



Miller homes

Journey to A Better Place

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We report on our sustainability performance annually and this report covers the operations of Miller Homes Ltd for the 2013 calendar year (1st January 2013 to 31st December 2013).


The content of this report has been shaped around the sustainability issues that are material to our business. These issues were identified during 2013 as part of the development of our new sustainability strategy, A Better Place.

All data has been internally verified by an employee independent of the data collection process and we will review the appropriateness of external assurance again for our next report.

Figures for 2013 relate to 100% of our business (unless otherwise stated¹).

Several of our key performance indicators are normalised relative to one of the following:

- Developments. The average number of developments that were in construction during 2013 (or the specified calendar year).
- Homes. The number of homes that legally completed during 2013 (or the specified calendar year).
- Equivalent build unit (EBU). The total amount of homes we would have built during 2013 (or the specified calendar year) if we built them all in sequence.
- Employees. Miller Homes headcount as at 31st Dec 2013².

 Read our previous sustainability reports on our website.



Chief Executive's review

At Miller Homes, sustainable development has become an integral part of our overall business strategy and since we launched our first sustainability strategy in 2007 we have continually sought to evolve and enhance our approach.

2013 marked a pivotal year in our approach to sustainability. We undertook a fundamental review of the needs and concerns of our stakeholders as well as our business to help inform and shape our objectives over the next seven years as we strive to become a more sustainable business.

This feedback highlighted the increasing importance of social and economic sustainability issues and culminated in the launch of our new strategy, A Better Place.

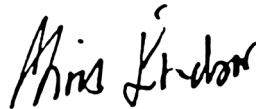
This strategy sets out 21 demanding targets and demonstrates how each team within our business will contribute to their delivery.

During this time, we also continued to work on achieving the goals set out in our previous strategy and received recognition from NextGeneration as the top housebuilder for public disclosure, achieved Investor

in People Gold, retained our industry leading customer satisfaction score (97% of our customers would recommend us to a friend), increased our recycle rate to 94% and launched our Supplier Code of Conduct.

Going forward, the main challenge is to ensure we engage all our employees, customers and suppliers in our sustainability journey to ensure A Better Place becomes the ingrained culture within our business.

We are only beginning our journey to A Better Place, however I'm confident that as a team Miller Homes will deliver tangible goals that are of value to our stakeholders as well as delivering significant benefits to our business.



Chris Endors
Chief Executive, Miller Homes



Our business at a glance

Miller Homes, the housebuilding business of The Miller Group, has established a tradition for building family homes over the last 80 years. We have a reputation for delivering high quality, sustainable homes and providing excellent levels of customer service.

Our highly engaged workforce (84% engaged³) of 634 employees (2012 = 643)² operate across six regions⁴ covering the majority of the UK.



8,731

Plots owned and consented [a further 17,011 form our strategic landbank] (2012 = 8,087)



1,528 sub-contractors
(2012 = 1,406)



86 divisional material suppliers (2012 = 84)



76,744 m³ water
(2012 = 39,541)



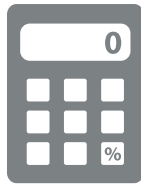
4,752,166 kWh electricity
(2012 = 2,862,653)



5,167,025 kWh gas
(2012 = 5,445,659)



720,819 litres diesel
(2012 = 502,744)



£330m

Turnover
(2012 = £266m)

**miller
homes**



1,843

Equivalent build units [on 79 developments] (2012 = 1,757)



2,053

Home completions [8.2% social housing] (2012 = 1,831)



350 reportable incidents⁵
(2012 = 614)



0 regulatory fines, actions or prosecutions (2012 = 0)



17,032 tonnes construction waste recycled (2012 = 16,526)



1,039 tonnes construction waste to landfill (2012 = 1,712)



5,256 tonnes carbon emissions (2012 = 3,837)



£22.8m operating profit
(2012 = £14.5m)



97% customers would recommend Miller Homes to a friend (2012 = 97%)

How we operate

Miller Homes shares the mission, values and long-term sustainability goals of The Miller Group and underpins these with business specific policies and strategies.

Newton Park, Cambuslang



millers

Mission

Our mission is to create sustainable living and working environments by delivering the best products and services for all our clients and customers.

millers

Values

Values are the underlying standards that define how we conduct business. The Miller Group core values are a commitment to corporate responsibility, partnership, employee development, health and safety and quality.



Read The Miller Group values on our website.

millers

Sustainability goals

Thirteen challenging targets for 2020 define the sustainability aspirations of the whole Miller Group.



Read The Miller Group sustainability goals in the 2013 Annual Report.

millers homes

Policies

Policies set out our high level commitments and approach, which in turn guide our procedures. Miller Homes adheres to the following policies:

- Anti-Bribery Compliance
- Ecology and Biodiversity
- Energy
- Equalities
- Ethics
- Responsible Sourcing
- Safety, Health and Environment
- Site Waste Management
- Sustainability
- Sustainable Development
- Sustainable Timber
- Water



Read Miller Homes' policies on our website.

millers homes

Strategy

The Miller Homes business strategy, alongside regional and functional specific strategies, sets out how we will deliver the Group mission and sustainability goals.

All strategies are developed with consideration given to the risks and opportunities facing the business, with clear aims and targets established.

How we operate continued

Strategy

Sustainability related issues and actions are integrated throughout Miller Homes' business strategies. For reporting purposes these are extracted and combined with cross-business sustainability goals to form a defined sustainability strategy.

During 2013 we concluded both our 2011-13 Sustainability Strategy and launched our new strategy, entitled A Better Place.

2011-2013 Sustainability Strategy

The 2011-2013 Sustainability Strategy set out 63 commitments and 10 annual targets.

By the end of 2013, 53 (84%) of the commitments had been achieved (2012 = 39). One commitment was deemed to no longer be appropriate and the remaining nine commitments have been integrated into A Better Place. Of the 10 targets, again one was deemed no longer appropriate and four of the remaining targets were met. Failure to meet more of these targets is in part due to improvements in the quality of data reported in 2013.

Progress against all commitments outstanding at the start of 2013 and all targets are discussed in this report.

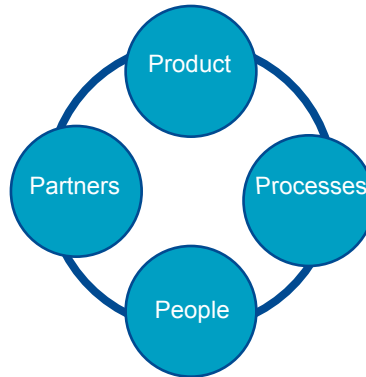
The future: a better place*

A Better Place is Miller Homes' new sustainability strategy covering the period 2013-2020.

The strategy has been branded A Better Place to remove any confusion associated with the terms, 'sustainability' and 'corporate responsibility', and to re-focus employee and other stakeholder attention on our approach. To mark the launch of A Better Place key divisional suppliers and every employee received a copy of the strategy.

The content of A Better Place has been shaped around the social, economic and environmental issues material to Miller Homes, as determined by extensive engagements with key stakeholders and an internal assessment of the key sustainability risks and opportunities for the business.

The strategy consists of 21 targets and 146 actions, all relating to one of four aspects relevant to Miller Homes – product, processes, people and partners.



Read our sustainability strategies on our website.

Governance

The Sustainability Steering Group, supported by working groups within the business, is responsible for co-ordinating delivery of A Better Place. The

Sustainability Steering Group meets bimonthly and is directly accountable to Miller Homes Holdings Board.

Miller Homes Holdings Board regular attendees



Sustainability Steering Group

Procurement & Sustainability Director
 Development Director
 Divisional Design Director
 Divisional Marketing Manager
 Divisional Planner
 Divisional Sustainability Co-ordinator
 Group Communications Manager
 Human Resources Manager
 Operations Director, Strategic Land
 Safety, Health & Environment Director
 Sustainability Manager

Product Development Committee

Sustainability Communications Group

Technical Directors

Delighted customers

Product

Headline Performance

Customers who would recommend us to a friend⁶

97%

Performance benchmark: 90% of the 32,137 new homeowners assessed by the Home Builders Federation (HBF) in their 2014 survey would recommend their homebuilder to a friend⁷.

Net promoter⁶

63.1

Performance benchmark: Net promoter scores range from -100 to +100. Other high scoring companies include Apple, iPad (65⁸), Mercedes-Benz (66⁹) and Virgin Media (61¹⁰).

NHBC Pride in the Job Awards

23

Performance benchmark: 430 out of 13,000 site managers were awarded NHBC Pride in the Job Awards¹¹. 1 in 3 of our site managers won awards.

Customer satisfaction

Combining high quality, well designed homes with excellent customer service is how Miller Homes delights its customers. For the past three years Miller Homes has been awarded 5 stars for customer satisfaction by the HBF¹² and 97% of customers have stated that they would recommend us to a friend, an industry leading endorsement.

What sets Miller Homes apart from other housebuilders is that every employee in every function of our business understands that they have a part to play in the customer experience. This cohesive approach is what we call The Miller Difference.

Miller Homes' commitment to outstanding customer experience is set out in a customer charter¹³ and delivered through formal quality procedures covering the production, sales and customer care processes.

All customer communications are carefully considered and appropriately tailored to the stage of the customer journey. Upon reservation customers receive a homeowner manual clearly explaining the buying and build process as well as articulating what to expect when living in their home. An on-line portal then updates customers on build progress and the

pre-plaster meeting allows the customer to see their home under construction. Before completion customers are again invited to their new home for a formal demonstration meeting during which the specific features of the home are explained.

One of the industry-wide challenges is to deliver housing without defects. Last year 41.6% of Miller Homes had zero defects at completion⁶, which compares extremely favourably to the industry average of only 8% of new home owners reporting no defects¹⁴. Steps to improve this further will be implemented in 2014.

Gate House Fold, Bamber Bridge

Located next to open farmland this development includes a nature corridor that protects the site's existing mature trees and provides a sustainable habitat for wild animals and birds.



Delighted customers continued

Homes fit for the future

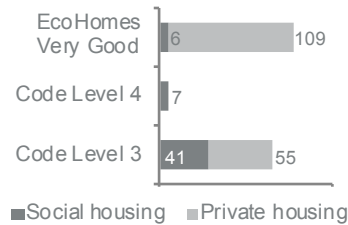
Miller Homes combines creativity and innovation with expert design and high quality craftsmanship to create homes that offer both functionality and style. Customer feedback is integral to the design process and in our latest research, 82% of customers believed their home functioned either as or better than expected¹⁵. The detailed findings from this research have directly influenced the next iteration of house types which are currently being developed¹⁶.

Residential housing has its most significant environmental impact during occupation and therefore these potential risks are actively considered during the land selection, planning and design processes. Prior to any land purchase the flood risk and biodiversity impact are evaluated, and where any risk is deemed significant, appropriate mitigation measures are taken.

To minimise whole-life carbon emission Miller Homes takes a 'fabric first' approach, whereby home energy efficiency is maximised through design and the careful selection of construction materials. The average energy performance of a Miller Home, as assessed by the SAP rating¹⁷ is 81.4 (2012 = 83.1), which is in-line with the

industry average new home SAP rating of 81.5¹⁸.

Homes built to industry sustainability standards¹⁹



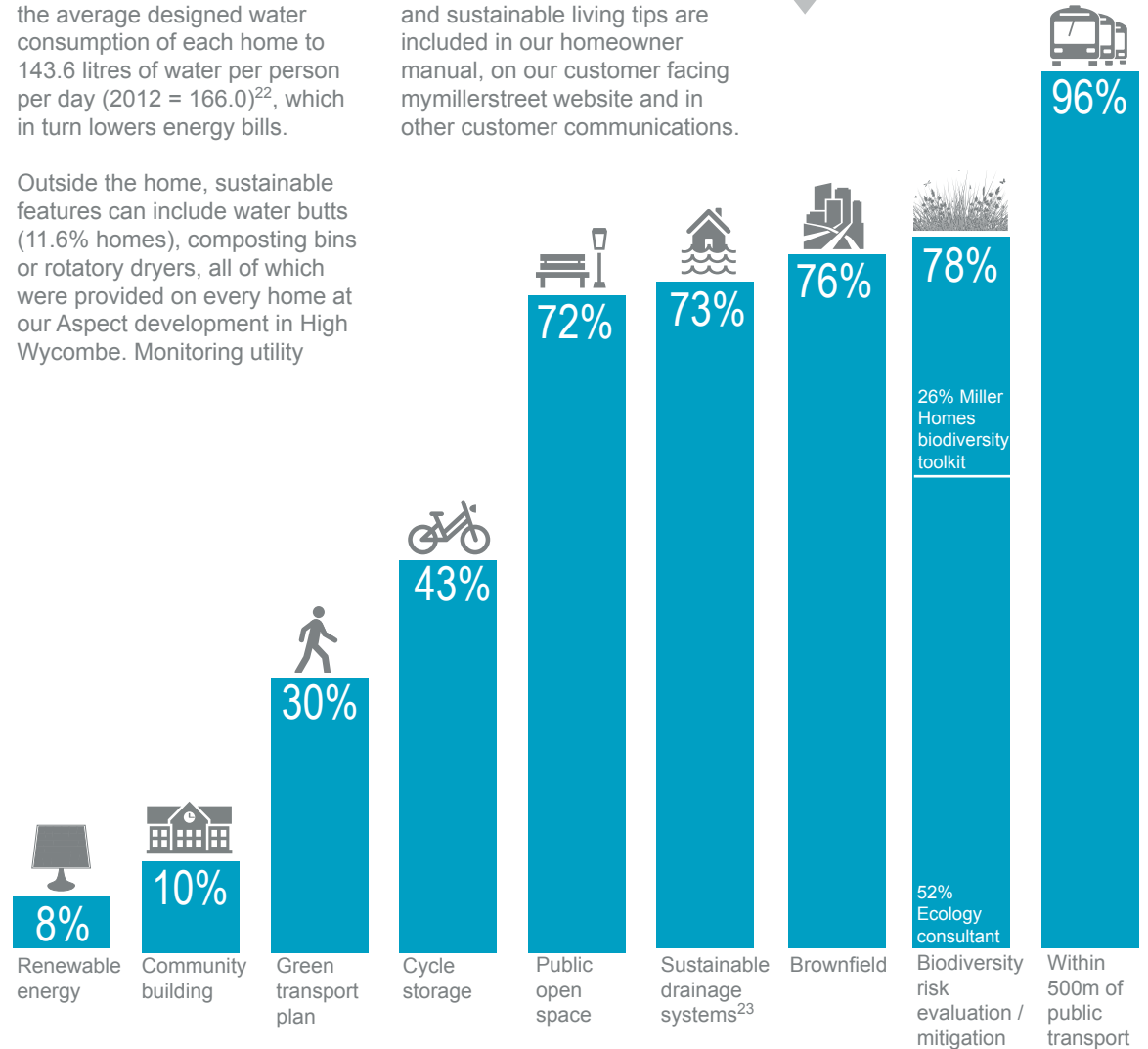
In recognition of our on-going innovation in this area the five Gold Leaf Collection properties built on our development at Bingham were built to a range of demanding energy performance standards, including the then anticipated 2013 building regulations and the Zero Carbon Hub's best practice Carbon Compliance standard of 10 kgCO₂/m²/year²⁰. Although the regulatory backdrop is expected to change again following the Government's response to the Housing Standards Review, the successful delivery of these products has reaffirmed our technical ability to build properties to stringent energy requirements whilst maintaining cost efficiency.

Energy efficient design is complemented with 'A' rated²¹ (or higher) appliances, and in some instances low carbon/renewable

technologies. Installing eco-showers, dual flush toilets and flow restrictors has reduced the average designed water consumption of each home to 143.6 litres of water per person per day (2012 = 166.0)²², which in turn lowers energy bills.

Outside the home, sustainable features can include water butts (11.6% homes), composting bins or rotatory dryers, all of which were provided on every home at our Aspect development in High Wycombe. Monitoring utility

usage has been made easier through installing smart electricity and gas meters as standard, and sustainable living tips are included in our homeowner manual, on our customer facing mymillerstreet website and in other customer communications.



Development characteristics

The proportion of our developments in 2013 with various sustainable features.

Delighted customers continued

Building communities

Customers choose Miller Homes because of the combination of the high quality homes we build and carefully considered development locations and design. The layout of each development is designed with consideration for industry leading standards, such as Building for Life 12²⁴, to ensure the sense of place and integration in the community is enriched.

The formation of community relationships is facilitated through the mymillerstreet website²⁵, which, amongst other features, provides a message board facility for residents in a development to communicate with each other.

2011-2013 Strategy									
Commitment / Target	Achievement								
Improve our approach to engaging with local communities and stakeholders in the development process.	A standard website format has been developed to enhance communication of development plans and feedback. As part of A Better Place we will be further standardising our local community engagement activity.								
Review all initiatives relating to customer engagement.	The review and update of all customer journey material was completed in 2013 with the update of our homeowner manual and launch of The Miller Difference - the aspects of our approach that sets us apart from our peer group.								
Engage with an external organisation to promote resident recycling.	Details of local recycling facilities will form part of all sales brochures during 2014 and customers are also encouraged to recycle on our customer mymillerstreet website ²⁵ .								
15% of homes to have external air permeability tests ²⁶ .	<p>Homes air permeability tested</p> <table border="1"> <caption>Homes air permeability tested</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>10.3%</td> </tr> <tr> <td>2012</td> <td>9.3%</td> </tr> <tr> <td>2013</td> <td>19.1%</td> </tr> </tbody> </table>	Year	Percentage	2011	10.3%	2012	9.3%	2013	19.1%
Year	Percentage								
2011	10.3%								
2012	9.3%								
2013	19.1%								

2011-2013 Strategy	
Commitment / Target	Achievement
Assess the feasibility of incorporating Secured by Design ²⁷ into standard development designs.	In 2013 12.2% of homes were built to Secured by Design and 3.7% to Lifetime Homes standards ²⁸ . A review of the homeowner benefits and business costs associated with both schemes will be conducted as part of A Better Place.
Consider the feasibility of introducing Building for Life assessments for all sites.	Training relevant employees in the Building for Life 12 principles ²⁴ is underway and there is an A Better Place target for 70% of developments to be fully compliant with the scheme in 2014.
Review the water impact of home specifications.	Eco showers are fitted in all homes and where installed, A++ energy rated washing machines and A+ energy rated dishwashers are used ²¹ .
Develop a formal strategy for post occupation monitoring of houses in use.	Customer feedback is sought on home design, function, condition, customer service and a range of other factors as part of our customer satisfaction surveys.
Consider the feasibility for measuring post occupation water performance.	In 2013 we agreed to participate in the Scottish Water Water Efficiency Trial and as part of this will be monitoring water use on approximately 80 plots on our Varsity North development in Edinburgh.

Greenvale Park, Newcastle Upon Tyne

Greenvale Park consists of 135 homes built to Code for Sustainable Homes Level 3 or higher. "Greenvale Park is a beacon development for our houses of the future, with energy-efficient features in every home including photovoltaic solar panels, rotary clothes driers, efficient boilers, low energy lighting, garden water butts and even a bike storage shed. Primarily though, it is a development of high quality homes for families; a new community they can enjoy in the heart of Newcastle." Michael Dunthorne, Regional Operations Director.



Working conscientiously

Headline Performance

NextGeneration Benchmark public disclosure ranking²⁹

1st

Performance benchmark: Ranked against the top 25 largest housebuilders.

Employees that believe Miller Homes policies and procedures reflect a commitment to sustainability

83%

Performance benchmark: 85% of employees believed the same in 2012.

Construction waste recycled or reused

94.3%

Performance benchmark: Miller Homes recycled or reused 90.6% of waste in 2012.

A good neighbour

Being a good neighbour starts at the pre-planning stage and lasts until long after the last home is handed over.

Miller Homes follows standard internal protocols to effectively consult with communities at the pre-planning stage, and this year has developed a website template specifically to share project information and encourage feedback.

The Miller Respect scheme, which we have on every site, ensures that any potential impacts on the local community are kept to an absolute minimum. Strict safety, health

and environment practices, proactive communication and a straightforward complaints process all form part of this scheme.

To support communities in need, charitable activities and donations are encouraged across the business. As part of The Miller Group, Miller Homes employees can participate in nominating charities for business-wide support and this is complemented by local activities for charities.

A network of Group Charity Champions exists to promote fundraising in all offices and on site, where activities include

teaching school children about health and safety and the importance of saving at an early age (ref: Miller Homes Save Your Pennies and Build Your Future initiative).



Great Glen Cricket Club, Leicestershire

One of the eight sports clubs that won £500 as part of Miller Homes' Summer of Sport Competition.



Working conscientiously continued

2011-2013 Strategy																
Commitment / Target	Achievement															
100% of sites to be compliant with Miller Respect.	All sites are required to be compliant with Miller Respect. Any complaints raised are logged through the scheme and resolved in a timely manner. The recent increase in complaints is largely due to more robust data capturing coupled with a few more sensitive sites. Miller Respect complaints <table border="1"> <thead> <tr> <th></th> <th>2010</th> <th>2011</th> <th>2012</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td>Number</td> <td>60</td> <td>69</td> <td>62</td> <td>184</td> </tr> <tr> <td>Per development</td> <td>0.7</td> <td>0.9</td> <td>0.8</td> <td>2.3</td> </tr> </tbody> </table>		2010	2011	2012	2013	Number	60	69	62	184	Per development	0.7	0.9	0.8	2.3
	2010	2011	2012	2013												
Number	60	69	62	184												
Per development	0.7	0.9	0.8	2.3												
All sites to be audited under Miller Respect and/or the Considerate Constructors Scheme twice per year.	100% of sites were audited against Miller Respect from 2010 to 2012. In both 2011 and 2012 the average score was 99%. In 2013 the decision was made to stop the audits as they were no longer necessary to ensure effective implementation of Miller Respect. The 2011-13 strategy target of an average Miller Respect score > 95% is therefore not applicable this year.															
Average Considerate Constructors Scheme ³⁰ score > 32.	Considerate Constructors Scheme <table border="1"> <thead> <tr> <th></th> <th>2010</th> <th>2011</th> <th>2012</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td>Participating sites³¹</td> <td>27%</td> <td>11%</td> <td>13%</td> <td>11%</td> </tr> <tr> <td>Average score</td> <td>32.6</td> <td>32.6</td> <td>33.8</td> <td>35.3</td> </tr> </tbody> </table>		2010	2011	2012	2013	Participating sites ³¹	27%	11%	13%	11%	Average score	32.6	32.6	33.8	35.3
	2010	2011	2012	2013												
Participating sites ³¹	27%	11%	13%	11%												
Average score	32.6	32.6	33.8	35.3												

Communication

Clear and transparent communication is vital for stakeholder confidence in Miller Homes. External communications, both at the business and project level, are co-ordinated through Miller Homes' marketing and communication teams with support from external agencies.

Communications are tailored to the stakeholder and a wide range of channels are used.

For sustainability related communications the Miller Group Communications Manager is supported by a dedicated Sustainability Communications Working Group which has produced videos, webinars, presentations, intranet news, formal briefs, desktop images and e-mails to promote A Better Place.

2011-2013 Strategy	
Commitment / Target	Achievement
Review reporting in-line with the Global Reporting Initiative.	This is the first Miller Homes sustainability report to contain Standard Disclosures in accordance with Global Reporting Initiative (GRI) G4.
Integrate stakeholder feedback on sustainability.	Extensive stakeholder feedback was collated and used to directly inform and shape A Better Place.
Review obtaining third party assurance for this report.	External assurance was not sought this year due to business key performance indicators changes relating to A Better Place.
Effective employee communication.	81% of employees (2012 = 78%) are confident that they know what is current and important in the organisation ³ .
On-going updates to the sustainability information on our website.	The sustainability pages on The Miller Group website were updated during 2013 as part of a refresh of the site. Further enhancements will be made as part of A Better Place.



Miller Homes' School Savings Initiative

School children learn about the importance of saving at an early age.

Read more about our Global Reporting Initiative disclosures on 21 to 24 of this report.



Read more about our sustainability approach, and the feedback we received from our stakeholders on our website.

Working conscientiously continued

Environment management

Miller Homes recognises the environmental impact of its operations, particularly in relation to climate change, energy, water, waste, biodiversity and pollution. It is company policy to effectively manage and minimise these impacts through the ISO 14001 certified management system. Compliance with the combined Safety, Health and Environment management system is audited both internally and externally on a

regular basis³² and all employees receive dedicated environmental training.

Waste

The two primary waste sources for Miller Homes are site preparation waste (i.e. waste arising from demolition and excavation) and construction waste. With respect to both of these, Miller Homes' priority is to reduce waste in the first instance,

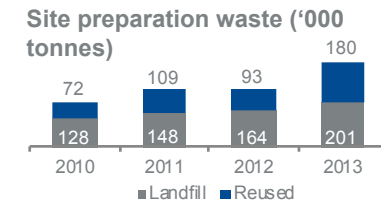
then to reuse before resorting to recycling.

In 2013 the main construction waste sources were identified through an internal survey of all site managers. The results from this will form the foundation of projects to reduce waste next year. Reuse on sites is encouraged locally through toolbox talks and nationally 7,362 pallets, equating to 133

tonnes, were re-used through the Scott Pallets recovery service. To maximise recycling, waste streams are segregated where possible. This has reduced the proportion of general mixed waste from 73.4% in 2012 to 15.7% in 2013.

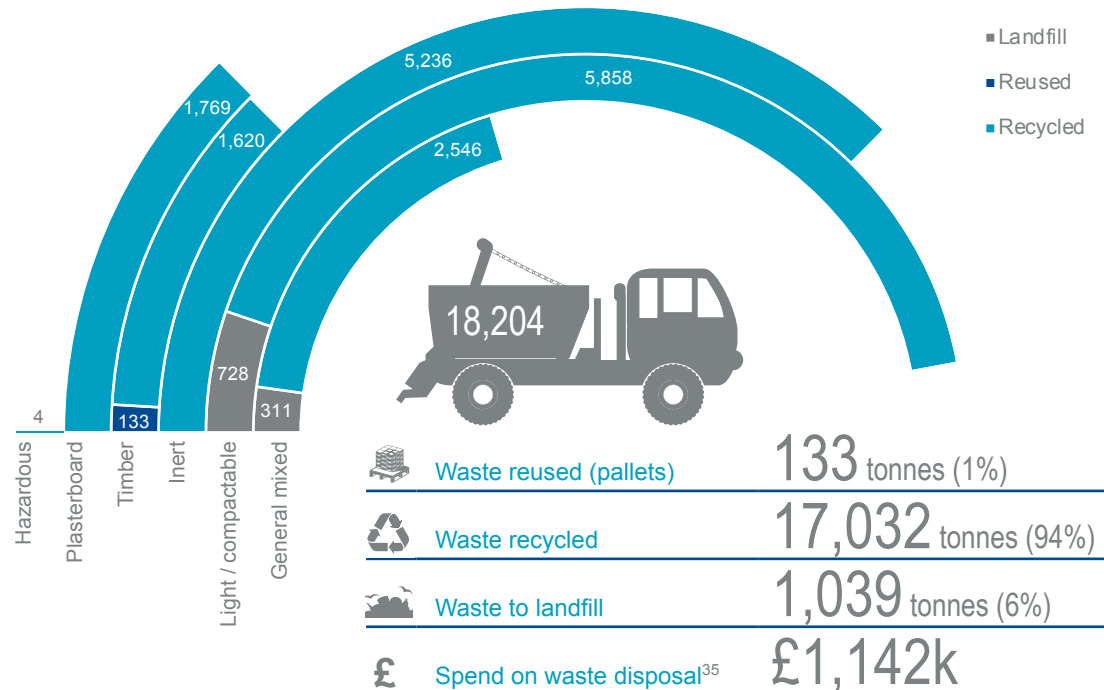
Reducing site preparation waste remains a challenge and several projects are underway to help make this more effective going

forward. Improved planning and management of this waste has however increased reuse from 36.3% in 2012 to 47.3% in 2013³⁴.



2011-2013 Strategy											
Commitment / Target	Achievement										
Develop a procedure to minimise site preparation waste to landfill.	To be addressed as part of A Better Place.										
15% improvement in the reuse of site preparation waste.	A 32% improvement has been achieved between 2010 and 2013 ³⁴ . Site preparation waste reuse rate <table border="1"> <thead> <tr> <th>Year</th> <th>Reuse Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>35.8%</td> </tr> <tr> <td>2011</td> <td>40.9%</td> </tr> <tr> <td>2012</td> <td>36.3%</td> </tr> <tr> <td>2013</td> <td>47.3%</td> </tr> </tbody> </table>	Year	Reuse Rate (%)	2010	35.8%	2011	40.9%	2012	36.3%	2013	47.3%
Year	Reuse Rate (%)										
2010	35.8%										
2011	40.9%										
2012	36.3%										
2013	47.3%										
10% reduction in construction waste (per equivalent build unit) year-on-year	A 7% reduction has been achieved between 2011 and 2013. Further initiatives to reduce waste will be implemented as part of A Better Place. Construction waste (tonnes per EBU)³³ <table border="1"> <thead> <tr> <th>Year</th> <th>Waste (tonnes per EBU)</th> </tr> </thead> <tbody> <tr> <td>2010</td> <td>9.7</td> </tr> <tr> <td>2011</td> <td>10.8</td> </tr> <tr> <td>2012</td> <td>10.4</td> </tr> <tr> <td>2013</td> <td>9.8</td> </tr> </tbody> </table>	Year	Waste (tonnes per EBU)	2010	9.7	2011	10.8	2012	10.4	2013	9.8
Year	Waste (tonnes per EBU)										
2010	9.7										
2011	10.8										
2012	10.4										
2013	9.8										

Construction waste (tonnes)³³



Working conscientiously continued

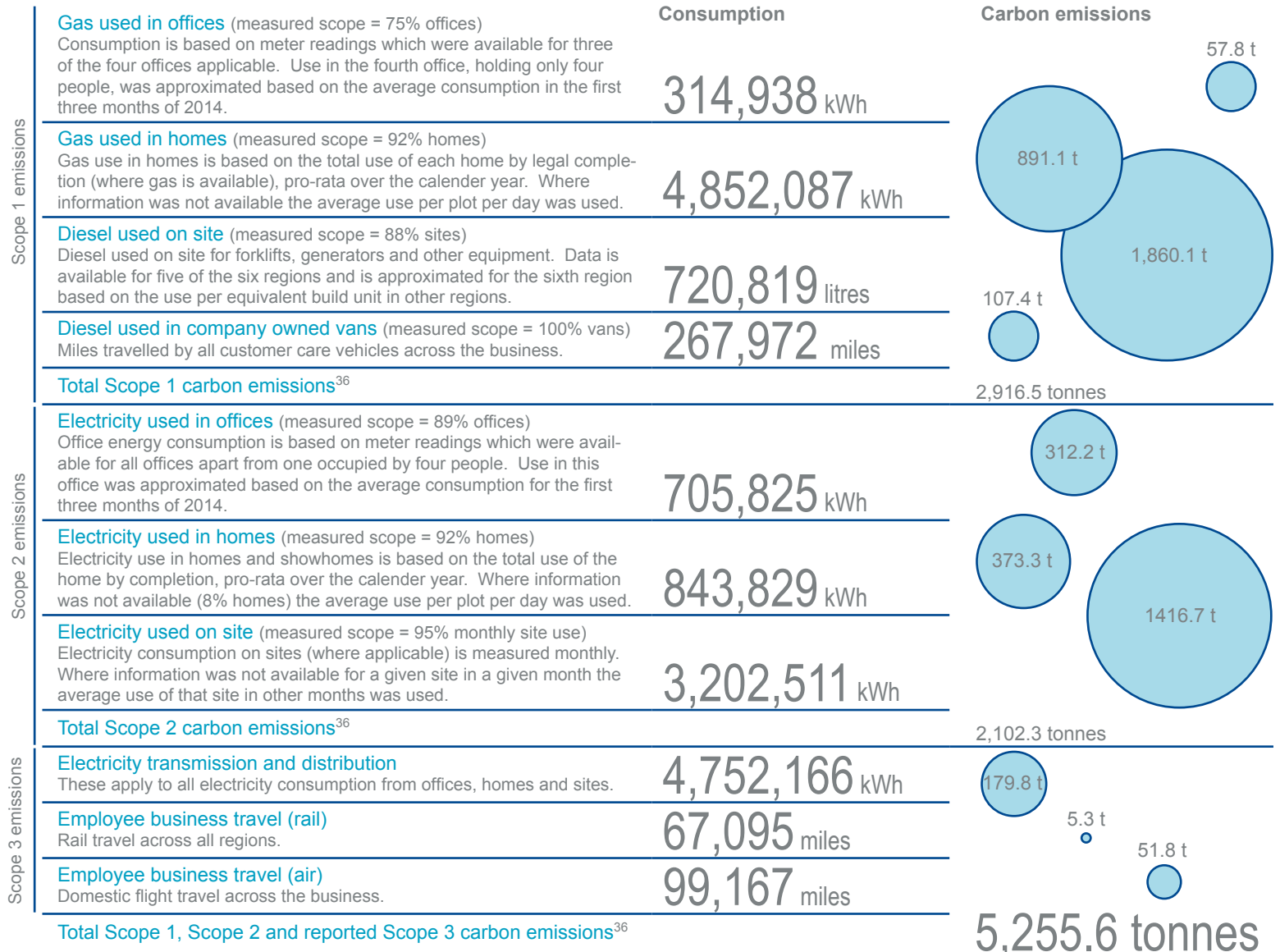
Carbon emissions

In 2013 the focus was on internally verifying the quality of carbon emission metrics.

An in-depth review of gas and electricity consumption was conducted, and improvements made to the data collection process. Where data was missing or inaccurate, approximations have been made based on the actual data collected ('measured scope'). Historical inaccuracies in the reporting of missing data mean there is a noticeable increase in emissions this year, from 3,837 tonnes in 2012 to 5,256 tonnes in 2013.

So that our energy and carbon-related A Better Place targets remain stretching but realistic the baseline values will be revised in line with the 2013 figures. This means that the 2014 electricity consumption per EBU target will be 2,321 kWh, and scope 1 and 2 emissions per EBU target will be 2.4 tonnes.

Key initiatives to reduce carbon emissions last year included implementation of procedures to reduce energy consumption in homes, and installation of a new video conferencing system, through which 221 meetings were held.

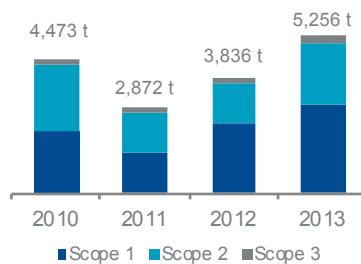


Working conscientiously continued

Carbon emissions

All carbon emissions are based on DEFRA's conversion factors and in-line with their guidance, all previous years' emissions have been restated to account for the material change in conversion factors³⁷. Scope 3 transmission and distribution figures have also been added to all historic data. The significant increase in 2013 reflects improvements in the robustness of our data collection this year.

Carbon emissions by type:



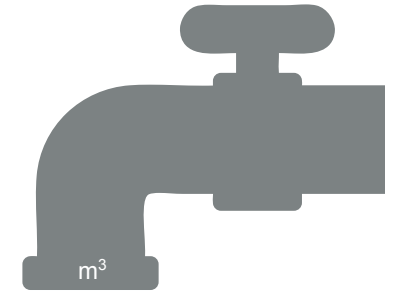
Water

As with carbon there has been considerable focus in 2013 on verifying and improving the quality of water consumption data. Unfortunately however, the scope of measured water consumption remains low largely due to the number of homes, offices and sites based in Scotland, where water meters are not typically installed by water companies. Any missing data has been approximated based on the average measured use in offices, homes or sites as appropriate.

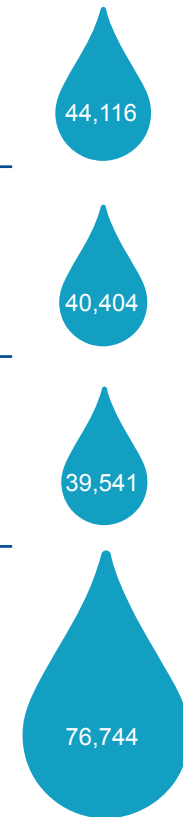
The large increase in water consumption in 2013 is driven from use on sites and we believe reflects more accurate measurement rather than a significant increase in demand. For that reason, the benchmark for the A Better Place water consumption target has been changed to the 2013 values, resulting in a 2014 target of 37 m³ per EBU.

To encourage behaviour change in relation to water all employees were sent an infographic explaining the reasons why water was important, and how to reduce their use. More extensive initiatives to reduce consumption will take place as part of A Better Place.

2011-2013 Strategy	
Commitment / Target	Achievement
Record the carbon emissions associated with the delivery of key construction materials to Miller Homes sites.	Carbon emissions from distribution were recorded from 23% of key suppliers in 2013 and there is a commitment in A Better Place to increase this to 50% by the end of 2014.
10% reduction in carbon emissions from operations and offices per equivalent build unit year-on-year.	Carbon emissions include Scope 1 and Scope 2 emissions. Carbon emissions per EBU 2010: 2.3, 2011: 1.7, 2012: 2.1, 2013: 2.7
10% reduction in water use from operations and offices per equivalent build unit year-on-year.	Changes in data measurement mean the target was not met in 2013. Water consumption per EBU 2010: 24.1, 2011: 24.6, 2012: 22.5, 2013: 41.6



Year	Offices	Homes	Sites	Total
2010	3,701 m ³	13,723 m ³	26,692 m ³	44,116
2011	3,207 m ³	21,217 m ³	15,980 m ³	40,404
2012	3,464 m ³	21,482 m ³	14,595 m ³	39,541
2013	Offices (measured scope = 56%) 4,363 m ³	Homes (measured scope = 48% homes) 21,295 m ³	Sites (measured scope = 78% sites) 51,087 m ³	76,744



Valuing people

People

Headline Performance

Employee engagement³

84%

Performance benchmark: UK average = 65%³⁸.

Investors in People

Gold

Performance benchmark: Silver Award in 2012.

Reportable incidents

350

Performance benchmark: The Home Builders Federation average in 2011-12 was 493 and 2012-13 was 330³⁹.

Our approach

Miller Homes' 634 employees (2012 = 643)² contribute significantly to the business' success.

Employee, sub-contractor and public health and safety are managed through the OHSAS 18001 certified Safety, Health and Environment (SHE) management system. Compliance with the combined Safety, Health and Environment Management System is internally and externally audited on a regular basis³². All other employee issues, including development, equality, wellbeing and succession planning are addressed through the human

resources (HR) strategy.

Both the SHE Director and HR Operations Director report on key performance indicators, relevant issues and strategy progress to the executive board.

Formal whistleblowing and grievance procedures provide a mechanism for employees to report any issues that can't be resolved informally with a line manager. Four grievances were raised in 2013. Each of these was dealt with in accordance with the procedures and have now been closed. No whistleblowing incidents were reported during 2013.

Health and safety

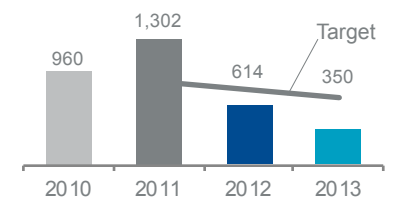
Miller Homes' reportable incident rate has dramatically reduced in the last three years (decrease of 73.2%) which is a reflection of the culture of safety that is now embedded throughout the organisation. In 2013 there were no fatalities (2012 = 0), 9,956 lost days (2012 = 17,422) and the absence rate was 1.1% (2012 = 1.4%).

Every employee receives a health and safety induction and training appropriate to their role⁴⁰. Additional toolbox talks are regularly held for sub-contractors and employees on site, and all site-based staff are required to have appropriate CSCS

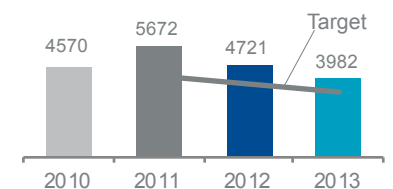
cards⁴¹. Those individuals with higher risk roles (e.g. forklift and telescopic handlers), whether they are directly employed by Miller Homes or a sub-contractor, undergo a health screening prior to working on site and all employees and sub-contractors are subject to alcohol and drug screening.

To inspire and motivate higher levels of safety Miller Homes run internal Safety, Health and Environment Awards, with the highest accolade in 2013 being awarded to Tony Preece, site manager at Birkacre Park in Chorley.

Reportable incident rate⁵



All injury incident rate⁵



Valuing people continued

2011-2013 Strategy	
Commitment / Target	Achievement
Engage internal and external stakeholders in our approach to health and safety.	The annual SHE strategy is shaped by industry best practice and internal stakeholders.
Assess the measures needed to achieve reportable incident rates better than the national average.	Miller Homes reportable incident rate has improved considerably over the last few years (2013 = 350) and although it is still above the HBF average in 2013 (330) our performance was better than the 2012 HBF average (493) ³⁹ .
10% reduction in Reportable Incident Rates year-on-year	Reportable Incidents have reduced by 36% since 2010.
10% reduction in All Injury Incident Rates year-on-year	All incidents have reduced by 13% since 2010.
95% of all operatives (including sub-contractors) to have CSCS cards ⁴¹ , rising to 98% in 2012.	We conduct two annual audits of CSCS cards and in 2013 there was a slight drop in the proportion with cards to 93.7% (2012 = 97.9%).
Review procedures for delivering sustainability training for sales negotiators.	Every employee is made aware of A Better Place during their induction training and more detailed sustainability training is being reviewed as part of a large scale review of all sales training.

Engaging our employees

Miller Homes measures employee engagement as a way to understand employees' commitment to, and enthusiasm for their work. A highly engaged workforce is more productive and linked to lower turnover of employees⁴². Findings from the 2013 employee engagement survey, responded to by 54% of Miller Homes employees,

revealed 84% of these employees are engaged (2012 = 85%).

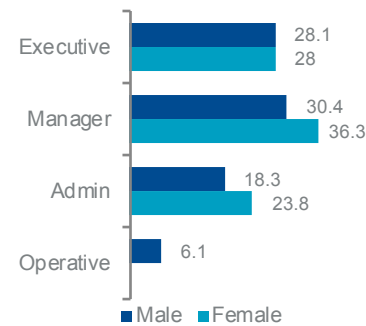
Reasons for Miller Homes' high engagement score include the focus on training and development, equality and employee wellbeing.

Training and development

Every new employee receives

a robust induction programme combining online learning with face-to-face training, and covering a broad range of employee issues, including sustainability.

Training hours by gender



A number of structured talent development initiatives exist to develop high performing individuals and all employees can request training as required.

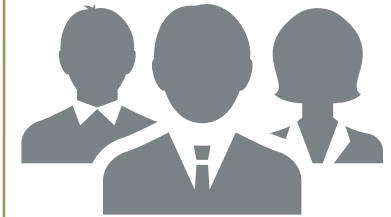
Employees also receive an annual performance development review during which training needs, career aspirations, and personal objectives are discussed. Personal objectives are chosen to be in-line with the overarching business objectives and this process has been used as a mechanism to embed A Better Place into the business.

Performance development review completion rate

	2011	2012	2013
% employees	42.5	79.2	98

Wellbeing

A wide range of wellbeing initiatives are available to all employees in all locations⁴³. These include an employee assistance programme, family advice line, childcare vouchers, private healthcare (optional), life cover and pensions. New initiatives launched during the last year include the Ride2Work scheme (used by 5% of employees) and wellbeing screening, the latter of which was piloted in one region and will be rolled out to the rest of the business in 2014. Local wellbeing initiatives are also organised and promoted by the regional Health and Wellbeing Champions.



90%

Employees are proud to work for Miller Homes (2012 = 90%)³.

91%

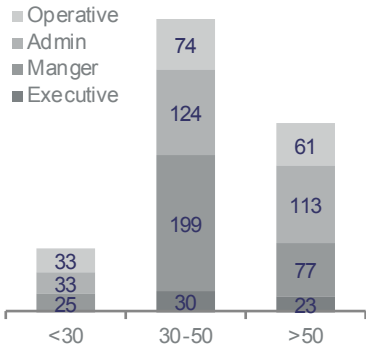
Employees are committed to our aims and objectives (2012 = 94%)³.

98%

Employees regularly put in extra effort if it helps a colleague or customer (2012 = 98%)³.

Valuing people continued

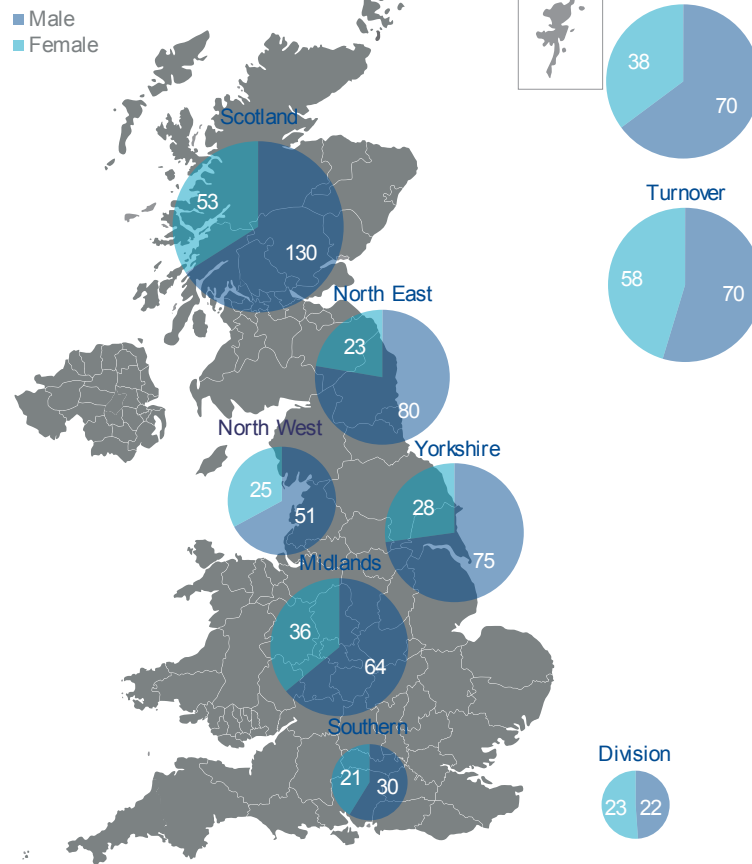
Age profile



Ethnic and disabled profile



Gender profile



Equality

As an equal opportunities employer Miller Homes promotes an inclusive work environment. All employees receive a copy of the company equalities booklet and equality training during their induction (192 hours were spent training employees on equality issues in 2013, covering 18.6% of employees). The diversity profile of the workforce is regularly reviewed by the board and as a signatory of the Two Ticks Positive About Disability, disabled job applicants are encouraged⁴⁴. No incidents of discrimination were raised in 2013.

Economic impact

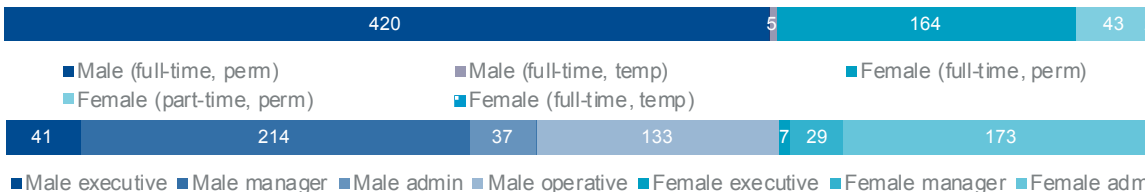
Although the UK economy is showing signs of recovery, with positive growth in every quarter in 2013, unemployment and housing affordability are still significant challenges.

As a leading UK business Miller Homes recognises the responsibility it has to provide accessible routes into employment and uses formal graduate schemes and apprenticeship opportunities to facilitate this. Twenty one people were employed through these routes in 2013, with a total of seven Group business graduates across The Miller Group (2012 = 9) and nine apprentices directly

recruited by Miller Homes (2012 = 12). All directly engaged employees are paid the Living Wage⁴⁵ at a minimum and weekly paid operatives (21.0% employees) are covered by the Working Rule Agreement⁴⁶.

Housing affordability remains a prominent issue but it has, in part, been helped by the Government's Help to Buy scheme⁴⁷. 16.9% of Miller Homes sold in 2013 were funded through this scheme, and a further 25.8% of homes were purchased using another funding/incentive schemes (e.g. FirstBuy, Home Exchange etc.)⁴⁸.

As well as completing on 169 social houses this year Miller Homes also entered into the rental market, leasing 89 single let homes under a limited liability partnership jointly formed between Miller Homes, the City of Edinburgh Council and Scottish Futures Trust (SFT). The homes are available to rent for a five year period.



Working together with our supply chain

Headline Performance

Signatory

**Prompt
Payment
Code**⁴⁹

Timber sustainably sourced⁵⁰

100%

Performance benchmark: Miller Homes' second year with 100% of construction timber sustainably sourced.

Sub-contractors SMAS Worksafe Certified⁵¹

92.8%

Performance benchmark: In 2012 88% of sub-contractors were certified.

Supply chain selection

We treat material suppliers, sub-contractors and consultants as partners, and form long-term relationships with them based on mutual trust.

The suppliers of key building materials are selected and managed centrally (there were 86 divisional suppliers at the end of 2013), whilst other suppliers are locally selected through our regional offices.

Having close relationships and effective dialogue with core material suppliers has helped to achieve uninterrupted material supply during the industry-wide shortages of bricks and blocks.

The procurement team minimises supply chain risk by actively monitoring commodity availability and price volatility. The challenge for 2014 will be to continue to work closely with suppliers to ensure the on-going timely supply for all required materials.

Sub-contractors are only eligible to work for Miller Homes if their organisation is SMAS Worksafe Certified⁵¹. In our terms and conditions all sub-contractors are reminded of their statutory requirements in relation to employee rights and are encouraged to be compliant with the Working Rule Agreement⁴⁶.

Montgomery Gardens, Clitheroe

Showhome interior includes kitchens and doors made from sustainably sourced timber.



Working together with our supply chain continued

Responsible sourcing

Historically Miller Homes has evaluated all new suppliers (two in 2013) against a broad range of sustainability criteria as part of the vendor assessment process. This year Miller Homes refined this process by defining the minimum sustainability standards expected of suppliers in a Supplier Code of Conduct. This code covers topics such as health and safety, corruption, employee rights, equality, environment and quality management.

From January 2014, in order to work with Miller Homes, divisional suppliers must be compliant

with all elements of the code (or willing to work towards this), and suppliers that exceed these requirements are prioritised in the selection process.

All divisional suppliers will be audited against the Code of Conduct in 2014 and as part of A Better Place the code will be extended to regional suppliers and sub-contractors.



Read our Supplier Code of Conduct and supplier guidance notes on our website

Sustainable timber

Extracting timber can have significant negative social and environmental impacts and therefore Miller Homes is committed to sourcing all timber from legal and sustainable sources.

All construction materials are verified to be covered by either direct FSC/PEFC chain of custody certification⁵² (48.8% of timber suppliers) or FSC/PEFC certification in their suppliers' name (51.2% of timber suppliers). This process is internally audited and ensures our compliance with the EU Timber Regulations.

2011-2013 Strategy	
Commitment / Target	Achievement
Engage with our suppliers	To support our supply chain we have produced guidance notes on how to meet our code criteria as well as other sustainability topics.
Introduce a reciprocal performance measure for suppliers	This will be implemented as part of A Better Place.
Ensure CR issues are fully explained to supply chain	Our Working Together brochure sets out the key sustainability issues and the expectations we have of our suppliers.
Bi-annual CR audit of suppliers	In light of the introduction of our Supplier Code of Conduct the internal audit has been delayed until 2014. External assurance will be reviewed again after this time.
Review feasibility of externally auditing responsible sourcing policy	

Regents Park, Crossgates



Stakeholder engagement

Our approach

We value and listen to our stakeholders so that our approach meets their expectations. To understand the sustainability issues important to our stakeholders, a series of surveys and interviews were conducted with 322 customers, 174 employees, 58 suppliers, eight local authorities and four

industry experts in accordance with the AA1000 Stakeholder Engagement Standard⁵³. The feedback from these directly shaped our A Better Place strategy, and defined the material issues for this report.

Stakeholder feedback is actively encouraged in our communications, with all

feedback logged and responded to by the relevant sustainability steering group member. Measuring the use of video conferencing was just one of the employee suggestions that we implemented last year.



Read our 2012 Stakeholder Sustainability Feedback Report on our website.



Trade and industry associations

We are members and/or actively involved in committees or working groups of the following organisations:

- Home Builders Federation (members)
- NextGeneration (members)
- UK Contractors Group (members)
- British Safety Council (members)
- Chartered Institute of Building
- National House-Building Council
- Modern Masonry Alliance
- Building Regulations Advisory Committee
- Defra's SuDS Introduction Preparedness Board
- Zero Carbon Hub

Get in touch

We welcome all feedback. If you have any thoughts, suggestions or comments on our approach, or if you would just like some more information, then please get in touch using one of the following methods:



abetterplace@miller.co.uk



0870 336 4929



#abetterplace_MH



Miller Homes Ltd

Global Reporting Initiative

The Global Reporting Initiative⁵⁴ is a scheme to standardise and encourage sustainability reporting across all sectors in all countries. This report contains Standard Disclosures from the GRI G4 Sustainability Reporting

Guidelines. Due to the timing of this publication the recently launched Construction and Real Estate Sector Disclosures have not been disclosed.

A Better Place sustainability issue	Global Reporting Initiative aspect	Aspect boundary
Carbon & energy	Energy; Emissions; Products and Services.	Miller Homes; Customers; Material suppliers.
Communication & engagement	n/a, covered by General Standard Disclosures.	Miller Homes.
Community member	n/a.	Miller Homes; Sub-contractors.
Customer satisfaction	Product and Service labelling.	Miller Homes.
Ecology & biodiversity	Biodiversity.	Miller Homes; Sub-contractors.
Employee development	Training and Education.	Miller Homes; Sub-contractors.
Equality & inclusion	Diversity and Equal opportunity; Investment.	Miller Homes; Sub-contractors.
Financial performance	Economic Performance.	Miller Homes.
Health & safety	Occupational Health and Safety.	Miller Homes; Sub-contractors; Customers, Community.
Housing affordability	n/a.	Miller Homes; Customers.
Integrity	Compliance; Human rights grievance mechanisms;	Miller Homes.
Local economy, employment and education	Employment.	Miller Homes; Material suppliers; Sub-contractors.
Pollution	Effluents and waste.	Miller Homes; Sub-contractors.
Responsible Sourcing	Supplier Environmental Assessment; Supplier assessment for labour practices; Supplier Human Rights Assessment; Supplier Assessment for Impact on Society.	Miller Homes; Material suppliers; Sub-contractors.
Strategy, governance and management	n/a, covered by General Standard Disclosures.	Miller Homes.
Waste	Effluents and waste.	Miller Homes; Sub-contractors; Material suppliers.
Water	Water.	Miller Homes; Sub-contractors; Customers.
Wellbeing	n/a.	Miller Homes.

Global Reporting Initiative continued

General standard disclosures		
General standard disclosures	Reference	External assurance
Strategy and analysis		
G4-1	This report, page 3.	No.
Organisational profile		
G4-3	This report, page 2.	No.
G4-4	This report, page 4.	No.
G4-5	2013 Annual report , page 74.	No.
G4-6	This report, page 4.	No.
G4-7	Private Limited Company.	No.
G4-8	This report, page 4.	No.
G4-9	This report, page 4; 2013 Annual report , page 50.	2013 Annual report , page 47.
G4-10	a - d) This report, page 17; e) This report, page 4; f) n/a.	No.
G4-11	This report, page 17.	No.
G4-12	This report, page 4 and pages 18-19.	No.
G4-13	This report, page 4.	No.
G4-14	Miller Homes does adopt the precautionary approach. Safety, Health and Environment Policy	No.
G4-15	This report, page 17 (Two Ticks Positive about Disability; Living Wage); This report, page 18 (Prompt Payment Code).	No.
G4-16	This report, page 20.	No.
Identified material aspects and boundaries		
G4-17	a) The financial performance for Miller Homes, Miller Construction, Miller Developments and Miller Mining are all reported in The Miller Group 2013 Annual report ; b) This report only covers Miller Homes and not the other Miller businesses.	No.
G4-18	A Better Place , pages 2-5.	No.
Identified material aspects and boundaries (continued)		
G4-19	This report, page 21.	No.

General standard disclosures		
General standard disclosures	Reference	External assurance
G4-20	This report, page 21.	No.
G4-21	This report, page 21.	No.
G4-22	This report, page 14.	No.
G4-23	n/a	No.
Stakeholder engagement		
G4-24	This report, page 20.	No.
G4-25	This report, page 20.	No.
G4-26	2012 Stakeholder Sustainability Feedback Report ; This report, pages 20 and 11.	No.
G4-27	2012 Stakeholder Sustainability Feedback Report ; A Better Place , pages 2-6	No.
Report profile		
G4-28	This report, page 2.	No.
G4-29	May 2013 covering 2012 calendar year.	No.
G4-30	This report, page 2.	No.
G4-31	This report, page 20.	No.
G4-32	This report, page 21.	No.
G4-33	This report, page 2.	No.
Governance		
G4-34	This report, page 6.	No.
Ethics and Integrity		
G4-56	This report, page 5.	No.

Global Reporting Initiative continued

Specific Standard Disclosures			
Material aspect, DMA and Indicator	Reference	Omissions	External Assurance
Economic			
Economic performance			
G4-EC1	2013 Annual report , pages 48-65.	None.	2013 Annual report , page 47.
G4-EC2	A Better Place , pages 2-3 and page 5.	Financial impact; Costs of actions.	No.
G4-EC3	a - b) 2013 Annual report , pages 55-57; c) 2013 Annual report , page 32; e) 2013 Annual report , page 55.	Percentage of salary (d)	2013 Annual report , page 47.
Environmental			
Energy			
G4-DMA	A Better Place , page 5; Energy policy ; This report, pages 12-14.	None.	No.
G4-EN3	This report, pages 13-14,	None.	No.
G4-EN5	This report, page 14.	None.	No.
G4-EN7	This report, page 8.	None.	No.
Water			
G4-DMA	A Better Place , page 5; Water policy ; This report pages 12 and 14.	None.	No.
G4-EN8	This report, page 14.	None.	No.
Biodiversity			
G4-DMA	A Better Place , page 5; Biodiversity policy ; This report, page 8.	None.	No.
Emissions			
G4-DMA	A Better Place , page 5; Energy policy ; This report, pages 12-14.	None.	No.
G4-EN15	a - f) This report, pages 13-14; g) Operational control.	None.	No.

Specific Standard Disclosures			
Material aspect, DMA and Indicator	Reference	Omissions	External Assurance
Emissions (continued)			
G4-EN16	a - e) This report, pages 13-14; f) Operational control.	None.	No.
G4-EN17	a - f) This report, pages 13-14; g) Operational control.	None.	No.
G4-EM18	This report, page 14.	None.	No.
Effluents and waste			
G4-DMA	A Better Place , page 5; Site Waste Management Policy ; This report, pages 8-13.	None.	No.
G4-EN23	a) This report, page 12; b) information provided by the waste disposal contractor	None.	No.
G4-EN24	a) None; b - c) n/a	None.	No.
Products and services			
G4-DMA	This report, page 8.	None.	No.
G4-EN27	This report, page 8.	None.	No.
Compliance			
G4-DMA	Safety, Health and Environment Policy	None.	No.
G4-EN29	This report, page 4.	None.	No.
Supplier environmental assessment			
G4-DMA	A Better Place , page 5; Responsible Sourcing Policy ; This report, pages 18-19.	None.	No.
G4-EN32	This report, page 19.	None.	No.
Social			
Employment			
G4-DMA	A Better Place , page 3; This report, pages 15-17.	None.	No.
G4-LA1	This report, page 17.	New hires by region.	No.
G4-LA2	This report, page 17.	Turnover by region.	No.

Global Reporting Initiative continued

Specific Standard Disclosures			
Material aspect, DMA and Indicator	Reference	Omissions	External Assurance
Occupational health and safety			
G4-DMA	A Better Place , page 4; Safety, Health and Environment Policy ; This report, page 15.	None.	No.
G4-LA6	This report, page 15.	Occupational disease rate; Data by region and gender; Method of reporting.	No.
Training and education			
G4-DMA	A Better Place , page 4; Ethics Policy ; This report, page 16.	None.	No.
G4-LA9	This report, page 16.	None.	No.
G4-LA10	This report, page 16.	Transition assistance programmes.	No.
G4-LA11	This report, page 16.	PDR completion by gender and employee category.	No.
Diversity and equal opportunity			
G4-DMA	A Better Place , page 4; Equalities Policy ; This report, page 17.	None.	No.
G4-LA12	a) This report, page 6; b) This report page 17.	None.	No.
Supplier assessment for labour practices			
G4-DMA	A Better Place , page 5; Responsible Sourcing Policy ; This report, pages 18-19.	None.	No.
G4-LA14	This report, page 19.	None.	No.
Investment			
G4-DMA	A Better Place , page 4; Equalities Policy ; This report, page 17.	None.	No.

Specific Standard Disclosures			
Material aspect, DMA and Indicator	Reference	Omissions	External Assurance
Investment (continued)			
G4-HR2	This report, page 17 (the main human rights issue for Miller Homes is equality).	None.	No.
Non-discrimination			
G4-DMA	A Better Place , page 4; Equalities Policy ; This report, pages 14-15.	None.	No.
G4-HR3	This report, pages 15 and 17.	None.	No.
Supplier human rights assessment			
G4-DMA	A Better Place , page 5; Responsible Sourcing Policy ; This report, pages 18-19.	None.	No.
G4-HR10	This report, page 19.	None.	No.
Human rights grievance mechanisms			
G4-DMA	A Better Place , page 4; Ethics Policy ; This report, page 15.	None.	No.
G4-HR12	This report, page 15.	None.	No.
Compliance			
G4-DMA	A Better Place , page 4; Anti-Bribery Compliance Policy ; Ethics Policy ;	None.	No.
G4-SO8	This report, page 4.	None.	No.
Supplier assessment for impact on society			
G4-DMA	A Better Place , page 5; Responsible Sourcing Policy ; This report, pages 18-19.	None.	No.
G4-SO9	This report, page 19.	None.	No.
Product and service labelling			
G4-DMA	A Better Place , page 3; This report, pages 7-9.	None.	No.
G4-PR5	This report, page 7.	None.	No.

End notes

1. Scope information is only available for 2013 (unless indicated). Where the scope is >100% in 2013 explanations of approximations have been provided in the footnotes.
2. The number of employees refers to the headcount as at 31st December of the specified year. This differs from the number of employees reported in the Miller 2013 Annual Report which refers to the average number of full time employees during the year.
3. Findings from our 2013 Employee Engagement Survey which was completed by 54% of employees.
4. To streamline operational efficiency during 2013 both the East Midlands and West Midlands regions, and Scotland East and Scotland West regions were combined into the Midlands and Scotland area respectively.
5. Reportable and all injury incident rates cover incidents relating to both Miller Homes employees and sub-contractors on site.
6. Measures of customer satisfaction, including customers who would recommend us to a friend, net promoter and the number of defects, are all independently assessed by In-house Research through a telephone survey. All customers are invited to participate in the survey approximately six weeks after completion and in 2013 70.7% did so. Net Promoter is a measure of those people who are very positive about a company ('promoters') less those who are very negative about a company ('detractors').
7. Source: <http://www.hbf.co.uk/policy-activities/customer-satisfaction-survey/2014-results/>.
8. Source: <http://www.insightsfromanalytics.com/blog/bid/324678/Top-10-U-S-Net-Promoter-Scores-NPS-for-2013>.
9. Source: <http://news.mercedes-benz.co.uk/company-news/mercedes-benz-a-winning-brand.html>.
10. Source: <http://www.dma.org.uk/toolkit/infographic-financial-services-tracking-report-2013>.
11. Source: <http://www.nhbc.co.uk/NewsandComment/PrideintheJob/Winnerarchive/PIJAwards2013/2013Firstroundwinners/>.
12. For more information see: <http://www.hbf.co.uk/policy-activities/customer-satisfaction-survey/>.
13. Our customer charter is given to all customers at the point of reservation and is also available on-line here: <http://www.millerhomes.co.uk/help-and-advice/our-customer-charter.aspx>.
14. Source: <http://www.hbf.co.uk/policy-activities/customer-satisfaction-survey/2014-results/>.
15. Research results are based on 550 survey responses.
16. Standard house types are developed by an external architect in conjunction with the Miller Homes Product Development Committee.
17. SAP ratings are a measure of home energy efficiency on a scale of 1-100, with higher numbers indicating lower energy consumption. A more robust method to calculate SAP ratings was introduced as part of the 2010 building regulations however the scoring system remains the same.
18. The average new home SAP rating is based on homes in England, Wales and Northern Ireland between October and December 2013 (https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284094/140224_CSH_Statistics_-_Q4_-_to_end_December_2013_final.pdf).
19. Industry sustainability standards include the Code for Sustainable Homes and the BRE EcoHomes Standard. The Code for Sustainable Homes is a voluntary government scheme for evaluating the environmental and social impact of new homes. Homes are rated from level 1 to 6 with level 6 homes considered zero carbon. Following the Housing Standards Review the future of the Code for Sustainable Homes is in doubt. For more information see: <https://www.gov.uk/government/policies/improving-the-energy-efficiency-of-buildings-and-using-planning-to-protect-the-environment/supporting-pages/national-planning-policy-framework-and-the-environment>. The BRE EcoHomes Standard defined sustainability standards for new build housing. The scheme was a precursor to the Code for Sustainable Homes scheme. For more information see: <http://www.breem.org/page.jsp?id=21>.
20. For more information see: <http://www.zerocarbonhub.org/zero-carbon-policy/carbon-compliance-target>.
21. Within the EU all washing machines, dishwashers, fridges, freezers and ovens must have an EU Energy Label showing their energy efficiency. These demonstrate the energy efficiency of the appliance on a scale of A (or higher) to G, with A being the most energy efficient.
22. The designed water consumption is conservatively approximated as 169 litres per person per day, reducing to 125 litres per person per day for those built in accordance with the 2010 update to the Building Regulations. Going forward we will working to collect data on the exact designed water consumption of each home. For comparison the average UK household uses 142 litres of water per day (<http://www.energysavingtrust.org.uk/About-us/The-Foundation/At-Home-with-Water>).
23. Sustainable Drainage Systems (SuDS) manage the surface water impact of developments, reducing the risk of flooding and pollution.
24. Building for Life 12 is an industry standard, endorsed by the government, for well-designed homes and neighbourhoods. The standard includes twelve questions, which are considered 'green' when met. For more information see: <http://www.designcouncil.org.uk/knowledge-resources/building-life-12>.
25. The mymillerstreet website (www.mymillerstreet.co.uk) is made accessible to all customers upon completion.
26. Air permeability tests allow us to physically test the energy efficiency of our homes. In 2013, 80.4% of tested homes had actual air permeability within 5% of the designed performance (2012 = 59.6%).
27. Secured by Design is a UK Police scheme that aims to prevent crime through building design. For more information see: <http://www.securedbydesign.com/about/index.aspx>.
28. Lifetime Homes is a standard aimed at improving the accessibility, inclusivity, flexibility and sustainability of homes. For more information see: <http://www.lifetimehomes.org.uk/>.
29. For more information see: <http://nextgeneration-initiative.co.uk/>.
30. The Considerate Constructors Scheme is a scheme designed to improve the construction industry's approach to the general public, their workforce and environment. Construction sites which have signed up to the scheme are evaluated against criteria and given a score out of 50. Prior to 2013 the score was out of 40. For more information see: <http://www.ccscheme.org.uk/>.
31. Participation in the Considerate Constructors Scheme is voluntarily and was entered into by nine of our sites in 2013. Our own internal scheme, Miller Respect was externally verified in 2011 as being equivalent to the Considerate Constructors Scheme and 100% of our developments participate in this scheme.
32. Internal audits of our Safety, Health and Environment Management System are conducted in accordance with an audit schedule by one of the Safety, Health and Environment (SHE) team (Director, Manager or Advisor). All audit findings result in items being added to the Management log for subsequent corrective action. Spot inspections are conducted six times a year at each site location by a member of the SHE Team. Additional items are raised by both the site and visiting management (all levels), by the entry of items on the Site Inspection Log for subsequent corrective action. Director visits are also regularly conducted, with findings added to the appropriate log. External audits are conducted on a twice yearly basis, as part of a three year surveillance programme.
33. Construction waste figures are based on figures provided our waste service providers.
34. 2013 site preparation waste figures are scaled based on data from five of our regions, covering 80% of our developments.
35. Spend on waste disposal excludes any rebates.
36. Carbon emissions include CO2 emissions only.
37. For details of the conversion factors used see: <http://www.ukconversionfactorscarbonsmart.co.uk/>. Conversion factors for the 2010 and 2011 electricity emissions and all 2012 emissions were restated. Further the 2012 gas use in offices was restated from 785,672 to 689,591 kWh due to an erroneous metric/imperial meter classification.
38. Source: Hay Group (2013). 2013 Global employee engagement and enablement trends. See: www.haygroup.com/downloads/uk/2013_engagement_trends.pdf.
39. The average incident rate of Home Builders Federation members covers organisations employing more than 70,000 people. Source: <http://www.hbf.co.uk/policy-activities/health-safety/health-and-safety-riddor-data-collection/>.
40. Role specific health and safety training requirements are determined through a training matrix.
41. CSCS cards are obtained through the CSCS and provide external proof that individuals have the required training and qualifications to work on a construction site. For more information see: <http://www.cscs.com.uk/>.
42. Source: Towers Watson (2012). <http://www.towerswatson.com/en-GB/Insights/IC-Types/Survey-Research-Results/2012/07/2012-Towers-Watson-Global-Workforce-Study>.
43. All wellbeing initiatives are available to both full and part-time employees in all locations.
44. To use the Two Ticks symbol companies must meet five criteria that encourage job applications from disabled individuals. For more information see: <https://www.gov.uk/recruitment-disabled-people/encouraging-applications>.
45. For more information see: <http://www.livingwage.org.uk/home>.
46. The Construction Industry Joint Council Working Rule Agreement defines minimum pay rates (and other benefits), for construction workers. For more information see: <http://www.uccatt.org.uk/cjic-construction-industry-joint-council-working-rule-agreement>.
47. For more information see: <http://www.helptobuy.org.uk/>.
48. For more information on Miller Homes current purchase options see: <http://www.millerhomes.co.uk/our-offers.aspx>.
49. As a signatory of the Prompt Payment Code we are committed to paying our suppliers on time, promptly and fairly dealing with any payment disputes, and promoting prompt payment amongst our supply chain. For more information see: <http://www.promptpaymentcode.org.uk/>.
50. Miller Homes defines sustainably sourced timber as timber purchased from a supplier with either FSC or PEFC certification covering their products, or alternatively from a supplier who can provide evidence that their supplier's products is FSC or PEFC certified.
51. The SMAS Worksafe Certificate is awarded by SMAS to suppliers in recognition of their approach to health and safety (including policy, method statements, risk assessments, training and accident records).
52. FSC and PEFC chain of custody certification provides external assurance that timber can be traced back to a legal and sustainable source. For more information on the FSC see: <http://www.fsc-uk.org/> and PEFC see: <http://www.pefc.org/>.
53. The AA1000 Stakeholder Engagement Standard provides a framework for quality stakeholder engagement. For more information see: <http://www.accountability.org/standards/aa1000ses/index.html>.
54. For more information see: <https://www.globalreporting.org/>.

Awards and accreditations

Miller Homes achievements in 2013 include:

Home Builders Federation (HBF) Customer Satisfaction
• 5 Star Rating.

National House-Building Council (NHBC) Pride in the Job Awards

- Scott Brown at Varcity (Supreme Winner).
- James Martin at Regents Park (Seal of Excellence Winner; Regional Winner).
- Mark Atherton at Cartrefle (Seal of Excellence Winner).
- Lee Howard at Wheatlands Chase (Seal of Excellence Winner).
- Bill Hughes at Whittle Le Park (Seal of Excellence Winner).
- Dan Johnson at Ashtree Park (Seal of Excellence Winner).
- David Mathie at Dalmore Mills (Seal of Excellence Winner).
- Vinnie Morris at Knowles Land (Seal of Excellence Winner).
- Tony Preece at Birkacre Park (Seal of Excellence Winner).
- Paul Ritchie at Greenvale Park (Seal of Excellence Winner).
- Chris Wilson at Littleton Green (Seal of Excellence Winner).
- Gary Bowler at Deansleigh (Quality Award Winner).
- Alex Chisholm at Woodilee Village (Quality Award Winner).
- Harry Dainton at Millers Green (Quality Award Winner).

- Andrew Davidson at Newton Park (Quality Award Winner).
- Waynes Eccles at Montgomerie Gardens (Quality Award Winner).
- Andy Genders at Miller Point (Quality Award Winner).
- Richard Goacher at Dukes Mead (Quality Award Winner).
- Peter Hines at Unity Quarter (Quality Award Winner).
- Stuart Lindsay at Rosemount Meadow (Quality Award Winner).
- Laurence McLaughlin at Brooklands (Quality Award Winner).
- Paul Williams at Brookfields (Quality Award Winner).
- Paul Young at Maple Gardens (Quality Award Winner).

Chartered Institute of Building (CIOB) Construction Manager of the Year Awards

- Ian Lively at Woodlands Park (finalist).
- Harry Dainton at Millers Green (finalist).

NextGeneration Sustainability Benchmark 2013

- Third most sustainable house builder for the sixth year in a row.

National House-Building Council (NHBC) Health and Safety Awards

- Best H&S Worker Engagement

- Programme (Special Award).
- Richard Goacher at Duke-smead (Best Site Award).
- David Mathie at Dalmore Mill (Highly commended).
- John Kearns at Highfield Manor (Highly commended).
- Paul Young at Cleminson Halls (Highly commended).
- Scott Brown at Varcity (Highly commended).
- Alan Whitelaw at Ferry Village (Highly commended).

Investors in People

- Gold Award.

What House? Awards 2013

- Best Sustainable Developer (Bronze).



2013 NHBC Pride in the Job Award Winners and senior management

