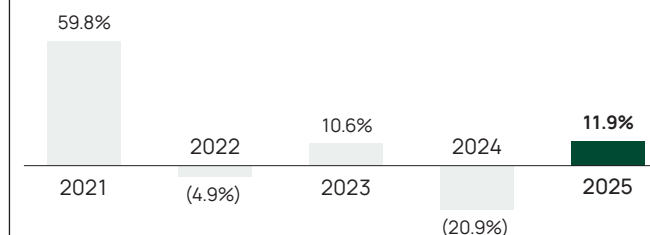
Key metric for assessing performance for Executive Directors' remuneration.

Link to strategic priorities

3

Total shareholder return

11.9%



Target

To grow total shareholder return against FTSE companies (those within 50 above and 50 below the Company in the index) and the Housebuilding sector.

Status

Below target

Definition

Measure of the performance of the Group's share price over a period of three financial years. It combines share price appreciation and dividends paid to show the total return to the shareholders expressed as a percentage.

Why it's a KPI

Shows the appreciation and income a shareholder receives from holding each share.

Key metric for assessing performance for Executive Directors' remuneration.

Link to strategic priorities

3