

ESG SCORECARD

Our ability to create long-term value is inextricably linked to how we manage the risks and opportunities that arise from Environmental-Social-Governance (ESG) factors. This is the second year of publishing our ESG scorecard, which discloses our performance against our core non-financial metrics. These metrics align with the issues that are most material to the business and our stakeholders in the short, medium and longer term.

This year we have made a series of improvements and some additions to the scorecard, taking on-board the recommendations made by our external assurance company.

Health and Safety: To aid benchmarking and comparability the previous KPI has been replaced with the Annual Injury Incidence Rate – the standard KPI used across the sector.

Diversity and Inclusion: We have increased the range of gender and ethnicity metrics with the addition of three new KPI's: % of apprentices who identify as ethnic minorities, % of female employees within the Senior Management population and the % of females recruited into graduate roles during the financial year.

Energy and Carbon: We are now reporting both Market based and Location based emissions for our Group GHG emissions Scope 1 and 2 and our Total GHG emissions per 100m² of build. Previously we only reported Location based however our science-based carbon reduction targets are based on a Market based method which reflects the emissions arising from electricity that has been procured from a particular chosen supplier. This enables our renewable electricity procurement to be accounted for.

Sustainable Design: A new KPI which measures the Average Dwelling Emission Rate (the actual carbon emissions as calculated by the regulatory tool) is now included, and both the Average SAP rating and the Average EPC rating now reflect the performance of homes as-built as opposed to as-designed as was reported in the previous year.

Our ESG improvement strategy is the responsibility of our Placemaking and Sustainability Committee, and is its primary focus. The Committee is chaired by our Non-Executive Chairman and led at Executive level by our Group Communities Director.

Our strategic themes: Thriving Communities, Building Responsibly and Valuing People, and the workstreams that underpin them, help us to manage ESG risks and drive long-term sustainable value. As a business, our aim is to

operate in a responsible way, and to create outcomes that are of value to our stakeholders.

Our performance against targets shown in the scorecard is fully disclosed on our website, along with the full suite of targets <https://www.redrowplc.co.uk/sustainability/our-commitments>.

As of 2022, Redrow received an MSCI ESG Rating of AA.



KPI THEME	KPI DATA POINT	KPI DEFINITION	UNIT REPORTED	12 MONTH PERIOD THIS DATA RELATES TO (FOR FY22)	FY22	FY21	FY20	TARGET	READ MORE - ANNUAL REPORT 2022 REF
HEALTH & SAFETY 	Annual Injury Incidence Rate (AIIR)	No of RIDDOR Accidents resulting in an Injury divided by the average number of people employed ¹ multiplied by 100,000.	No.	26 June 2021 to 1 July 2022	365*	441	666	Continuous improvement in overall H&S performance through a 10% year on year reduction ²	Pages 52 to 53
CUSTOMER 	Net promoter score (NPS)	NPS is a benchmark score that asks customers how likely they are to recommend a builder to a friend on a scale of 0-10.	%	1 October 2020 to 30 September 2021 (results published annually for this period in following March)	59.3%*	50.1%*	52.3%	Achieve a minimum NPS score of 54%	Pages 58 to 59
	HBF survey 8 week recommend – Customers that would recommend Redrow to a friend	This metric is the percentage of customers that have moved into their home between 8-20 weeks ago that state they would recommend their builder to a friend in the HBF survey.	%	1 October 2020 to 30 September 2021 (results published annually for this period in following March)	94.5%*	92.6%*	91.9%	Consistently deliver a 94%+ customer satisfaction rating; recommend to a friend (ongoing)	Pages 58 to 59
	Average Trustpilot Review Score	This score is a mean average of every review received on Redrow's Trustpilot page during the reporting period. When reviewing Redrow on Trustpilot, customers choose a rating between 1 – 5 stars.	No. 1 – 5 stars	28 June 2021 to 3 July 2022	4.45*	4.54*	4.31	Excellent (4.3 or above)	Pages 58 to 59

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

² In FY22 AIIR was reduced from 441 to 365 which results in a 17% reduction.

* Figure verified by SGS.

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					FY22	FY21	FY20		
BUILD QUALITY AND CONSIDERATE CONSTRUCTION 	Average Considerate Constructors Scheme (CCS) score	This KPI demonstrates an average score, out of 50, from all visits carried out by the CCS, where a report is received, in the reporting period. ³	No. out of 50	28 June 2021 to 3 July 2022	38.43*	36.67*	35.09	Achieve a minimum CCS score of 33/45 on all sites in FY23 ⁴	Pages 54 to 55
	NHBC Construction Quality Review (CQR) average score per inspection	The average score (1-6) taken from all scored areas within a CQR report. This KPI demonstrates the average score, out of 6, from all CQR visits carried out by the NHBC in the reporting period. The CQR visits are only applicable to sites that are registered with the NHBC for Building Control and Warranty. ⁵	No. 1-6	28 June 2021 to 3 July 2022	4.44*	4.36*	4.13	Achieve a score of 4.5/6 in FY23	Pages 54 to 55
	Average Reportable Items (RIs) from the NHBC	The Average RI is the number of all of the RIs received within the period divided by the number of inspections carried out on all sites registered with the NHBC. (An NHBC reportable item (RI) is any contravention of the NHBC technical standards or building regulations recorded at any key build stage or frequency visit). ⁶	No.	28 June 2021 to 3 July 2022	0.17*	0.22*	0.20	Achieve ≤0.15 reportable items per inspection	Pages 54 to 55
EMPLOYEES 	Overall engagement score	Overall engagement score taken from annual survey report provided by Employee Feedback Ltd. ⁷	%	Measurement taken from annual employee survey carried out February/ March 2022	83%*	82%*	81%	Maintain at 80%+	Pages 84 to 85
	Employee turnover rate	% of employees who leave the business in the year through voluntary attrition (resignation or retirement).	%	28 June 2021 to 3 July 2022	19.4%*	14.3%*	15.3%	N/A	Pages 90 to 91
	Number of internal promotions	Number of internal promotions during the financial year.	No.	28 June 2021 to 3 July 2022	261*	211*	253	N/A	Pages 90 to 91
	% of direct employees that are trainees	% of employees who are apprentices, graduate trainees or following a training programme, academic or professional qualification.	%	Measurement taken as at year end date of 3 July 2022	15*	14.5*	14	15% of all employees being trainees	Pages 92 to 93
	Total number of training days delivered AND Average number of training days per employee	Total number of training hours delivered as face to face, e-learning or online seminars during the financial year, divided by 6 hours to give a number of training days. AND The average figure is obtained by dividing the total number of training days by the average number of employees in the business during the year.	No. of days	28 June 2021 to 3 July 2022	4,819* ⁸ 2.19*	4,083* 1.81*	5,925 2.53	Invest in at least 3 training days per employee per year	Pages 90 to 91

³ Covers 100% of Redrow sites. A site is registered with the CCS once Redrow take over as Principal Contractor.

⁴ From January 2022 the CCS individual report scoring changed from a total score of 50 to 45. Therefore FY23 target will be reported out of 45 next year.

⁵ This covers NHBC 184 site inspection reports received from the NHBC in the reporting period. Excludes Greater London sites, two in the North West and two in Lancashire as these are not registered with the NHBC.

⁶ This covers only sites registered with the NHBC. Excludes Greater London sites, two sites in the North West and two in Lancashire as these are not registered with the NHBC.

⁷ The questions in the engagement index measure two factors important to employee engagement – are employees capable of high levels of performance and are they willing/keen to deliver? Similar sets of questions are used to determine other organisations' engagement indices. The survey covered those employees who are paid monthly representing 81% of the total workforce.

⁸ Whilst we have seen an 18% increase in training days in 2022 (4819) from those reported in 2021 (4083) this is still below our 2020 figure (5925), the reason being we have continued with the use of e-learning and seminars to support our face to face training and these online sessions tend to be shorter in duration.

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DIVERSITY AND INCLUSION 	% who identify as ethnic minorities	% of self-reporting who identify as ethnic minorities. ⁹	%	Measurement taken as at year end date of 3 July 2022	6.64*	5.14*	5.6	N/A	Pages 80 to 81
	% of apprentices who identify as ethnic minorities	% of apprentices self-reporting who identify as ethnic minorities. ¹⁰	%	Measurement taken as at year end date of 3 July 2022	10.67%*	N/A – New KPI in FY22	N/A – New KPI in FY22	12.5% by 2025	Pages 80 to 81
	% of Female employees – overall and by management category:		%	Measurement taken as at year end date of 3 July 2022				N/A	Pages 80 to 81
	All employees	% of female employees overall.			34.17%* female	34.06%* female	33.90% female		
	Executive Management Team	% of female employees on Executive Management Team.			33.33%* female	25%* female	22% female		
	Main Board (includes non-executives)	% of female employees on Main Board.			33.33%* female	28.57%* female	43% female		
	Executive Management Team Reportees	% of female employees as Direct Reports to Executive Management Team (excluding PAs and those reporting to CEO who are also on the Executive Management Team).			28.57%* female	27.27%* female	33% female		
Senior Management	% of female employees within the Senior Management population.			25.41%* female	N/A – New KPI in FY22	N/A – New KPI in FY22	28% by 2025		
Female graduates recruited	% of females recruited into graduate roles during the financial year.	%	28 June 2021 to 3 July 2022	28.57%*	N/A – New KPI in FY22	N/A – New KPI in FY22	40% by 2025	Pages 90 to 91	

⁹ This KPI and definition has changed from BAME to ethnic minorities in FY22 to align with current government guidance. Gov.uk defines 'ethnic minorities' as all ethnic groups except the white British group. Ethnic minorities include white minorities, such as Gypsy, Roma and Irish Traveller groups. This is based on 92% (88% in FY21) of employees who have self-reported ethnicity information.

¹⁰ This is the first year we have reported 'apprentice ethnicity' information and can confirm it is based on 97% of our total apprentice population who self-reported this information.

* Figure verified by SGS.

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ENERGY AND CARBON 	Group GHG emissions Scope 1 and 2 – Location Based	Total Location Based Scope 1 and 2 GHG emissions from our operations (sites and offices).	Tonnes of CO ₂ e	1 July 2021 to 30 June 2022	12,149*	14,680*	15,504*	N/A	Page 217
	Group GHG emissions Scope 1 and 2 – Market Based	Total Market Based Scope 1 and 2 GHG emissions from our operations (sites and offices).	Tonnes of CO ₂ e	1 July 2021 to 30 June 2022	9,822*	16,099*	17,086*	To reduce our absolute Scope 1 and 2 GHG emissions by 42% by FY30, from our FY21 base year	Page 217
	Total GHG emissions per 100m ² of build – Location Based	GHG emissions normalised per 100m ² of build (Location Based).	Tonnes of CO ₂ e/100m ²	1 July 2021 to 30 June 2022	2.16*	2.84*	3.01*	Reduce the carbon intensity of our direct operations by 10% by the end of FY22 against 2017 baseline	Page 64 and 217
	Total GHG emissions per 100m ² of build – Market Based	GHG emissions normalised per 100m ² of build (Market Based).	Tonnes of CO ₂ e/100m ²	1 July 2021 to 30 June 2022	1.75*	3.11*	3.32*	N/A	Page 217
	Operational energy use	Total energy and fuel consumption used from sites and offices.	kWh	1 July 2021 to 30 June 2022	53,788,513*	64,294,472*	37,032,239	N/A	Page 218
	% of electricity procured from renewable sources	Percentage of electricity used in our operations that is sourced from renewable sources.	%	1 July 2021 to 30 June 2022	96.03%*	3.30%*	N/A	Purchase 100% REGO-backed renewable electricity for all operations (offices and construction sites) by the end of FY24	Page 66

* Figure verified by SGS.

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					FY22	FY21	FY20	TARGET	
SUSTAINABLE HOMES ¹¹ 	Average SAP rating	The average as built SAP rating ¹² for legally completed units in the financial year.	No. 1-100	28 June 2021 to 3 July 2022	85*	N/A, new KPI this year. Reported Average design SAP for core house types in FY21	N/A	N/A	Page 130
	Average EPC rating	The average as built EPC ¹³ rating for legally completed units in the financial year.	A-G rating	28 June 2021 to 3 July 2022	B*	N/A, new KPI this year. Reported Average design EPC for core house types in FY21	N/A	N/A	Page 73
	Average DER	The average Dwelling Emission Rate (DER) ¹⁴ is the actual CO ₂ emission rate of self-contained dwellings and individual flats (excluding common areas) based on the actual as built specification.	Kg/CO ₂ /m ² /year	28 June 2021 to 3 July 2022	15.75*	N/A, first year reporting this KPI	N/A	N/A	N/A
RESOURCE EFFICIENCY 	Tonnes of construction waste per 100m ² build	Construction waste produced per 100m ² of build.	Tonnes of waste/ 100m ²	1 July 2021 to 30 June 2022	7.91*	8.11*	8.97*	Reduce construction waste intensity by 10% by the end of FY22 against 2017 baseline	Page 70
	% of waste diverted from landfill	The % of waste which is diverted from landfill. This includes refuse derived fuel (RDF) as well as recycling.	%	1 July 2021 to 30 June 2022	98.34*	97.65*	97.4*	95%+ of construction waste diverted from landfill	Page 70
	Water use per 100m ² build	Cubic metres of water used in our sites and offices per 100m ² of build.	m ³ per 100m ² build	1 July 2021 to 30 June 2022	26.53*	33.06*	18.50	Reduce the water intensity of our direct operations by 5% by the end of FY22 against 2017 baseline	Page 219
	% of timber certified	% of timber responsibly sourced and credibly certified to FSC or PEFC. ¹⁵	%	1 January 2021 to 31 December 2021	99.98*	99.64*	99.90	100% of timber responsibly procured	Page 76

11 The SAP, EPC and DER ratings relate to 100% (5,484) as built legally completed units in FY22. This figure excludes 231 legally completed units in London, sold as a block sale, where EPCs are not yet issued.

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

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

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

15 Prior to FY21, our timber was verified as part of the WWF network for responsible timber and includes legal timber. In FY21 and FY22, the verified figure covers only timber certified to FSC or PEFC.

* Figure verified by SGS.

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SUPPLY CHAIN - PAYMENTS ON TIME 	Average time taken to pay invoices	The average time taken to pay supplier invoices and subcontractor applications from the date of receipt.	days	28 June 2021 to 3 July 2022	23.1*	23.5*	25.5	N/A – Signed up to Prompt Payment Code and report data to HMRC 6 monthly	Page 74
	Invoices paid within 30 days	Percentage of invoices and applications paid during the reporting period within 30 days.	%	28 June 2021 to 3 July 2022	81.2*	79.1*	76.3	N/A – Signed up to Prompt Payment Code and report data to HMRC 6 monthly	Page 74
SUPPLY CHAIN - MODERN SLAVERY 	% of material suppliers and manufacturers who have actively confirmed compliance with the Modern Slavery legislation and Redrow Code of Conduct	All suppliers and manufacturers must submit a detailed Supplier Appraisal Assessment for approval as part of our pre-tender qualification process. We have updated the appraisal forms to track the country of manufacture allowing us to identify materials supplied by manufacturers with a high risk profile.	%	28 June 2021 to 3 July 2022	96*	100*	100	No target however aim for 100% compliance	Pages 222 to 223
	% of temporary labour suppliers who have actively confirmed compliance with the Modern Slavery legislation and Redrow Code of Conduct	All suppliers of agency/temporary labour staff working on our sites are monitored for compliance by an external organisation named Datum RPO.	%	28 June 2021 to 3 July 2022	100*	100*	100	No target however aim for 100% compliance	Pages 222 to 223

All of the FY22 ESG data contained in this scorecard has been assured at a limited level of assurance according to ISAE3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, to evaluate the veracity of the specific KPIs.

This has been undertaken by SGS United Kingdom Ltd using SGS Sustainability Report Assurance protocols, including the Global Reporting Initiative (GRI) Principles for Report Quality: accuracy, balance, clarity, comparability, reliability and timeliness, to enable robust evaluation of data subject to verification. The full Assurance Statement can be found on our corporate website: investors.redrowplc.co.uk/key-non-financials.

16 All 'Payments on time' KPIs cover 100% of suppliers and subcontractors.

* Figure verified by SGS.