

Environmental, Social and Governance Statement

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Our Net Zero Mission



Working to achieve Net Zero by 2040 across the Weston Group and providing luxurious, sustainable homes that are affordable to buy and run.



About Weston Group

In this, our first ESG statement, we share the many initiatives and innovations we've introduced across our Group to both control our impacts and manage potential risks to our business. We are committed to fulfilling our ESG strategies and ambitions, to ensure we continue to be a strong proposition for our customers, communities, employees, partners and investors.



**Best
Refurbishment**
Gun Hill Park



**Best Medium
Housebuilder**



**Best Sustainable
Development**
Abbey Quay



**Prevention of
Accidents**
**Order of
Distinction**



**Pride in the
Job Award**
Abbey Quay



**Private Developer
of the Year**

Built with passion, delivered with pride

The Weston Group is made up of five businesses: Weston Homes, British Offsite, Weston Logistics, Stansted Environmental Services and Weston Business Centres. Each business has its own specialisms and independent customer base, but they also work together and make significant contributions to our Group's core business of building homes.

In every part of our business there is a real focus on providing customers with great quality and choice. On finding responsible ways to help them buy. On operating efficiently with sustainability principles embedded in decision-making. On creating genuine social value both during and beyond construction and in the way we run our business.

Our homes are designed to last and enable our customers to live well and feel good, because of the way we choose to build them:

- In vibrant communities within 15 minutes walk of essential transport links
- Using sustainably sourced materials and Modern Methods of Construction (MMC)
- Meeting or exceeding the anticipated Future Homes Standard for insulation and energy efficiency, ensuring homes are warm and efficient to operate
- Creating or enhancing a variety of outdoor meeting places to nurture connections across neighbourhood communities
- Protecting and boosting local biodiversity

Our companies

Weston Homes

Builds over 1,000 high quality homes each year across the Home Counties and South East, including apartments, executive homes, social housing, complex restorations and major regeneration projects.

British Offsite

The Weston Group's high-tech manufacturer of UNIsystem, our Modern Method of Construction in use across our new homes portfolio and by external customers. UNIsystem is a light gauge steel frame panellised system that enables faster construction and more energy efficient buildings and homes.

Also the home of BOS Fitout, a range of bespoke products including bathroom vanity units, kitchen worktops and wardrobe systems that are preconfigured offsite for faster installation onsite.

Weston Logistics

A provider of supply chain management, warehousing, distribution and plant hire services.

Stansted Environmental Services

A provider of health and safety consultancy, ground testing, geotechnical work, energy and sustainability services and pressure and sound testing for Weston Homes and external clients.

Weston Business Centres

A provider of meeting facilities, conference suites and office accommodation for Weston Group and external clients.

Delivering 1.5 million homes at pace is the greatest social impact housebuilders can have. We need to build in the right way. Providing energy efficient homes that are good for the environment and affordable to run.





Committed to responsible, sustainable homebuilding

This business began with one house, built 38 years ago. Today we are one of the leading SME house builders in the South East of England. We are also the holder of multiple awards because of the high living standards and sustainability measures built into our developments and proud to sell over half of our homes to first time buyers.

It's my firm belief that building homes – helping to deliver the 1.5 million homes the UK needs – is the greatest positive social impact this business can have. We want to give the next generation the opportunities for home ownership previous generations have enjoyed and in doing so help to create jobs, thriving communities and a country that is equipped and competitive for the future.

We must build in the right way, to meet customers' growing expectations that they are buying from a responsible homebuilder. One that manages its environmental impacts and delivers energy efficient homes that are good for the planet and affordable to run.

This is where our Fabric First approach comes in. Which means making choices to reduce waste, energy use and emissions in the process of construction and selecting products, materials and designs that deliver high quality new homes with superior air tightness and insulation built in.

British Offsite, one of our five Group businesses, is the vital ingredient in our Fabric First approach. Its precision-engineering of internal and external panels, delivered to a consistent high standard and arriving on site with insulation, windows and doors all pre-installed, enable our developments to meet or exceed all regulatory requirements and the anticipated Future Homes Standard for fire safety, thermal and acoustics performance.

The speed, accuracy and design flexibility offered by British Offsite is a great feat of innovation in the construction industry. British Offsite has taken traditional methods of construction and reimagined them.

Which is an achievement to emulate. As there is much more the whole construction sector must do to embrace innovation, to deliver a high standard of home for everyone, far faster, and to protect the environment as they do.

Bob Weston, Chairman
Weston Group



Our approach to environment and sustainability



Carbon reduction and sustainability approach

Across our business we've been making far reaching changes to reduce our carbon footprint, in support of our commitment to sustainability and to meet the expectations of our customers.

For over three decades, we have continually striven to produce innovative, high quality homes to appeal to purchasers from all walks of life. There is now a strong "green premium" from homebuyers, who are increasingly aware of the importance of environmental sustainability and also want energy efficient homes, designed to help minimise their fuel bills and running costs.

Weston Homes is rolling out eco-friendly construction, combining traditional building skills with the very latest technologies. All these initiatives are working together to support more sustainable living.

We believe high quality, low carbon homes should be available to everyone. Which means making sure we can provide sustainable homes, at scale, at a price people can afford.

We have made good progress in this area, delivering on sustainability strategies in the homes we create for our residential customers, in the developments we build for our housing association partners, and by meeting the sustainability objectives of our wider base of stakeholders.



“

In every department, whether working onsite or offsite, our teams are tasked with finding scalable ways to increase the sustainability of the homes we build.

Peter Gore

Chief Executive Officer
Weston Group PLC

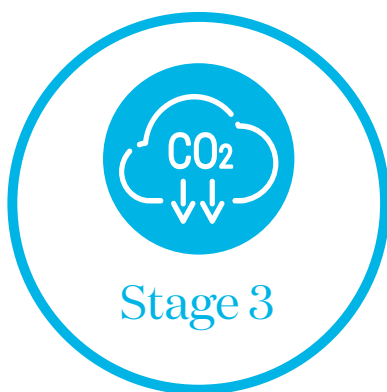
Net Zero by 2040

We have committed to achieving Net Zero across the business for all three greenhouse gas emission scopes, including all of the energy we use and carbon we emit, by 2040.



“

Achieving Net Zero by 2040 is as important to our customers as it is to us.



– Site and offices to be Net Zero

– Research into alternative technologies for decarbonisation of materials

2040 – Weston Group Net Zero

2050 – UK Net Zero target

2036-2040

2040

2031-2035

- Decarbonisation of materials
- All new build homes to not be dependent on fossil fuels



“

We engage with our customers on the many green benefits built into our homes and they tell us they love the energy efficiency of the homes they live in.

Suzanne Aplin

Group Sales and Marketing Director
Weston Group



Our ESG priorities:



ENVIRONMENT

- Modern methods of construction
 - Materials
 - Water and wastewater
 - Waste and hazardous materials
- Climate change and greenhouse gas emissions
 - Energy consumption and renewables
 - Insulation and energy efficiency
 - Electrification
- Green spaces and biodiversity



SOCIAL

- Product and service attributes
 - Community engagement
 - Supply chain management
 - Social value
- Local economic contribution
 - Health and safety
- Diversity, equality and inclusion

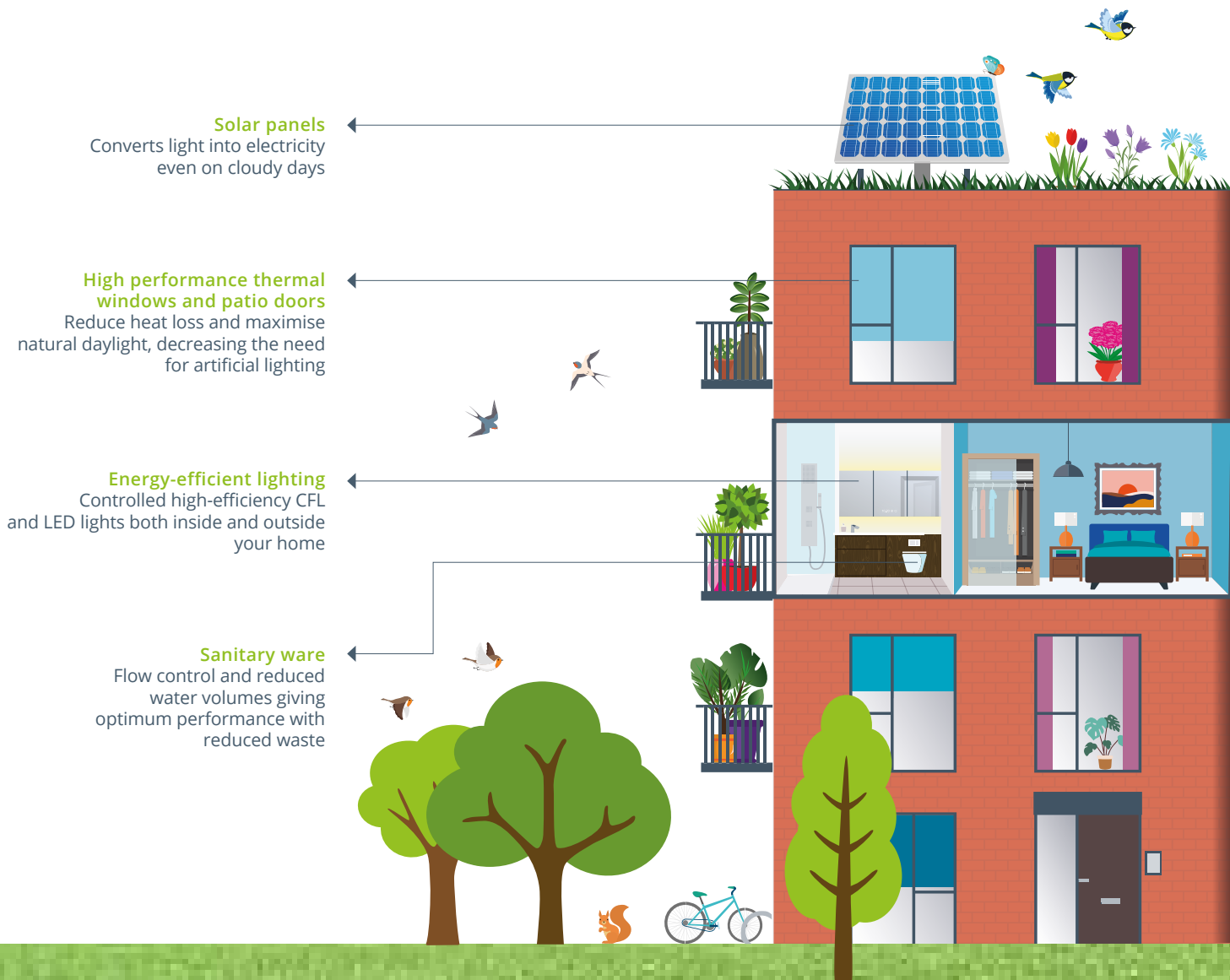


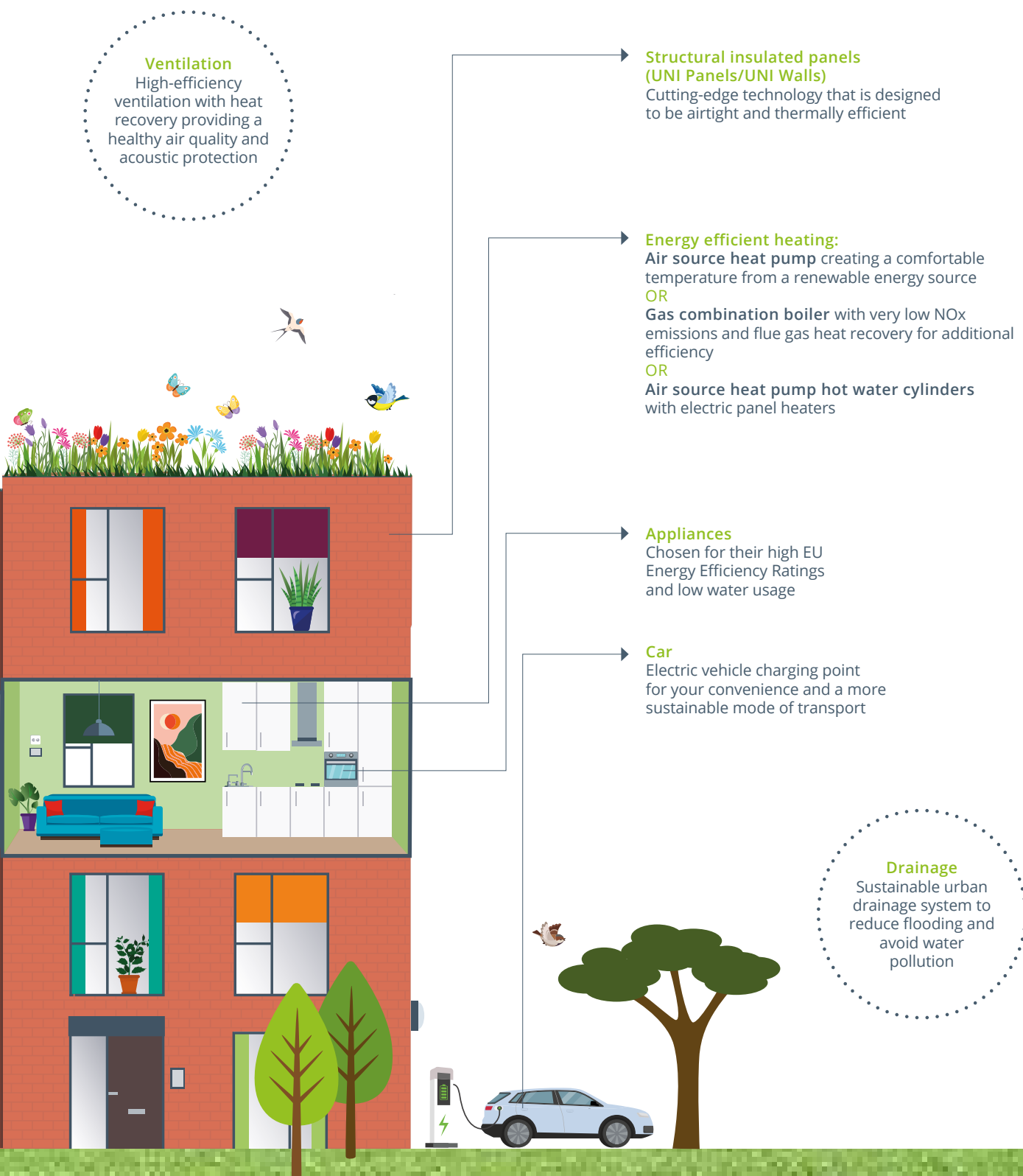
GOVERNANCE

- Structure
- Business ethics
 - Policies
- Position and advocacy
 - Staff welfare

Our healthy homes

Weston Homes has designed its homes to incorporate some or all of these features saving energy, water and bills.*







Towards zero carbon homes

Since the 2021 Part L Building Regulations were introduced our standard specification now details the use of renewable technologies for new build dwellings.

The movement to renewable energy sources will eliminate the dependence of new developments on fossil fuels, ultimately reducing greenhouse gas emissions on all sites post completion.

Our standard specification also details photovoltaic (PV) panels on all new build dwellings to supply home owners with an add-on renewable energy source which will reduce their demand on the UK electricity grid.

Battery storage may also be installed to ensure customers can utilise energy generated in the day, at night, if unused.

All of our homes are designed with a Fabric First approach, which involves maximising the energy and insulation performance of the components and materials that make up the building fabric. In turn, the requirement for services such as heating is reduced, therefore limiting the greenhouse gas emissions from our homes, and the running costs for customers.



Continuing recognition of our sustainable developments

For two years running, Weston Homes has been honoured with the title of Best Sustainable Development at the WhatHouse? Awards. In 2023 we won Best Sustainable Development Gold for Abbey Quay, Barking, and in 2024 achieved Best Sustainable Development Silver for The Venue, in Hayes.

Weston Homes' Gold award for Best Sustainable Development was for Abbey Quay, Barking, a £350 million (GDV) six-acre riverside urban village. Abbey Quay is being built in alignment with Barking and Dagenham Council's goal to be carbon neutral by 2030.

As with The Venue, Weston Homes implemented its fabric-first approach to construction at Abbey Quay, building energy efficiency into every home through the materials chosen

and increased efficiency and waste reduction throughout the process of manufacturing and construction.

The homes at Abbey Quay were built with British Offsite's UNipanel and achieved U-values that exceed the anticipated Future Homes Standard. Build time, noise pollution, energy consumption and CO₂ emissions were reduced. Metal work in the panels was 38% recycled and production waste was 78% recycled.

PV roof panels and a combined heat and power plant also contribute to Abbey Quay's low carbon and energy efficient homes. Biodiversity was promoted through the protection and enhancement of natural habitats along the River Roding and green and brown roofs across the development.



GOLD
Best Sustainable
Development
Abbey Quay



SILVER
Best Sustainable
Development
The Venue

The Venue is part of the wider £250m regeneration project bringing new life to the Old Vinyl Factory in Hayes. It is a collection of 181 homes located on top of a podium in three blocks.

The development was highly commended for supporting Hillingdon Council's drive to be a sustainable, carbon-neutral borough.

Partnership initiatives with Hillingdon Borough included strategies for planting more trees, increasing biodiversity and encouraging sustainable transport, such as walking, cycling and electric vehicles.

Carbon reductions were achieved through Weston Homes fabric-first approach. This incorporates energy efficient offsite construction methods, specifically the use of UNipanel, manufactured by Weston Homes' sister company British Offsite.





Using Modern Methods of Construction



British Offsite, part of the Weston Group, has taken traditional methods of construction and reimagined them to deliver buildings and homes faster that are energy efficient to run and cost competitive to build.

British Offsite manufactures the UNisystem, a light gauge steel framing system suitable for buildings and homes of all sizes and types – schools, hospitals, defence and justice buildings as well as residential developments of apartments and houses.

UNisystem comes in loadbearing and non-loadbearing options, enabling it to be used for buildings up to any height. Over six floors UNisystem^{SFS} (non-loadbearing) works in combination with reinforced concrete or loadbearing steel frames. British Offsite has also recently launched UNihouse, a 2D panelised system enabling rapid housebuilding by housebuilders of all sizes.

British Offsite's two factories in Braintree, Essex are equipped with the most highly automated robotic production line in Europe, supporting local employment through fully UK-based design and manufacturing.

“

Working with Weston Homes and construction businesses outside of Weston Group, we are helping to build thousands of attractive and energy efficient homes that are affordable to run. We're incredibly driven to increase sustainability in all ways possible.

Shaun Weston
Managing Director
British Offsite





All products and processes at British Offsite are designed to deliver construction projects in the most efficient manner possible, making a significant contribution to the Weston Group's sustainability objectives.

PRECISE DELIVERY OF AIRTIGHT BUILDINGS

Components traditionally installed onsite – blockwork, sheathing board, insulation, vapour control layer, cavity barriers, brick-tie channel or façade support, windows and doors – are all brought together on a state-of-the-art assembly line offsite, with 100% precision. This increases the airtightness and insulation of buildings and homes compared to traditional methods as well the speed at which new homes are completed.

REDUCED WASTE

Just-in-time manufacturing methods and high-tech machinery enable optimised use of raw materials, a reduction in the amount that goes to waste and in the overall volumes of materials required.

STEEL

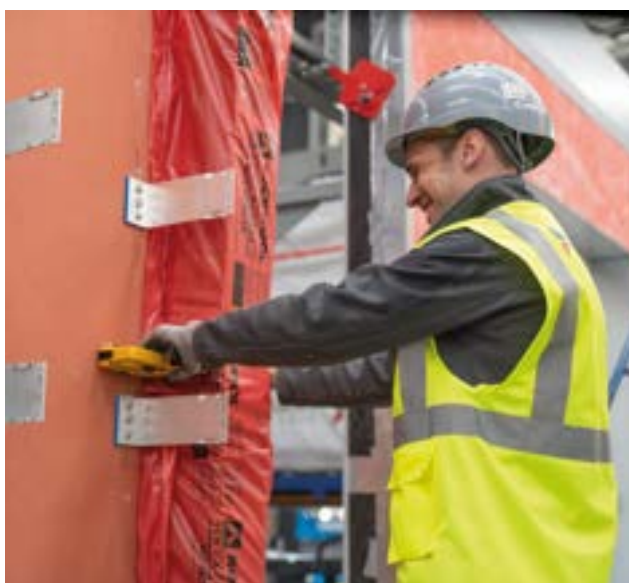
All steel used within British Offsite products is obtained from responsible sources. Steel is 100% recyclable without any loss of quality. Currently, on average, new steel products contain approximately 38% recycled steel. Working with its international supply chain, British Offsite is ensuring its light gauge steel products are as sustainable as possible.

PACKAGING

The packaging for British Offsite products is 100% recyclable and strong enough to reuse multiple times. It is extremely durable to ensure products are fully protected in transit. Even when the packaging is no longer suitable for use, none of it needs to go to landfill. British Offsite is committed to reusing or recycling its waste as far as possible to minimise the amount sent to landfill.

ENERGY CONSUMPTION

Energy efficiency is a key consideration as British Offsite continues to grow, to make sure it is playing its part in limiting global warming. Both the company's factories have PV panels on the roof generating renewable energy and British Offsite continually collaborates with supply partners to reduce its energy footprint at all stages of production and to develop more energy efficient manufacturing equipment.



Efficiency and sustainability benefits



5

Work of up to five trades combined into the manufacture of one panel, reducing trades required on site while developing high-tech manufacturing skills in our Essex factories.



Panels are delivered to site just-in-time minimising road miles and energy consumption of deliveries.

15 

Four UNipanel for a typical apartment can be installed on site in one hour. That's one panel complete with insulation, firestopping, windows and doors installed every 15 minutes, reducing energy consumption in the process.

30%

Manufacturing panel with British Offsite can improve first spade in the ground to first keys handover time by up to 30%, reducing the use of resources and site traffic, as well as delivering to customers faster.



The insulation layer on UNipanel is made from recycled bottles, reducing consumption of natural resources and waste to landfill.

0.26-0.18
W/m²k

The U-value (thermal transmittance) of UNipanel^{SE}, exceeding the anticipated Future Homes Standard.



Dealing with skills shortage whilst creating new careers in modern methods of construction.



Reduced build time means fewer staff journeys to site with associated reduced traffic and pollutants.



Less time required on site means reduced impact of construction on the local community.

HOW IS BRITISH OFFSITE IMPROVING?

Over the past year, British Offsite has initiated two workstreams with the potential to take its sustainability performance to the next stage, supporting the Net Zero target of the Weston Group and those of British Offsite's growing base of customers in the public and the private sectors.

1. ENERGY CONSUMPTION AND EMISSIONS

The first workstream is focused on understanding the full detail of energy consumption and emissions throughout the manufacturing process. The aim is to understand the scale of energy consumption within different segments of the factories and to determine the greatest opportunities for reducing it.

Sources of energy would also be reviewed to determine opportunities for having more facilities onsite that generate renewable energy, in addition to existing PV panels.

2. PRE-MANUFACTURED VALUE

The second workstream is an analysis of the full benefits – or Pre-Manufactured Value – to customers of British Offsite's offsite construction offer. This includes efficiency, productivity and operational carbon measures.

The aim is to have a clearer measurement of productivity improvements and waste reduction (labour, plant and materials) and related embodied carbon. The quality and performance of finished building will also be assessed, to achieve accurate measures of energy use and emissions in the operation of homes, in comparison to traditional build.

Case study: UNisystem at Edinburgh Way, Harlow

BOS UNISYSTEM

Edinburgh Way is a popular development by Weston Homes in Harlow, Essex. Five residential buildings sit close by to several areas of green space including Harlow Town Park, Marshgate Spring Nature Reserve and canal towpaths to the north and east along the River Stort.

Homeowners are just two minutes from the railway station and within walking and cycling distance of a range of leisure, shopping and recreational options in Harlow town centre.

British Offsite's UNisystem was used for the superstructure of all five residential buildings, resulting in 361 one, two and three-bedroom apartments offering the highest standards of sound insulation, air tightness and thermal performance. This ensures the occupiers have more energy efficient and affordable homes to run.

The homes at Edinburgh Way were built 30% faster than traditional build, reducing site waste, site traffic and emissions in the process. Project Director, Darren Smith, explains how a much greater speed of build is possible with UNisystem:

"The biggest difference UNisystem makes is enabling internal fit-out to happen sooner. We can start on the lower-level floors, while external and internal panels are still being lifted into place on higher floors.

The accuracy of the panels also saves time on site, with four panels slotting into place every hour and fewer trades needed to complete them. Once you calculate the time savings generated by using British Offsite's BOS Fitout range of pre-assembled bathrooms and fitted wardrobes, the total reduction in time is considerably over 30%.

It's a win-win situation, with major benefits created for the environment and customers, as well as making us a more efficient construction business."







Managing our environmental impacts

We have strategies in place for enhancing biodiversity, controlling our use of natural resources, reducing our greenhouse gas emissions and minimising our waste.

Greenhouse gas emissions

As a Group we are committed to achieving Net Zero across the business for all three greenhouse gas emission scopes. Each year we report on our total greenhouse gas emissions for Scope 1 and 2 and all mandatory Scope 3 emissions in our Streamlined Energy and Carbon Reporting (SECR) report.

SCOPE 1 Direct greenhouse gas emissions from activities owned/ controlled by the Company.

SCOPE 2 Energy indirect emissions from purchased electricity, heat etc.

SCOPE 3 Other indirect emissions from activities not owned/ controlled by the Company.

Each year when the SECR report is completed, we review our greenhouse gas emissions for the year to establish what part of the business the majority of our emissions come from and how we can work to reduce these to zero.

EPC ratings

In 2024, 90.23% of our legal completions achieved an EPC B rating or higher. A key contributory factor to this positive performance is the number of plots supplied with electricity generated by PV panels installed on the property.



Percentage reduction in tCO₂e emissions from gas usage on individual new build plots to date of handover, from 2021/22 to 2023/24

INDIVIDUAL HOME ENERGY USAGE

We have been successful at reducing emissions from gas usage on our individual new build plots to date of handover. We install air source heat pumps on all developments where possible. In 2021-2022 tCO₂e from gas usage on individual new build plots was 309.71 and in 2023-24 it was 89.81.

IMPROVING ENERGY EFFICIENCY ON OUR BUILDING SITES

To reduce overall energy usage and total emissions of our sites we are looking to install photovoltaic (PV) panels on site welfare buildings. The PV panels would supply the site with renewable energy, reducing energy consumption from non-renewable sources and in turn harmful emissions.

We are also starting to install EV charging points on all of our construction sites to encourage the use of EVs.

2024 percentage of our legal completions achieving EPC B-rating or higher.

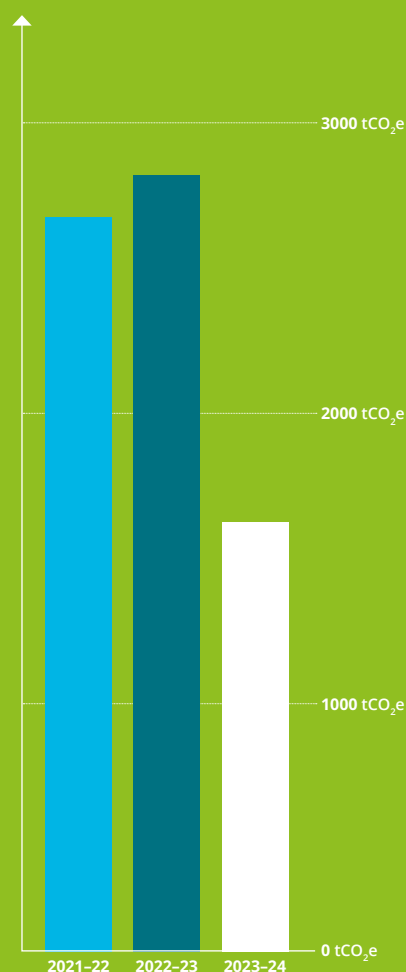


How are we improving

CO₂ EMISSIONS

As disclosed in our SECR Reports, our total emissions have decreased by 32.3% from 2,649.52 tCO₂e in our financial year 2021-2022 to 1,793.72 tCO₂e in the 2023-2024 period. We will continually work to decrease our emissions until we meet Net Zero.

TOTAL CO₂ EMISSIONS



Biodiversity

On every development we aim to create spaces for nature, to encourage a growing biodiversity. We view these spaces both as a benefit to the environment and to home owners who will have access to them.

Natural resource preservation

All of our homes are fitted with our 'Gen2' sanitary ware specification. This incorporates flow restrictors to ensure that Building Regulations Part G maximum water usage of 125 litres/person/day is not exceeded.

Many of our developments are even more water efficient than Building Regulations Part G and have a maximum of 110 or 105 litres/person/day.

We install renewable technologies to all new build homes. To ensure that our homes are not reliant on fossil fuels to heat them, where possible, our new build homes are fitted with Air Source Heat Pumps for space and water heating.

In applicable locations, our apartment developments are connected to heat networks, for example our Abbey Quay developments is connected to a CHP heat network. Our other apartments blocks are generally heated by electric panel heaters and have air source heat pumps for water heating. The use of these electric and renewable energy systems ensure that our homes can be run in an energy efficient manner that does not rely on fossil fuels.

Additionally, the majority of our new homes and our offices have PV panels installed upon them, enabling, alongside EV chargers, the use of cleaner renewable energy.





Case study: Thornwood Park, Epping

We are delighted to be developing Thornwood Park, a new site under development at Thornwood, Epping.

A flagship development, Thornwood Park will deliver 62 high quality new homes, 40% of which are affordable, and retain 1.9 hectares of public open space.

Our strategy to protect and boost local biodiversity includes nurturing large swathes of wild flowers and lowland acid grassland, native shrub mix planting, the planting of new trees and development of an orchard.

Hedgehog holes will be cut into all garden fences, insect houses will be distributed across the open land and eight bat boxes and seven bird boxes will be secured in appropriate locations.



Waste management

As a Group we always aim to minimise waste generated on our sites and in our offices and we follow the principles outlined in the revised EU Waste Framework Directive.

This was adopted and published in the Official Journal of the European Union in November 2008 (L312/3) as Waste Framework Directive 2008/98/EC. The Directive has established a framework for the management of waste across the EU and aims to encourage reuse and recycling of waste, as well as simplifying current legislation. It also defines certain terms, such as 'waste', 'recovery' and 'disposal', to ensure that a uniform approach is taken across the EU.

THE WASTE MINIMISATION AND MANAGEMENT ON A SITE FOLLOWS THE PRINCIPLES OF THE WASTE HIERARCHY WHERE POSSIBLE. THIS INVOLVES:

WASTE ELIMINATION

- Design the project to suit component sizes
- Reduce the need for temporary or false works
- Set the level of the building to reduce excavations
- Plan for the re-use of spoils to form landscape features.

WASTE REDUCTION

- Order the correct materials, as specified
- Order the correct quantity of materials (requires accurate take-offs/estimates)
- Store and handle materials correctly
- Ensure protection of finished works.

RE-USE: Where possible, surplus materials are re-used on site and can be recovered off-site at other projects.

RECYCLE: Surplus materials may be used in different forms on the site or removed from the site and recycled for other projects. The hierarchy can be put into action by following good practice on site.

DISPOSAL: Disposal at landfill site: this is a last resort option.

TYPICAL SEGREGATION AND DIVERSION TARGETS FOR A DEVELOPMENT (%)

95% of waste materials will be segregated off site into the relevant waste skips/containers




■ Re-used, recovered or recycled ■ Landfill ■ Reused on site

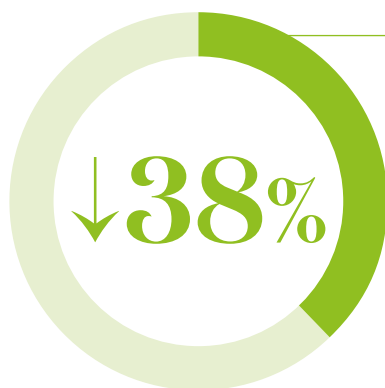
Waste that cannot be eliminated or reduced will fall into these categories of waste management.



Reducing our HQ carbon footprint

An aerial photograph of the Weston Group head office building, a modern multi-story structure with large glass windows and a flat roof covered in solar panels. The building is surrounded by a large parking lot filled with cars, and a green lawn in the foreground. In the background, there are residential houses and a line of trees under a clear blue sky.

The PV panels on the Weston Group head office buildings, installed in 2022, provide around 25% of the electricity needs, powering both the office and staff electric vehicle charging stations.



Percentage reduction in tCO₂ emissions from all vehicles in our fleet, including petrol and diesel.

RUNNING OUR FLEET

Over the years a large proportion of our emissions has originated from our fleet. We have a fleet of company cars, pool cars, vans, logistic vehicles and plant. Traditionally these vehicles would have all been run on petrol or diesel omitting large quantities of greenhouse gases. For the past several years we have transitioned to electric vehicles (EVs) wherever possible. This transition has drastically decreased greenhouse gas emissions from all vehicles including petrol and diesel from tCO₂ of 984.2 in 2021-2022 to tCO₂ 613.27 in 2023-2024.

In our financial year of 2019-2020, our fleet was predominantly run on petrol or diesel, with only four vehicles being hybrid electric vehicles, whereas in 2023-2024, 49% of our fleet are EVs. We aim to increase this to 100% once a solution for electric run plant has been sourced.

In order to make our fleet 100% cleaner fuel, a solution for electric or hydrogen fuelled plant will be required. This is an area we will look to improve as soon as there is viable technology available.

REDUCING OUR HQ CARBON FOOTPRINT

In recent months we have revisited how to minimise the carbon footprint of our headquarters in Takeley, Essex, with newly implemented measures already proving successful.

However, across all our sites, emissions from electric usage has increased. We can attribute this in part to British Offsite's Horizon factory coming into full operation, with its state-of-the-art robots in a large factory environment, which necessarily require a lot of electricity. However, the 238 PV panels on the factory roof, equating to a 91.63 kWp array, generated 19% of the power used. We are in the process of calculating how these emissions are effectively offset with carbon savings, through the speed and efficiency of our build programmes and processes on site, and lower emissions from the highly insulated buildings our off site manufacturing system delivers.

An increase in EV charging at our offices has also contributed to increased electricity consumption and therefore emissions from electric. The tCO₂e for all offices from electric was 605.53 in 2023-2024 compared to 511.81 in 2021-2022 – but this is more than offset by our 38% reduction in tCO₂ emissions from fossil fuel – our head office PV panels generated 256.949 kWp of electricity.



Our approach to social responsibility



Land, planning and community engagement





Climate change is a material issue for our business, directly affecting the choices we make about the homes we build and the land we build on. We engage with our local communities on all the considerations, including climate-related issues.

CLIMATE RESILIENCE

Climate change is an ever-growing issue, with consequences for today, as much as for future generations. Increased sea levels will create a higher risk of flooding within the UK and higher global temperatures will increase the likelihood of overheating within homes.

Given these realities, we are committed to installing the suitable Sustainable Urban Drainage Systems (SUDS) in our developments to decrease the flood risk. To combat overheating, all of our homes comply with Building Regulations Part O, and where required mechanical ventilation has been installed to ensure adequate air changes within habitable living spaces.

< Bob Weston, Councillor Darren Rodwell (Leader of Barking and Dagenham Council) and colleagues celebrate the topping out of Be First affordable housing project at Town Quay, Barking – Spring 2024

100%

Percentage of properties sold in 2024 that were developed on brownfield sites

LAND USAGE

When we're buying land and planning new developments, we're very mindful of the land we're building on and the implications of how it will be used.

While there is a huge call for new homes, it's important we use the land we have considerably. The majority of our developments are on brownfield and heritage sites. Only some is greenfield development that we have very carefully considered.

Our focus is making the most of land that has already been built on, before we begin removing green spaces. Aligned with this is our tendency to build upwards rather than outwards to preserve the land area.

Although building on brownfield sites is a better use of land and better for our natural environment, it can often come with additional build costs, due to a higher risk of the land being contaminated. This must be considered and investigated prior to the commencement of work.



STAKEHOLDER ENGAGEMENT

We employ a variety of methods to engage with stakeholders, ensuring our processes are inclusive and accessible to all. Public exhibitions are organised to present our plans, gather feedback in person and offer the opportunity for open discussion with our team. For those unable to attend in person, we provide online access to project details through dedicated websites.

Physical models of our developments are created to give stakeholders a tangible and visually engaging representation of our vision. These tools are invaluable in allowing others to understand and provide constructive feedback.

Our work is underpinned by the principles outlined in the National Planning Policy Framework (NPPF), which emphasises the importance of involving all stakeholders within communities in planning decisions.

Paragraph 38 of the NPPF highlights the need for local planning authorities to approach development proposals positively and creatively, making use of the full range of planning tools to achieve outcomes that improve the economic, social, and environmental conditions of the area. Weston Group embraces this philosophy, actively engaging with local authorities and communities to ensure our developments contribute positively to their surroundings.

Statements of Community Involvement (SCI) are submitted as part of our planning applications. These documents outline how we have engaged with the public during the planning process, providing a comprehensive record of the timeline and methods of engagement as well as the feedback received.

This ensures that our efforts are both transparent and inclusive, encouraging collaboration between planning authorities, stakeholders, and the communities.

A recent example of this commitment is our partnership with Design South East on a community design forum for our plans to develop Anglia Square in Norwich. For this initiative, we invited local stakeholder groups to nominate representatives to participate in a series of discussions with our architects. These forums provided an open platform for dialogue, ensuring that all voices were heard and the community's input was balanced and meaningful. This collaborative process helped shape the project in a way that reflected the community's diverse needs and aspirations.

> Celebrating the opening of the local food store at Abbey Quay, Barking – Summer 2024



Working in partnership with Housing Associations

We pride ourselves on making sure our homes are available to people of all walks of life within the community we help to build.

As well as delivering private housing we also develop rented, shared ownership and Discount Market Sale in partnership with Housing Associations.

Ensuring that the communities we help build include homes accessible to everyone is important to our business and to the creation of sustainable communities. We approach our partnerships and developments with this goal in mind.

Wherever possible, all our homes are tenure blind, meaning irrespective of who is buying or renting them they all receive the same external and communal area specification and have the same access to the shared spaces we create.

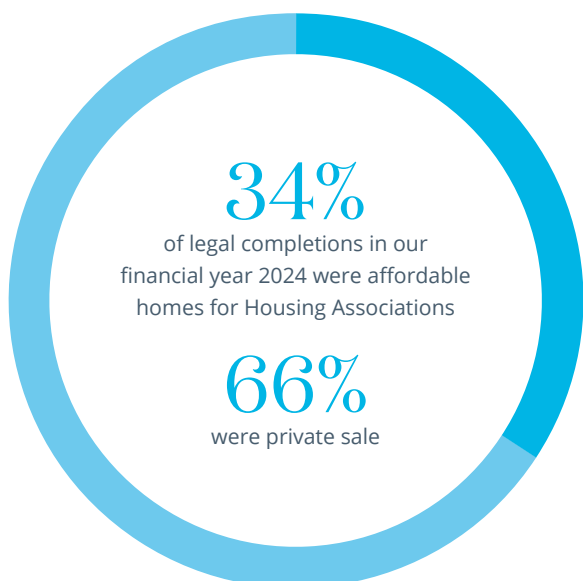
We work closely with our Housing Association partners to intertwine quality with affordability, helping to create communities with a diverse array of housing options.

Subject to the individual policies of the Housing Association we partner with at each site, occupiers of our affordable homes are offered the same sales journey and receive integrated appliances in the kitchen and bathroom, fitted wardrobes and flooring, and in most instances also enjoy private outdoor space in the form of a balcony or terrace.

All homes are built using our UNisystem MMC, meaning residents of all tenures enjoy the benefits of a highly insulated home and lower energy bills.



PERCENTAGE SPLIT BETWEEN AFFORDABLE HOME SALES AND PRIVATE SALES







Case study:

Sage Housing partnership at Abbey Quay, Barking



Enabling everyone to live well and feel good across the communities we help to build is a key principle at Weston Homes. The properties we build are tenure blind, with the same external and communal area finishes and access to shared spaces given to private home owners, shared ownership customers and social renters.

David Girling

Head of Partnership Development
Weston Homes

Weston Homes is working in partnership with Sage Homes to deliver a £350 million development including 136 Shared Ownership, 97 London Affordable Rent apartments and 132 Discount Market Sale properties, at the first phase of large-scale regeneration scheme Abbey Quay, in Barking, East London.

Winner of the 2024 Inside Housing Development Award for Best Partnership, the housing Weston Homes and Sage are delivering together is a pivotal step towards addressing the growing demand for affordable housing in the area.

Upon completion, Abbey Quay will emerge as a vibrant hub boasting over 1,000 tenure-blind new homes, complemented by retail and leisure amenities for everyone in the local area to enjoy.

Weston Homes' use of Modern Methods of Construction at the scheme, the BOS UNIsystem and BOS Fitout, offers a huge range of benefits to Sage, local residents and the community, minimising disruption, increasing the speed of construction, and delivering exacting standards of quality and insulation.

With its wide mix of housing options and tenure blind homes, Abbey Quay is redefining the narrative of urban revitalisation.

High-specification homes

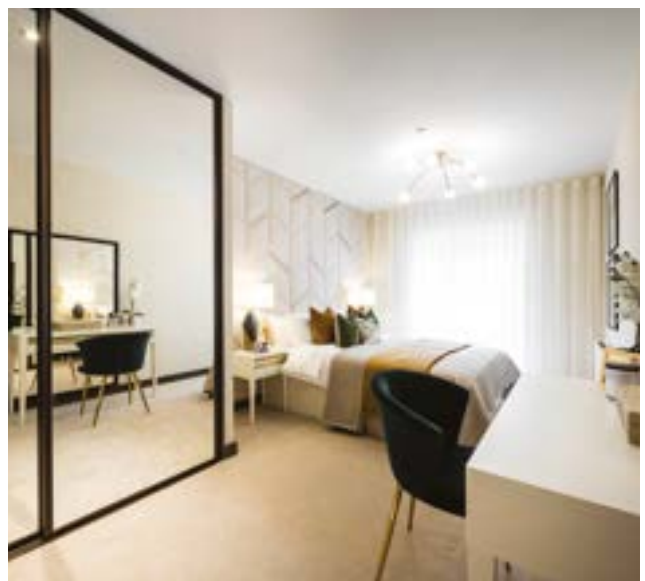
Our standard, all-inclusive high-specification offer, gives customers the very best at no extra cost. It means our buyers know exactly what they're getting for their money and keeps more in their pocket to put towards their deposit.

Kitchens have designer cabinetry, quartz stone worktops and upstands and integrated appliances including a fridge-freezer, washer-dryer, dishwasher and boiling water tap.

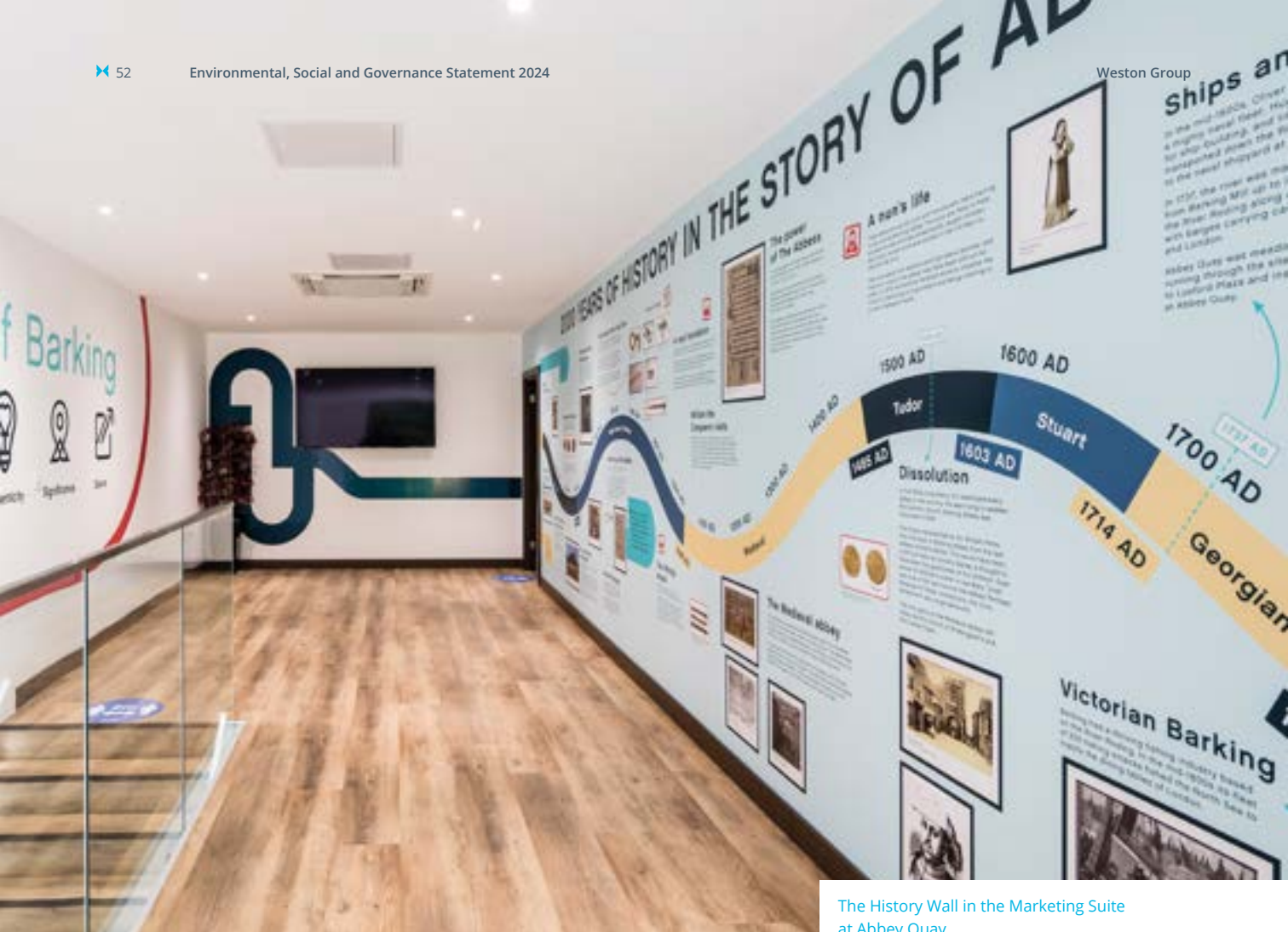
Bathrooms have eco-friendly smart showers and baths, de-misting smart mirrors and vanity units.

Flooring is included throughout, with strip flooring in living areas, carpet in bedrooms and tiled flooring in bathrooms. Generous storage includes a fitted wardrobe in the main bedroom. Access to high-speed broadband, video entry system, smoke and CO₂ detectors and a fire safety sprinkler system help to make life safe and convenient.

Customers also have a wide selection of wall tiles, kitchen fitting colours, fixtures and finishes to choose from to help make their home their own and we introduce them to the Modern Methods of Construction we've used to build their home. We explain the precision manufacturing involved and how this results in highly insulated, air tight homes that are good for the environment and affordable to run.







The History Wall in the Marketing Suite at Abbey Quay

Community engagement strategy

At the start of every development project, we take a close look at the community we're going to be building in and decide on the community engagement activities that are most appropriate. It will be community meetings, a newsletter or notice board, school talks and site visits, or a combination of other location specific approaches.

The communities in which we build are at the heart of what we do. We are enhancing our Community Engagement Strategies for every location in which we operate to reach the wide and diverse range of stakeholders across the community. Our aim is understanding all needs and expectations in order to obtain balanced perspectives and deliver developments that have widespread community support.



Children from St. Margaret's CE Primary School visiting Abbey Quay

Connecting with our local communities

As well as connecting with the communities surrounding our developments, we engage with the community around our headquarters in Takeley.

Employees often attend local schools for Apprentice Fairs and Career Talks to highlight opportunities to students and explain what a career within construction can involve, as well as the different roles available.

This activity is important for our business, as well as students, due to the aging workforce within the construction industry. Recent research revealed that 25% of the homebuilding workforce is aged over 50 and that for every 10,000 new homes our industry builds, 30,000 new recruits are required. Given this, we believe it's incredibly important to continue to engage with young people and promote our industry.

ENGAGING WITH YOUNG PEOPLE

In 2023, we attended 24 school events to promote careers in construction. We will continue to attend school events to engage with young people who could be the future of our industry.

We are committed to acting as the Enterprise Advisor for a local all-girls secondary school, The Hertfordshire & Essex High School and Science School. This role commits us to interacting with the students about careers.

Similarly, we are partnered with the Construction Youth Trust at both our Abbey Quay and Wood Green developments to inspire young people to get involved in the construction industry.



Case study: Cambridge Military Hospital Community engagement



Lucy Stauber, Sales Manager met Rt. Honourable John Harley,
Now Secretary of State for Defence at Gun Hill Park – May 2024

The renovation of Cambridge Military Hospital was a flagship scheme in the local area, one we were keen to engage with the community on.

We collaborated from the outset with Rushmoor Council and Grainger PLC, and appreciated the contribution of our subcontractors, who supported our community engagement vision with apprenticeships in the trades and surveying.

Our engagement plan included hosting a number of school visits from children in Reception/Year 1, up to young people in Year 10.

For the youngest children we incorporated the story of the 'Three Little Pigs' which they were learning in class. We were able to bring the story to life for them, by demonstrating what materials are used to build a secure home.

We also had the pleasure of partnering with Grainger PLC on a site visit for students from Samuel Cody School, which caters to young people with learning difficulties.

Our engagement work received recognition from Councillor Keith-Dibble who stated our commitment to hosting school visits, providing work experience, upskilling our workforce and creating 40% more than the target number of new jobs, provided significant social value over and above what was asked.

In May 2024, our Gun Hill Park development was selected as the location for the Labour South East launch of the Labour Party's Six First Steps, by The Right Honourable John Healey, now secretary of State for Defence. The same month Gun Hill Park was visited by The Right Honourable Alex Barker MP, then Labour candidate and now MP for Aldershot.



Helping first time buyers

We are determined to give today's generation of first time buyers the same opportunities for home ownership as previous generations and use our position as an award-winning homebuilder to raise awareness about the associated challenges and to influence public policy.

There are several reasons why we sell over half of our homes to first time buyers, including the vibrant locations where we choose to build, our all-inclusive specification, and the different ways we help first time buyers to get onto the housing ladder. We are also meeting growing expectations for responsibly built energy efficient homes.

We offer several schemes that can help first time buyers to get onto the housing ladder. These are in addition to shared ownership options provided at many of our developments in partnership with Housing Associations.

FIRST-TIME SECUREBUY

First-time SecureBuy is an exclusive Weston Homes scheme that gives first time buyers the opportunity to secure the property of their choice, at today's price, for just a £500 reservation fee and 5% exchange deposit. Should their financial circumstances change before they exchange contracts (around 4-6 months before completion) they can cancel and receive a full refund.

DISCOUNT MARKET SALE

Discount Market Sale is designed to help eligible people get onto the property ladder whilst still owning 100% of their new home. Buyers can save up to 30% on a new home at several of the Weston Homes developments including Tayfen Court in Bury St Edmunds, Abbey Quay in Barking and Dylon Riverside in Sydenham.

SUPPORT THROUGHOUT THE BUYING JOURNEY

Buying a new home off-plan, and the different steps of the buying process, can be particularly unfamiliar to first time buyers. We produce specific literature to help, covering everything from mortgaging and other financial support options, to living efficiently in their home once they've move in.





“

I looked at other places but the Weston Homes scheme came out as favourite. The homes looked good, modern and they were also the only company to include everything in the price and there were so many choices for the interior finishes. Everyone else made you pay for extras.

Laurie,
Weston Homes home buyer
Abbey Quay, Barking





“

I work in smart technology, and like other millennials I wanted a home that thought about the future. Weston Homes has the right idea. Because of the temperature controlled taps in the bathroom I have a nice, low water bill. Every little helps.

Nicolla,
Weston Homes home buyer
Watford Cross





Customer service and product quality

Our top priority is providing our customers with the best experience and ensuring they are happy living in our quality homes.

LISTENING TO AND SUPPORTING CUSTOMERS

Everyone in the Weston Homes team is trained to communicate directly with customers throughout the buying process, from first registering an interest in a development, leading up to the day they move in, until the end of the warranty period.

Our team understands the home buying process can be stressful and confusing and will provide as much guidance as needed both to first time buyers and those moving home.

Our company monitors and values customer feedback, both on the homes they've chosen and on the lifestyle those homes afford. Our aim is, and has been since Weston Homes was founded in 1987, to provide top quality, affordable properties designed to be homes for life.

COMPLIANCE WITH THE NEW HOMES QUALITY CODE (NHQC)

Weston Homes signed up to the NHQC to support this new voluntary code which aims to drive up the quality of new homes and to strengthen protection for customers.

CUSTOMER CHARTER

Our Customer Charter promises that we will be transparent with our customers:

- Provide them with updates throughout the build process
- Deliver detailed information about their homes and the site
- Share health and safety advice
- Inform them of all enquiries and complaints procedures
- Invite them for a demonstration of the features within their new home

CUSTOMER SATISFACTION SURVEY

Weston Homes' buyers are invited to share detailed and honest feedback on their new home, 6-8 weeks after moving in, via our In-House customer satisfaction survey. This is a great source of insight for our business to act on.

RESPONDING TO QUESTIONS AND COMPLAINTS

If customers do have queries about their new home or defects are identified, our Customer Care Team aims to address issues as efficiently as possible.

If, after correspondence with the Weston Homes Customer Care team customers are still unsatisfied, they have the opportunity to follow the NHQC Complaints procedure to gain further assistance.



94%

Percentage of customers in 2024 who completed an in-house survey who said they would recommend us to a friend

AWARDS AND REVIEWS

Each year we strive to win awards for our quality and customer service. In 2022, 2023 and 2024 we won Gold or Silver WhatHouse? Award for Best Medium Housebuilder.

We have won the First Time Buyer Magazine 'Private Developer of the Year' Award for three years running – for which we are particularly proud, as this is voted for by their readers.

We equally receive regular positive endorsements from our customers through TrustPilot. The end-to-end positive experience often gets remarked upon, such as this feedback in September 2024:

"I recently purchased a home from Weston Homes, and I couldn't be happier with my experience. From the very start, the sales team was incredibly professional and supportive, guiding me through every step of the buying process. They were always available to answer my questions and made me feel confident in my decision.

After moving in, the aftercare service has been outstanding. Any minor issues I had were addressed quickly and efficiently, making the transition to my new home smooth and enjoyable. The team genuinely cares about their customers, and it shows in their commitment to quality and service."



**3 years of
Best Medium
Housebuilder**



**3 years of
Private Developer
of the Year**



“

As a young couple, buying our first home was effortless. It was extremely reassuring knowing that we were able to purchase completely worry-free.

Federica and Tom,
Weston Homes home buyers

Laundry Works





Close collaboration on health and safety

On our sites we have multiple subcontractors working together at the same time, while we also need to look after the safety of our home buyers and the general public. Close collaboration and information sharing is key.



We have a highly qualified team leading the management of health and safety at Weston Group. Together, they have been fundamental in helping the Group achieve our high health and safety scores across every site in this reporting period – 94.6% average for each site in 2024, compared to 90.4% in 2023.

In addition to holding an extensive set of qualifications for all aspects of health and safety, the team also has a shared philosophy of continuous learning. This involves not only investigating incidents when they do occur, but understanding their causes in detail. Then disseminating findings to employees and subcontractors effectively, to prevent similar incidents happening again.

SITE INDUCTIONS AND TOOLBOX TALKS

All employees and contractors take part in a site induction when they start work on a site. This includes health and safety procedures, confirms that they have the relevant and necessary qualifications for the work they're doing, and that all relevant paperwork has been signed.

Toolbox Talks are a regular forum for sharing and answering questions on new or updated guidance on health and safety issues. They focus on a specific issue to make sure information is more easily absorbed and embedded. They are provided to all site and operations staff, as appropriate for their role.



TRAINING

All members of staff are required to undergo a training course for CIEH Foundation Health and Safety every three years, with senior managers and directors attending CIEH Intermediate Health and Safety Training.

Construction phase health and safety plans are prepared for all developments to comply with the requirements of the Construction Design and Management Regulations 2015.

These plans takes into consideration on site issues associated with the development and off site controls that will protect the health, safety and well-being of members of the public. Including traffic management plans, dust and noise control management plans, environmental management plans and site security.



OCCUPATIONAL HEALTH

When people consider building sites, most believe slips, cuts and falls to be the most common incidents, however one of the biggest areas requiring health and safety management is occupational health.

We have an in-house occupational health nurse who monitors the health of all employees but in particular those who are “high risk”. For example plant and crane operators, crane supervisors and manufacturing operatives at British Offsite.

Operating machinery and working in confined spaces can have an impact on posture, while regular continuous noise and vibrations, or inadequate heating or ventilation, can have other physical impacts. Regular monitoring helps to prevent issues and address any concerns before they escalate.

All our employees have access to the in-house occupational health nurse, trained mental health first aiders and to an Employee Assistance Programme (confidential counselling service).

Our occupational health service is in place to:

- Help maintain a healthy workforce
- Monitor the health of staff exposed to potential hazards
- Assess fitness of staff who carry out certain safety critical tasks
- Recognise team members who may need medical input when there are signs of ill-health
- Provide independent opinions and advice when staff are unable to work due to health problems
- Provide health promotion
- Ensure health and safety regulations are adhered to
- Work alongside the staff gym personal trainer in monitoring staff health.

94%

Average safety score
across our sites



REPORTING INCIDENTS

All our employees are encouraged to report any near miss incidents. Reporting of near misses allows us to review our processes and procedures and continue to manage control measures, to ensure employees are working in the safest environment and manner.

Similarly, when an incident or accident is reported the situation is assessed and reviewed in detail to understand the cause of the incident or accident. Procedures are then reviewed and amended as necessary to improve their safety and avoid any future reoccurrence.

Accident and incident reports can also be used to assess if individual employees require further training on certain procedures or if wider training is needed to make the workplace safer for everyone.



How are we improving



Our health and safety team retained the ROSPA Gold Award for the 18th consecutive year in 2024. After 15 years our Group was recognised with a ROSPA Order of Distinction for our continual high standards that demonstrated an unwavering commitment to protecting lives and set the benchmark for others.

ROSPA REPORT

The Group's ROSPA Report shows our health and safety statistics since 2019.

Slips, trips and falls on the same level have decreased from 12 in 2020 to three in 2023, and on average we only had 2.25 other reportable injuries per year from direct employees and one for contractors.

For direct employees, we have not had any reportable major/specified injuries, statutorily recordable injuries or reportable dangerous occurrences since 2019.

We will continue to work closely with our employees and contractors to ensure that they are working in a safe manner to avoid injuries.

HEALTH AND SAFETY EXPERTISE

The dedicated health and safety specialists within our business oversee health and safety on our construction sites and make sure we meet all regulatory requirements for health and safety. Continuous improvement is their constant mindset, with an aim to protect people beyond the expectations of regulation.

ENCOURAGING A HEALTHIER LIFESTYLE

We're committed to helping everyone within our business to live a healthy lifestyle. We offer an onsite gym with a personal trainer at our head office, a cafe with healthy eating options, plus several well-being services to support our employees. We are introducing more internal communication campaigns in 2025 to encourage greater adoption of these facilities and services.

Managing our supply chain

We meet all regulatory requirements for supply chain management and the protection of human rights, as well as working closely with our supply chain to source and manage both site personnel and materials responsibly.

HUMAN RIGHTS AND MODERN SLAVERY

We respect the human rights of all involved or affected by our business activities, including our employees, suppliers, sub-contractors, local communities and customers. We are legislated by the Modern Slavery Act 2015. We address these rights in our human resource policies, including the following specific policies: Modern Slavery Policy Anti-Slavery and Human Trafficking Policy.

WORKING WITH SMALL AND LOCAL SUPPLIERS

Using local and small suppliers not only reduces our Scope 3 greenhouse gas emissions through the reduction of travel but also supports the local economy. Where possible we aim to use local suppliers for our sites, however this is not always possible. We are always reviewing our suppliers lists to ensure we look at options of using more local or smaller suppliers.

RELATIONSHIPS WITH SUPPLIERS

We work hard to ensure that we create good working relationships with all our suppliers and that we celebrate their hard work. Each year we host the Weston Group Business Partner Awards to recognise the vital role our partners play across the business and to highlight outstanding performance across a number of key areas.

SCOPE 3 EMISSIONS WITHIN OUR SUPPLY CHAIN

As we work towards achieving Net Zero across all three scopes of greenhouse gas emissions, an emphasis is required on the Scope 3 (indirect emission from sources outside of our direct control) emissions that occur down the supply chain.

To understand the rest of our Scope 3 emissions we need to engage with suppliers, contractors and manufacturers to establish their emissions that relate to our work. It is important that they are also aiming to reach Net Zero within a similar time frame.



Motivating and training our team

We're committed to ensuring our team have the opportunity to learn, develop within their job role and progress in their career.

BUSINESS CONDUCT AND CULTURE

We aim to create an environment where people enjoy coming to work and feel safe doing so. Our Grievance Policy provides all employees access to a formal procedure which supports and facilitates the resolution of work related grievances as quickly, fairly and as transparently as possible. We fully support the right of all individuals to be treated with dignity and respect at work. Our Harassment and Bullying Policy supports this to protect our employees.

SKILLS TRAINING AND PROFESSIONAL DEVELOPMENT

Our strategy for training and development also ensures employees remain up to date with regulations affecting our industry.

TAILORED E-LEARNING SYSTEM AND LEARNING ACADEMY

We've designed our own tailored e-learning system and have a dedicated Learning Academy that offers face to face programmes throughout the year, many of which are Construction Industry Training Board accredited.

FUTURE LEADERS PROGRAMME

Our bespoke Future Leaders programme 'Accelerate' provides high potential employees opportunities to engage in a future-focused and strategic learning experience, including in-person workshops, 1:1 coaching sessions and other powerful programme elements designed to propel their development.

TRAINEE AND APPRENTICE PROGRAMME

The skills gap in the construction industry has been widely reported. We require new talent to join continuously to replace an ageing workforce and ensure we have the skills to deliver.

To address this workforce challenge, our company invests heavily in trainee programmes that allow the next generation to join the industry while also studying to support their development. Each trainee is given a dedicated career pathway which includes substantial on the job training, as well as technical guidance to aid their learning and help them succeed in achieving their qualifications.

DIVERSITY

Our Equality and Diversity Policy is a central pillar of our people strategy, alongside nurturing a positive culture and creating professional development opportunities for all employees.

As detailed in our Equality and Diversity Policy, we are committed to fair and equal treatment of all employees and job applicants, irrespective of age, disability, sex, gender, race, sexual orientation, religion or belief, or whether they are married, in a civil partnership, pregnant or on maternity leave. Our fair and equal treatment applies to employees who are part time workers as well as to those on a fixed term contract. Within our workforce we have people of different genders and from diverse ethnic backgrounds.

Components of our trainee programmes



Fully funded qualifications including BTEC, HNCD & Degree studies



Competitive salary with healthy incremental increases year on year



Structured plan for your progression



Practical experience



On the job training



Personal development workshops



Employee incentives

Weston Group provides an exceptional set of benefits and rewards to employees.

HEALTH AND WELLBEING

To encourage healthy lifestyles and wellbeing, all employees have access to free onsite gym facilities that are available 24/7, along with free health checks which include personalised gym programmes and healthy lifestyle sessions.

Employees also have access to an In-House Occupational Health Nurse, trained mental health first aiders and an Employee Assistance programme – a confidential counselling service. Employees also have the choice of opting-in to private healthcare for themselves, partners and children up to the age of 25.

"Weston Group take the health and wellbeing of their workforce seriously. Through the collaborative efforts of both the Gym Team & Occupational Health, we are able to lead by example. Regular health screenings, gym programming, and 1:1 time with our Personal Trainers, form just part of how Weston Group take both a personal and proactive approach to the long term health of their teams."

Tom, Personal Trainer to the Weston Group

REWARDS AND RECOGNITION

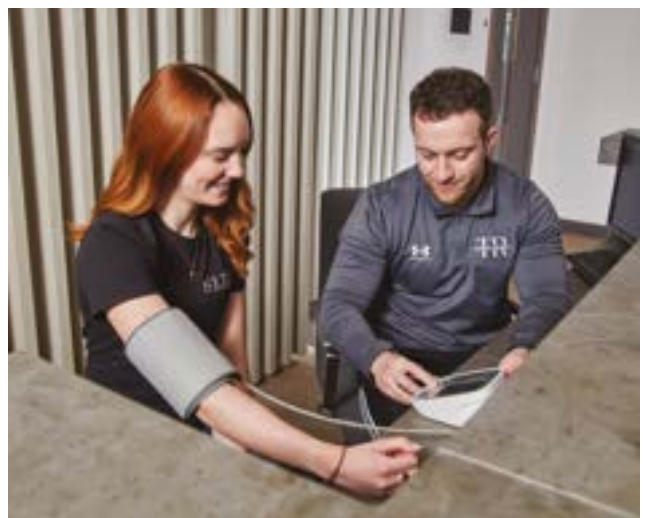
Progression and hard work are recognised through our range of Rewards and Recognition schemes, including discretionary annual bonuses, our Accelerating Achievement Scheme (a site management performance bonus), long service rewards, Employee of the Year awards, Health & Safety Awards and many social events throughout the year.

FINANCIAL AND LIFESTYLE

These benefits include electric car or car allowance (role dependent), generous pension contribution of up to 12%, enhanced maternity/paternity pay, life cover up for to 4 x salary and much more.

LONG SERVICE AWARDS

For every 5 year of service, an employee receives 2 days extra holiday per year, a 1% increase in employer pension contribution, a holiday voucher and a health assessment (Nuffield Health).



Case studies:

Xanthe Davis - Site Manager

Abbie Simpson - Head of Land



XANTHE DAVIS, SITE MANAGER

I am in my last year of the site management apprenticeship scheme at Weston Homes, I did not have any previous experience in the construction industry.

However I always knew I wanted a career in an industry that meant every day was different and I didn't have to sit at a desk all day. I have always loved sports and being outside and around people so this role is perfect for me.

There are so many benefits of the trainee programme, including higher education paid for by the company, learning on the job, and many more. For anyone looking to join the trainee programme or apprenticeship scheme at Weston Homes, my advice would be to go for.



ABBIE SIMPSON, HEAD OF LAND

The industry is fast-moving and there is never a dull moment with every day bringing new challenges and opportunities; I feel privileged to love my job and proud to work for Weston Homes.

Joining Weston Homes on the apprenticeship programme was the best decision I made for my career. With invaluable support through my degree and Professional Accreditation with RICS, I was able to earn while learning, avoiding student debt.

The practical experience, combined with academic learning, helped me achieve top grades and excel at university. The mentorship I received provided additional guidance, helping me grow professionally. Now, in my tenth year, I've progressed from trainee to Head of Department. I highly recommend this programme to anyone looking to build a successful career without the burden of full-time study.

Our charitable activity

Every year we contribute significant amounts of money to charities and sponsorships to support our communities. Engaging with charities is hugely important to us.

£3.5m

We have contributed more than £688,000 in annual donations and sponsorships, totalling £3,441,523.90 between 2019 and 2023

ST CLARE HOSPICE

Our main sponsorship charity is St Clare Hospice, a local charity that works across West Essex and the East Hertfordshire border. The hospice provides free, compassionate care and support to adults who are living with a life limiting illness, facing the end of life or experiencing bereavement.

We support this charity through annual fundraising, predominately at our Annual Golf Fundraising Day, through employees volunteering at the St Clare Hospice charity shops, and via donation stations at our offices. The Annual Golf Fundraising Day on average raises over £135,000 to be donated to St Clare Hospice.

"The partnership between Weston Homes and St Clare Hospice is hugely important to us. Weston Homes have supported the hospice for years and raised such a lot of money so we can continue to deliver vital care services to local people. Through golf days, marathon runs, Christmas jumper days and volunteering in our shops, the Weston Homes staff and management really support St Clare Hospice. We are so grateful."



Sarah Thompson,
CEO of St Clare's Hospice

SPONSORSHIP

In addition to charitable contributions, we also sponsor a range of sporting teams and events. These include, but are not limited to, the following:

- Saint Francis House
- Peterborough United Football Club
- Daniel Field – Head Professional at East Herts Golf Club
- The Kia Oval – Club sponsor at Surrey's County Cricket Club
- Takeley 10K Run and Fun Day
- London Borough of Barking and Dagenham Summer of Festivals
- Great Dunmow Soapbox Race
- Willow Foundation
- Clacton Rally Team
- Broomfield Lions Under 11's Team

ENGAGING OUR COLLEAGUES

All employees are encouraged to get involved with supporting our charitable events and sponsorships. All employees are entitled to two days paid time off to volunteer. Many of our employees also complete sporting challenges to raise money for charity, including the London Marathon, Sky Dives and the Three Peaks Challenge.

HOW ARE WE IMPROVING?

We strive to continue to improve our donations and sponsorships to ensure that we are supporting charities and our local communities.



Our approach to governance



Governance and Ethics

We have a clear governance structure and defined roles and responsibilities at every level of the business.

OUR BOARD

Our Directors come from a wide range of backgrounds in the property sector and beyond, and each brings a rich set of skills and expertise to the team. This wealth of combined experience ensures that we can consistently deliver great service across all elements of our diverse portfolio of projects.

Our board is:

Bob Weston, Chairman

Peter Gore, Chief Executive Officer

Suzanne Aplin, Group Sales and Marketing Director

Stephen Bickel, Group Administration Director

Jane Stock, Group Organisational Development Director

Stuart Thomas, Group Finance Director

Martin Chapman, Non-Executive Director

Andrew Taylor, Non-Executive Director

WESTON HOMES BOARD

Russell Hatton, Technical Director

Steve Hatton, Development Director

Oliver Haynes, Finance Director

Kevin Matthews, Commercial Director

Gary Newsome, Divisional Managing Director

Sean Ruane, Sales Director

Les Trott, Quality Assurance and Customer Service Director

Shaun Weston, Managing Director, British Offsite

Silvio Petrasso, Managing Director,
Stansted Environmental Services

Richard Kuyper, Managing Director,
Weston Business Centres And Weston Logistics

ETHICAL BEHAVIOUR

All employees within the group are expected to behave and conduct themselves in an ethical manner. The expectation of ethical behaviour of our employees is outlined in our Anti-Bribery & Corruption Policy which is accessible to all employees.

OPERATING WITHIN THE LEGAL/REGULATORY ENVIRONMENT

Our Compliance, Risk and Systems team have a risk register that identifies, assesses and records potential risks and defines how we should best respond to them. The register is in constant review, relative to new laws and regulations, and in response to latest insights and innovations, to ensure we react quickly and appropriately to regulatory changes, as well as new opportunities for effective risk management. In 2021 the new Homes Quality Board published its New Homes Quality Code as the new code of practice for the house building industry. This aims to drive up the quality of new build homes and strengthen protections for customers. Weston Homes is a registered developer with the New Homes Quality Code.

LITIGATION RISKS

Following the tragedy of the Grenfell Tower fire, Weston Group has committed to take responsibility for performing and funding remediation and/or mitigation works to address life-critical fire-safety issues on all our buildings of 11 metres and above in England that we have developed or refurbished. This has been addressed in our Pledge Letter to the Department for Levelling Up, Housing & Communities: April 2022.



DATA SECURITY

At Weston Group Plc, we are committed to maintaining the highest standards of data security and regulatory compliance. We recognise the importance of protecting sensitive information and ensuring that all data is handled responsibly, securely, and in line with relevant laws and regulations.

To achieve this, we have implemented comprehensive **internal policies and procedures** that govern data handling, storage, and processing. These policies are regularly reviewed and updated to align with evolving regulatory requirements and industry best practices.

We enforce **strict access controls**, ensuring that only authorised personnel have access to sensitive data. By employing role-based permissions, encryption, and secure authentication measures, we mitigate the risk of unauthorised access or data breaches.

Continuous **staff training and awareness programmes** are integral to our approach. We provide regular training sessions to ensure all employees understand their responsibilities in maintaining data security and compliance. This includes best practices for data protection, recognising security threats, and adhering to company policies.

Additionally, we conduct **routine audits and monitoring** to assess compliance with regulations such as the UK GDPR and the Data Protection Act. Our proactive approach enables us to identify and address potential vulnerabilities before they pose a risk.

Weston Group – An influential ambassador in our sector

Bob Weston and the Weston Group Board actively seek engagement opportunities with representatives across industry and the political spectrum, to provide input into debates and thought leadership on areas relevant to the Weston Group and the wider industry.

Recent highlights in our political engagement calendar

14TH SEPTEMBER 2023

Cinnamon Club Dinner hosted by Weston Homes at the House of Commons. Attended by **Ben Everitt MP**, Chair of the All-Party Parliamentary Group for Housing Market and Housing Delivery & Member of the DLUHC Select Committee.

OCTOBER 2023



The Rt Hon James Cleverly MP, then Member of Parliament for Braintree and Secretary of State for Foreign, Commonwealth and Development Affairs, toured the British Offsite Horizon factory in Braintree as part of the official launch and opening activities for the factory. The tour emphasised the environmental benefits of MMC and the principle advantages of offsite construction and we were complemented on the combination of high tech robots and skilled trades people, working together to drive efficiencies.

15TH NOVEMBER 2023

House of Lords Dinner (supported by Weston Homes). Attended by **Lee Rowley**, then Housing Minister and Lord **Dominic Johnson** (Minister of State in the Department for Business and Trade).

JANUARY 2024

Labour East Reception Weekend for candidates and representatives across Bedfordshire, Essex, Cambridgeshire, Hertfordshire, Suffolk and Norfolk, sponsored by Weston Homes – attended by Bob Weston and Steve Hatton (Planning and Design Director).

Labour Business Networking Dinner attended by numerous shadow ministers and candidates for local seats – attended by Bob Weston and Steve Hatton.

APRIL 2024

Q&A event on partnership with business with then **Shadow Business Secretary Jonny Reynolds** attended by Bob Weston.

MAY 2024



Following Keir Starmer's '6 Steps' manifesto launch on 16th May, then **Shadow and now Defence Secretary John Healey MP** selected Weston Homes' Gun Hill Park in Aldershot as the backdrop for the local Labour manifesto launch.



Baroness Taylor of Stevenage visiting British Offsite, December 2024

SEPTEMBER 2024

Labour Party Conference attended by Bob Weston, Steve Hatton and Suzanne Aplin. Bob spoke at the **Labour YIMBY** launch rally.

Weston Group sponsored publication of 'Get Britain Building' produced by the **Labour YIMBY group**, which was distributed to every Member of Parliament and civil servants in relevant roles. The publication includes a diverse range of views across the housing spectrum, with the objective of identifying and suggestion potential solutions to the many and varied reasons for the current lack of delivery of housing across the country.

OCTOBER 2024

Suzanne Aplin spoke at the parliamentary launch of the **Labour YIMBY** agenda at the Palace of Westminster.

Weston Group hosted drinks and Q&A event at the House of Commons, attended by **Lord Bailey of Paddington (Member of the London Assembly)** and **Lord Charles Banner KC**.

NOVEMBER 2024

Weston Group hosted a reception and dinner at the House of Lords, attended by **Baroness Taylor of Stevenage** and **Chris Curtis, MP** and leader of **Labour Growth Group**.

DECEMBER 2024

Baroness Taylor of Stevenage visited British Offsite factory in Braintree. As the **Member of the House of Lords' representing the Ministry of Housing, Communities and Local Government**, Baroness Taylor has expressed significant interest in the role that MMC can play in helping to deliver the Government's objective to build 1.5 million new homes during the current parliament. This visit resulted in Bob Weston taking part in an MMC round table event hosted by Baroness Taylor in February 2025.

CONTRIBUTING TO POLICY MAKING

Throughout the year, Weston Group actively contributed to the **Department for Levelling Up, Housing and Communities' Consultations on Brownfield Development, the Accelerated Planning System Consultation** and the inquiry on improving the home buying and selling process in England.

Governance statistics

Board of directors

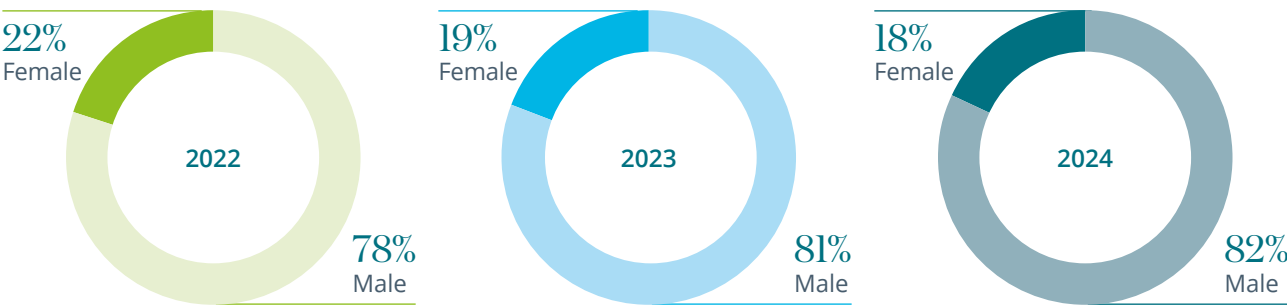
NUMBER OF DIRECTORS

	2022	2023	2024
Executive Directors	18	16	14
Independent Non-Executive Directors	4	4	3

AVERAGE TENURE OF BOARD OF DIRECTORS

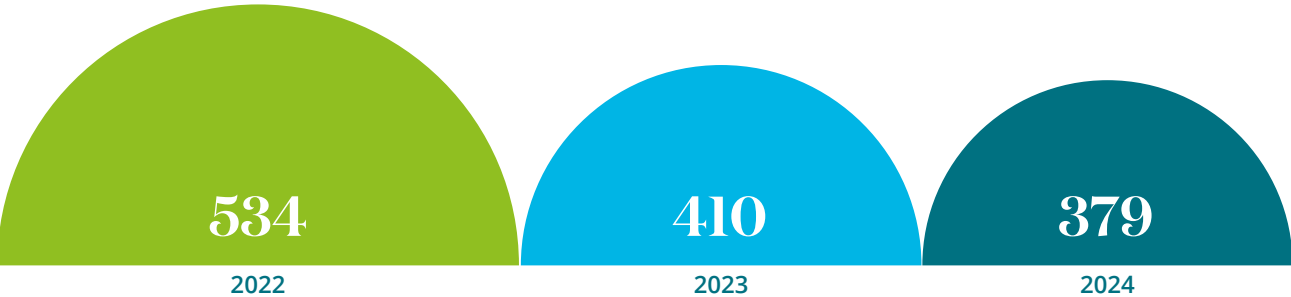


BOARD OF DIRECTORS GENDER SPLIT

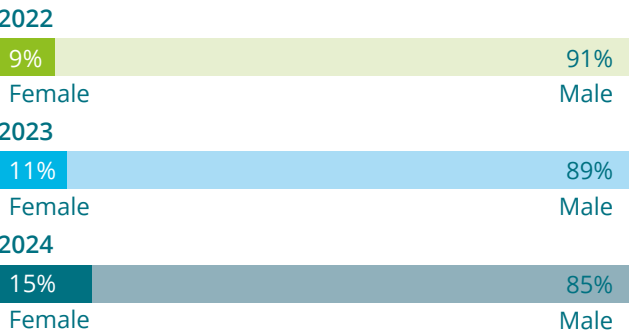


Employees

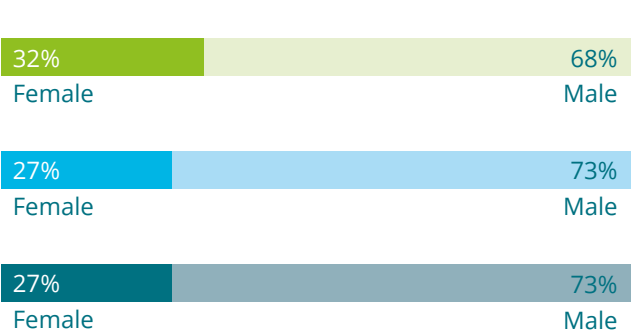
TOTAL EMPLOYEES



NON-BOARD SENIOR MANAGEMENT GENDER SPLIT



TOTAL EMPLOYEES GENDER SPLIT



Sustainability & Social Value Targets

ENERGY AND GREENHOUSE GAS EMISSIONS

- Net Zero across Scope 1, 2 and 3 GHG emissions by 2040
- Targets to be set for our contractors and suppliers to align their Net Zero targets with ours
- Undertake analysis of the Whole Life-Cycle Carbon emissions for our properties
- Electrification of remaining fossil-fuel using fleet vehicles (plant / vans) as soon as commercially viable alternatives enter the market

EFFICIENT WASTE MANAGEMENT AND RESOURCE USAGE

- Start monitoring our business water usage from 2025 to measure which areas have greatest use
- Work towards a circular supply chain with zero waste by 2050

SUSTAINABLE, LOW CARBON HOUSING

- 100% of our new build high rise apartments to be built using our UNIsystem
- 100% of our new build homes to be provided with renewable energy sources by 2025
- Increase output of British Offsite factory to deliver 4,000 homes using the UNIsystem by 2030

COMMUNITY CREATION AND PLACEMAKING

- Enhanced Community Engagement Strategy for every new development from 2025
- Enhance our market research activity to include post-occupation analysis of resident interaction with their new home and new surroundings, to introduce a learning cycle from 2025



SOCIAL VALUE, COMMUNITY AND POLITICAL ENGAGEMENT

- To recruit further young people into the property industry via our Trainee Scheme, to maintain a minimum of 5% of trainees in our workforce every year.
- Continue our policy of creating tenure-blind communities to enhance the social inclusivity of our developments
- Continue our policy of actively engaging with key political figures and organisations to positively influence the wider discourse around delivering more housing, and in a socially inclusive way

GREEN SPACES AND BIODIVERSITY

- Provide community spaces to each development, such as the creation of roof top gardens on apartment buildings or designated green spaces designed for people to enjoy on sites where space allows
- All new submitted planning applications to demonstrate minimum 10% biodiversity net gain (BNG) from 2024
- To continue our land buying policy of 'Brownfield-first' wherever viable, to ensure our home building is adding intrinsic BNG through the redevelopment of previously industrial or other dis-used buildings



Springfield Park, Maidstone

