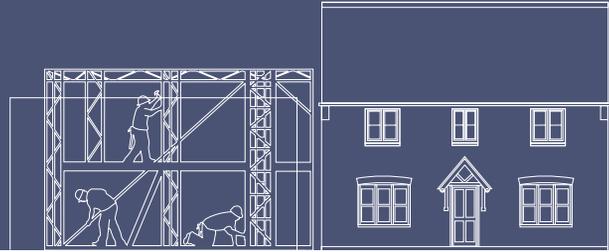




Human



Our approach

“It is by focusing on people that we are able to deliver, build and grow. Placing an absolute focus on safety for all, we seek to improve the quality of life for the people in our communities and for our employees we invest in training and promote personal development to ensure they feel empowered and proud to be working with us.”

It is essential that we look after the people who work for us as well as those building, working and living on our sites. Health and Safety is a top priority and we review our policy and procedures annually and engage with contractors, housebuilders and other stakeholders to ensure our approach is effective and up to date.

Previous capitals have addressed the environment, opportunities and health of the communities in which we work, and these clearly overlap with our human capital. We also want our people to feel safe, confident and able to grow and therefore encourage and invest in staff at all levels to attend seminars and training courses relevant to their role. We are also committed to regularly engaging with employees and involving them in how the Company is run.

To support our approach within this capital, we consider the following objectives describe what we do and ensure we nurture human value across our developments:

Create high levels of mental and physical wellbeing

It is our responsibility to ensure that the places we design and build improve the quality of life for the people within our communities. We ensure that mental and physical wellbeing is considered at every step of our planning and development process, and we take a number of actions to aid this. For example, we promote healthy eating within the communities by designing allotments into the master plan, and in November 2018 we opened the Ermine Street Church Academy allotments at Alconbury which teach children about health and nutrition.

Foster a culture of safety

We believe in fostering a culture of safety and in taking action to address key issues through behavioural change campaigns. Our health and safety policy is independently audited and reissued to all staff every two years to incorporate recent guidance and legislative updates.



CASE STUDY

Defibrillator awareness training at Houlton

Safety is non-negotiable in our eyes; and this year we noticed a gap in the Emergency First Aid at Work and First Aid at Work courses in providing in-depth training in the use of automated external defibrillators (AEDs). We have therefore joined forces with St John's Ambulance at Houlton, Rugby, to provide regular community training sessions, improve awareness about what they can do, and make defibrillators more accessible. Defibrillators are proven to save lives and are therefore an invaluable addition to our health and safety provision.

To date we have installed four defibrillators at Rugby, and we are committed to providing everyone with the skills needed to use a defibrillator and confidence to know what to do in an emergency. The feedback from the wider community has been really positive and we hope that the knowledge we are proving people may help to save a life one day.

Key achievements at Alconbury:

79%

of dwellings are within 250m of an Automated External Defibrillator (AED)

1,727m²

of permanent growing space provided to promote healthy eating

1.2 tonnes

of airborne pollutants removed each year by nature

100%

of commercial buildings have completed thermal comfort modelling

To ensure we influence positive behaviours on our sites we hold regular health and safety consortia meetings for contractors and housebuilders at all our strategic land sites (see case study below). As well as acting as general co-ordination meetings, the frequency of these meetings helps us to identify and resolve issues quickly and reinforces the importance of health and safety to us and our contractors and housebuilders. Now a requirement of our housebuilder agreements, the intention is to expand the scope of the consortia agenda to include matters such as modern slavery and mental health at future forums.

Invest in our people

It is essential for the growth of our business to invest in the skills of all our employees; this year we have implemented a new online training system – iHasco. The online platform provides flexible health, safety and human resource compliance training for all of our employees. We also hold regular in-house training sessions led by team members and our consultants who report on current practice/legislation and allow time for discussion around historical examples/best practice for newer members of the team. In addition, we recognise the importance of improving mental health awareness and providing our staff with the tools to support each other.

We recently trained eight direct employees as mental health first aiders in partnership with Mates in Mind, a charity focused on improving mental health in the construction industry. It addresses stigma and encourages people to talk about mental health issues. We have also held talks on site about mental health awareness for our wider stakeholder community and will be holding a further significant event at Alconbury on “Blue Monday” in January which is claimed to be the most depressing day of the year. At a Group level, we continue to take action to ensure that our business and supply chain are free of modern slavery in accordance with our Modern Slavery Statement.

Enable people to express their ideas

Within any business but especially a growing business, it is important to give your employees a voice. This year has seen the creation of an Employee Advisory Group through which all staff across all levels of the Company are able to express their thoughts and ideas. We have also increased our use of regular surveys on different topics and our performance review process specifically includes time for a discussion around issues the business is facing and improvements that could be made. This applies equally to the emerging communities and we now have a range of resident forums and associations that we support and engage with regularly.



CASE STUDY

Health and safety consortia meetings

These meetings were originally set up to plan and co-ordinate activities between the Urban&Civic directly contracted works and the housebuilder works at our large strategic sites. Subsequent meetings would then review these activities and understand how matters may be improved going forward.

The meetings were quickly broadened to include operational health and safety matters, with the safety log reports from the previous month being discussed with members and in turn they are invited to share safety moments in order to expand a lessons learnt culture across the site.

Now a requirement of our housebuilder agreements, the intention is to expand the scope of the consortia agenda to include such matters as modern slavery, mental health and sustainability at future forums, advocating the team nature of these large strategic settlements.

At Priors Hall, where such consortia meetings were introduced in March 2018, we have seen a 42 per cent decrease in the monthly resident reported incidents concerning housebuilder activities and a 250 per cent annual increase in NHBC health and safety awards on the site between 2018 and 2019.