

# Redrow materiality assessment

Final Board-validated report  
18 July 2022

## **Final analysis**

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## Purpose of materiality

**A materiality assessment helps you prioritise the relevant sustainability and ESG issues for action, whether they represent a risk to business or an opportunity for impact.**

A materiality assessment helps a company to identify the sustainability issues that are the most important and impactful for the company. These impacts could be positive or negative and represent opportunities as well as risks. Material issues are used to guide ESG strategy, reporting and communication.

Luminous uses a double materiality assessment to define material issues from two perspectives:

**Financial materiality:** we examine the impact of sustainability issues on the financial value of the business.

**Impact materiality:** we examine the impact that the company's activities have on the environment, people and economies.

### Emerging expectations and requirements

We are seeing an increased push for mandated sustainability reporting, placed on an equal footing to financial reporting.

ESG disclosures which apply to Redrow include the following:

- TCFD reporting
- GHG emissions in line with SECR
- Gender pay gap
- Net-zero transition plan (from 2023)

Forthcoming:

- UK Green Taxonomy
- ISSB standards
- UK Sustainability Disclosure Requirements

**The built environment needs to be front and centre of the move to a sustainable world.**

The built environment sector is responsible for roughly 40% of greenhouse gas emissions in the UK, and energy use in homes accounts for 14%.

Investors and other important stakeholder groups are expecting more of companies in the built environment sector, especially around climate change.

Over the past few years, there has been increasing attention on supply chain human rights breaches and people are demanding change in this area. As a company with a large supply chain impact, it's paramount that Redrow addresses this issue.

Following the social justice wave in 2020, issues such as diversity in the workplace have been brought to attention. The 'social' side of sustainability is now carrying just as much importance as the environmental side.

The regulatory environment around the world is changing and placing more and more importance on sustainability. For example, the Building to COP Coalition, a group of organisations catalysing climate action in cities, regions and the built environment, is urging countries to adopt full building decarbonisation targets, with cities committed to net zero, and 100% of new buildings net zero in operation by 2030, and embodied carbon reduced by at least 40%, and by 2050 all new and existing assets to be net zero across the whole lifecycle.

Finally, certain issues are important enough globally that all companies are expected to act. One such issue for Redrow is climate change.

The good news is that there are many opportunities for Redrow to make a positive impact on the environment through its business model. We will explore areas of prioritisation in this deck.

## Our process

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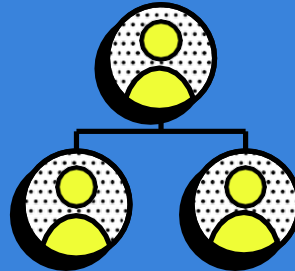
We identified potential material issues relevant to your company, sourced from global ESG trends, reporting frameworks, peer review, available information from Redrow and sector benchmarks.

2



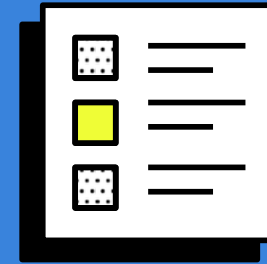
We identified Redrow's most relevant stakeholders for the materiality assessment.

3



We created an online survey of the relevant material issues, to be scored on impact (positive or negative) and likelihood. The survey was tailored to each stakeholder group.

4



Based on our analysis of stakeholder responses and scores, we ranked the initial long list of material issues and determined themes of interest for each stakeholder group.

5



Once the final list of issues is validated and agreed internally, the most material issues will be prioritised for action and reporting.

Potential material issues

We identified 17 potential material issues for scoring and prioritisation.

The 17 potential material issues	
Environmental	<ul style="list-style-type: none"><li>• Biodiversity</li><li>• Carbon and climate change</li><li>• Environmental homes – product design and lifecycle management</li><li>• Build quality</li><li>• Resource efficiency and waste</li><li>• Pollution prevention</li><li>• Water</li></ul>
Social	<ul style="list-style-type: none"><li>• Company culture</li><li>• Diversity and Inclusion</li><li>• Homes for all</li><li>• Skills and training</li><li>• Placemaking</li></ul>
Governance	<ul style="list-style-type: none"><li>• Compliance and ethics</li><li>• Employee package</li><li>• Governance for ESG</li><li>• Health and safety</li><li>• Sustainable procurement</li></ul>

## Stakeholder engagement

**We engaged with ten relevant stakeholder groups.**

**In total, we received 294 survey responses.**

Stakeholder	Relevance	Number of responses
<b>Investors</b>	• Investors are the capital providers for Redrow and essential for the progression of the business	• 1
<b>Employees</b>	• Employees are essential for the smooth running of the business	• 193
<b>Board (NED and Execs)</b>	• Executives provide ESG buy-in, and are crucial in setting out the ESG strategy	• 5
<b>Suppliers</b>	• Supply chain is important for sustainability efforts and impacts the business's ability to run	• 66
<b>Landowners</b>	• Landowners provide the land for Redrow to build upon, thus are essential stakeholders	• 4
<b>Local communities</b>	• Local communities where Redrow operates are directly impacted by Redrow	• 5
<b>NGOs</b>	• NGOs have the best interests of society and environment in mind	• 10
<b>Local planning authorities</b>	• Redrow needs planning permission and approval from local planning authorities in order to operate	• 9
<b>Customers</b>	• Customers are at the heart of Redrow and essential for its existence	• 1
<b>Policy makers</b>	• Policy makers set out the policies that Redrow must abide by while in operation	• 0

## Scoring of issues

**We identified the potential impacts of the 17 identified material issues. Each impact was scored for its severity (whether positive or negative) and its likelihood.**

Each material issue was scored by its impact and likelihood in the survey. The impact score was multiplied by the likelihood score to give the final score.

We have ranked the issues in order of score and given equal weighting to each stakeholder group.

We removed Investors and Customers in the final analysis. We only received 1 Customer response and felt this would overrepresent a single individual's opinion. The Investor was a broker and therefore potentially not entirely reflective of investor sentiment.

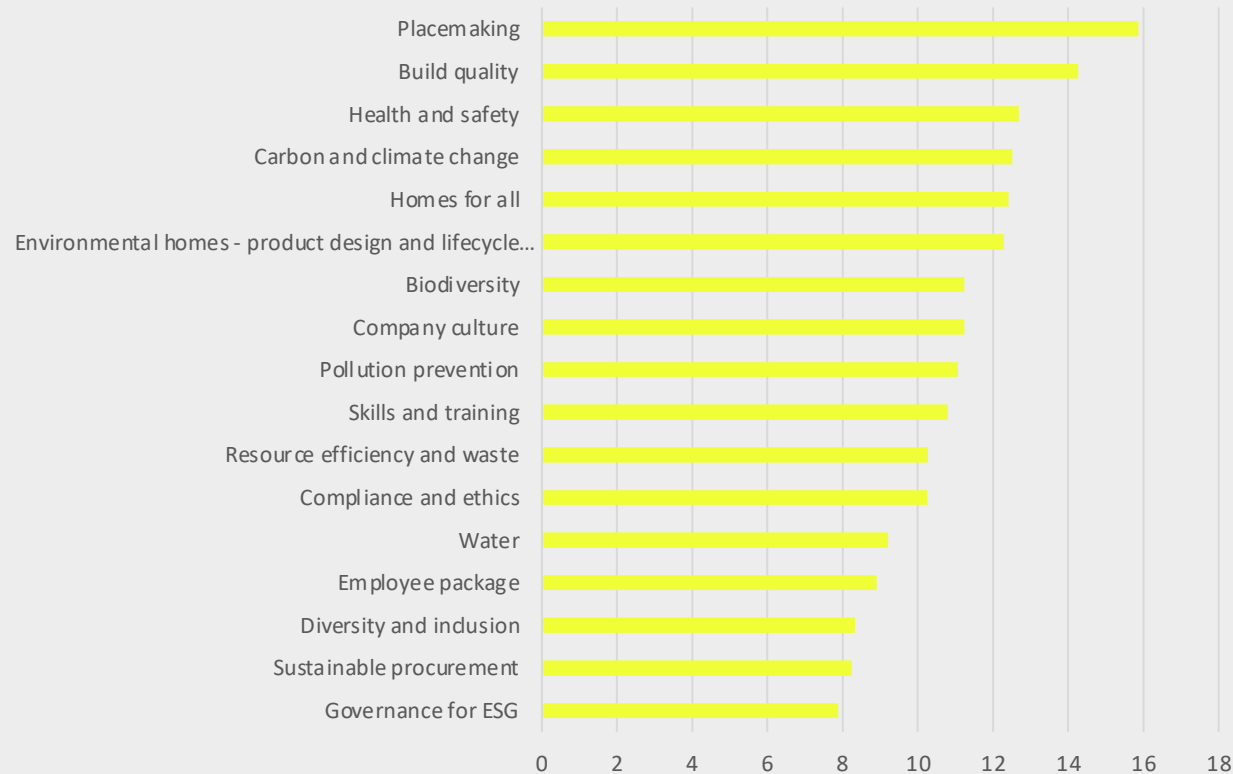
On slide 11 we do include theses of importance for these two stakeholders for completeness.

- **Placemaking**
- **Build quality**
- **Health and safety**
- **Carbon and climate change**
- **Homes for all**
- Environmental homes - product design and lifecycle management
- Biodiversity
- Company culture
- Pollution prevention
- Skills and training
- Resource efficiency and waste
- Compliance and ethics
- Water
- Employee package
- Diversity and inclusion
- Sustainable procurement
- Governance for ESG



## Scoring of issues

### Material issues



### Top 5

- **Placemaking**
- **Build quality**
- **Health and safety**
- **Carbon and climate change**
- **Homes for all**

### Middle 5

- Environmental homes - product design and lifecycle management
- Biodiversity
- Company culture
- Pollution prevention
- Skills and training

### Bottom 7

- Resource efficiency and waste
- Compliance and ethics
- Water
- Employee package
- Diversity and inclusion
- Sustainable procurement
- Governance for ESG

## Material issues mapped to Redrow's three strategy pillars\*

- **Placemaking**
- **Build quality**
- **Health and safety**
- **Carbon and climate change**
- **Homes for all**
- Environmental homes - product design and lifecycle management
- Biodiversity
- Company culture
- Pollution prevention
- Skills and training
- Resource efficiency and waste
- Compliance and ethics
- Water
- Employee package
- Diversity and inclusion
- Sustainable procurement
- Governance for ESG

\*Some issues cross over your strategy pillars and we have represented them in all pillars in which they appear.

Thriving communities	Building responsibly	Valuing people
<ul style="list-style-type: none"><li>• <b>Placemaking</b></li><li>• <b>Homes for all</b></li><li>• Biodiversity</li><li>• Pollution prevention</li></ul>	<ul style="list-style-type: none"><li>• <b>Build quality</b></li><li>• <b>Health and safety</b></li><li>• <b>Carbon and climate change</b></li><li>• Environmental homes – product design and lifecycle management</li><li>• Biodiversity</li><li>• Pollution prevention</li><li>• Resource efficiency and waste</li><li>• Water</li></ul>	<ul style="list-style-type: none"><li>• <b>Health and safety</b></li><li>• Company culture</li><li>• Skills and training</li><li>• Diversity and Inclusion</li><li>• Compliance and ethics</li><li>• Employee package</li><li>• Sustainable procurement</li><li>• Governance for ESG</li></ul>

## Stakeholder themes

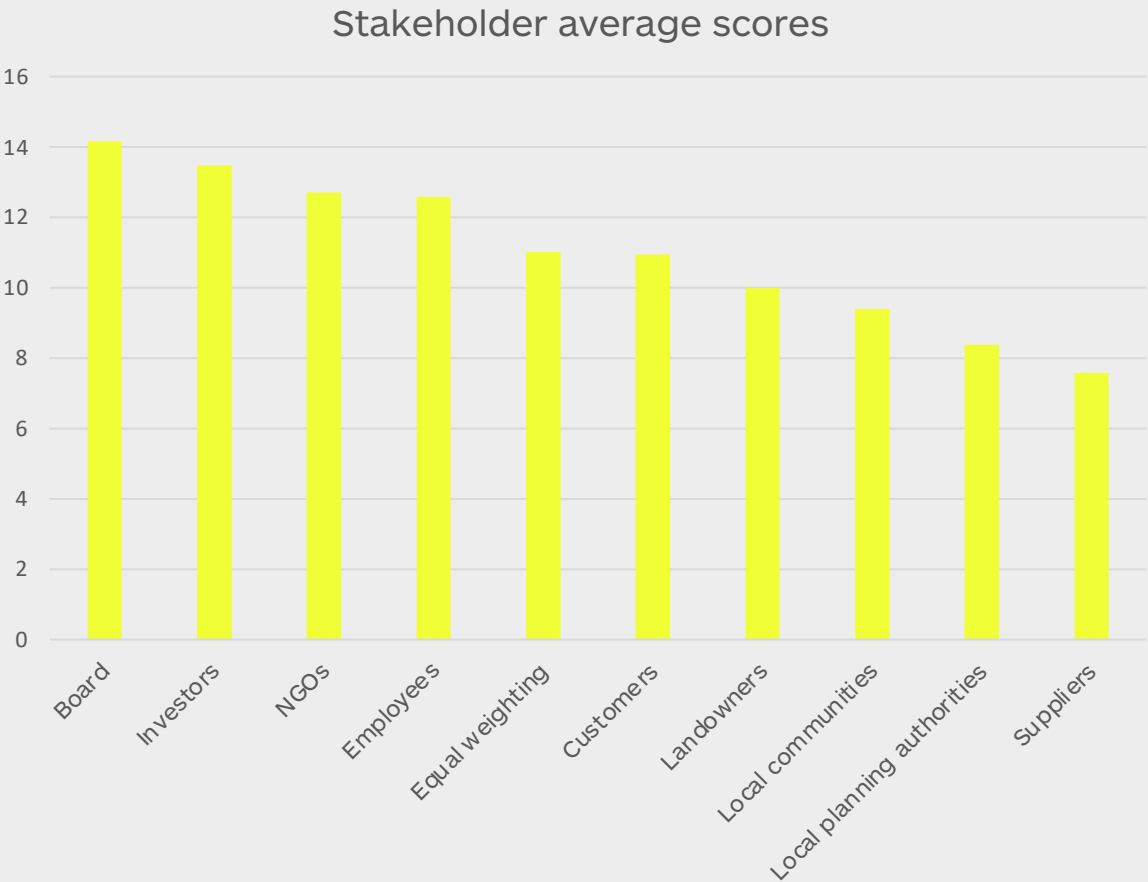
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**We identified themes of importance for each stakeholder group.**

Stakeholder	Themes of importance	
<b>Investors</b>	<ul style="list-style-type: none"><li>• Health and safety</li><li>• Governance for ESG</li><li>• Pollution</li><li>• Build quality</li><li>• Environmental homes – product design and lifecycle management</li></ul>	<ul style="list-style-type: none"><li>• Placemaking</li><li>• Water</li><li>• Resource efficiency and waste</li><li>• Carbon and climate change</li><li>• Biodiversity</li></ul>
<b>Employees</b>	<ul style="list-style-type: none"><li>• Health and safety</li><li>• Employee package</li></ul>	<ul style="list-style-type: none"><li>• Company culture</li><li>• Placemaking</li></ul>
<b>Board (NED and Execs)</b>	<ul style="list-style-type: none"><li>• Health and safety</li><li>• Placemaking</li></ul>	<ul style="list-style-type: none"><li>• Carbon and climate change</li><li>• Environmental homes –product design and lifecycle management</li></ul>
<b>Suppliers</b>	<ul style="list-style-type: none"><li>• Health and safety</li><li>• Compliance and ethics</li></ul>	<ul style="list-style-type: none"><li>• Sustainable procurement</li><li>• Build quality</li></ul>
<b>Landowners</b>	<ul style="list-style-type: none"><li>• Placemaking</li><li>• Compliance and ethics</li></ul>	<ul style="list-style-type: none"><li>• Water</li><li>• Carbon and climate change</li></ul>
<b>Local communities</b>	<ul style="list-style-type: none"><li>• Placemaking</li><li>• Homes for all</li></ul>	<ul style="list-style-type: none"><li>• Health and safety</li><li>• Pollution prevention</li></ul>
<b>NGOs</b>	<ul style="list-style-type: none"><li>• Carbon and climate change</li><li>• Build quality</li></ul>	<ul style="list-style-type: none"><li>• Placemaking</li><li>• Homes for all</li></ul>
<b>Local planning authorities</b>	<ul style="list-style-type: none"><li>• Placemaking</li><li>• Homes for all</li></ul>	<ul style="list-style-type: none"><li>• Biodiversity</li><li>• Carbon and climate change</li></ul>
<b>Customers</b>	<ul style="list-style-type: none"><li>• Placemaking</li><li>• Build quality</li></ul>	<ul style="list-style-type: none"><li>• Compliance and ethics</li><li>• Skills and training</li></ul>
<b>Policy makers</b>	<ul style="list-style-type: none"><li>• No respondents</li></ul>	

**Stakeholder average scores**

**Board members rated the impacts of the topics as higher on average than other stakeholder groups.**



## Final Ranking

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**The materiality assessment and prioritised list was presented to the Redrow Board 4 July 2022. An in-depth discussion resulted in minor amends to the ordering of the list, as presented here.**

Top 5	Middle 5	Final 7
<ul style="list-style-type: none"><li>• Placemaking</li><li>• Build quality</li><li>• Health and safety</li><li>• Carbon and climate change</li><li>• Environmental homes – product design and lifecycle management</li></ul>	<ul style="list-style-type: none"><li>• Biodiversity</li><li>• Company culture and DEI</li><li>• Pollution prevention</li><li>• Skills and training</li><li>• Homes for all (affordability &amp; accessibility)</li></ul>	<ul style="list-style-type: none"><li>• Resource efficiency and waste</li><li>• Compliance and ethics</li><li>• Water</li><li>• Employee package</li><li>• Sustainable procurement</li><li>• Governance for ESG</li></ul>

# The issues

## **What constitutes an ESG issue? Is it different from sustainability, or sustainable development?**

Sustainability and ESG are often used interchangeably and to express very similar concepts. ESG stands for 'environment, social, governance'. This term is used more commonly by investors and has a particular emphasis on measurement and metrics. Sustainability and sustainable development have been in use much longer, with an initial focus on environmental issues, but encompassing a much broader set of issues today.

For the purposes of this assessment, we also use sustainability and ESG interchangeably. While ESG appeals to investors and sustainability to a broader set of stakeholders and audiences, to date we have found no true distinction between these issues.

### **Grouping of issues**

Topics are generally grouped into Environment, Social, and Governance topics, though many topics will fall into more than one category. Where this occurs, we highlight the multiple areas a topic may impact.

### We identified 17 potential material issues for scoring and prioritisation.

Our list of potentially material ESG issues was collated from external sources such as the reporting frameworks like GRI, SASB, and the UN SDGs; industry benchmarks like NextGeneration, research into pertinent sector trends and ESG mega-trends; and peers and regulation pertaining to your sector. We also reviewed and included Redrow documentation:

- Previous materiality assessment
- Risks register
- Annual Report
- Website
- Sector trends
- Peers' sustainability information
- Media mentions
- Redrow 2025 summary recommendations
- Redrow ESG Gaps Opportunities Report
- Redrow 8 template

We compiled an initial long list from this review, which was evaluated against peers, standards and sustainability trends, as well as changes in your business strategy or the macro-economic environment.

These included:

- COVID-19 recovery
- Affordability and housing crisis
- Increasing focus on D&I by investors and society
- Increasing focus on community impact by government and society
- Continued attention on climate change
- Increasing attention on biodiversity

We then excluded issues which are not relevant for Redrow based on sector or geography.

Material issues are defined in a way that is both understandable to an external audience and specific to Redrow. Each material issue is made up of relevant sub-topics, and each sub-topic generates one (or more) impacts.

Impacts may be positive or negative and may be on the business (financial materiality) or on people, society and the environment (impact materiality).



## **The issues in depth**

- |   |                                   |
|---|-----------------------------------|
| <b>17 Biodiversity</b>  | <b>25 Diversity and inclusion</b> |
| <b>18 Carbon and climate change</b>                                     | <b>26 Homes for all</b>           |
| <b>19 Environmental homes – product design and lifecycle management</b> | <b>27 Skills and training</b>     |
| <b>20 Build quality</b>   | <b>28 Placemaking</b>             |
| <b>21 Resource efficiency and waste</b>                                 | <b>29 Compliance and ethics</b>   |
| <b>22 Pollution prevention</b>  | <b>30 Employee package</b>        |
| <b>23 Water</b>   | <b>31 Governance for ESG</b>      |
| <b>24 Company culture</b>   | <b>32 Health and safety</b>       |
|   | <b>33 Sustainable procurement</b> |

**Issues presented alphabetically and in order of E, S, G**

Biodiversity describes the variety of all life, including plants and animals, in an area. Areas that are more biodiverse are often attractive places to spend time in, and are also better at providing flood management, carbon storage, clean water and pollination services.

Redrow can contribute by protecting important habitats and species and creating new quality habitats, connected to the wider landscape.

Protecting, restoring and promoting sustainable use of land, and reversing land degradation and halting biodiversity loss is important for the wellbeing of society and the environment.

Biodiversity loss can negatively affect people's access to clean water and air, and access to food and fibre. Strong ecosystems also help to protect against flooding and other impacts of climate change.

### **Stakeholder views**

Many stakeholders care about biodiversity, but suppliers in particular are incredibly passionate about biodiversity net gain. Local planning authorities put this issue in their top three issues.

## Carbon and climate change

Climate change is an urgent environmental issue that companies must take action on. Designing and building homes and communities that enable their associated carbon emissions to be low or zero, and which improve their resilience to the changing climate is crucial. For example, by:

- improving the fabric efficiency of the homes
- choosing materials with lower embodied carbon
- reducing the energy needed for construction
- designing homes and developments that minimise the risk of overheating and flooding.

It is important for the company to communicate and disclose its progress and challenges in an accessible and transparent manner.

The built environment is a large contributor to climate change, so it's important that Redrow commits and takes action to fight climate change. The built environment also has an outsized impact on climate change through embodied carbon. Measuring and reducing the embodied carbon of building materials will help Redrow to credibly reduce its carbon footprint through the whole lifecycle and has a positive impact on the environment.

Legal requirements, such as TCFD, require all businesses to review climate risks, opportunities, and strategies.

### Stakeholder views

NGOs rated carbon and climate change as their top issue.

Some employees mentioned that they like working for a business that addresses climate change

## **Environmental homes – product design and lifecycle management**

Designing low-impact homes where energy, water and waste management services are provided in a sustainable way. This could be through smart home technology, innovation, energy monitoring, green building standards or customer engagement/training.

Homes that are energy efficient in their operation will reduce their carbon footprint and energy costs of operation, having a positive impact on both the environment and customers. Property technology that helps to measure real-time energy consumption through smart meters and water monitoring help Redrow to educate customers on sustainable behaviours as well as opportunities to save money.

### **Stakeholder views**

NGOs and the Board rated environmental homes – product design and lifecycle management in their top five issues.

The quality of workmanship in the building of a new home is a key contributor to the health, safety and wellbeing of the people buying and living in the home.

High-quality workmanship is crucial to maintaining high levels of customer satisfaction and high levels of confidence arising from independent assessments and inspections, such as by the NHBC.

### **Stakeholder views**

NGOs rated build quality as their second top issue and noted that good build quality means low defects and avoidance of retrospective works.

## **Resource efficiency and waste**

Prevent and reduce waste from all stages of the product lifecycle, including design and construction. If waste cannot be prevented, aim to reuse, recycle or recover instead, therefore diverting from landfill.

The core intent of managing resources and waste efficiently is to keep products and materials at their highest value for as long as possible and promote waste avoidance and minimisation. Diverting as much waste from landfill as possible has a positive impact on the environment and society.

### **Stakeholder views**

Some employees feel that Redrow could be doing more to tackle waste, both in offices and on site.

## Pollution prevention

Pollution occurs when substances released to water, land or air have a harmful effect on the environment or the health and wellbeing of people. Redrow must take care to minimise pollution and contamination, which could result from construction practices. Nutrient pollution, which is increased levels of nutrients such as phosphorous and nitrogen, can be caused by new developments. Redrow must plan carefully to mitigate this.

Home builders face challenges directly related to the ecological impacts of development activities. Building on undeveloped land ('greenfield') can cause land and water contamination, waste, and excessive strain on water resources. Building on previously developed sites ('brownfield') prevents additional environmental degradation compared with greenfield development.

### **Stakeholder views**

Local communities, local planning authorities and investors ranked pollution prevention in their top five issues to be addressed.

## Water

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Water used on-site and in Redrow's operations. Ensuring that increased development does not increase the rate of water needed for drinking water supplies above existing levels (this is known as water neutrality). Water should also be reused and recycled by the home where possible, and water pollution should be prevented.

Reducing water use in new homes preserves future water supply and makes homes more resilient against potential water shortages.

### **Stakeholder views**

Many employees feel that more could be done to tackle the water issue, including the use of grey water. Rainwater harvesting was mentioned by employees and NGOs.



## Company culture

The shared values, goals, attitudes and practices that characterise an organisation. These are established by leaders and then communicated and reinforced, ultimately shaping employee perceptions, behaviours and understanding. Ensuring that the physical and mental wellbeing of employees is looked after, having ethical employment practices and acting on employee input are essential in maintaining a good company culture.

Healthy corporate cultures where employees are engaged in the mission of the business will be more productive. Poor workplace culture can be seen through low engagement scores and high turnover rates. Workplace policies that improve employee retention can help reduce employee turnover costs.

### **Stakeholder views**

Employees rated company culture as one of the top issues for Redrow to be addressing. This is unsurprising considering its company culture directly affects employees.

## **Diversity and inclusion**

Creating an inclusive working environment for people of all backgrounds, with equal opportunities in recruitment, selection, training, development and promotion. Ensuring that opportunities are unaffected by gender, race, religion, age, sexual orientation, disability, marital status or pregnancy, and all employees feel valued and respected. All employees should have equitable access to talent development opportunities, pay gaps should be reduced, and there should be leadership support for diversity and inclusion (D&I).

D&I has rapidly risen in importance for potential employees, ESG-driven investors and society at large.

Diverse businesses are more productive and resilient; pay gaps may indicate bias in recruitment or challenges to promotion of underrepresented minorities to higher levels.

ESG-driven investors want to see support for DEI policies and an employee population that reflects the background diversity of the area in which the company operates. In addition, diversity should stretch across and within departments and across all job functions and managerial levels. There should be evidence of strong support for DEI policies by management.

### **Stakeholder views**

Employees rated D&I in their top five issues. Although D&I was ranked in the bottom set of issues, company culture was ranked in the middle of all issues and could be interpreted as including D&I.

Ensuring Redrow's communities are balanced, affordable and accessible to the local community. This can be achieved through a range of mixed and balanced affordable tenures (including low-cost home ownership options) and a range of housing mix and accommodation to meet identified local housing needs.

The UK continues to suffer from a housing crisis. Not enough homes are being built, and a lack of supply can exacerbate the existing lack of affordability of homes.

### **Stakeholder views**

Local communities rated homes for all as their second highest issue to be addressing. They mention that young people are priced out of the market, and this should be addressed.

## Skills and training

The UK is facing a skills shortage in construction. Redrow can support employees to learn the skills required for their current and future jobs, and progress to the best of their ability at Redrow. Apprenticeships, graduate schemes, and having the right career progression opportunities and performance management also help tackle the skills shortage and create a successful workforce. Training provision for employees and sub-contractors is also crucial.

Training and development opportunities are key contributors to corporate culture. Provision of programmes and assistance to upskill employees and facilitate continued employability enhance the attractiveness of Redrow as an employer.

### **Stakeholder views**

Employees mentioned that there are lots of great opportunities for graduates and apprentices at Redrow, which they are pleased about.

Designing great places to live with beautiful open spaces for residents and surrounding communities to enjoy, and amenities that encourage neighbours to come together. Places which create a 'sense of place' and belonging where people can thrive.

The setting of homes is of equal importance to the quality and design of the individual homes themselves. The 'Redrow 8' provides a framework for the creation of sustainable, well-connected and well-landscaped places that incorporate nature, and are pedestrian and cycle friendly.

Adopting best-practice placemaking principles means we have greater potential to deliver a sustainable legacy, which meets the needs of our customers and the local communities in which we develop, for generations to come.

Effective placemaking considers issues like heritage and identity, community relationships and networks, natural resources, and creating healthy places when building homes and neighbourhoods.

Living in beautiful and sustainable places make people happier and healthier. People will choose to live in places that support their wellbeing, making placemaking an integral component to the success of Redrow's bottom line.

### **Stakeholder views**

Placemaking is the highest priority issue for local communities, and understandably so. Employees also rated placemaking in their top five issues, which shows that they are bought-in to the strategy of Redrow.

## Compliance and ethics

Adherence to codes, regulations and policies related specifically to UK-based homebuilders. There should be good communication and training about ethics, anti-bribery, anti-corruption, and defamation policies and procedures.

Not aligning with codes, regulations and policies risks affecting Redrow's licence to operate, corporate reputation and access to finance.

### **Stakeholder views**

Many stakeholders commented that compliance and ethics is a hygiene factor issue that is important by default.

## Employee package

Having the right remuneration and benefits in place so that employees feel appreciated and treated fairly. This includes parental and caregiving benefits, medical healthcare, mental health and wellbeing support, and agile and flexible working. It's also important to have a policy and approach to the ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.

Family-friendly policies such as paid family leave and workplace flexibility help retain valuable employees who need help balancing work and family. Retaining talent is a positive return on investment and supports employee professional development. Problems retaining top talent can indicate problems with culture.

### **Stakeholder views**

There are mixed feelings among employees about the standard of Redrow's employee package, and it was rated as one of the top issues among employees. Some employees feel benefits and salaries are falling behind peers in the marketplace.

Some employees also called for transparency of pay and benefits.

## Governance for ESG

Ensuring that there is robust management for ESG issues, and that the Board has the right skills to effectively manage the ESG Strategy. For best practice the Board should be diverse and independent to ensure conflicts of interest are avoided and managed.

### **Stakeholder views**

ESG targets for Executives were mentioned among the employee responses. Governance for ESG ranked as the last issue out of all issues. This could be because it's considered a hygiene factor that does not need further consideration.



## Health and safety

Ensuring the health and safety of employees, contractors, visitors, members of the public and anyone affected by Redrow's operations and development. Ensuring that both the homes and the construction site are safe by design and that people are operating responsibly.

This also means meeting health and safety standards once the buildings are in operation. Unsafe practices will have negative impacts on people, whether employees or residents.

A developer must ensure the site is suitable and safe for the purpose for which it is intended. They must have a clear understanding of the risks and liabilities associated with the site, to ensure the scheme is viable and that profit margins are safeguarded.

A deterioration in Redrow's health and safety standards could place employees, contractors, site visitors or the general public at risk of injury or death and could lead to litigation or penalties that damage Redrow's reputation.

Health and safety is culturally a high-profile issue in the built environment sector, so it is understandable why it scored so highly.

### Stakeholder views

Health and safety is also considered a hygiene factor issue that is important by default.

One employee rather worryingly wrote that 'accidents, incidents and infringements are accepted by Management as the cost of doing business'.

## Sustainable procurement

Sustainable procurement means incorporating environmental and social criteria into procurement decisions and ensuring that suppliers share Redrow's values. Social criteria include eliminating modern slavery in the supply chain, procuring from small to medium enterprises, ensuring the Living Wage Standard in the supply chain, and procuring locally sourced products, services and labour. Environmental criteria include choosing responsibly sourced materials such as timber and choosing products and materials with low environmental impact across the lifecycle of the product.

This is a policy decision – deciding whether or not to introduce and prioritise sustainability criteria in procurement decisions.

Given the importance of embodied carbon to net zero carbon reduction plans, it will be impossible for companies to achieve their carbon reduction ambitions without a sustainable procurement approach.

### **Stakeholder views**

Unsurprisingly, sustainable procurement was in the top three issues of importance to suppliers. Suppliers were passionate about working with an ethical and sustainable company.

# Stakeholder analysis summary

# Overview

## What is a stakeholder and why are they relevant?

### Redrow's stakeholders for the materiality assessment

- Suppliers
- Local communities
- Employees
- NGOs
- Investors
- Local planning authorities
- Board
- Customers
- Landowners
- Policy makers

Stakeholders are individuals or groups that have interests that are, or could be, affected by an organisation's activities and decisions. An interest (or 'stake') is something of value to an individual or group that can be affected by the activities and decisions of an organisation.

Stakeholders do not need to have a direct relationship with the organisation; for example, the workers in the organisation's supply chain can also be its stakeholders. The organisation should also identify the interests of those who are unable to articulate their views (e.g. future generations).

Moreover, stakeholders might themselves be unaware that they are stakeholders of a particular organisation, especially if they have not yet been affected by its activities and decisions.

Not all of an organisation's stakeholders will be affected by all activities and decisions of the organisation. The organisation needs to identify the stakeholders whose interests must be considered in connection with a specific activity or decision (i.e. the relevant stakeholders).

### Mapping and identifying stakeholders

We reviewed Redrow's previous materiality assessment. We held a discussion with members of Redrow's sustainability team and identified key stakeholders.

### How did we engage with stakeholders?

We conducted a survey asking stakeholders to rate the impact and likelihood of each material issue, to determine how important it is for Redrow to address as part of its approach to sustainability.

The surveys were anonymous, and custom-made for each stakeholder group.

We also asked respondents for 'free text' responses on all issues.

**37 Suppliers**

**40 Local communities**

**42 Employees**

**51 NGOs**

**54 Investors**

**55 Local planning authorities**

**58 Board (NED and Execs)**

**59 Customers**

**60 Landowners**

Suppliers

*luminous*

Material issues ranking



66 suppliers responded to the survey.

“We are here as a partner to support Redrow's approach to **tackling Biodiversity net gain.**”

“We aim to supply Redrow with the right products and service to support their approach to **decarbonisation.**”

“We would suggest that in not defining **equivalency** in product or system specifications you are creating risk to your reported carbon figures. Current EPDs suggests Redrow installs 'equivalent' products with higher embodied carbon (> 40%) than Knauf. We provide physical (site and regional teams) and digital quality assurance services to Partners, not taking advantage of these potentially impacts in situ fabric efficiency. We are happy to support Redrow in assessing and evolving their specifications.”

“As a distributor, material choice from Redrow is very important to us, and particularly the requirement for **lower carbon and sustainable materials.**”

“Redrow build a better than average home, however, resistance to change amongst trades people can slow down the adoption of innovative products.”

## Suppliers

*luminous*

“One of our core values is **quality** and we are proud to be associated with partners that share our values.”

“It is really encouraging to see an increasing amount of interest and data being solicited regarding sustainability. **We’re told that this information has no bearing in procurement or specification decisions currently; as a business that invests heavily here, we look forward to helping this culture change.**”

“We are working on our own **waste strategy**, including a focus on zero waste to landfill. We hope we can contribute to Redrow's work in this area in the future.”

“Training in innovative products is essential to drive change and adoption.”

“When organisations are creating targets, these should be linked to the waste hierarchy. Placing more importance on reduction than landfill diversion. Waste stream targets should not be measured in the same way. For example, voluminous light weight waste streams should be measured in terms of volume not weight.”

“Redrow would go **over and above planning requirements** to make great places and communities to live in.”

“Brand reputation by association would be a concern if Redrow were not deemed to be doing the right thing in this area. [pollution prevention].”

“Our approach to partnership development means that our most successful partnerships are and will be with those businesses that have **compatible values**.”

“Wienerberger have innovative products designed to massively reduce water content in construction. These type of initiatives need to be adopted by developers.”

“Wienerberger is committed to open , fair and anti-discrimination policies, both internally and from our supply chain and customers.”

“Health & Safety in any environment is **paramount**.”

“H&S is Wienerberger’s no 1 priority.”

“it is important that the regions see the **wider sustainable benefits** beyond the unit cost. Price vs value. We are sometimes benchmarked on price but not overall value.”

“Adoption/promotion of **innovative solutions** is essential moving forwards.”

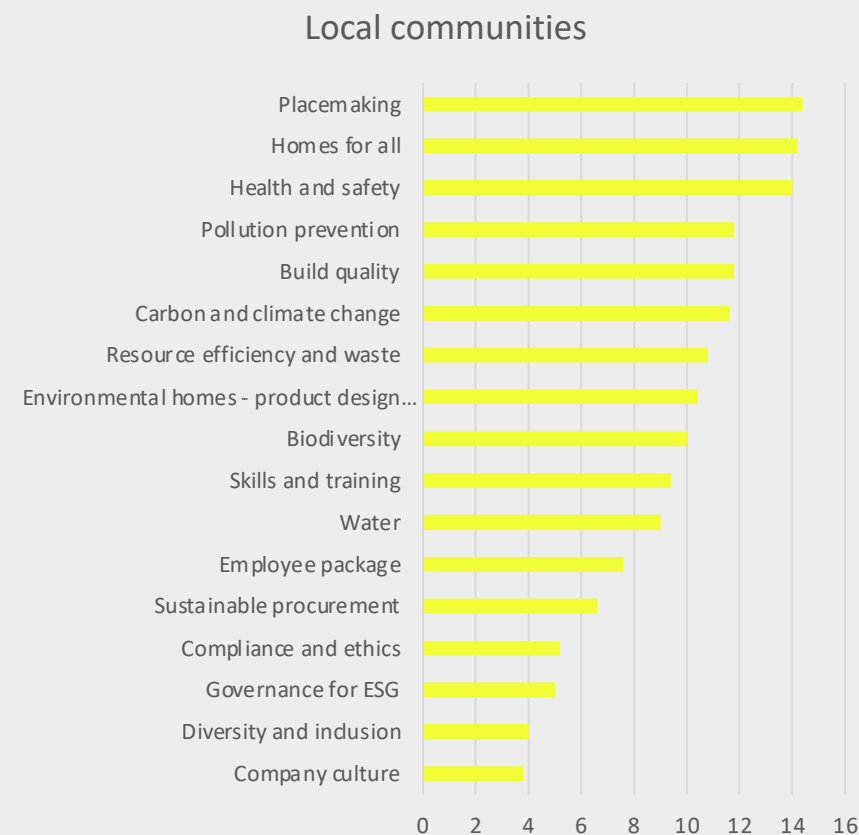
“Not defining **equivalency** in product or system specification creates potential risk to a Sustainable Procurement strategy. Enabling your sub-contractor(s) to define what is 'equivalent' undermines any procurement strategy. We are happy to support Redrow in assessing and evolving their specifications, providing a compliance monitoring platform too.”



Local communities

*luminous*

Material issues ranking



“By definition ‘green field’ development will affect plants and wildlife so impact will, in my view, always be high. Brownfield sites less so.”

“All development will have some negative effect on the environment. The issue... is how effectively this is mitigated.”

“**Carbon footprint** increasing is a major concern to the planet as a whole. Developers do not seem to be at all proactive in this area, there is always the excuse of costs, yet failing to look at the long-term gain. I like to know why solar slates are yet to be included in building homes or industrial units. Little regard is placed on **transport and infrastructure**. Developments are still being developed and being car dependent. More thought needs to be put into modal shift thinking and better and more efficient means of recycling water. Then there is the thermal aspect to take into consideration. Much improvement is needed in this area.”

“I was very disappointed that all sources of renewable energy and energy saving devices/heating were not incorporated as standard in your new builds. Solar PV, high insulation + MVHR, Ground or Air Source heat pumps, low water use; showers, toilets. (Even a wind turbine...) (a quiet one).”

“Total **carbon** cost, and **circular economy** best practices are needed.”

## Local communities

*luminous*

"Pollution is an ongoing problem, there are many areas of **pollution** and its impact. The whole picture needs to be addressed."

"A good company culture is clearly essential in ensuring that all your other objectives are delivered. I am afraid that I don't know your company sufficiently well to comment on whether you have achieved that desideratum."

"In my experience all builders create waste on site and then place earth over it and turf or pave it. You find it when you need to plant a tree, i.e. rubble unfit for planting under the cover."

"With your statements on all areas, how can you actually make homes **affordable** with all that you are including from carbon footprint to environment sustainability? Youngsters are **priced out of the market**. How do you intend to address this?"

"Glad to hear that you are considering [pollution prevention]."

"Design plays a huge part of [placemaking]. So dull urban designs fail to achieve this. Far too much emphasise is placed on density when it comes to rural designs."

"[Water] is especially important in this area."

"Space is specified in the planning agreement, so Redrow has to conform to that. Unrestricted, most developers would cram more dwellings into the expensive land they purchase. Redrow among the more responsible builders."

"Glad to hear that you take [company culture] seriously for your employees. The concern is the integration of new residents and making them feel **a part of the community and not isolated**. This can severely impact on their mental health and wellbeing."

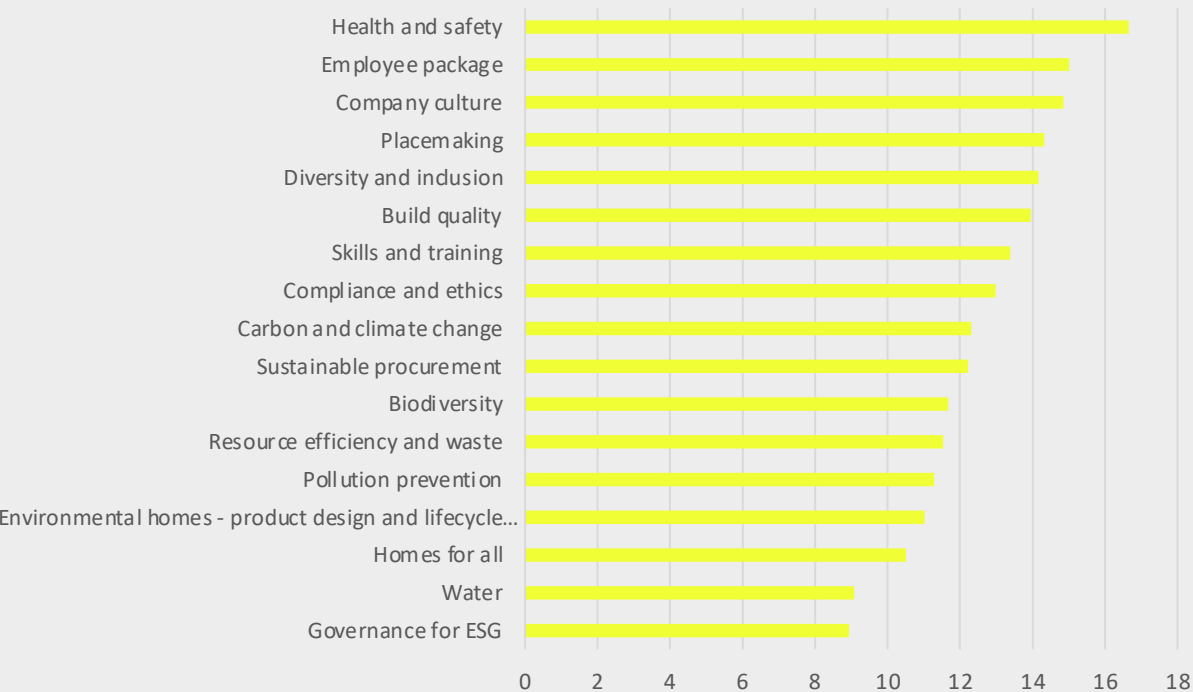
"It is disappointing in relation to App. S/21/03955 that **air or ground source heat pumps** are not being installed from day 1. According to current Government policy, these will need to be retro-fitted within a few years as gas-based systems are phased out. Consideration should also be given to communal multi panel PV arrays – rather more efficient than tiny individual ones. This approach has been used in the Netherlands as, for example, a component in the VINEX housing programme, e.g at Nieuwland, a suburb of Amersfoort."

Employees

*luminous*

Material issues ranking

Employees



193 employees responded to the survey.

“I want to work for a company that I can be **proud of**. Key commitments to environmental and biodiversity improvements, and the part I can play in making this happen, is important to how I view the company I work for, and by proxy, the way other people view me for working for that company.”

“Our developments need to make a **positive contribution to society and the environment**. It is clear the culture here at Redrow recognises that.”

“**BNG** impact upon land acquisitions – developable area/unit numbers and obtaining suitable planning consents is my primary focus.”

“If Redrow have a poor attitude towards **BNG** then they would be likely to have a poor attitude towards many other areas. Thankfully, Redrow do care.”

“Redrow implementing and evolving the most up to date efficient and sustainable designs in meeting the biodiverse challenges will not only have a major impact on the plants and animals but also the local community, having attractive places to spend time in will ultimately play a major part in the well being of every individual.”

“It is hard for a developer to positively influence this on many sites; however, effort is made to meet LPA’s requirements for BNG targets. It would be a ‘nice to have’ for me personally, if we set internal targets to achieve, say, 15% BNG on all sites where LPA may only request 10%.”

## Employees

*luminous*

"At Amington [at] the beginning of the development they have created a lovely green space that the community use all of the time for kids playing (bring their own goal posts), dog walking, general exercise it is a lovely area, great for mental health, just a shame that it is going to be replaced by 10 houses, I do understand because there is a shortage of houses and you can't please everyone."

"We need to maintain and keep as much of the original flora and fauna as we can, and where we can't we need to replace with like for like. Otherwise, the nature we lose will not come back and that would really be a travesty."

"There can be a difference between the [biodiversity] aspirations and perhaps promises made at planning stage and what then happens on site."

"I believe that **climate change** is the biggest threat facing society and that improvement of the built environment is critical to minimising the impacts."

"I want to work for a company that I am proud for the product that we produce and the **legacy that we leave through our developments**. Therefore, if climate change is at the forefront of our considerations, then I am more likely to believe in Redrow and want the company to succeed."

"It is also important that we choose our supplier based on **climate factors**."

"Redrow have set out how they will hit minimum part L and FHS regulations in coming years. There is limited to zero ambition however to go above and beyond 'off our own backs' as opposed to meeting requirements. I acknowledge the financial implications, particularly with our construction and house type models. However, investment into a new range that is purpose designed to achieve u-values such as 0.15 or lower, rather than retrofitting an existing product, would show a greater commitment to the cause. It is eminently possible to build high energy efficiency housing without enormous additional cost too. "

"it would be nice to see the use of solar water heating/PV and battery storage on sites to reduce dependence on the grid, and to contribute toward producing **renewable energy** to the grid."

"to my knowledge, no **grey water recycling** or plot specific management services are provided. SUDS are, of course; however, integrating grey water management would be a useful intervention."

"Can we look at **green water recycling**? This will help with SUDS issues. If we can use surface water for, say toilet flushing then we have to store less, lose less land and put it into the sewers by default."

## Employees

*luminous*

*"Poor workmanship and low quality have a larger negative impact environmentally than excellent workmanship and high quality. That fact cannot be disputed in terms of use/waste of resources both human and material. On the question of desire to stay with the company. Well, the impact is greater as I would not wish to work for a company whose quality standard were not as high as can be achieved. This also has a knock-on effect on the company's view on both sustainability and impact on the environment as I do think high quality is the underlying ethos which determines the social conscience of the company."*

*"the product is of a high quality, **though I feel it has to evolve with the sustainability agenda** Worksmanship has a good reputation."*

*"**I don't believe Redrow is doing enough in this regard** [resource efficiency and waste management]. Having visited several sites, I can see wasted materials and poor waste management throughout. Some efforts to improve have been made but I feel much more should be done. The pressure on sites is partly the cause of this - allow more time for planning and proper delivery of the product. Also impacts company reputation"*

*"Waste in office (e.g. excess printing) small matter that could be addressed with better IT. Use of tablets etc for reviewing documents / plans, providing mark-ups etc. This technology is limited to directors, customer service and construction currently."*

*"We have no approved solution to the **phosphate** issue yet, so we are unable to properly plan for it."*

## Employees

*luminous*

*“Targeting water neutrality in new housing is complex by its association with creating the homes for a rising population which will increase demands on consumption however much we want to reduce it! This is a bigger issue than just new homes and needs to be tackled centrally across all homes. It is not just drinkable water supplies we are taking about. The treatment of water is an industry which needs to be seen as just part of the issue. Storage and distribution have as key a part to play as the frugality of its consumption. It is just a matter of looking at how we can reflect the treatment to the end use and increase rainwater storage at national, local and domestic levels. It is ironic that a planning application for a new reservoir is as harshly criticised as one for a new homes scheme!!!”*

*“**Rainwater harvesting** for use in garden taps/toilets would be a good addition to our designs to reduce our impact. Water demand is only ever going to increase, and this could help if adopted widely through the industry.”*

*“Has the introduction of **grey water** systems been considered? Water butts as standard?”*

*“**Collecting surface water** for use in flushing toilets for example would not only reuse natural resources but mean we would reduce the SUDS solutions we are now needing to put on site.”*

*“Much more engagement and honest, genuine support by Leaders is needed. I don't honestly believe that is the case that the exec board will accept the potential short-term financial impact on the business to put in place the necessary changes to improve the business. ED&I, Sustainability etc. seem to be ‘greenwashing’ – the exec need to embrace these issues and lead from the front, not just focus on the daily share price (although this is the only area where they are incentivised to focus).”*

## Employees

*“Great to see so many introductory options for new young people to enter the company through **apprentices, supported degree, grad schemes** etc. I have seen the benefit of bringing people into the Company at this level and wholly support this continuing and expanding.”*

*“On ED&I – this is no longer a fringe issue to be overlooked and has a material impact on any employee’s attitude to working for an employer. On Homes for All – affordability is relative and needs to be seen alongside taxation and public services. It should not be left to just the new homes industry in the manner it has over the past three decades! There needs to be a social homes section of both national and local government which is separate to the new homes sector.”*

*“More emphasis on MMC (Modern Methods of Construction) not only to assist the Apprenticeship shortages but also to enhance the overall quality of the end product.”*

*“Lots of opportunities for **grads and apprentices**, which is excellent.”*

*“Whilst apprentice and graduate schemes are commendable, what about training and promoting ‘home grown’ within departments cutting the cost of agencies and giving colleagues encouragement?”*

## Employees

*luminous*

*"I believe that salaries should be transparent so that we can be certain that inequalities do not exist."*

*"To be proud of the company I want to see more than just rows of bland housing. Redrow seems to be improving this and I support it. Would I want to live on a Redrow development, however? Currently it's still a no unfortunately."*

*"Unfortunately, I have no confidence in governments who try to on the one hand limit land use and the other hand create great places to live. There is an unspoken desire by government to overdevelop to achieve both aspirations and this does not lead to great green landscape led places. Redrow's continued pressure to limit densities and create green places to live where landscape is part of the infrastructure, not simply part of the adjacent undeveloped countryside, is one which in the end leads to attractive townscapes and lower impact on the remaining countryside. Long may we continue to press home our view."*

*"**Better finished landscaping** in new developments would be ideal."*

*"**Placemaking is the most important issue** because developments that last forever are the most sustainable."*



## Employees

*luminous*

"Plant more trees away from site to offset some of our **carbon emissions**."

"Well-being is at the top of the agenda and starts with how employees feel they are appreciated."

"Good reputations are hard to make and easy to break. A good public perception adds value across the business."

"A business is nothing without its employees. Given the time spent at work it is important to feel valued and supported with reciprocity."

"Many of the new manuals are excellent; however, the placemaking is suffering due to the prescriptive design guide which leans towards efficiency in parcels as opposed to overall quality of placemaking. A move away from previous Redrow design?"

"Our current salary bandings are **falling behind the the marketplace**, making recruitment very challenging."

"Our stance on replacing buildings with **cladding** has been brushed under the carpet at best."

"Benefits are very good. **remuneration is beginning to fall behind competitors** (in planning/design/technical particularly) in the current market."

"A fair package is important to attract and retain good quality staff when so many others are offering better. However, bonuses and targets should include more than just house numbers, sites bought, but also include other measures for regions and **the exec to include targets for Sustainability, biodiversity, carbon reduction, ED&I etc** . – it's the only way to get true improvement as a business."

"Whilst the introduction of home working has been welcomed, a home working policy has still not been formalised. This is both confusing for current employees and difficult to explain during recruitment processes."

## Employees

*luminous*

*"It is very likely Sales will be open over the Queen's 70th Jubilee – there isn't an equal value in this business – the business will want to be to 'sell' that doesn't treat Sales in line with all other teams in the business – Outside of this Redrow will be viewed as greedy or grabbing to be open! Same view on Easter Day. The business can stand a few additional closed days ... it really would NOT impact sales but it might give the sales team a moral boost!"*

*"I do think Redrow needs to look at people's packages so we don't end up with a high staff turnover. Redrow need to offer 'the going rate' as I know there is a lot of movement within this industry at the moment."*

*"Improvements to this [employee package] have been good but **Redrow still lacks employee benefits compared to other companies.**"*

*"**Transparency of pay and benefits** should be made available."*

*"**Investing in employee remuneration, wellbeing and ED&I result in employee retention.** High employee turnover and attracting the right people to do the right job has high financial impact on the business."*

## Employees

*luminous*

*“Does the ‘Board have the right skills to effectively manage the ESG Strategy’?! Currently I'd say no, or that the focus of the Board is not on ESG but only on finance. It shouldn't be up to big shareholders to push the ESG agenda if the exec Board truly wants to lead.”*

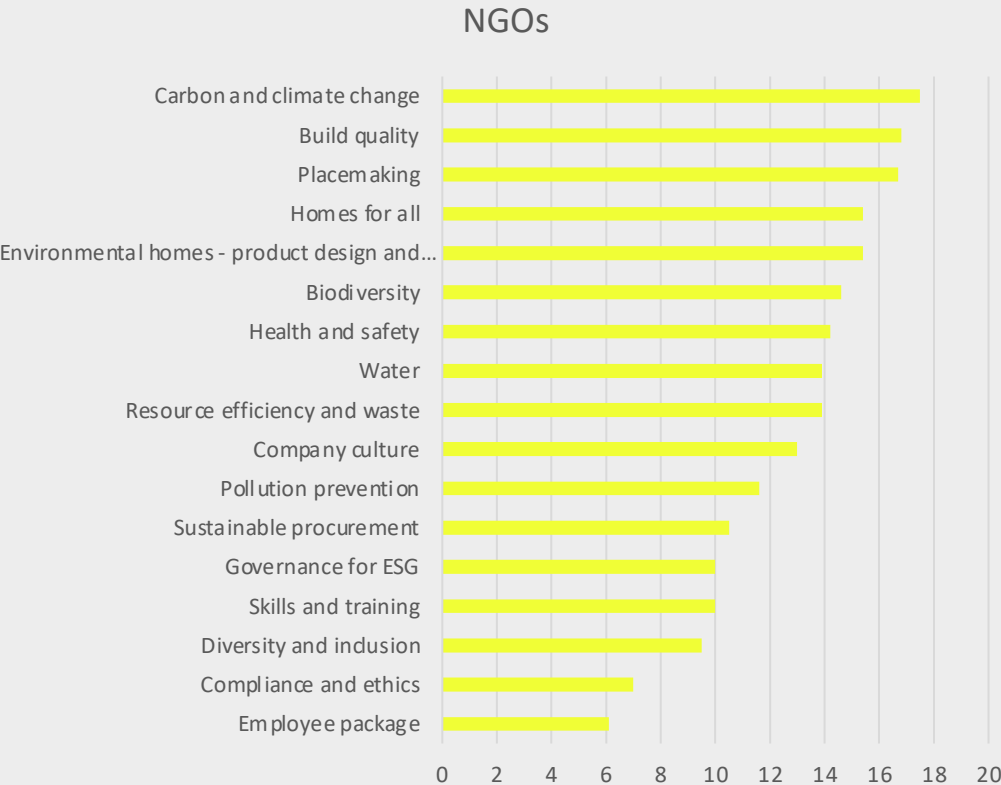
*“H&S is not taken seriously enough at Redrow. **Accidents, incidents and infringements are accepted by Management as the cost of doing business.** This is not acceptable. Other industries do take H&S far more seriously (i.e. Oil & Gas, Chemical, Pharma, large Manufacturing). The H&S culture is poor in Redrow, the Board (exec and Regional) need clear objectives and focus to really make a change. Removal of blame culture, honest incentives to get people to call out poor practice and removal of ‘just get it done’ comments are key. One of the biggest Redrow weaknesses as far as I can see. House numbers are the only thing that matter; the recent increase in accidents is a direct result of this poor culture because MDs are forced to accept poor practice as a trade off for achieving numbers.”*

*“The H&S department do not have a consistent view across the group. The bonus should never be affected by the scores or the reporting of injuries.”*

*“I believe Redrow have the procedures in place and that **Health and Safety is managed very well.**”*

*“Commercial depts should be checking suppliers as a matter of course. Hopefully, this is almost a 'done deal' these days – **we should use reputable and reliable suppliers, always.**”*

# Material issues ranking



10 NGOs responded to the survey.

*luminous*

“The move to 10% BNG based on the v3.1 calculator means that landscaping and **biodiversity need to be a significant consideration early on in design and development** terms; however, if achieved successfully the benefits are immediately felt in the community you are hosted by.”

“Committing early to what the government is bringing in is good, but to be a leading business **Redrow needs to go significantly beyond government targets** which always lag.”

“As a creator, designer and developer, communities should expect the best possible outcomes for new homes and new residents where they are accepting of new homes. Morally we are unable to continue as we are and proactive measures will allow a knowledge base of experience and practical application to allow us to better prepare, better develop and contribute more positively at a local, national and global scale.”

“As a large business you have the ability to influence policy ensuring that businesses are pushed to do what is needed to **positively impact the environment and bring your sector with you.**”

“Redrow makes a significant contribution to the economy and at its core is a manufacturer of homes (albeit multiple components are sourced and a degree of design and build applies in practice). As a responsible British Manufacturer Redrow can lead the way in thinking holistically to a building’s life span, not only its design construction, in use but also in expiration and/or its re-modelling. Give customers the power to grow their home in conduction with their family/caring needs. A housing stock is then able to meet the needs of every generation in one home.”

*“Educating new homeowners into new energy systems and changing lifestyles – for example **solar hot water**. If you have a shower in evening – you are not burning fossil fuels by using immersions heaters in the morning because the tank is not heated.”*

*“Redrow should attach itself to being an **ethical employer** that understands the need for flexibility across its employee base. An employer able to give flexibility will engender the kind of loyalty with its staff that is not easily quantifiable other than in satisfaction/productivity and efficiency of the workforce. A high return for little cost. A modern construction business needs to respond to a diverse population securing the best talent and nurturing that talent. Construction has largely been dominated by a subset of white male 40–55yr old leaders (many who do not hold primary caring duties) and therefore have the ability to work a regimented pattern. However, good businesses take on talented people and work to keep hold of that talent.”*

*“The construction industry has now begun to take seriously the impacts of its actions and health and safety must be a priority of the highest order. Build Quality and construction methodology are two components which are very firmly in the gift of Redrow PLC and as such therefore can provide a huge positive impact on construction professionals as well as customers. These are governed less by externalities and more by Redrow PLC’s desire to produce new homes to the highest standards in production and in use.”*

*“Air tightness – means more energy efficiency – good build quality means low defects and avoidance of retrospective works.”*

*“Redrow should consider the in-use and re-modelling/renovation/regeneration aspect of a **building’s lifecycle** in more detail than is currently done.”*

*“**MMC is known to reduce and recycle waste** – Redrow with its supply chain weight of buying power could influence quantum and thus price, giving smaller developers and builders the opportunity to use these systems as prices reduce nationally.”*

*“Lots of low flow systems on the market – not currently used by Redrow on standard products. **Rainwater harvesting** is also cheap for garden usage and Swales/ponds stop long-term flooding – all can be thought through at Design stage.”*

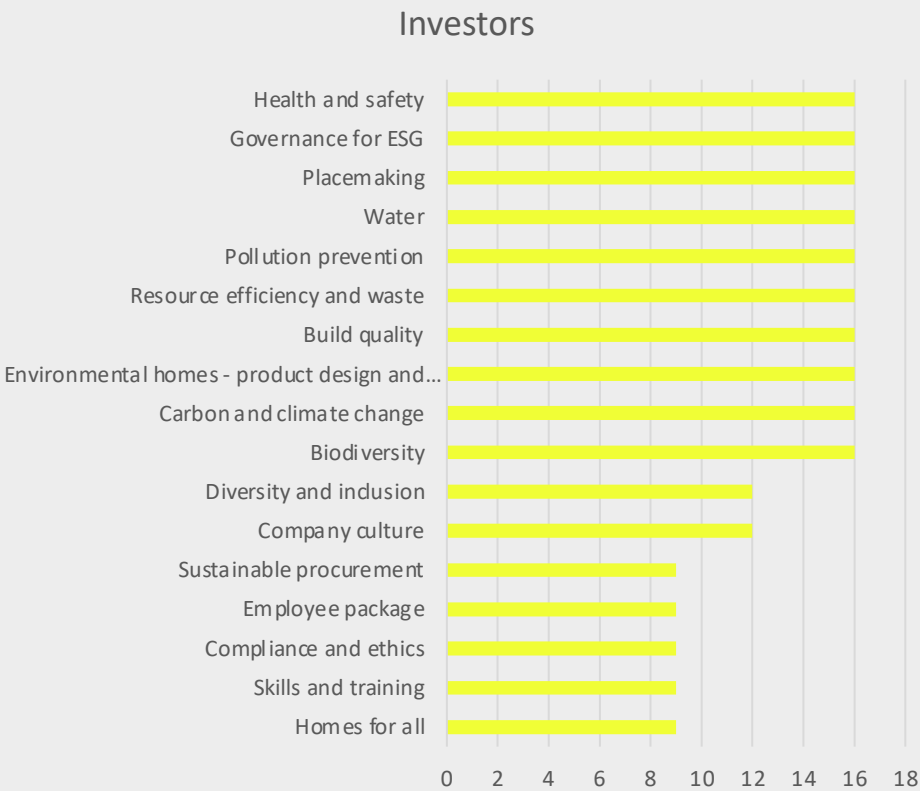
*“An organisation’s culture is driven by its **leadership** and can only drive intellectual thought and creativity if there are spaces that allow for debate and challenge. This is a low-cost, high-impact item that can only serve to increase the knowledge and thought of the company, to be future ready.”*

*“Moving to a technological approach to construction manufacturing, Redrow can approach its skills, training and apprenticeships in a more attractive manner for graduates and those looking at construction as a career path. It is important to [understand] whether the highs and lows available [in] labour and security and a variety of job opportunities and progression will lead to a more stable and satisfied workforce and more cost control (labour costs) in the longer-term horizon.”*

*“**Placemaking is perhaps the legacy that Redrow leave behind**, if not delivered successfully will be the last representation in that district borough or community that Redrow leave behind. This is a high-impact, low-cost consideration and requires additional design and thought in the early stages to ensure the execution is well done. The level of Landscaping (maturity of trees and materiality of hard landscaping may cost more) but will deliver a big impact from a value enhancing, product placement perspective.”*

*“As an ethical business Redrow should lead by example in **understanding modern societal challenges** and ensuring that business engagements are robust and credible. This is a high impact, low-cost objective, but does require the business to understand (at every level) what it means and may require training to disseminate its use and application.”*

# Material issues ranking

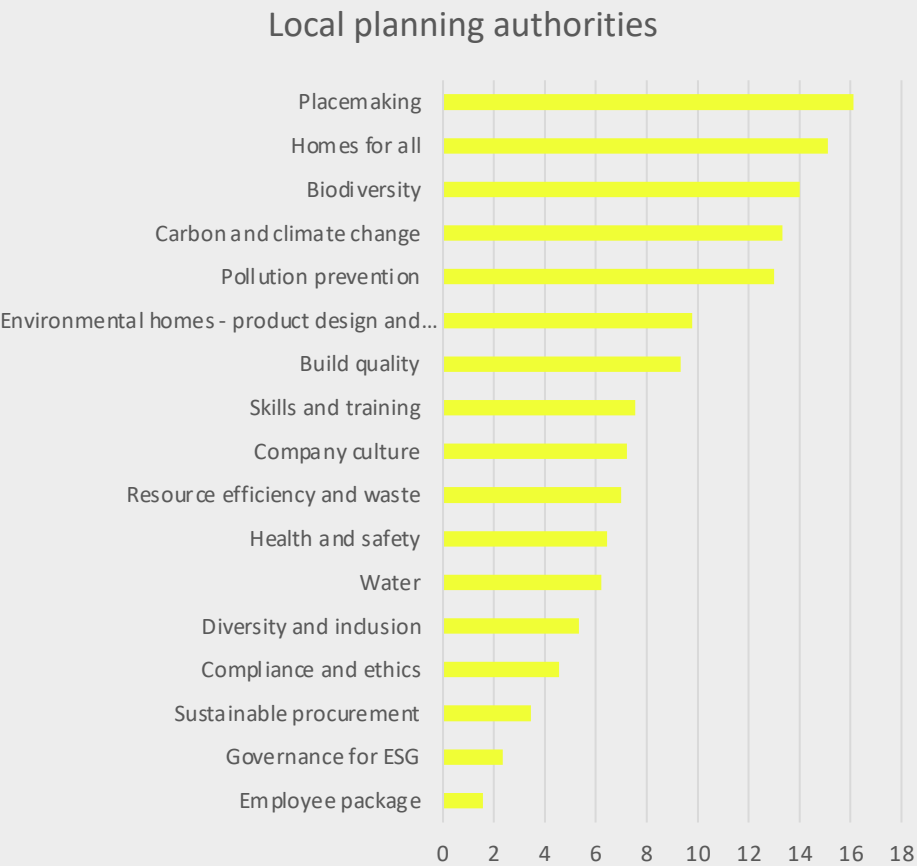


1 investor responded to the survey. No commentary from investors.

Local planning authorities

*luminous*

Material issues ranking



9 local planning authorities’ representatives responded to the survey.

“I think it important to **protect the countryside**, particularly the Green Belt.”

“There is a far greater need to incorporate **biodiversity** into the design and management of new communities moving forward, including **increased green areas** that serve multiple purposes.”

“It is essential that all new build reflects the need to build to the **very latest environmental standards**.”

“The Council has declared a climate emergency and is committed to zero carbon by 2030. All future developments will need to demonstrate a commitment to **zero carbon** and **sustainable travel**.”

“Current policy (possibly correctly) does not require consideration of details and there is a (potential over) reliance on Building Regulations as the benchmark. More innovation in this area may well provide a better ‘offer’ to discerning customers, but there remains a presumption where supply is low and demand is high (particularly for a higher-end product such as yours) there is less need to innovate still. Increasing cost of energy will no doubt become more important to prospective purchasers in the future, and **you are well advised to be ahead of the trend** for more low-cost homes by going beyond minimum standards.”

“Demonstration of **lifecycle management** would be a major benefit, but it does not sit currently at the heart of the planning system.”



## Local planning authorities

*luminous*

"Whilst the product is seen as one of the best for volume housebuilders, there is less appetite to consider bespoke design and quality. We have worked well with Redrow on this in Cardiff to identify more bespoke products/designs through materials, architecture, density and layouts which help define a special character and local distinctiveness in large developments."

"In Wales [pollution prevention] is seen as an important consideration for new developments and careful consideration is given to air quality monitoring and management as well as looking to **reduce pollution through construction, design, water management and transportation impacts.**"

"A **quality build** is essential for the future and long life of the building."

"**Air quality and noise pollution** are important considerations in Warrington."

"Outside of master planning and design matters, [build quality] is not strictly a planning consideration."

"Wales has separate legislation regarding water and flood risk management which is making a positive contribution to new development and maximising the opportunities to water capture, attenuation and reducing the risk of pollution."

"There is little policy or guidance on [resource efficiency and waste] which would influence a decision on an individual development, particularly in terms of construction activities, beyond Construction Environment Management Plans."

"Whilst not necessarily a factor for the consideration of planning permissions, the relationship with the developer and LPA/wider stakeholders is critical both in the way we consider and engage in development proposals and the efficiency of decision making. Early engagement is critical in this both with the LPA, technical and statutory consultees and the wider community."

"[Resource efficiency and waste] forms part a bundle of sustainability issues that would weigh in favour of development, but of itself I suspect it would not be determinative."

"Not necessarily a material planning consideration, although for larger schemes the ability to **utilise local labour** and particularly **women and those from ethnic minority communities** in a culturally diverse city like Cardiff is to be encouraged."

## Local planning authorities

*“**Affordability** is a major issue and there is increasing political resistance to schemes that do not provide sufficient affordable units of appropriate types and tenures. **Social value** is similarly given a high priority.”*

*“It would be good to think Redrow is aware and takes actions on [sustainable procurement].”*

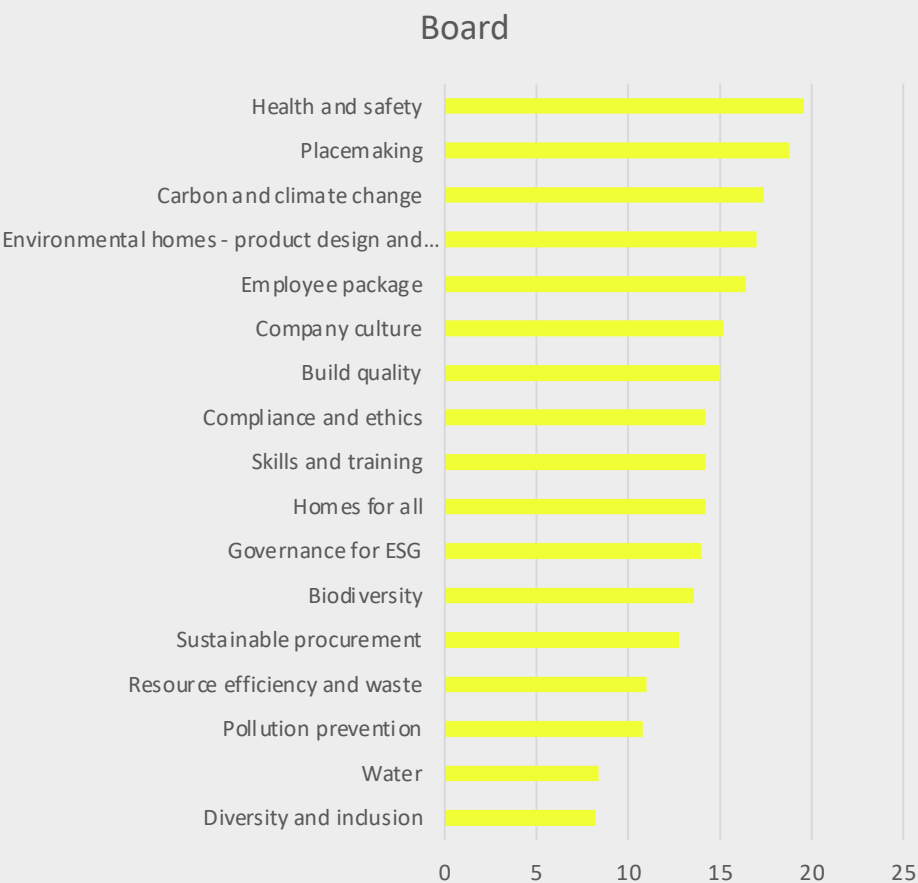
*“Redrow have successfully employed ‘out of house’ local architects and urban designers to work collaboratively with the Local Authority to great effect on very large schemes in Cardiff. This has been one of the most impressive aspects of the collaboration between the Council and Redrow in some of the largest housing developments in Wales/UK.”*

*“Sustainable neighbourhoods that contribute to the amenities of the wider area and which have a **clear sense of place, legibility and identity** are essential. The standard of masterplanning historically from major housebuilders has been dismal.”*

*“Councils like to deal with companies that they can **trust** in terms of **ethics** and **reputation**.”*

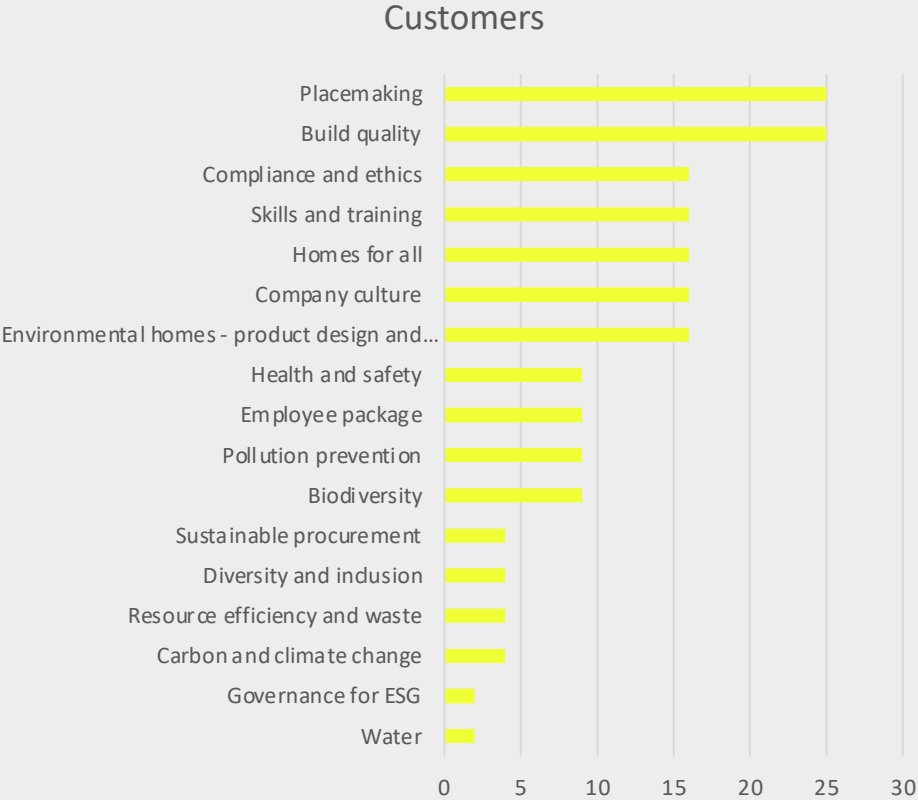
*“It appears the major developers operate a cartel and drive the housing numbers in this country.”*

# Material issues ranking



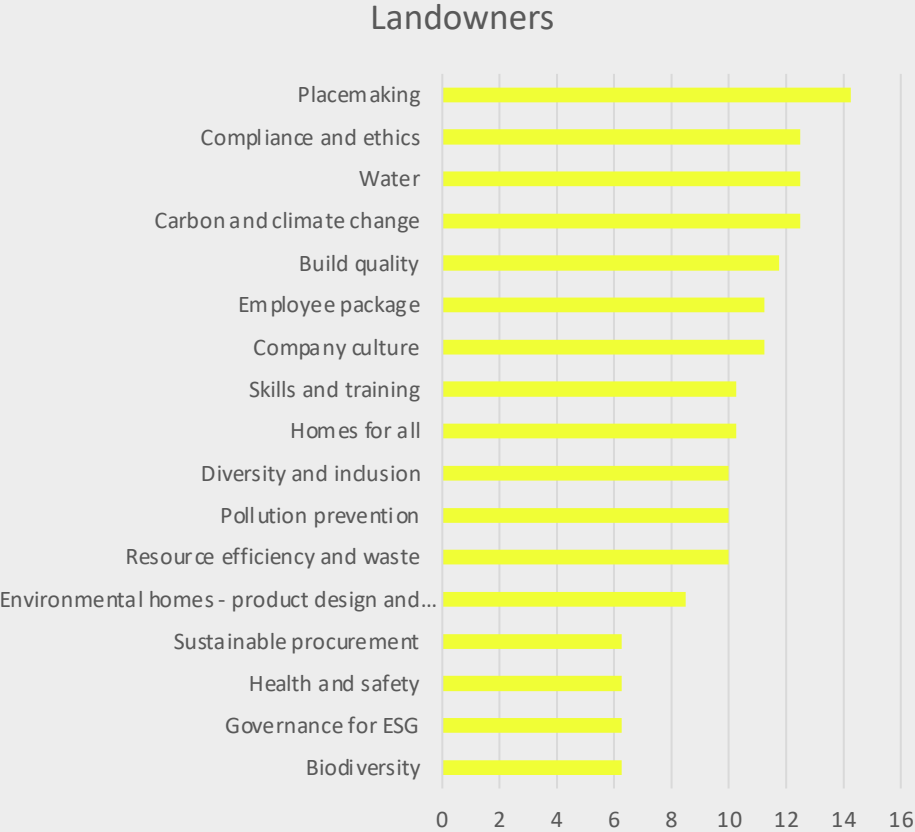
5 Board members responded to the survey. No commentary from the Board.

# Material issues ranking



1 customer responded to the survey. No commentary from the customers.

# Material issues ranking



4 landowners responded to the survey. No commentary from the landowners.

# Appendix

## Organisations that responded to the survey

Stakeholder group	Organisation
<ul style="list-style-type: none"> <li>Suppliers</li> </ul>	<p>Ideal Standard, Roca UK Ltd, GAP, Towelrads.com Ltd, Aqualisa Products Ltd, CAME Entrotec, Jablite, Permavent Limited, REXEL UK LTD, Kilwaughter Minerals Limited, MINT COMMERCIAL INTERIORS LTD, Crown Paints, Protec, Reconomy UK Limited, Harlow Timber Systems Ltd, Roper Rhodes Ltd, Catnic (Tata UK Ltd), Marshalls plc, Garage Doors Northern Ltd, Hormann Uk Ltd, Knauf Insulation, OCKWELLS, Domestic Appliance Distributors, Ball &amp; Young, Recoup Energy Solutions, Ideal Heating, Insurance Claims Accommodation Bureau Ltd, Johnson Tiles, Kilwaughter Minerals (K Rend), SIG Plc, Kohler Mira Ltd, Ibstock Concrete, C &amp; W Berry Ltd, Travis Perkins, Kingspan Insulation, Staircraft, British Gypsum, Omega PLC, wienerberger ... sandtoft ... roof, Ecofficiency, Amtico Company Ltd, NDI, Conquip Engineering Group, Biffa PLC, EGGER UK, Hammonds, Assa Abloy - YALE, Bull Products Ltd, Saint Gobain Minster, Brickability Group Plc / Towelrads.com Ltd, HMS Staircases Ltd, Ibstock plc, Swish Building Products, Keystone Lintels, Roofspace Solutions Limited, Eco2Solar, Donaldson Timber Engineering, CORMAR CARPETS, Bison Pre-cast Flooring, Civils &amp; Lintels, Tarmac Building Products, BS Components Ltd, Glevum, B J LIGHTING SUPPLIES, National Hickman/Masonite</p>
<ul style="list-style-type: none"> <li>Local communities</li> </ul>	<p>Sawston Parish Council, Watlington Parish Councillor, Sawston Parish Council, CARDIFF COUNCIL, South Cambs District Council (LPA)</p>
<ul style="list-style-type: none"> <li>NGOs</li> </ul>	<p>Paradigm Housing Group, The Wildlife Trusts, West Kent Housing Association, Torus Developments, Stonewater, Legal &amp; General Affordable Homes, Moat Homes Limited, Great Places Housing Group, VIVID, Livewest Homes</p>
<ul style="list-style-type: none"> <li>Investors</li> </ul>	<p>Peel Hunt</p>
<ul style="list-style-type: none"> <li>Local Planning Authorities</li> </ul>	<p>Kirklees Council, Tunbridge Wells Borough Council, Torfaen County Borough Council, Simon Gilbert: Cardiff Council (Head of Planning), Maidstone BC, Derby City Council, Warrington Borough Council</p>
<ul style="list-style-type: none"> <li>Landowners</li> </ul>	<p>LSL Partners, Ptarmigan Land, AMS Golf Ltd, Rosconn Strategic Land</p>

**Thank you**