



a better place\*

millershomes



*the place to be®*





Being sustainable means safeguarding the long-term future of the world around us. This means preserving the physical environment, building communities that flourish and continuing to build homes for generations to come. By being sustainable, and helping our customers, employees and partners to be sustainable too, we are making where we live, where we work and the wider world **A Better Place**.

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In an ever-changing world, where the needs of people and the demands on the environment continually evolve, a sustainable business must also do the same. At Miller Homes we have regularly adapted our approach to sustainability since our strategy was first formulated in 2007. In 2013 a more radical review has taken place following in-depth research into the needs and concerns of a wide range of stakeholders.

**A Better Place** sets out in detail what we aim to achieve in the short term and defines a vision of where we aspire to be in the medium and long term. It shapes the way we approach every aspect of our work and is to be delivered by the combined efforts of every function and every employee at all levels of our business.

We will report annually on the progress made against the strategy and will continue to review and update our approach to ensure it remains relevant in the future.

Our commitment to being sustainable is not new, it's how Miller Homes has operated for years and it is what we will continue to do.

Chris Endsor  
Chief Executive, Miller Homes



## Defining what matters

**A Better Place** has been developed to focus on the issues that matter the most to our key stakeholders and to our business, to ensure maximum benefits to all.

During 2012 and early 2013 we conducted a series of stakeholder engagements to identify their key priorities. In total we received feedback from 322 customers, 174 employees, 58 supply chain companies, eight local authorities and four industry experts<sup>1</sup>.

Each stakeholder was asked to consider the relative importance of a broad range of economic, social and environmental issues. These issues were compiled from an analysis of cross-industry approaches, current affairs, sustainability best practice and internal business priorities.

The results from the feedback were weighted to give an overall 'stakeholder importance' score to each sustainability-related issue. Scores for similar sustainability issues were grouped, resulting in a list of 18 key issues.

Each of the 18 issues were then debated by the Miller Homes



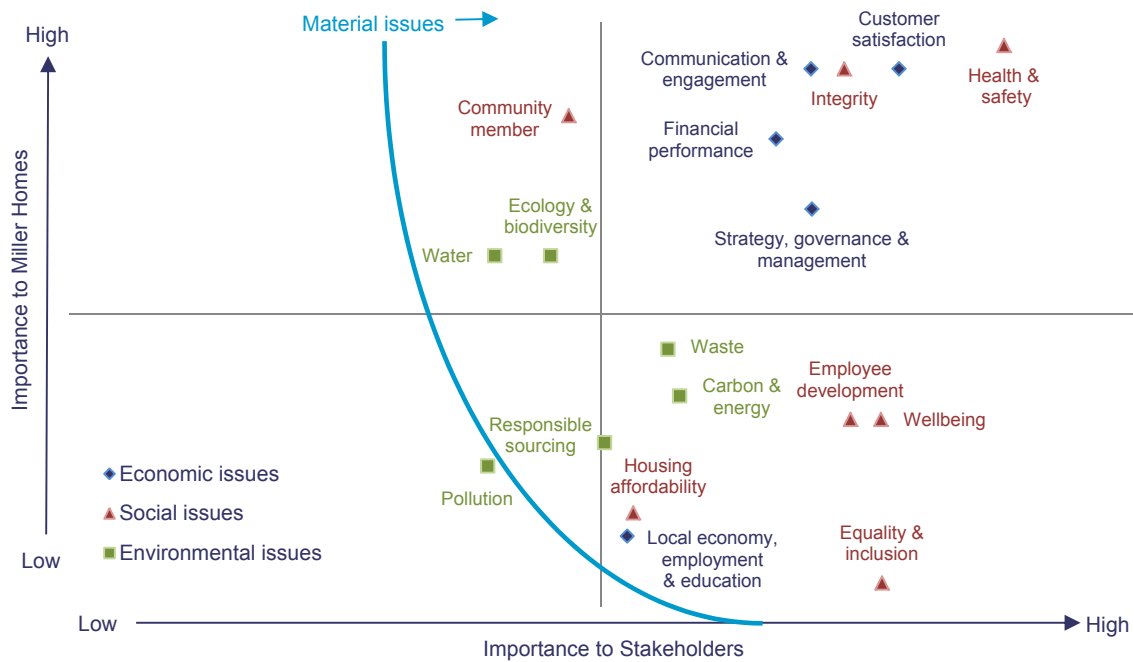
Sustainability Steering Group and, taking into consideration legal requirements, industry best practice and the risks and opportunities associated with each, a measure of the importance to Miller Homes was determined.

The issues identified as significant to our stakeholders were then combined with the issues important to our business in a materiality matrix. Those issues which are a high priority to both parties are considered to be material.

Customers	Employees	Supply chain	Local authorities	Industry experts
322	174	58	8	4

<sup>1</sup> For more information see our 2013 Stakeholder Sustainability Feedback Report which can be found online on the CR pages of The Miller Group website ([www.miller.co.uk](http://www.miller.co.uk))

For the purpose of this exercise we have categorised each issue as ‘economic’, ‘social’ or ‘environmental’ but we recognise that many issues span more than one of these categories.



As outlined on the following pages, we have taken each material issue and described why it matters and what we aim to achieve.

## Economic issues

### Strategy, governance & management

**Why does it matter?** A clearly defined vision is vital for effective communication. It highlights what we stand for and describes how we will achieve our objectives. Without this, we cannot expect our stakeholders to understand our approach or our employees to help deliver it. With a clearly defined approach we can increase our impact on social, economic and environmental issues and maximise our associated reputation, financial and employee engagement benefits.

**Our aim:** To define our business vision and approach, and effectively manage delivery of this throughout the entire business.

### Customer satisfaction

**Why does it matter?** Satisfied customers validate the high quality and appropriateness of our product and service, and also promote our business.

**Our aim:** To consistently meet our customers’ quality expectations.

### Communication & engagement

**Why does it matter?** For our business to be successful we need to meet the needs of our stakeholders, which means we must communicate with them to understand their priorities and to make them aware of what we have done to address these. Only by doing this will we maximise the brand, reputation, financial and employee engagement benefits that come with being a sustainable business.

**Our aim:** To understand and integrate within our business the views of our key stakeholders and report regularly.

### Local economy, employment & education

**Why does it matter?** Our business will only flourish in the long term if our customers have the funds to buy our homes and if there is an on-going supply of high calibre people to join our workforce. It is therefore vital that we continue to significantly contribute to the UK economy, and that we educate and inspire future generations about the benefits of a career in the housebuilding industry.

**Our aim:** To educate people about the housebuilding industry, provide employment opportunities and contribute to the UK and our local economies.

## Social issues

### Health & safety

**Why does it matter?** Our commitment to health and safety is the key priority for our business. We recognise the reputational damage and financial loss associated with employee injury and ill health, as well as the productivity benefits of having a healthy workforce.

**Our aim:** To provide a safe and healthy environment for our workers, visitors to our sites and those that are affected by our activities.

### Employee development

**Why does it matter?** Our success as a business is driven by the calibre of our employees. Having appropriately skilled and motivated employees is vital for the delivery of **A Better Place** and all other aspects of our business. We recognise the value of personal development as a means of engaging employees<sup>2</sup> and thus retaining talent and future leadership potential within the business.

**Our aim:** To have a workforce that is fully equipped with the skills they need now, and with the support to develop the skills that they will need in the future.

### Wellbeing

**Why does it matter?** Happy, healthy employees are more engaged<sup>2</sup>, more productive and higher performing. The wellbeing of our customers matters as it is an opportunity to improve their overall satisfaction with our products.

**Our aim:** To have a happy and healthy workforce and to support the wellbeing of our customers.

### Community member

**Why does it matter?** Participating in community activities means we can get to know our neighbours better, and can tailor our developments to suit the wider community needs. We also have an opportunity to improve our customers' experience by making it easier for them to engage with their neighbours.

**Our aim:** To be an active member of the communities in which we work and to facilitate community engagement for our customers.

### Equality & inclusion

**Why does it matter?** Eliminating discrimination and having a diverse workforce is vital in order to maximise creativity within the workplace and to allow us to attract and retain the very best talent.

**Our aim:** To have a diverse employee profile and a fully inclusive work culture.

### Integrity

**Why does it matter?** Our business success is based upon having a good relationship with our employees, supply chain and customers; and trust is vital for any relationship to succeed.

**Our aim:** To work fairly and honestly in all circumstances and be a fair partner to our supply chain and employees.

### Housing affordability

**Why does it matter?** Our business is selling homes and if homes are unaffordable we lose the long term financial viability of our business. We are therefore committed to providing a product mix to meet the varying budgets and needs of our customers.

**Our aim:** To continually drive innovation in our products so that we add value for our stakeholders whilst improving affordability for our customers.

<sup>2</sup> Engaged employees are those who are fully committed to, and enthusiastic about their work, which means they are more likely to be productive and higher performing individuals.

## Environmental issues

### Responsible sourcing

**Why does it matter?** We can only deliver high standards by working together with our supply chain to improve their approach to social, economic and environmental issues. This will lead to a greater combined impact.

**Our aim:** To use a supply chain with a similar philosophy and approach to sustainability as our own.

### Carbon & energy

**Why does it matter?** Carbon emissions contribute to climate change<sup>3</sup>, which has significant environmental consequences (flooding, food production, biodiversity etc.) and associated social impacts. Carbon emissions come from a wide range of sources. We are committed to reducing these at all stages of our product lifecycle, including carbon produced in making homes, transporting supplies and carbon emitted by our customers from living in their Miller home. With the rising cost of fuel and energy prices this brings cost savings to all of us too.

**Our aim:** To reduce the carbon footprint of our business, our supply chain and our customers.

### Waste

**Why does it matter?** Landfill waste emits carbon dioxide and methane, which in turn contribute to climate change, causing air, water and soil pollution. This means that reducing waste is vital to ensure the long-term sustainability of our world. Waste is also a significant cost to our business so by reducing waste we improve our financial performance.

**Our aim:** To minimise waste sent to landfill by reducing, reusing and recycling wherever practicably possible.

### Ecology & biodiversity

**Why does it matter?** Globally we are dependent on wildlife and biodiversity for food, fuel, water, air and medicine, but biodiversity is in decline<sup>4</sup>. We are committed to minimising our impact on biodiversity but also to distinguish ourselves from our peer group by pursuing a long term net gain in biodiversity. We believe that companies who lead on this issue will see both opportunity and reputational wins.

**Our aim:** To effectively measure and enhance our biodiversity impact.

### Water

**Why does it matter?** Climate change combined with increasing global demand for water means that water scarcity and flooding are increasingly likely. These in turn impact on food production and wildlife, and can significantly damage homes and infrastructure. Effectively managing water consumption by using only what is necessary is vital to prevent this happening, and has the additional benefit of saving us money too.

**Our aim:** To minimise the water demands of our operations and to encourage efficient water use by our customers.

<sup>3</sup> [www.ipcc.ch/report/ar5/wg1/](http://www.ipcc.ch/report/ar5/wg1/).

<sup>4</sup> UK National Ecosystem Assessment, [www.uknea.unep-wcmc.org](http://www.uknea.unep-wcmc.org).

## Delivering our aims

To deliver each of our aims, a series of defined short, medium and long-term targets have been identified and these will be achieved between 2014 and 2020. These targets will measure our performance (i.e. how well the aim has been addressed) or the business benefit associated with an improvement in performance (e.g. financial saving, employee engagement etc.).

To ensure the targets are met, a number of actions and key performance indicators (KPIs) have been defined. Responsibility for delivering these aims will rest with teams and individuals across the whole business.

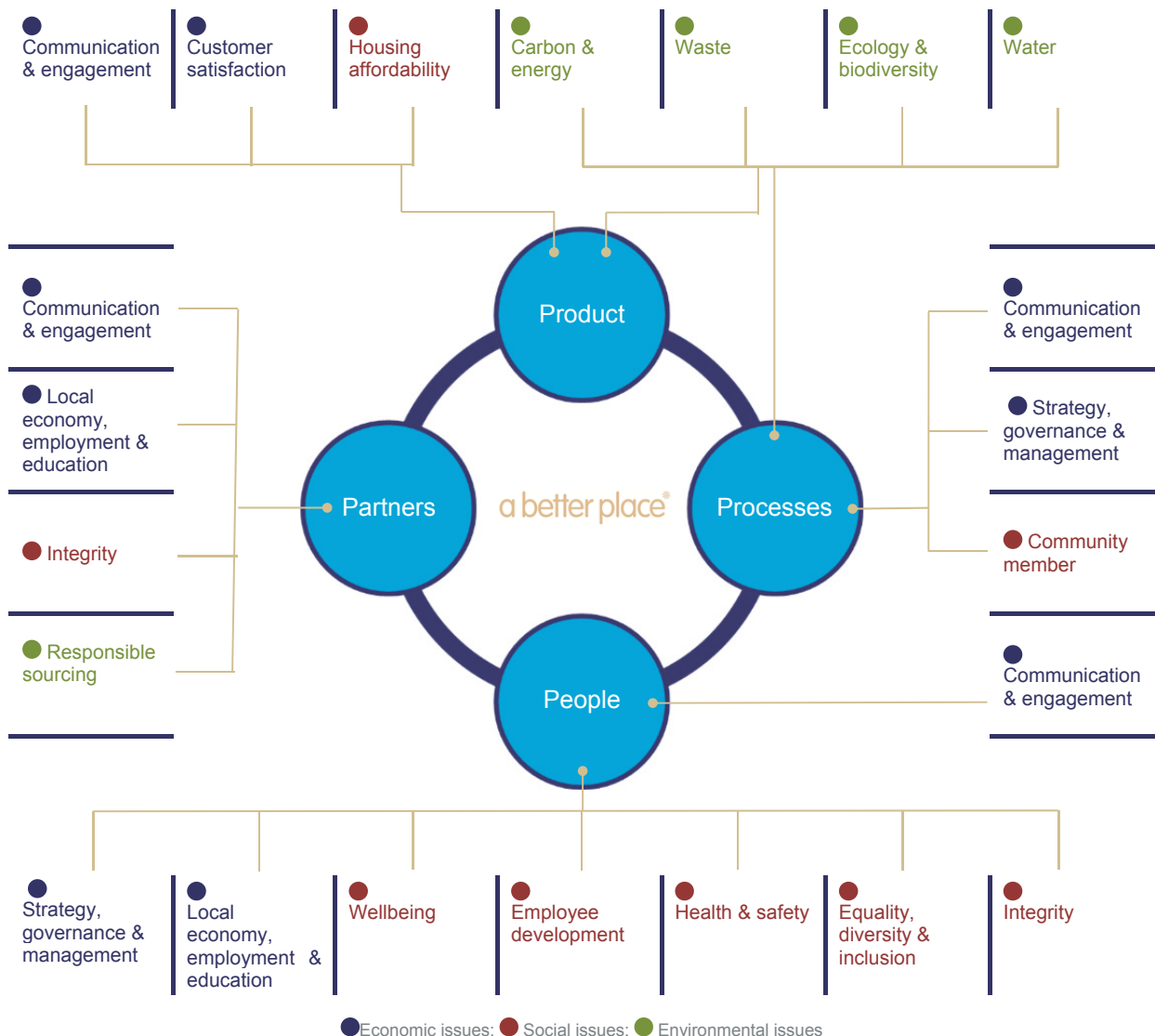
Detailed actions to meet the short-term targets (by 2014) are documented, with some additional suggestions for the medium term. Further actions for completion by 2017 and 2020 will be defined in the strategy reviews that will be undertaken in 2014 and 2017 respectively. It is assumed that on-going activities detailed for 2013-14 will naturally be continued.

The KPIs cover measures of business benefit and performance as well as useful management measures (i.e. how well the activities that will deliver the performance are being conducted). Many of these are the same KPIs that have been

reported for a number of years. The new KPIs will be collated from 2014.

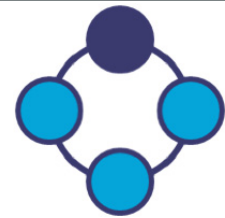
The key sustainability issues have been categorised into four groups, detailed in the illustration below. Targets and actions for each of the groups are set out in the following pages, with KPIs listed thereafter.

Delivering sustainability in each of these groups will help make where our customers live, and the wider environment, **A Better Place**.





# Product



How we will delight our customers with the homes and neighbourhoods we create and the service we deliver.

## Targets:

Ref	Target	Issue	2012 (benchmark)	2014	2017	2020
1	Customers who believe sustainability issues are being appropriately addressed [%]	Communication & engagement; Carbon & energy; Waste; Ecology & biodiversity; Water	58	70 (↑21% <sup>5</sup> )	80 (↑38% <sup>5</sup> )	95 (↑64% <sup>5</sup> )
2	Average net promoter score [%] <sup>6</sup>	Customer satisfaction; Housing affordability	71	75 (↑6% <sup>5</sup> )	80 (↑13% <sup>5</sup> )	85 (↑20% <sup>5</sup> )
3	New developments internally assessed as achieving 12 BFL 'greens' [%] <sup>7</sup>	Community member	n/a	70	80	90

<sup>5</sup> Cumulative change compared to 2012 benchmark.

<sup>6</sup> Net promoter score is a measure of those customers who are highly enthusiastic about Miller Homes and would recommend without hesitation minus those who would not recommend. Our score is measured by an independent research company, In-house Research and Training Ltd, and is based upon descriptive feedback received during telephone interviews which are held with all customers as part of their 'Voice of the Customer' research.

<sup>7</sup> Building for Life 12 (BFL) is the government endorsed, industry standard for well-designed homes and communities.

## How we will get there:

1 Customers who believe sustainability issues are being appropriately addressed		
Ref	Action	Owner
2013-14		
1.1	Sustainability features in all development brochures	S
1.2	Include sustainability information in sales offices	SM
1.3	Train sales staff on our approach to sustainability	S
1.4	Integrate sustainability into mymillerstreet updates	SM
1.5	Include minimum of two sustainable features in house customer upgrades	PC
1.6	Review space requirements for recycling bins in the home	D
1.7	Work with external partners to increase use of smart water meters	T
1.8	Monitor post occupancy water consumption on minimum of one development	CS
1.9	Analyse maintenance costs of wildflower gardens	PC
1.10	Publicise local wildlife areas in mymillerstreet	SM
1.11	Calculate costs associated with building to Secured by Design <sup>8</sup> and Lifetime Homes Standard <sup>9</sup>	T
1.12	Review sustainability of sales specification	PC

2015-17		
1.13	Work with a university to research the relationship between energy consumption and EPC	D
1.14	Review feasibility of measuring post occupancy energy consumption on homes	S
1.15	Review approach to community heating facilities	T
1.16	Work with our supply chain to analyse customer satisfaction with various water flow rates	PC
1.17	Pilot community food growing space on one development	T
1.18	Implement customer incentive schemes for recycling.	SM
1.19	Reduce customer paper communications	CS
1.20	Mystery shopper to include sustainability elements	SA
1.21	Provision of segregated waste bins in all homes	PC

<sup>8</sup> Secured by Design is a scheme that uses design to prevent crime. See: <http://www.securedbydesign.com/>

<sup>9</sup> Lifetime Homes Standard defines design criteria that make homes suitable for people at all stages of life. See: <http://www.lifetimehomes.org.uk>

2 Average net promoter score		
Ref	Action	Owner
2013-14		
2.1	Root cause analysis of 'Voice of the Customer' <sup>10</sup>	S
2.2	Externally promote customer satisfaction scores	PR
2.3	Define and market our peer differentiators	SM
2.4	Minimum of three happy buyer case studies	PR
2.5	Improve usability and customer guidance for heating systems	CS
2.6	Develop electronic homeowner guides	CS
2.7	Integrate customer survey feedback into mymillerstreet	SM
2.8	Integrate design feedback from the post occupancy evaluation survey	D
2.9	Review and update Customer Journey procedures and define audit process	CS
2.10	Review and update Quality Control procedures and define audit process	PD
2.11	Review and improve communication of customer service process to customers	SM

- Functions:
- ChC Charity Champions
  - CLF Commercial, Legal & Finance
  - CS Customer Services
  - D Design
  - H Health & Wellbeing Champions

- HR Human Resources
- K KPI Collectors
- L Land
- O Office Sustainability Champions
- P Planning
- PC Procurement

- PR Public Relations
- PD Production
- SHE Safety, Health & Environment
- SM Sales & Marketing
- S Sustainability
- T Technical

2.12	Produce management reports for measuring compliance with Customer Journey and Quality Control procedures	PD
2.13	Work with In-house to improve the quality of customer satisfaction feedback	CS
2015-17		
2.14	Review process for managing customer service issues	CS
2.15	Review process for managing contractors dealing with customer service issues	CS
2.16	Review all stages of the customer journey	CS
2.17	Change Customer Journey and Quality Control procedures to be paperless	PD

<sup>10</sup> Voice of the Customer is descriptive customer feedback obtained independently by In-house Research and Training Ltd.

### 3 New developments internally assessed as achieving 12 BFL 'greens'

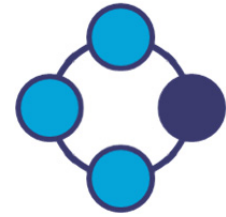
Ref	Action	Owner
2013-14		
3.1	Utilise standard format development websites	L
3.2	Report on activity undertaken within local communities to engage positively	PR
3.3	Integrate Building for Life 12 requirements into the design process for all developments	P
3.4	Standardise the 'statement of community involvement' document and process	P
3.5	Analyse previous planning applications to identify best practice	P
3.6	Land team appraisals to include NPPF policy checklist for each development	L
3.7	Standardise sustainability criteria in Land Acquisition Form pack across the business	P
3.8	Review procedures for environmental management plans	P

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# Processes



How we integrate sustainability into our procedures and embed this in the culture of our business.

Targets:						
Ref	Target	Issue	2012 (benchmark)	2014	2017	2020
4	Employees who believe our policies and procedures reflect our commitment to sustainability [%]	Strategy, governance & management	85	90 (↑16% <sup>5</sup> )	100 (↑18% <sup>5</sup> )	100 (↑18% <sup>5</sup> )
5	Stakeholder appropriate public sustainability reporting	Communication & engagement	Report	Report & website	Report, website & social media	n/a
6	Miller Respect complaints responded to within 24 hours [%]	Community member	n/a	70	80	90
7	Measure and reduce site preparation waste to landfill	Waste	Measured on some sites	Measure on all sites	Define target to reduce	n/a
8	Construction waste disposal costs per equivalent build unit [£]	Waste	570	400 (↓30% <sup>5</sup> )	350 (↓39% <sup>5</sup> )	300 (↓47% <sup>5</sup> )
9	Construction waste recycled [%]	Waste	85	92 (↑8% <sup>5</sup> )	96 (↑13% <sup>5</sup> )	99 (↑16% <sup>5</sup> )
10	Miller Homes electricity consumption per equivalent build unit [kWh]	Carbon & energy	1,630	1,466 (↓10% <sup>5</sup> )	1,303 (↓20% <sup>5</sup> )	1,221 (↓25% <sup>5</sup> )
11	GHG Scope 1 & 2 carbon emissions per equivalent build unit [tCO <sub>2</sub> ] <sup>11</sup>	Carbon & energy	2.3	2.0 (↓13% <sup>5</sup> )	1.8 (↓22% <sup>5</sup> )	1.7 (↓26% <sup>5</sup> )
12	Developments using ecology specialist to identify biodiversity issues and mitigation actions [%]	Ecology & biodiversity	n/a	80	100	100
13	Miller Homes water consumption per equivalent build unit [m <sup>3</sup> ]	Water	46	41 (↓11% <sup>5</sup> )	39 (↓15% <sup>5</sup> )	37 (↓20% <sup>5</sup> )

<sup>5</sup> Cumulative change compared to 2012 benchmark.

<sup>11</sup> Greenhouse gases are widely accounted for using the guidance defined by the Greenhouse Gas Protocol (GHG Protocol). This protocol categorises carbon emissions into three types, GHG Scope 1, 2 and 3.

## How we will get there:

4 Employees who believe our policies and procedures reflect our commitment to sustainability		
Ref	Action	Owner
2013-14		
4.1	Launch new KPI data collection process	S
4.2	Monthly collection of KPI data	K
4.3	Define and implement internal KPI audit process	S
4.4	Quarterly report on upcoming sustainability related legislation and wider issues	T
4.5	Integrate <b>A Better Place</b> into employee Performance Development Reviews	HR
4.6	Update induction training to reflect <b>A Better Place</b>	HR
4.7	Annual review and update of sustainability related policies	S
4.8	Minimum of three sustainability related awards or benchmark submissions per year	S

4.9	Report on existing and potential future external partner relationships	S
4.10	Maintain ISO 14001 certification	SHE
4.11	Review and update <b>A Better Place</b>	S
2015-17		
4.12	Assess environmental impact of all offices and define proposal for improvements	S
4.13	Produce site and office level reports/updates on <b>A Better Place</b> progress	S
4.14	On-going review of the appropriateness of external audit and sustainability benchmarks	S

5 Stakeholder appropriate public sustainability reporting		
Ref	Action	Owner
2013-14		
5.1	Update and enhance the sustainability information on our website	S
5.2	Publicly report on progress against <b>A Better Place</b> annually	S
5.3	Collate stakeholder feedback on <b>A Better Place</b> and the perception of Miller Homes' approach to sustainability	S
5.4	Minimum of eight sustainability related case studies externally communicated per year	PR
5.5	Utilise social media to raise awareness of our online sustainability report	PR
5.6	Highlight <b>A Better Place</b> key achievements	PR

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2015-17		
5.7	On-going stakeholder feedback analysis	S
5.8	Use social media to promote <b>A Better Place</b> and comment on topical sustainability subjects	PR
5.9	Analyse website activity and social media usage to determine most effective sustainability communications	PR
5.10	Analyse cross-sector sustainability reporting best practice	S

6 Miller Respect complaints responded to within 24 hours		
Ref	Action	Owner
2013-14		
6.1.	Update Miller Respect call log process to measure quality and timeliness of responses	SHE
6.2	Review and update development level approach to construction phase community engagement	PR
6.3	Root cause analysis of Miller Respect complaints and propose solutions	PD
2015-17		
6.4	Assess feasibility of creating an online Miller Respect tool.	SHE

7 Measure and reduce site preparation waste to landfill		
Ref	Action	Owner
2013-14		
7.1	Review application of the CL:AIRE Definition of Waste: Development Industry Code of Practice <sup>12</sup>	T
7.2	Review waste minimisation opportunities during the groundworks phase	T
7.3	Evaluate feasibility of reusing site preparation waste on other developments	PC
7.4	Define site preparation waste management procedures	T
2015-17		
7.5	Set target to reduce site preparation waste	T

<sup>12</sup> See: <http://www.claire.co.uk/>.

8 Construction waste disposal costs per equivalent build unit		
Ref	Action	Owner
2013-14		
8.1	Root cause analysis of waste drivers	S
8.2	Work with minimum of two suppliers to reduce packaging/material waste	PC
8.3	Measure office waste and costs	O
8.4	Review and update site waste management procedures and roles (including Waste (Scotland) Regulations)	SHE
8.5	Produce report for production team on waste cost drivers	S
8.6	Reduce general mixed waste and increase site segregation	PD
8.7	Measure & increase skip utilisation (fullness)	PD
2015-17		
8.8	Run internal initiative to reduce printing	S
8.9	Limit availability of general mixed waste skips	PC

9 Construction waste recycled		
Ref	Action	Owner
2013-14		
9.1	Understand non-recyclable waste sources	S
9.2	Work with supply chain to reduce non-recyclable waste	PC
9.3	Measure office waste recycle rates	O
9.4	Run waste minimisation and recycling awareness initiative in all offices	O
9.5	Internally promote recycling on site	SHE
2015-17		
9.6	Work with waste provider to identify recycling solutions	PC
9.7	Limit availability of non-recyclable waste collections	O
9.8	Increase scope of office recycling requirements	O
9.9	All site cabins to segregate waste	PD

10 Miller Homes electricity consumption per equivalent build unit		
Ref	Action	Owner
2013-14		
10.1	Cost analysis for installing low energy lighting in all sales centres	PC
10.2	Root cause analysis of energy consumption in our homes pre-completion	S
10.3	Increase employee visibility of Miller Homes' energy consumption	S
10.4	Run energy consumption behaviour change initiative in all offices	O
10.5	Automate energy consumption data collection	S
10.6	Produce guidance to sites on energy saving practices	SHE
2015-17		
10.7	Review energy efficiency of site cabins	PC

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**11** GHG Scope 1 & 2 carbon emissions per equivalent build unit<sup>11</sup>

Ref	Action	Owner
2013-14		
11.1	Review CRC <sup>13</sup> requirements and update procedures for any changes	S
11.2	Work with supply chain to reduce diesel use in machinery	PC
2015-17		
11.3	Record carbon emissions from waste disposal	S
11.4	Cost/benefit analysis of using 'green' energy tariffs	PC
11.5	Record carbon from all business travel	S
11.6	Measure embodied carbon in one home	T
11.7	Review feasibility of employee carbon allowance for business travel	S
11.8	Evaluate provision of electric car charging points at offices	O
11.9	Work with an energy provider to procure a green energy deal for customers and employees	PC
11.10	Implement employee incentive scheme to reward lower carbon behaviours	S
11.11	Review energy efficiency of car fleet provision	S

<sup>11</sup> Greenhouse gases are widely accounted for using the guidance defined by the Greenhouse Gas Protocol (GHG Protocol). This protocol categorises carbon emissions into three types, GHG Scope 1, 2 and 3.

<sup>13</sup> The Carbon Reduction Commitment (CRC) is a government scheme which requires certain companies (including Miller Homes currently) to report on their carbon emissions.

**12** Developments using ecology specialist to identify biodiversity issues and mitigation actions

Ref	Action	Owner
2013-14		
12.1	Review Natural England's biodiversity offsetting pilot	T
12.2	Work with external partners on biodiversity measurement	T
12.3	Document all ecology related procedures	P
12.4	Roll out ecology procedures across business	P
12.5	Pilot working with The Wildlife Trusts on one project	P
2015-17		
12.6	Implement biodiversity measurement on large development sites	T
12.7	Set target for biodiversity impact	S
12.8	Analyse designed vs. post occupation biodiversity impact on one development.	T
12.9	Biodiversity action plan for one office	O
12.10	Mandatory use of ecology specialists on all sites	P
12.11	Set a net-gain target for biodiversity	S

**13** Miller Homes water consumption per equivalent build unit

Ref	Action	Owner
2013-14		
13.1	Calculate water consumption costs	CLF
13.2	Root cause analysis of one development's water consumption	T
13.3	Review turf watering process	PD
13.4	Run water consumption behaviour change initiative in all offices	O
13.5	Review participation in the Carbon Trust Water Standard <sup>14</sup>	S
2015-17		
13.6	Set target on water consumption costs	S
13.7	Investigate dust suppression alternatives to water	SHE

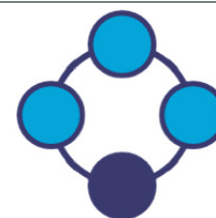
<sup>14</sup> See: <http://www.carbontrust.com/client-services/footprinting/footprint-certification/carbon-trust-water-standard>

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# People



What we are doing to keep our employees healthy, engaged and safe at work.

Targets:						
Ref	Target	Issue	2012 (benchmark)	2014	2017	2020
14	Engaged employees [%]	Employee development; Wellbeing; Integrity	85	88 (↑4% <sup>5</sup> )	92 (↑8% <sup>5</sup> )	95 (↑12% <sup>5</sup> )
15	Employees motivated to be involved in sustainability initiatives [%]	Strategy, governance & management	75	85 (↑13% <sup>5</sup> )	90 (↑20% <sup>5</sup> )	95 (↑27% <sup>5</sup> )
16	Reportable incident rate per 100,000 employees (including sub-contractors) [No.]	Health & safety	614 <sup>15</sup>	493 (↓20% <sup>15</sup> )	493 (↓20% <sup>15</sup> )	493 (↓20% <sup>15</sup> )
17	Improve transparency of employee diversity profile	Equality & inclusion	3 diversity strands	7 diversity strands	Diversity profile of promotion, recruitment, training & reward	
18	Increase transparency of our economic impact	Local economy, employment & education	GDP;	GDP, jobs & economy	GDP, jobs economy, S106 & Treasury contributions	As per 2017

<sup>5</sup> Cumulative change compared to 2012 benchmark.

<sup>15</sup> This target is the lowest average housebuilder performance over the last three years (as defined by the Home Builders Federation) and is therefore subject to change.

## How we will get there:

14 Engaged employees		
Ref	Action	Owner
2013-14		
14.1	Conduct annual employee engagement survey	HR
14.2	Internal comms encouraging participation in, and feedback on, employee survey	PR
14.3	Develop a training programme for new Site Managers	HR
14.4	Develop a training programme for Trainee Sales Advisors	HR
14.5	Improve recording of training days	HR
14.6	Expand the Talent Development Initiative to cater for different career stages	HR
14.7	Interrogate trends in exit interview feedback	HR
14.8	Review feasibility of an employee affinity scheme	S
14.9	Evaluate ways to measure employee wellbeing	HR
14.10	Promote existing employee wellbeing programmes	HR
14.11	Review and improve sickness reporting accuracy	HR
14.12	Report on root cause and cost of absence	HR

14.13	Produce minimum of four health related internal communications	PR
14.14	Establish Health and Wellbeing Champions in all offices	HR
14.15	Stress management awareness training for managers	HR
2015-17		
14.16	Review introduction of total reward statements	HR
14.17	Set management target for training days per employee	HR
14.18	Review suitability of a flexible benefits scheme	HR
14.19	Analyse use of and business benefits of employee wellbeing programmes	HR

15 Employees motivated to be involved in sustainability initiatives		
Ref	Action	Owner
2013-14		
15.1	Identify and set up office sustainability champions	S
15.2	Publicise the launch of <b>A Better Place</b> to all stakeholders	PR
15.3	Present <b>A Better Place</b> to divisional and area boards	S
15.4	Minimum of four intranet articles on sustainable living a year, including energy, waste and biodiversity	PR
15.5	Internally promote at least one locally based charity fundraising opportunity in each region per annum	ChC
15.6	Review community policy and commitment to paid volunteering days	S
15.7	Launch sustainability suggestions e-mail	S
2015-17		
15.8	Measure and report on time spent volunteering	S
15.9	Measure and report on charitable donations	CLF

Functions:  
ChC Charity Champions  
CLF Commercial, Legal & Finance  
CS Customer Services  
D Design  
H Health & Wellbeing Champions

HR Human Resources  
K KPI Collectors  
L Land  
O Office Sustainability Champions  
P Planning  
PC Procurement

PR Public Relations  
PD Production  
SHE Safety, Health & Environment  
SM Sales & Marketing  
S Sustainability  
T Technical

16 Reportable incident rate per 100,000 employees (including sub-contractors)		
Ref	Action	Owner
2013-14		
16.1	Implementation of Annual SHE Strategy	SHE
16.2	Internally publish SHE News and hold learning events	SHE
16.3	Provision of information on SHE performance	SHE
16.4	Training sessions for selected topics	SHE
16.5	Implementation of SHE actions from knowledge base	SHE
16.6	Develop procedures for Directors to record significant issues in site inspection log	SHE
16.7	Review application to external SHE awards	SHE
16.8	Provision of health checks for safety critical workers	PD
16.9	Maintain ISO 18001 certification	SHE
16.10	Establish process to measure cost of personal injury or ill health claims	SHE

17 Improve transparency of employee diversity profile		
Ref	Action	Owner
2013-14		
17.1	Publicise role of equality administrators	HR
17.2	Internally report on the employee profile by all protected characteristics	HR
17.3	Implement The Miller Group equality initiatives	HR
2015-17		
17.4	Work with an external party to encourage minority groups into housebuilding	HR
17.5	Report to the Homes Board on remuneration by gender	HR

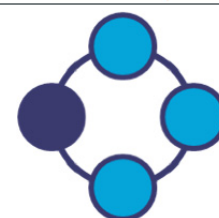
18 Increase transparency of our economic impact		
Ref	Action	Owner
2013-14		
18.1	Review and define our apprenticeship strategy	HR
18.2	Review quality of graduate placements available	HR
18.3	Promote Miller Homes as an employer of choice	PR
18.4	Measure s.106 contributions and allocation	CLF
18.5	Analyse business impact on GDP, economy and employment at a national level	CLF
18.6	Case study analysis of the economic impact of one development	CLF
2015-17		
18.7	Measure and report apprentices employed by our subcontractors	HR

Functions:  
 ChC Charity Champions  
 CLF Commercial, Legal & Finance  
 CS Customer Services  
 D Design  
 H Health & Wellbeing Champions

HR Human Resources  
 K KPI Collectors  
 L Land  
 O Office Sustainability Champions  
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PR Public Relations  
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 S Sustainability  
 T Technical

# Partners



## Working with key partners to drive sustainability through the supply chain.

Targets:						
Ref	Target	Issue	2012 (benchmark)	2014	2017	2020
19	Suppliers who believe sustainability issues are being appropriately addressed [%]	Communication & engagement	62	75 (↑21% <sup>5</sup> )	85 (↑37% <sup>5</sup> )	95 (↑53% <sup>5</sup> )
20	Average supplier performance appraisal score [max score 10]	Integrity	n/a	7.0 <sup>16</sup>	7.5 <sup>16</sup>	8.0 <sup>16</sup>
21	Applicable supply chain fully compliant with Supplier Code of Conduct (SCoC) [%]	Responsible sourcing; Local economy, employment & education	n/a	70	100	100

<sup>5</sup> Cumulative change compared to 2012 benchmark.

<sup>16</sup> A score of 7 (as assessed by production teams) represents a supplier who performs consistently to the agreed service levels.

## How we will get there:

### 19 Suppliers who believe sustainability issues are being appropriately addressed

Ref	Action	Owner
2013-14		
19.1	Launch <b>A Better Place</b> to suppliers	S
19.2	Record >50% of Divisional suppliers' carbon from distribution	PC
19.3	Produce biannual supplier sustainability newsletters detailing our approach and industry best practice	S
19.4	Run sustainability discussion session with key suppliers	PC
2015-17		
19.5	Pilot use of the Supply Chain Sustainability School <sup>17</sup>	S
19.6	Provide guidance to suppliers on biodiversity best practice	S
19.7	Work with our supply chain to reduce carbon from distribution	PC
19.8	Record key subcontractors travel	CLF

<sup>17</sup> The Supply Chain Sustainability School is a construction led scheme that educates and supports supply chains to be more sustainable. See: <http://www.supplychainschool.co.uk/>

### 20 Average supplier performance appraisal score

Ref	Action	Owner
2013-14		
20.1	Define new supplier performance appraisal scoring and process	PC
20.2	Quarterly supplier performance appraisals	PC
20.3	Expand supplier performance appraisal to installation contractors	PC
20.4	Set up supplier forum	PC
20.5	Define and launch process for suppliers to provide 360° feedback on Miller Homes	PC
20.6	Become an accredited Living Wage Employer <sup>18</sup>	HR
20.7	Review participation in the Prompt Payment Code <sup>19</sup>	PC
2015-17		
20.8	Launch an on-line supplier portal to provide information on tenders, best practice and reporting facilities	PC

<sup>18</sup> See: <http://www.livingwage.org.uk/home>

<sup>19</sup> The Prompt Payment Code is a government scheme to improve payments to suppliers. See: <http://www.promptpaymentcode.org.uk/>

### 21 Applicable supply chain fully compliant with Supplier Code of Conduct (SCoC)

Ref	Action	Owner
2013-14		
21.1	Communicate and implement minimum supply chain sustainability standards in a Supplier Code of Conduct	S
21.2	Audit all divisional supplier compliance with SCoC	S
21.3	Define and implement a new supplier document management system	PC
21.4	Extend timber policy to low risk products	S
21.5	All regional timber suppliers to detail chain of custody certification on invoices	CLF
21.6	Analyse the locations of our spend for one development	CLF
21.7	Locally advertise sub-contractor packages on at least three developments	CLF
2015-17		
21.8	Produce commodity / sustainability issue heat map and integrate into vendor assessment process	S
21.9	Measure regional suppliers and sub-contractor compliance with SCoC	CLF
21.10	Review FSC and PEFC <sup>20</sup> certification for Miller Homes	S
21.12	Profile our divisional material supply chain to source	PC
21.13	Review feasibility of third party accreditation of our responsible sourcing policy	S

<sup>20</sup> FSC and PEFC are third party schemes that validate the sustainability of timber sources.

- Functions:
- ChC Charity Champions
  - CLF Commercial, Legal & Finance
  - CS Customer Services
  - D Design
  - H Health & Wellbeing Champions

- HR Human Resources
- K KPI Collectors
- L Land
- O Office Sustainability Champions
- P Planning
- PC Procurement

- PR Public Relations
- PD Production
- SHE Safety, Health & Environment
- SM Sales & Marketing
- S Sustainability
- T Technical



## Key performance indicators

Data for the sustainability key performance indicators (KPIs) is collated and recorded by designated personnel across the business. The validity of the data is subsequently verified monthly by the Divisional Sustainability Co-ordinator. Further detailed annual audits of the data are then conducted prior to the information being published in the sustainability report. It is important that the KPI data is robust as this informs the development of our overall approach to sustainability and wider business decisions.

The KPIs for 2013-20 are noted below, with those highlighted in blue indicating there is a target associated with them (see pages 8-15 for details of this).

### Key performance indicators:

Core business details		Unit	2012 benchmark
Total legal completions		No.	1,831
Total equivalent build units completed <sup>21</sup>		No.	1,756.6
Total developments <sup>22</sup>		No.	80
Total employees		No.	643

Issue	KPI type	Key performance indicator	Unit	2012 benchmark
Strategy, governance & management	P	Employees who believe our policies and procedures reflect our commitment to sustainability	%	85
		Employees motivated to be involved in sustainability initiatives	%	75
	M	KPI data accurate and completed on-time	No. (%)	n/a
Customer satisfaction	B	Legal completions from referrals	No. (%)	n/a
		Customers who would recommend to a friend <sup>23</sup>	%	97.2
	Average net promoter score <sup>23</sup>	%	71	
	Developments <sup>21</sup> awarded NHBC Pride in the Job Quality Awards	%	33.8	
	M	Legal completions of homes built to:		
		Lifetime Homes Standard	No. (%)	70 (3.8%)
Secured by Design		No. (%)	234 (12.8%)	
EPC rating C or above		No. (%)	1,630 (89.0%)	
BREEAM EcoHomes Good Standard or above		No. (%)	106 (5.8%)	
		Code for Sustainable Homes Level 3 or above	No. (%)	121 (6.6%)
Communication & engagement	P	Customers who believe that all sustainability issues are being appropriately addressed	%	58
		Suppliers who believe that all sustainability issues are being appropriately addressed	%	62
	M	Sustainability case studies	No.	4
		Total sustainability e-mail suggestions / feedback	No.	n/a
		Employee sustainability e-mail suggestions / feedback	No.	n/a
		Other stakeholder sustainability e-mail suggestions / feedback	No.	n/a
Local economy, employment & education	M	Graduates employed	No. (%)	9 (1.4%)
		Apprentices employed	No. (%)	12 (1.9%)
		Developments <sup>22</sup> conducting school educational activities	No. (%)	n/a
Health & safety	P	Reportable incident rate per 100,000 employees <sup>24</sup>	Rate	614
		Lost time incident rate per 100,000 employees <sup>24</sup>	No.	1,133
		Work-related injury absence rate per 100,000 employees <sup>24</sup>	No.	17,422
	M	Employees and subcontractors with appropriate CSCS cards	%	97.9
		Sub-contractors with SMAS certification	%	87.2
		SHE site inspection actions completed on time	%	94.0
		SHE management log actions completed on time	%	88.1
		Average SHE audit score	%	94.3

B Business benefit KPI; P Performance KPI; M Management KPI

<sup>21</sup> Number of units built during the reporting timeframe based on the proportion of construction completed for each home.

<sup>22</sup> Average number of developments under construction during the reporting timeframe.

<sup>23</sup> KPIs all independently measured by In-house.

<sup>24</sup> Including sub-contractors.

Issue	KPI type	Key performance indicator	Unit	2012 benchmark
Integrity	B	% Engaged employees <sup>25</sup>	%	85
		Average supplier performance appraisal score	%	n/a
	P	Enforcement bodies (including SEPA/EA, HSE and local authorities):		
		Fines	£	-
Actions		No.	-	
		Prosecutions	No.	-
Employee development	M	Employees receiving Performance Development Reviews <sup>26</sup>	No. (%)	629 (97.2%)
		Average annual training days per employee	Days	3.5
Wellbeing	B	Cost of absence	£	n/a
	P	Employee absence days	No. (%)	2,058 (1.4%)
		Employee resignations	No. (%)	60 (9.3%)
	M	Employees using employee assistance programme	No. (%)	n/a
Charity fundraising opportunities publicised		No.	n/a	
Equality, diversity & inclusion	P	Female employees	No. (%)	234 (36.4%)
		Disabled employees	No. (%)	10 (1.6%)
		Ethnic minority employees	No. (%)	5 (0.8%)
		Part-time employees	No. (%)	56 (8.7%)
	M	Average equality related training hours per employee	Hours	1.7
Community member	B	Average number of weeks to achieve committee resolution to grant consent	No.	n/a
		Planning applications approved first time	No. (%)	n/a
	P	Complaints received through Miller Respect	No.	62
		Miller Respect complaints responded to within 24 hours	No. (%)	n/a
		Average time to complete Miller Respect complaint follow up actions	Days	n/a
		Considerate Constructors Scheme (CCS):		
		Developments audited by CCS	No. (%)	10 (12.5%)
		Average CCS score per development (max score 50)	No.	n/a
		Building for Life (BFL) 2012 <sup>7</sup> :		
		New developments internally assessed as achieving 12 BFL 'greens' <sup>7</sup>	No. (%)	n/a
		New developments awarded Built for Life 2012 Diamond Standard <sup>7</sup>	No. (%)	n/a
		Legal completions of social housing	No. (%)	n/a
		M	New developments using public consultation website	No. (%)
Average number of public consultations per new development	No.		n/a	
New developments <sup>22</sup> internally assessed against BFL <sup>7</sup>	No. (%)		n/a	
Developments <sup>22</sup> with:				
Public open space	No. (%)		n/a	
Public open space targeted at a specific group	No. (%)		n/a	
Heritage buildings or public art	No. (%)	n/a		
Developments <sup>22</sup> that have conducted community/charity activities	No. (%)	n/a		

B Business benefit KPI; P Performance KPI; M Management KPI

<sup>7</sup> Building for Life 12 (BFL) is the government endorsed, industry standard for well-designed homes and communities.

<sup>22</sup> Average number of developments under construction during the reporting timeframe.

<sup>25</sup> Engaged employees are a business benefit arising from addressing a range of employee issues, including integrity, employee development, wellbeing and equality.

<sup>26</sup> Performance Development Reviews (PDRs) are conducted in the first quarter of each year. The 2012 baseline figure reflects PDRs conducted in 2012 that evaluate performance from 2011-12.

Issue	KPI type	Key performance indicator	Unit	2012 benchmark	
Carbon & energy	P	Average SAP rating for new homes	No.	82.89	
		Miller Homes electricity consumption per equivalent build unit <sup>21</sup>	kWh	1,629.7	
		GHG Scope 1 & 2 carbon emissions per equivalent build unit <sup>11,21</sup>	tCO <sub>2</sub>	2.25	
		GHG Scope 1 carbon emissions <sup>11</sup>	tCO <sub>2</sub>	2,473.8	
		Diesel consumption	tCO <sub>2</sub>	1,335.7	
		Gas consumption – office	tCO <sub>2</sub>	142.4	
		Gas consumption – homes	tCO <sub>2</sub>	861.8	
		Company vehicle travel	tCO <sub>2</sub>	133.9	
		GHG Scope 2 carbon emissions <sup>11</sup>	tCO <sub>2</sub>	1,479.8	
		Electricity consumption – site	tCO <sub>2</sub>	930.3	
		Electricity consumption – office	tCO <sub>2</sub>	381.9	
		Electricity consumption – homes	tCO <sub>2</sub>	167.6	
		GHG Scope 3 carbon emissions <sup>11</sup>	tCO <sub>2</sub>	29.2	
	Supplier distribution	tCO <sub>2</sub>	n/a		
	M	Developments <sup>22</sup> with infrastructure <sup>27</sup> to reduce home owner carbon emissions from energy	No. (%)	n/a	
Developments <sup>22</sup> within 500m of a transport node		No. (%)	77 (95.8%)		
Developments <sup>22</sup> with a green transport plan		No. (%)	16 (20.3%)		
Developments <sup>22</sup> with cycle storage provided		No. (%)	36 (45%)		
Waste	B	Total construction waste disposal costs	£	1,000,805	
		Construction waste disposal costs per equivalent build unit <sup>21</sup>	£	570	
	P	Total waste generated	t	275,266	
		Construction waste <sup>28</sup> generated	t (%)	18,238 (6.6%)	
		Site preparation <sup>29</sup> waste generated	t (%)	257,037 (93.4%)	
		Office waste generated	t (%)	n/a	
		Construction waste <sup>28</sup> details:			
		Construction waste <sup>28</sup> generated per equivalent build unit <sup>21</sup>	t	10.4	
		Construction waste <sup>28</sup> reused	t (%)	n/a	
		Construction waste <sup>28</sup> recycled	t (%)	16,526 (90.6%)	
		Construction waste <sup>28</sup> to landfill	t (%)	1,712 (9.4%)	
		Construction waste <sup>28</sup> by type:			
		General mixed waste	t (%)	13,380 (73.4%)	
		Light mixed waste	t (%)	167 (0.9%)	
		Inert waste	t (%)	3,020 (16.6%)	
		Timber waste	t (%)	654 (3.6%)	
		Plasterboard waste	t (%)	1,018 (5.6%)	
		Hazardous waste	t (%)	n/a	
		Site preparation <sup>29</sup> waste details:			
		Site preparation <sup>29</sup> waste to landfill per equivalent build unit <sup>21</sup>	t	93.3	
		Site preparation <sup>29</sup> waste reused	t (%)	93,197 (36.3%)	
		Site preparation <sup>29</sup> waste to landfill	t (%)	163,839 (63.7%)	
		Office waste details:			
		Office waste recycled	t (%)	n/a	
		Office waste to landfill	t (%)	n/a	
	M	Developments <sup>22</sup> with infrastructure <sup>27</sup> to reduce home owner waste to landfill	No. (%)	n/a	

B Business benefit KPI; P Performance KPI; M Management KPI

<sup>11</sup> Greenhouse gases are widely accounted for using the guidance defined by the Greenhouse Gas Protocol (GHG Protocol). This protocol categorises carbon emissions into three types, GHG Scope 1, 2 and 3.

<sup>21</sup> Number of units built during the reporting timeframe based on the proportion of construction completed for each home.

<sup>22</sup> Average number of developments under construction during the reporting timeframe.

<sup>27</sup> Infrastructure refers to technology/tools that provide a service for the whole development rather than individual homes on the development.

<sup>28</sup> Construction waste refers to the waste generated directly from the construction process.

<sup>29</sup> Site preparation waste refers to the waste generated from demolition, excavation and other processes involved in preparing the site for construction.

Issue	KPI type	Key performance indicator	Unit	2012 benchmark
Responsible sourcing	P	Applicable supply chain fully compliant with Supplier Code of Conduct (SCoC)	No. (%)	n/a
		Construction timber suppliers directly FSC/PEFC certified <sup>20</sup>	No. (%)	43 (57%)
		Construction timber suppliers directly FSC/PEFC certified <sup>20</sup> and reflected at invoice level	No. (%)	4 (5.3%)
		Construction timber suppliers primary source FSC/PEFC certified <sup>20</sup>	No. (%)	33 (43%)
Ecology & biodiversity	M	Supply chain covered by the Supplier Code of Conduct	No.	n/a
		Developments <sup>22</sup> using Miller Homes Biodiversity Toolkit to identify biodiversity issues and mitigation actions	No. (%)	n/a
		Developments <sup>22</sup> using ecology specialist to identify biodiversity issues and mitigation actions	No. (%)	n/a
Water	P	Developments <sup>22</sup> built on brownfield sites	No. (%)	n/a
		Total water consumption	m <sup>3</sup>	39,541
		Water consumption – site	m <sup>3</sup> (%)	14,595 (36.9%)
		Water consumption – office	m <sup>3</sup> (%)	3,464 (8.8%)
		Water consumption – homes	m <sup>3</sup> (%)	21,482 (54.3%)
		Miller Homes water consumption per equivalent build unit <sup>21</sup>	l	22.5
	M	Average designed water consumption per home per day	l	166.0
		Legal completions with smart water meters	No. (%)	n/a
		Legal completions with water butts	No. (%)	266 (14.9%)
		Developments <sup>22</sup> with infrastructure to reduce home owner water consumption	No. (%)	n/a
Developments <sup>22</sup> with flood risk assessments	No. (%)	n/a		
Developments <sup>22</sup> with SUDS drainage systems	No. (%)	n/a		

B Business benefit KPI; P Performance KPI; M Management KPI

<sup>20</sup> FSC and PEFC are third party schemes that validate the sustainability of timber sources.

<sup>21</sup> Number of units built during the reporting timeframe based on the proportion of construction completed for each home.

<sup>22</sup> Average number of developments under construction during the reporting timeframe.



## Roles and responsibilities

The successful delivery of **A Better Place** is dependent upon the commitment and contribution of every employee.

The various functions within Miller Homes have either a divisional/area or regional identity. There is also further functional support from The Miller Group.

Group and divisional functions operate from various office locations across the UK; engaging at a national and multi-regional level. Regional functions have offices based in each of the seven parts of the UK where we undertake housebuilding activity (Scotland East, Scotland West, North East, North West, Yorkshire, Midlands and South).

Every individual and function within the business has a part to play in the delivery of **A Better Place**. Each of the key business disciplines is represented on the Sustainability Steering Group, which is ultimately responsible for the delivery of **A Better Place**. Each Sustainability Steering Group member is in turn responsible for ensuring the actions allocated to their specified functions are delivered. The Sustainability Steering Group is chaired by the Procurement & Sustainability Director, who reports to the Miller Homes Board on all aspects of sustainability performance.

There is also further engagement with The Miller Group to ensure best practice is shared across all business operations.

Function	Group	Divisional / Area	Regional
Charity Champions <sup>30</sup>	✓	✓	✓
Commercial		✓	
Customer Services		✓	✓
Design		✓	✓
Finance	✓	✓	
Health & Wellbeing Champions <sup>30</sup>	✓	✓	✓
Human Resources	✓	✓	
IT <sup>29</sup>	✓		
KPI Collectors <sup>30</sup>			✓
Land		✓	
Legal	✓	✓	
Marketing		✓	
Office Sustainability Champions <sup>30</sup>	✓	✓	✓
Planning		✓	✓
Procurement		✓	
Production		✓	✓
Public Relations	✓	✓	✓
Safety, Health & Environment	✓	✓	✓
Sales		✓	✓
Sustainability	✓	✓	
Technical		✓	✓

<sup>29</sup> IT is not listed as directly responsible for any actions within the Sustainability Strategy but they are integral to the delivery of several IT based actions within the strategy.

<sup>30</sup> Additional sustainability related functions undertaken by nominated employees from a range of other functions.

### Sustainability Steering Group

#### Procurement & Sustainability Director (Chair)

Human Resources Manager	Group Communications Manager	Divisional Design Director	Marketing Manager	Safety, Health & Environment Director	Sustainability Manager	Divisional Sustainability Co-ordinator	Divisional Planner	Area Land & Development Director	Development Director
•Human Resources [HR]	•Public Relations [PR]	•Design [D]	•Sales; Marketing [SM]	•Safety, Health & Environment [SHE] •Production [PD]	•Office Sustainability Champions [O] •Procurement [PC] •Sustainability [S]	•Charity Champions [ChC] •KPI Collectors [K] •Procurement [PC] •Sustainability [S]	•Planning [P]	•Land [L] •Customer Services [CS] •Commercial, Legal; Finance [CLF]	•Technical [T]



*the place to be®*

## Why Miller?

We've been building homes since 1934, that's three generations of experience. We've learned a lot about people and that's made a big difference to what we do and how we do it.

We're enormously proud of the homes we build, combining traditional craftsmanship with new ideas like low carbon technologies. The big difference is that we don't stop caring once we've finished the building, or when we've sold the house, or even once you've moved in. We're there when you need us, until you're settled, satisfied and inviting your friends round.

**millers**homes

*the place to be®*