

A woman with blonde hair, wearing a green long-sleeved shirt and dark pants, is crouching on a stone patio in a backyard. She is smiling and looking towards the camera. Next to her is a black watering can and a yellow shovel. In the foreground, a young child with light brown hair, wearing a white t-shirt and blue jeans, is crouching on the grass, using a small green-handled shovel to dig in the soil. The background features a brick wall, a large green bush, and some purple flowers.

Building a better place together.

Sustainable development is an integral part of the business, which means leaving a positive legacy after every development is completed.

Sustained progression was achieved in each of the four key principles which form the basis of the Group's sustainability strategy.

Product

To ensure continuous delivery of excellence in terms of the quality of the homes built, the features offered and the service provided, constant monitoring of the Customer Journey takes place.

93%

percentage of customers who would recommend Miller Homes (2015: 94%)



5 star rating

in the HBF National New Home Customer Satisfaction Survey (2015: 5 star)

76%

sites with sustainable drainage (2016: 73%)

100%

plots sold with smart meters (2015: 100%)

1:5

sites with Pride in the Job Quality Award winning site managers (2015: 1:4)

24%

of sites using off-site fabrication methods (2015: 28%)

60%

net promoter score (2015: 28%)

2016

Against a backdrop of increased build activity and a challenging market, the Group maintained high levels of customer satisfaction whilst also continuing to build quality, sustainable homes.

Processes

During the process of building houses, there is awareness of consumption of natural resources and the requirements to minimise environmental impact wherever possible.

95%

average SHE audit score (2015: 94%)



1.9 tCO₂

GHG scope 1 and 2 carbon emissions per EBU (2015: 1.9 tCO₂)

8.2

tonnes of construction waste per equivalent build unit (2015: 9.6 tonnes)

106g km

average vehicle CO₂ emissions from fleet list (2015: 109g km)

97%

of new sites using ecology specialists (2015: 97%)

94%

of construction waste diverted from landfill (2015: 96%)

20,806

timber pallets recycled and reused (2015: 22,720)

2016

The Group maintained its focus on sustainable performance, achieving improved results for many of its environmental impacts. Ecology remained a key component in terms of land due diligence.

People

The success of the Group is largely attributed to the highly skilled and dedicated team. The importance of investing in their long term development is recognised.

97%

employees with a performance development review (2015: 88%)



3.2

average number of training days per employee (2016: 3.0)

18%

annual employee turnover (2016: 23%)

282

reportable incidents per 100,000 employees (2015: 339)

94%

positive staff engagement (2015: 84%)

32%

proportion of female employees (2015: 32%)

14%

females as a proportion of managers and directors (2015: 16%)

2016

The Group demonstrated its commitment to staff development through increased training days and performance reviews resulting in exceptionally high levels of positive staff engagement and a lower turnover rate.

Partners

In order to drive innovation and best practice as well as securing access to essential trades and materials, close partnerships are maintained with key suppliers and subcontractors.

£50m

local contributions (2015: £45m)



74

national suppliers assessed under our Code of Conduct (2015: 66)

100%

proportion of responsibly sourced construction timber (2015: 100%)

95%

of subcontractors with SMAS certification (2015: 92%)

939

subcontractor companies supported (2015: 918)

96%

employees and subcontractors with CSCS certification (2015: 96%)

23

public consultations held (2015: 23)

2016

Support for supply chain partners remained a priority for the Group and the scope of the Supplier Code of Conduct was extended to drive continuous improvement. Continued investment was also made to local communities through contributions and employment opportunities.