

# Creating Communities

Giving our customers a better way to live



## Building a meaningful future

Homes are far more than the immediate four walls. At Redrow we believe local neighbourhoods, surrounding ecosystems and the wider environment are all part of 'home'. Therefore, when we build we make a meaningful social impact and leave a positive environmental legacy.



Unless otherwise stated all data relates to Redrow's Full Year Results for the 12 months to 30 June 2019.

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### Our future 24

# A welcome word from John Tutte, Executive Chairman



SOLD

1,712 affordable  
homes completed



A new garden village, designed to house thousands of people, an array of community assets and carefully-landscaped outside space, may take decades to complete. Yet the pace of change in the housebuilding industry is accelerating at speed.

In creating sustainable communities, we have a responsibility to: restore and enhance biodiversity, build to both mitigate climate change and protect against it, and put people and social need at the heart of placemaking.

Of course, we must also exceed the escalating demand for new, well-designed and well-built homes.

The ecosystem, climate and housing crises make the news every day but their importance is not new to Redrow. Now approaching our 46th year, we have long been pioneers of high-quality placemaking.

**‘The needs of people and planet are at the heart of Redrow places.’**

Our three core values: Thriving Communities, Building Responsibly and Valuing People form the very foundations of Redrow developments and therefore we lead the way, ahead of industry norms and legislation, in setting exacting standards.

This social impact report examines how we meet and exceed these standards and how, through rigorous self-assessment, thoughtful design and the individual achievements of our people, each of our developments is far more than the sum of its parts.

**John Tutte**  
Executive Chairman

45

years of making  
a positive social  
impact



# Redrow: a hallmark of high quality

## Elevating a house into a home

At Redrow, we are dedicated to creating places where people can thrive. That means plenty of open spaces, nature for residents to enjoy and delivering amenities that allow neighbours to come together.

No two of our developments are the same. We design our homes and communities to not only look good, but to complement their surroundings, incorporating all that's important and unique in the neighbourhood.

Every detail on a vast site is meticulously planned in the infancy of a project, from doorway heights to a network of hedgehog highways. We don't just see the four walls but the entire community in its landscape.

Our blueprint for placemaking, which powers the journey from vision to reality, is called The Redrow 8, a set of eight placemaking principles.



# Mutually-beneficial relationships

## How we work with our partners

Also vital to the delivery of our stream of successful projects are the partnerships we have formed and cultivated, from community groups to leading ecological organisations – such as The Wildlife Trusts.

### Local authorities



We relish our partnerships with local government across the country. When it comes to masterplanning, especially on transformative sites or regeneration schemes, the council gives deep insight into the locality, its needs, challenges and identity. We can help them to deliver homes and upgrade areas, while they can help us to get delivery right.

This autumn we worked with Derby City Council to deliver a brand new 210-place primary school with seven classrooms and a nursery as part of our Section 106 commitment. The 14,000 sq ft modular building took less than a year from planning to handover.

### Communities



Community engagement starts long before a shovel breaks the ground. A thorough and interactive public consultation process with residents gives us an understanding of their needs and how we can problem-solve through listening and good design.

Recently, we submitted a planning application for a 31-acre 1,103-home development in Wandsworth, London. This regeneration project would deliver 1,100 affordable homes and replace community facilities. A new public realm with landscaping would be created too. The New Urban Quarter will have a multi-purpose community building to house Roehampton Library and a youth club.

### Supply chain



We believe that sustainable development is achieved through a collaborative effort, so we actively engage with our supply partners to achieve this. At Redrow we have a well-established policy for partnering with our supply chain and as a result; all of our suppliers and subcontractors are obliged to apply sustainable procurement principles to their sourcing activity. Furthermore, we are committed to ensuring that there is no modern slavery or human trafficking in our supply chains, and we have systems and controls in place to mitigate risks. We buy 99.9% responsibly sourced timber.

### At one with nature



To deliver sustainable communities, enrich life on land and make a positive social impact we team up with the experts.

We work in partnerships with The Wildlife Trusts and the Bumblebee Conversation Trust to design new developments that will enhance wildlife and restore habitats. We give our residents access to these experts too.

An RSPB ornithologist visited The Hawthorns in Leeds this summer to demonstrate how to spot an array of bird species – helping residents build a wider knowledge of local species and a stronger connection with nature.



# **THRIVING COMMUNITIES**

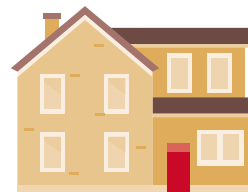


£314m

into community  
infrastructure

1,712

affordable homes  
delivered



94%

of our developments  
are within 500m of  
public transport



# Truly adding social value

Here at Redrow, planning, designing and delivering new developments, regardless of scale, always begins with an analysis of people's needs in that geographic area. A sense of sustainable community, culture and wellbeing grows from that very early point all the way through the build phases and beyond.

Social contribution is not an after-thought. We know that one yoga studio does not a healthy community make nor does a lone bird box count as conservation.

The NextGeneration Initiative, which benchmarks the sustainability performance of the UK's largest home builders, has awarded Redrow the 2019 NextGeneration Innovation Award for our ground-breaking social value calculator.

The judges were impressed with the unique new tool, designed to support healthy communities, created in partnership with research consultancy Simetrica and consistent with the guidance in HM Treasury's Green Book on quantifying the social impact of its policies.

The innovative calculator presents a monetary value against individual outcomes over a 25-year period, the typical length of a mortgage.

The tool calculated that over 25 years 1 hectare of green space could contribute £9.7 million of social value, while having a pub, bar or restaurant in close proximity to a development can generate around £1.9 million.

Our revolutionary work ensures we have a clear, holistic perspective on the impact of placemaking and a strategic approach to design, knowing which features are the most likely to make people happier and healthier.

This is a tool that could be rolled out across the whole industry.

In our view, there are three interwoven strands that underpin thriving communities.

## 1 Pride in placemaking

Our pioneering placemaking framework sets out eight design principles that define how Redrow achieves sustainable development on all of our sites.

[Designing sustainable communities →](#)  
[Making garden villages happen →](#)



## 2 Community infrastructure

In working closely with local communities we create attractive places to live with facilities and spaces that enable healthier lifestyles, for mind and body, and a strong sense of community spirit.

[Health and happiness →](#)  
[Homes for all →](#)



## 3 Nature for people

We protect and enhance nature, both on our sites and in the surrounding areas, for the good of people and wildlife.

[Partnering for nature →](#)



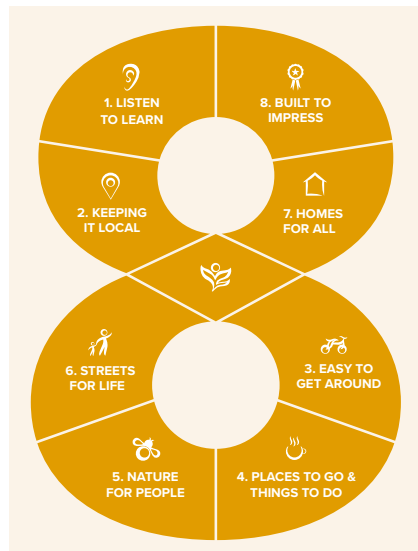
## Pride in placemaking

### Designing sustainable communities

In partnership with leading urban design experts Dr Stefan Kruczkowski and Dr Laura Alvarez, we spent 18 months developing our new placemaking principles.

Under their guidance we undertook a comprehensive review of government policy, the latest best practice guidance and cutting edge urban design thinking. These findings overlaid the results of two surveys of 2,000 customers in which they told us what they want from a place and were taken into a series of workshops across the country with Redrow employees, residents and community members.

During these sessions we distilled all of this insight into a new benchmarking scorecard of placemaking principles. It is the mantra for everything we do and we call it The Redrow 8.



## Horsforth Vale, Leeds

The Redrow 8 runs through all our schemes whether small or large. Built on an old industrial site on the outskirts of Leeds, Horsforth Vale has been knitted sensitively into the surrounding countryside and existing housing stock.

The uniqueness of the locale has been celebrated in the design of the new homes made from York stone with slate roofs. The dry stone walls, which are inviting to wildlife, root the scheme into the landscape.

The millpond at the entrance to the site has been replanted, new footpaths have been created to connect the site to the existing community and Redrow is funding a new bus service to the local primary school and Horsforth town centre. Part of the £13.7 million funding from Redrow has revived local sports pitches.



## Pride in placemaking

### Making garden villages happen

The Government sees garden villages as playing a vital role in delivering enough new homes to meet burgeoning demand.

It clarifies garden villages as purpose-built new settlements or large town extensions which have a clear identity within an attractive setting. Each must have transport and community infrastructure.

By such definition, Redrow's flagship schemes are helping make the Government's garden village vision a reality, providing much-needed urban housing within a wholesome environment and typically surrounded by Greenbelt.

Our large settlements are inspired by the timeless principles of the original garden city movement of the late 1800s and focused on the integration of generous, accessible and good quality open spaces and the creation of attractive tree-lined streets.

Our garden villages are an important example of how we deliver better places to live.



## Plasdŵr, Cardiff

Plasdŵr is a world-class sustainable community taking shape in north west Cardiff, and wonderfully reflects The Redrow 8.

Over the next 20 years, 7,000 new homes will be delivered over 900 acres along with a new secondary school, four primary schools, health centres, shops, offices, pubs and restaurants and a leisure centre.

£5 million is being ploughed into cultivating 11 acres of open space into parks and a managed woodland with two areas of 50 allotments.

The phased scheme will have one main centre and three smaller ones. These will take the form of retail squares but all designed with a different and distinctive look and feel.

Funding is going towards a new bus service and an upgrade to Radyr train station, to be fitted out with ample cycle storage.

2,000 to 3,000 jobs will be created over the course of the project which will have a direct and local economic benefit.



## Colindale Gardens, London

Colindale Gardens in North London is a 48-acre site formerly owned by the Metropolitan Police.

In under a decade's time more than 6,000 people will live in 2,900 new homes across 24 apartment blocks and townhouses, with access to a residents' gym and concierge service and a new neighbourhood centre.

The scheme is designed around a network of cycle routes and walkways and large open spaces including a four-acre park.

Around £143 million is being invested in community benefits including a primary school, a health centre, a new neighbourhood hub and a nursery. £11 million will fund transport infrastructure such as improvements to Colindale underground station and bus routes.

Architect Bharat Pankhania and Bijal Jagatia were among the first to move into Colindale Gardens. Bijal says: "With Redrow it feels like they are building a community for tomorrow, rather than just a housing development. The vast amount of green space is amazing, as are the plans for shops, cafés and restaurants."



## Woodford Garden Village

New garden villages should not be devoid of history or narrative.

Within easy reach of Manchester, Woodford Garden Village is set to be one of the biggest developments in the North West over the next decade bringing 1,000 new homes and a host of new facilities. Based at the historic former aerodrome at Woodford, where war-time aircraft such as the Lancaster and Vulcan bombers were manufactured, phase one consists of 145 homes from two- to five-bedrooms.

The layout will be centred around traditional village greens, with tree-lined avenues running off them and well-placed parks and play areas. Tricia Thompson, and her partner Trevor Jackson, former RAF pilot, loved the scheme and its history and bought a four-bedroom detached house.

Trevor says: "While the style of the house and the plot were the two most important factors when choosing to live here, the fact that the on-site museum houses a Vulcan plane I once flew is a little bit of serendipity. It's a nice feeling."



## Community infrastructure

### Health and happiness

Good health and wellbeing are at the beating heart of our new communities delivered through carefully-selected strategic partnerships.

Places have a significant impact on mental and physical health. The NHS cites high streets dominated by fast-food outlets or neighbourhoods which lend themselves to driving rather than walking, with poorly maintained outside space, as common barriers to health.

Redrow is a member of the Healthy Towns Network, which aims to improve the wellbeing of the nation by creating healthier places. Our developments are aligned to the NHS guidelines for healthy new towns and we are working closely with the NHS on our Ebbsfleet development.

### Ebbsfleet Garden City, Kent

There are 10 healthy new towns being developed in partnership with the NHS and Ebbsfleet Garden City in Kent is the largest of these pilot schemes.

The entire regeneration proposes the delivery of 15,000 new homes and the creation of 30,000 jobs. This includes the 900 new homes at Redrow's Ebbsfleet Green Development, where initiatives such as Edible Ebbsfleet are underway.

Edible Ebbsfleet is a small scale food growing movement along local streets, parks and gardens both to transform the image of the area and to promote education on the health benefits of eating fresh fruit and vegetables.

Through food growing, existing and new residents will be encouraged to get involved, to grow, to cook, to eat and to get to know their neighbours and it encourages people to think about where their food comes from.

Redrow was the first housebuilder at Ebbsfleet to support the initiative and a third of the site will be dedicated to public open space with cycling and walking routes, sports pitches and play areas.



### Amington Garden Village, Tamworth

Amington Garden Village is the redevelopment of a former municipal 60-hectare golf course that was closed in 2014.

A landscape strategy was devised to outline how 1,100 two- to five-bedroom homes could be sensitively built around 25 hectares of open parkland to be used by the wider community as well as the residents.

For the benefit of all who want to visit, the design incorporates existing good quality trees and hedgerows and will be enhanced by the addition of new trees, shrubs, hedgerows and wetland planting.

A new community woodland will be planted in the south west of the development with an orchard and play area, while the Hodge Lane Nature Reserve is being expanded by another seven hectares.

The £14 million community investment will also deliver a 420-place primary school, go towards improving secondary and sixth form education in Tamworth and upgrade nearby sports facilities.



## Community infrastructure

### Homes for all

Building the right combination and layout of social assets is vital to tackle loneliness and isolation, create a sense of belonging and build inclusive communities.

Since 1974 the business has poured £2.7 billion into community infrastructure such as schools, affordable housing and parkland.

### South Cerney, Gloucestershire

We made a £1.2 million contribution to the construction of a new community centre in South Cerney, Gloucestershire.

The new village hub is dedicated to the life of active local resident Raymond Fenton who ran the monthly Cerney News newsletter from his living room.

It brings together local residents with its diverse schedule of group activities appealing to all. There's a Wi-Fi-equipped café and private meeting room.

Fitness classes include Zumba, Karate, Yoga, Pilates, senior table tennis and netball. The meeting room is home to classes including cake decorating and first aid. Health Visitors provide a baby weigh service and advice for new parents.



### Wilton Hill, Wiltshire

In partnership with the Ministry of Defence we designed and delivered Wilton Hill in Wiltshire, the award-winning scheme to house veterans from across the county.

We won the new Best Partnerships Award at the 2019 Sunday Times Best Homes Awards.

Following an in-depth consultation process with local residents and One Enterprise, a specialist in accommodating veterans, 450 new homes were built at Wilton Hill.

There are 292 residential units, a 60-bed veteran care home, a facility to care for those soldiers suffering from mental or physical disability and short-term accommodation for those returning from duty in need of training or counselling.

£4.5 million has been ploughed into local schools, transport and a business centre which will run training courses for veterans.



## Nature for people

### A partnership-led strategy for nature

Following a 10-week industry consultation, the Government has included mandatory Biodiversity Net Gain for new developments in its draft Environmental Bill. This puts greater onus on the development community to protect and restore the natural environment when building new schemes – and quite rightly so.

The draft Environment Bill requires the updated DEFRA metric to quantify the ecological impacts by developers which will be subsumed into the forthcoming Environment Bill.

We are acting ahead of the Environmental Bill coming into force. Through our partnership with The Wildlife Trusts we have developed a new company-wide strategy to ensure our developments enhance biodiversity and contribute to nature's recovery. Already, The Wildlife Trusts have been helping us run internal workshops to engage and equip our teams with the knowledge and skills to make a real difference to nature.

Since Redrow's foundation we have created over 2,300 hectares of publicly-accessible open space. We are now reviewing how each space can be enriched further to benefit people and wildlife and increase the ecological value of our developments.

Our long-standing partnership with the Bumblebee Conservation Trust ('the Trust') has helped introduce beautiful pollinator friendly planting across our developments. We are also enlisting the help of 'bee advocates' across new developments to bring together the builder, the Trust and the residents to save these precious insects. Willing volunteers will receive key advice from the Trust on how to protect bumblebees alongside everyday gardening tips and will become local 'bee experts'.

We have also implemented hedgehog highways on our developments, along with bat and bird boxes to encourage wildlife on the vast majority of our developments.

Our ecology efforts will step up another level this spring when the business's new biodiversity strategy launches following extensive consultation across the group.



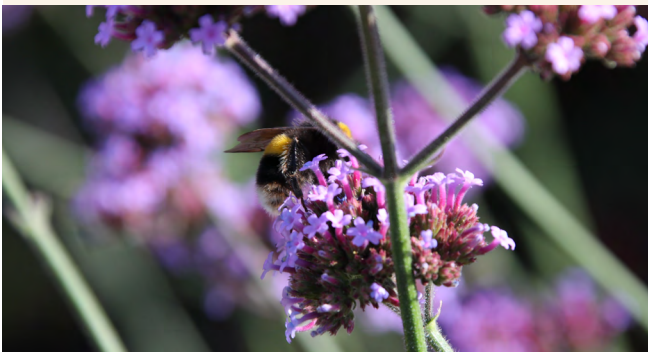
## Saxon Brook, Exeter

In the last 80 years UK bumblebee populations have crashed and two species have become extinct. The intensification of agriculture, use of pesticides and climate change are key factors in these losses.

Redrow has worked tirelessly over the past five years, in partnership with The Bumblebee Conservation Trust, to save Britain's bumblebees and reverse some of the damage done.

Saxon Brook in Devon is the first bee-friendly housing development. The landscaping has been designed to ensure the optimum habitat where bumblebees can thrive, featuring large areas of colourful wildflower planting around the ponds, an orchard and bee-friendly planting throughout the development.

We have also installed a bee walking trail that runs around the site, so the local community can enjoy the planting and wildlife as well as learning about bumblebees along the way.



## Heritage Park, Penymynydd

The White Lion Nature Reserve on our Heritage Park Development in Penymynydd won the small-scale project of the year award at this year's CIRIA's BIG Biodiversity Challenge.

The 4.4 acre site was previously a home to a quarry, farm land and a pub. At first glance it had very little wildlife value. However, an initial survey identified the protected Great Crested Newts in the site's pond. Working closely with the Amphibian and Reptile Conservation trust (ARC) to devise an ecologically tailored site plan, a tranquil environment has been created with six man-made ponds, wildflower meadows, hedgerows and walkways.

The landscape work was carefully orientated so as not to disturb the newt population and the pond, which evolved into an important feature of the development in its own right. At the last count there has been a six-fold increase in the species between 2014 and 2019 from just seven newts to 30. The White Lion Nature Reserve – also home to a rare mud snail – is part of our 85-home Heritage Park development. Residents can enjoy guided walks, species surveys and pond dipping.



## Caddington Woods, Bedfordshire

Once a 6000-space car park, Caddington Woods is a blossoming 325-home community with nature right on its doorstep.

The 10.4 acres of existing woodland has been enhanced and in close collaboration with the RSPB we have designed open spaces throughout the development to be wildlife-friendly. Species-rich planting and new ponds have helped the development achieve a biodiversity 'net gain'.

All residents receive free membership to the Bumblebee Conservation Trust and we have built a network of hedgehog highways to give the much-loved creatures safe passage across the development.



# BUILDING RESPONSIBLY

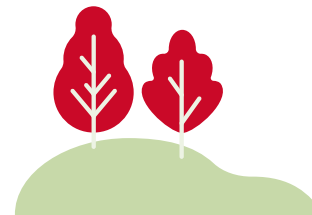


93%

of products, services and labour procured locally



Three Tree Status awarded by the WWF



98%

of waste diverted from landfill

## Customers come first

The most meaningful praise we can get is from the people who buy our homes.

This year, based on a survey run by the Home Builders Federation (HBF), over 90 per cent of customers polled said they would recommend a Redrow house to a friend.

This earned us a top five-star rating from the HBF. In fact, every year since we launched our Customer First strategy in 2015 we've increased this key customer satisfaction score.

We were the first top ten housebuilder to join the Institute of Customer Services and this year were nominated for Best Customer Satisfaction Strategy at the UK Customer Service Awards.

Site and customer services managers use an iPad app when inspecting homes during the build, to ensure the smoothest process when it comes to identifying and rectifying potential issues, helping to ensure the highest quality end product. The different stages are photographed and automatically sent to subcontractors.

Our customers can use the unique My Redrow app – an online members-only area for when they are choosing their finishes and upgrades to personalise their home.

>90%  
of customers  
would recommend  
Redrow\*

However, it's important that homebuyers feel connected to their new home, even before it is built. For some this means boots on the ground.

We conduct 'hard-hat tours' during the pre-plaster stage of construction to show our customers the care and attention to detail that goes into building their new home, and to working harmoniously with the wider community.

## Online reservations

It is now possible to legally complete the reservation process remotely.

Serena (39) and Nick Parker (44), both IT consultants, were trying to buy their forever home from the sales suite with two young children in tow.

"Even though the sales consultant was lovely it was difficult for Nick and I to concentrate on making such a big decision with the kids running around," Serena explains.

Using the new online tool, the couple completed the process calmly at home in their own time. They bought a four-bedroom detached home in The Oaks, at Taylor's Chase in Warrington.



### Reference:

\* [https://www.hbf.co.uk/documents/8389/CSS\\_HBF\\_Brochure\\_2019\\_with\\_table.pdf](https://www.hbf.co.uk/documents/8389/CSS_HBF_Brochure_2019_with_table.pdf)

## High achievers at Redrow

We broke our own record at the Pride in the Job Quality Awards in May, hosted and judged by the National House-Building Council, scooping 28 awards.

This annual ceremony celebrates the exceptional work of site managers across Britain in making homes of outstanding quality.

The winners are selected from a pool of 16,000 site managers after a rigorous 12-month process and one of our 28 winners, Daniel Cato (in the north west region), started with Redrow as an apprentice.

Three of our site managers were also highly commended at the NHBC's annual Health and Safety Awards: Darren Smith (Colindale Gardens, London), Simon Longley (Langley Grange, Yorkshire), and Stewart O'Brien (The Loftings, Southern Counties).





# Green building not greenwashing

At Redrow, we work to embed sustainable values in all of our operations, contributing to economic development, whilst protecting and enhancing our natural environment.

We have been working tirelessly for more than 15 years to promote responsible forest management and our diligence has paid off. We are proud that currently 99.9% of our timber is responsibly sourced and credibly certified. We won't stop there though, we're determined to achieve our target of 100%.

For the third assessment in a row we have secured the coveted 'Three Trees' status from the WWF for our approach to timber procurement. We were the first UK housebuilder to achieve the status after eradicating illegal wood products from the supply chain.

# 99.9%

of our timber is responsibly sourced and credibly certified

In fact the retention of this badge of honour places Redrow among the top 40 companies in the country using Forest Stewardship Council (FSC) certified and other responsibly sourced timber and paper products.

We are Gold Leaf members of the UK GBC and are working to reduce the carbon emissions from both our homes and operations. We are on course to meet our 2022 target for reduction carbon intensity with a 3.2% reduction since our baseline year of 2017. Other initiatives across the business are also helping with the climate change agenda, including our biodiversity work – for example our people helped the North East Wales Wildlife Trust in planting 1,000 trees to form a local wildlife corridor.



## Dressed to impress

We take a holistic approach to creating entire communities but also drill down to the finest details, from perfectly-placed parking spaces, to decorative finials and optimal ceiling heights. By delivering high-quality homes on beautiful streets we create kerb appeal, a sense of arrival and a feeling of pride and belonging.

Our Heritage Collection is inspired by 1930s family homes built in the Arts and Crafts era with a soft, warm and deep colour palette and architectural detailing on the facade, roofs and windows. A mix of exterior designs will make-up one street to instil individuality.



## Building responsibly

### Waste not

As part of our continual drive to reduce use of resources and waste we are working on a waste reduction project across the business.

We are currently undertaking detailed analysis of all the waste produced during the construction of a new home and taking steps to tackle the root of these – to eliminate them where possible. As members of the HBF forum we are sharing our findings to help others in the industry to do the same. We work with the Community Wood Recycling scheme to increase the reuse of waste wood on our sites, in line with circular economy principles, and measure the percentage of waste diverted from landfill. This includes construction, demolition and excavation waste.



### An ethical supply chain

We are partners in the Supply Chain Sustainability School, which is an award-winning initiative providing free learning and development to help our supply chain partners address sustainability issues.

Having evaluated the risks of our different suppliers, we are collaborating with the school to prioritise a learning and development programme. Redrow sits on the Homes Leadership and Wales Leadership groups supporting the development of the school.

SUPPLY CHAIN SUSTAINABILITY  
**SCHOOL**

## Lyon Square, Harrow

Our Lyon Square development in Harrow won two silver awards in the Considerate Construction Awards this year. Of the 6,500 that were eligible only 750 were selected. The team here was awarded for its efforts to improve communication and engagement which resulted in an excellent working relationship with the local community.

Additionally, the team has been praised for its innovative and exceptional practice on the Considerate Constructors hub which hosts examples of construction industry best practice sourced from across the UK. The site team was recognised for its innovative multi-purpose signage board which not only promoted the credentials of the company but was also used as a selling point for the dwellings while portraying the industry in an extremely positive light.



## Colindale Gardens

We currently recycle over 97% of our waste across the business. At Colindale Gardens 16 unused buildings were demolished to make way for new homes to be built. All the materials from the demolition process were separated with c.5,000 tonnes of metal recycled and 61,000 cubic metres of concrete crushed and reused on site as aggregates.

# 2,300

Since our inception we have created 2,300 hectares of open green space – the equivalent of 40 Hyde Parks – which all serves to help reduce localised air pollution.



# VALUING PEOPLE



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# 160

trainees recruited, including  
107 apprentices.

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# 95%

of colleagues are proud  
to work for Redrow.

## Mind your head

At Redrow, we care deeply about our direct employees and those in the supply chain. Our business may be about the physical delivery of homes and community, but we are committed to the good health and wellbeing of our people.

# 51%

of employees attended our health kiosks

Stark research shows that the construction industry suffers from high rates of mental illness so anything that we can do to provide further support to our people, and those in our supply chain, is an essential step in addressing this sector-wide issue.

Valuing our people is embedded in our strategy so this year we set up a dedicated team to focus on health and wellbeing.

We already offer a range of health-related benefits but we wanted to gather a greater understanding of the social, personal and financial pressures our people face and the mental and physical health implications.

So we kicked-off our overall health campaign with the launch of 15 health kiosks. These booths provided workers with personal health metrics, such as heart age, blood pressure, BMI and body fat, and a wellbeing survey focusing on physical and emotional wellness, sleep, smoking, nutrition, alcohol consumption and chronic health conditions. 51 per cent of our employees and 461 people in our supply chain got involved, which is helping us to tailor our healthcare offering.

On the back of this, we extended our employee assistance programme, MyLife, to all of our sub-contractors and their families.

The programme also offers confidential advice via a free 24/7 helpline and provides additional emotional support through telephone counselling sessions for both personal and work-related problems, such as finances, anxiety, stress, and bereavement.

Following our commitment to the Building Mental Health Charter in 2018 we are running workshops and 'toolbox talks' to provide support and education on emotional wellbeing.

At the time of writing, 160 Redrow people have been trained and equipped to become fully fledged mental health first aiders and the plan is to upskill 200 in total.

Redrow mental health first aiders will be visiting local schools to talk to pupils about mindfulness, wellbeing and looking after each other.



West London Cohort ↑

← East London Cohort

## Caring for people

### Creating opportunities

The reason we have so many high-achieving individuals working at Redrow is because of our dedication to self-improvement. We give all employees the chance to enhance their skills.

In fact, 15% of the total workforce are enrolled on formal training programmes at any one time.

This year our focus was on further improving the quality of our training and as a result we delivered around 7,100 training days, mostly at our dedicated facility in Tamworth.

We created 40 new directly employed jobs in the last year, ending June 2019 with 2,300 people in total. There were 226 internal promotions over the last year.

### Promotion from within

Ashley Terron joined Redrow in 2014 at 23 as an assistant site manager after working for himself as a bricklayer.

Since joining Redrow, Ashley has earned a BSc in Construction Management and been promoted three times before landing his latest role as area construction manager.

Having won a Worldskills gold medal in the bricklaying category of the global competition he has also been awarded a British Empire Medal for services to skills.

“Moving up through Redrow’s ranks really means a lot to me. It’s great seeing different developments transformed into amazing places that people can call home and being involved in them from start to finish,” says Ashley.



## Caring for people

### The making of me

Thanks to the Making of Me campaign last year, which celebrated the great work of our apprentices and their contribution to Redrow, the total number of apprenticeship applications were up 15% to 2,070. 5% of apprentices stay with Redrow while 85% are employed directly within our supply chain.

Redrow is also a proud supporter of the Government's #GetInGoFar apprenticeship scheme.



## Bailey Holland-Knightly

Bailey joined Redrow as an apprentice at 16 and attends college classes once a week as part of her NVQ Level 2 qualification. During the rest of the working week, Bailey benefits from on-the-job training at Padcroft, where Redrow are providing one-, two- and three-bedroom apartments. Over the last 13 months Bailey has also been given the opportunity to resit her maths and English GCSEs. Despite claims from her school that she would never pass an exam Bailey already has her GCSE in maths and is now studying for her English GCSE.

Bailey came highly commended in the 16-18 category at the 2019 Youth Build Awards, which aims to recognise young people in construction who have demonstrated success despite difficult backgrounds and home lives.



Bailey adds: "A lot of my friends decided to go to university, but full-time study has never appealed to me. Not only do I now feel in a far more financially stable position than many of my friends who have graduated with lots of debt, but I also love my job. I enjoy being hands on and creative and I honestly can't wait to get up each morning to come to work."



## The making of me

### Jonny Moore

Jonny Moore, 25, has worked in construction since finishing his A levels after which he found a job as a carpenter near his home in London and worked his way up the ladder.

He joined Redrow as an assistant manager three years ago and was approached by his line manager to enrol on the degree programme.

“The college atmosphere was fantastic. While the course is very challenging, it is also very exciting and going there never feels like a chore,” says Jonny. “Programmes such as this degree are vital in encouraging a new cohort of people into the industry,” he says.



## Caring for people

### Building on a degree

One of our proudest achievements is the creation and success of the UK's first dedicated Housebuilding degree in partnership with Liverpool John Moores (LIMU) and Coleg Cambria. Our first students embarked on the three-year degree course last year which will give them skills in housebuilding, quality, project management, health and safety, business skills and economics. This year we are recruiting 12 school leavers directly onto the programme.

### Beth Salisbury

Beth Salisbury, 19, from Leicester is in the first year of the housebuilding degree having completed her A levels.

“I was attracted to the degree because it's a great opportunity to broaden my knowledge of the housebuilding industry while creating the building blocks of my career at Redrow Homes. I learn new things every day, each week sees a new challenge and it's wonderful to know that the work I am doing is playing a part in building someone's future home,” Beth says.



# Our future

Redrow plays a major part in people's lives by building homes, community amenities, playgrounds and parkland, and by the physical restoration of ecosystems.

But the contribution we make to the vital intangibles of life is equally as important.

Our high-quality homes stand the test of time but we want the communities and environments that we build to evolve and flourish too.

Empowered by The Redrow 8, our masterplanning blueprint, we deliver thriving communities with an embedded sense of pride and identity.

Through sympathetic design and a deep appreciation of local history and architecture, we create a bond between people and place.

Our people are the life blood of this business and we are committed to working with them to ensure good health and wellbeing, enhancing their quality of life.

We are passionate about self-improvement and mobility, and by investing in the next generation of talent and creative new initiatives like the housebuilding degree, we give our people the chance to learn, upskill and progress within the industry.

With our pioneering new social value calculator and health kiosks, among a host of other measurement systems, we analyse both tangible and intangible contributions in order to respond effectively and transparently to a rapidly changing world and ensure a positive social impact.

We deploy technology to make the customer experience as smooth and as personal as possible. For example, our customers can now legally complete the reservation of their home online and tailor their new home's interior using My Redrow. Technology will play a vital role in our future, as we continue to innovate for our customers and also invest in exploring green technologies.

The goal is for our next 45 years to have an even greater positive influence on communities than our first, as we continue to build on our achievements to date.



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