




# SUSTAINABILITY STRATEGY

September 2024



A man and a woman are working together to arrange greenery in vases. The man, on the left, is wearing a light-colored sweater and is focused on his work. The woman, on the right, is wearing a dark top and a watch, and is also focused on her work. They are both using scissors to trim the greenery. In the background, another person is visible, and the setting appears to be a modern, well-lit interior space with large windows and pendant lights.

Uplifting places where  
people can flourish





Belonging is the destination, Change is the journey.

We are not a sustainable company, as we don't have all the answers – **yet**.

Strata is shaped by people that are open and honest but not afraid to explore and challenge received wisdom. Above all else they want to count and they want to contribute.

We are working hard to reduce our environmental impact and improve our sustainability performance. We want to be transparent and share with you our progress along the way.

This book details our collective efforts to create uplifting places where people can flourish and everyone feels a sense of belonging. It is our hope that this work will help foster a more inclusive and kinder world for all of us.

If we want to see change, we must be actively focused on it. We are committed to meaningful and measurable change in the lives of our team and in the communities in which we work.

This year we published a first Sustainability Strategy which has now developed into a roadmap with 40 tangible targets. These commitments will help us focus and structure our work in the areas that will have most impact.

And we have started to share insights and knowledge with our team and have encouraged them to work together to embrace the exciting changes to come.

We believe that working to do things better just makes sense: Being truly sustainable isn't a choice for us, we know that it is wedded to our future success.

We are committed to continuous improvement and adapting to an ever evolving world. There is still much to learn and unlearn but, with focus and dedication, we'll achieve impactful and sustainable change. We look forward to sharing our progress with you.

With gratitude and a deep sense of hope for the future.

Gemma Smith, CEO



# Our Purpose

We're a family-run business with over a century of rich history, and we're believers in change.

We believe that while homes may be our legacy, it is the people who live in them that truly matter to us. In putting people at the heart of what we do, we can ensure that as a team we are designing homes that are mindful of the planet and its resources, while creating healthy, inclusive and resilient communities that can in turn improve the lives of generations to come.

Our sustainability framework reflects who we are at the core, putting human connection, and our responsibility to the planet first. We have created meaningful and measurable actions that will allow us to deliver **Outstanding Homes for Happy Customers and Thriving Communities**, the focus areas that form the building blocks of our vision for a sustainable future.



# Our Vision

To become the market leading customer experience homebuilder underpinned by our sustainability and social purpose credentials.



# Our Priorities

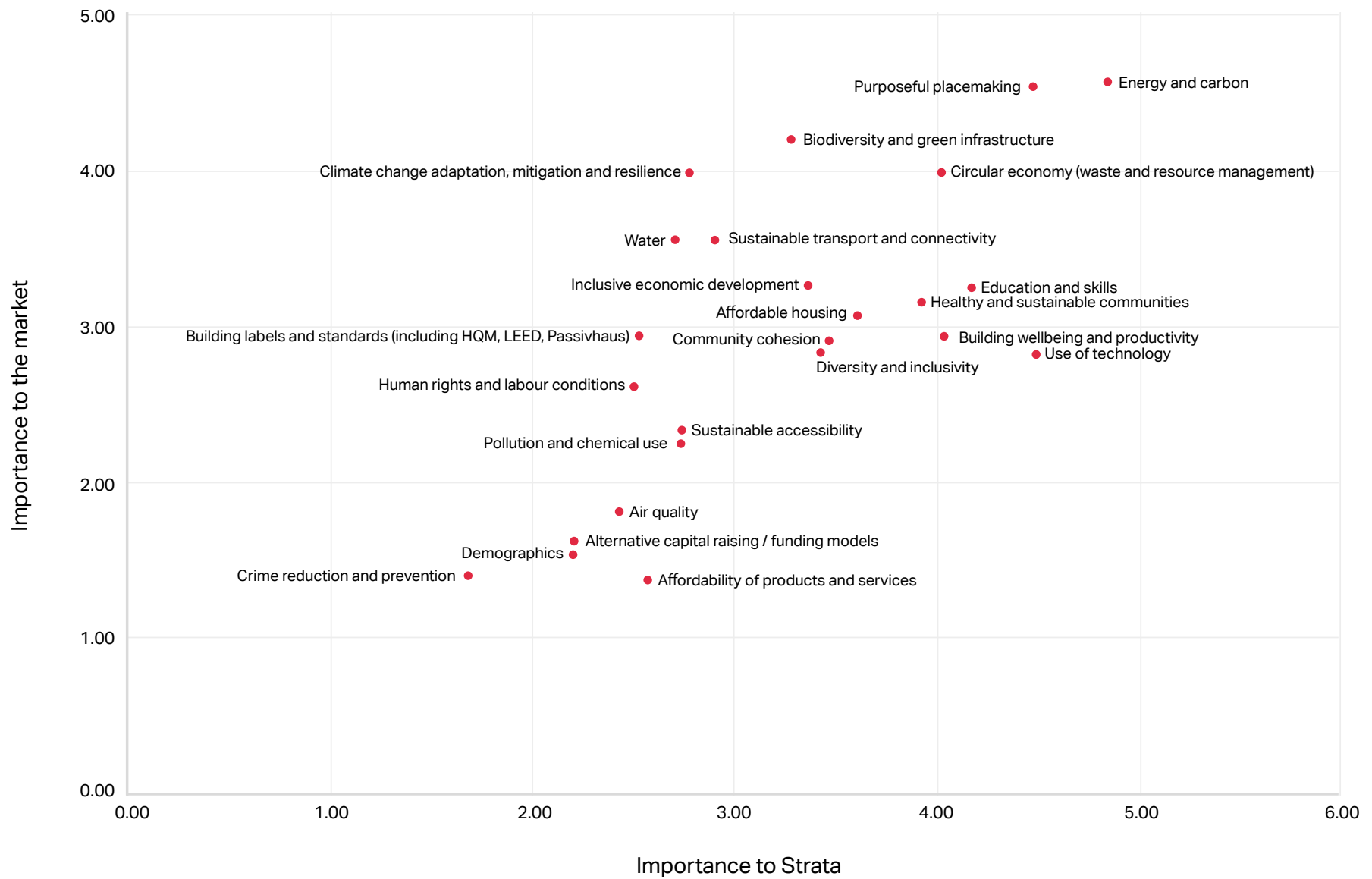
Towards the end of 2022 we created a materiality matrix, this formed the basis of our wider sustainability strategy.

In line with our values of being a responsible homebuilder, the matrix provides an opportunity for us to systematically, methodically and robustly understand which topics we control, and which have an impact on the social and environmental value for our customers, team and wider communities.

To remain open and honest, we have created a set of KPIs that will allow us to track and report on our progress against our targets and each of the significant areas identified in our materiality matrix. All of our targets are further aligned to our reporting year that runs from July to June each year.

Our full list of KPIs can be viewed in the appendix on page 64.





# Our Commitments

## Foundational Enablers & Catalysts

Pages 10-21

We will establish a Sustainability Committee, chaired by Gemma Smith, our CEO to have oversight and overall responsibility for sustainability at Strata, including the implementation and reporting of policies, procedures and actions that support the delivery of our targets.

## Happy Customers

Pages 22-31

We will create a set of sustainable design standards and build homes which promote the health and wellbeing of customers, through natural light, indoor air quality, active design, water quality, and access to nature.

## Outstanding Homes

Pages 31-45

We will be net zero carbon operationally by 2030, designing and delivering resilient homes in a way that reduces wastes, inefficiencies and our impact on the environment.

## Thriving Communities

Pages 46-62

We will establish and practice a flexible and holistic approach to community cohesion and measure our social impact.







# Foundational Enablers & Catalysts

Putting the foundations in place to ensure that we are equipped to deliver our sustainability ambitions in an open and honest way that you can trust.



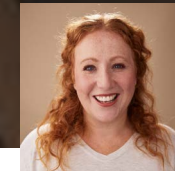




# 1 Material Issue

## Robust Governance

Responsibility



Gemma Smith  
CEO

Not started In progress Complete

### Target

Establish a working committee focused on sustainability by end of FY 2022.

### Context

While our team are at the heart of everything we do, we also understand the need to establish a top-level committee consisting of a diverse mix of key decision makers within the business who have ultimate responsibility for our sustainability strategy and to drive change and embed sustainability across everything that we do.

### Key Actions

- Establish governance structure to formalise committee objectives, responsibility, membership and meeting frequency.
- Schedule and minute quarterly meetings to review progress against our sustainability targets and KPIs.

### KPI(s)

- Board approved governance structure
- Meeting frequency & attendance per annum

### Stakeholders

- Team

### Sustainable Development Goals

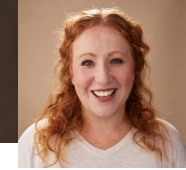




# 2 Material Issue

## Policies and Procedures

Responsibility



Gemma Smith  
CEO

Not started In progress Complete

### Target

Publish a sustainability framework that sets out targets, and KPIs by the end of FY 2022.

### Context

To continue to drive our sustainability journey forward, we want a formalised framework that outlines our ambitions, and how we plan to achieve them. Summarising our approach gives the team something to aim for and ensures that we are held accountable for our actions.

### Key Actions

- Create a sustainability framework that is signed, dated and board approved and in the public domain.

### KPI(s)

- Sustainability framework in the public domain

### Stakeholders

- Customers
- Community
- Supply Chain
- Team

### Sustainable Development Goals



# 3 Material Issue

## Policies and Procedures

Responsibility



Gemma Smith  
CEO

Not started In progress Complete

### Target

Integrating sustainability into the wider business by the end of FY 2022.

### Context

Sustainability is already a huge part of what we do, embedding this as part of the Strata vision further strengthens our business and demonstrates our commitment to people, their communities, and the plant.

### Key Actions

- Integrate sustainability into the overall company vision.

### KPI(s)

- Sustainability statement in public domain

### Stakeholders

- Customers
- Community
- Supply Chain
- Team

### Sustainable Development Goals

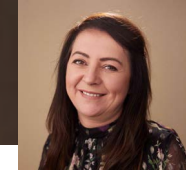




# 4 Material Issue

## Policies and Procedures

Responsibility



**Sara Page**  
Group Procurement Manager

Not started In progress Complete

### Target

Implement a Sustainable Procurement Policy in FY 2023.

### Context

To achieve our vision of creating uplifting places where people can flourish, we need to go on a journey to understand and influence the impact that we have on the environment, society and local economies; taking our suppliers on this journey with us will ensure that across our entire supply chain we are leaving behind a positive legacy that we are proud of.

### Key Actions

- Develop a Sustainable Procurement Policy that addresses responsible sourcing and the environmental impact of materials as well as social impacts including modern slavery, prompt payment and living wage payment.
- Engage with suppliers to upskill and align to Sustainable Procurement Policy.
- Audit the Sustainable Procurement Policy annually.

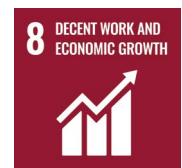
### KPI(s)

- Published Sustainable Procurement Policy
- % of suppliers engaged with policy implementation
- Number of audits completed
- % compliant suppliers

### Stakeholders

- Supply Chain

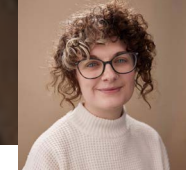
### Sustainable Development Goals



# 5 Material Issue

## Impact Measurement & Reporting

Responsibility



Elsie Hargate  
Sustainability Manager

Not started In progress Complete

### Target

Identify and implement a system for collecting company (site & office) performance data in FY 2023.

### Context

We believe in being open and honest with everything we do, including our sustainability performance. This is why we plan to implement a system to collect environmental and social performance data across all Strata operations that will help us to track our progress and improve our performance.

### Key Actions

- Identify & onboard ESG data system.
- Identify environmental and social metrics, data sources and responsibility.
- Collect energy, carbon, water, waste, and social impact data and establish a baseline based on 1-year of performance data.

### KPI(s)

- ESG data system onboarded
- % of metrics identified and mapped
- % of data recorded within ESG data system

### Stakeholders

- Supply Chain
- Team

### Sustainable Development Goals

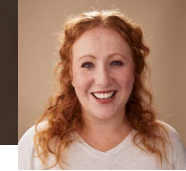




# 6 Material Issue

## Impact Measurement & Reporting

Responsibility



Gemma Smith  
CEO

Not started In progress Complete

### Target

Publish first Sustainability Report in 2023.

### Context

Communication is key to ensuring that everyone feels confident in Strata and our ability to realise our ambitions. Our annual report will communicate our progress against our targets, including the improvements we have made, the wins we have achieved as well as the areas where we have not performed as we expected and what we plan to do about these challenging areas, allowing you to join us on every step of our journey.

### Key Actions

- Publish sustainability report in 2023, focusing on performance against targets, KPIs and industry benchmarks for sustainability issues.

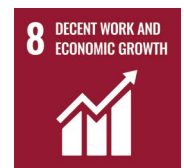
### KPI(s)

- Report published

### Stakeholders

- Customers
- Community
- Supply Chain
- Team

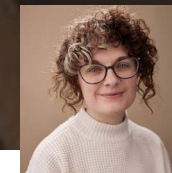
### Sustainable Development Goals



# 7 Material Issue

## Risk Management (including climate change adaptation, mitigation, and resilience)

Responsibility



Elsie Hargate  
Sustainability Manager

Not started In progress Complete

### Target

Create and integrate a risk register into decision making processes and operations in 2023.

### Context

Risk is something that we all interact with and manage everyday however, to further strengthen and future proof our homes and business we have integrated climate, environmental and social sustainability risk identification and mitigation into wider business processes to ensure that we are addressing and managing risk to create future proof and resilient communities.

### Key Actions

- Identify climate, environmental and social sustainability risks and their potential impacts.
- Integrate mitigation actions throughout Strata processes.
- Include Risk Register as a standing agenda item at quarterly Sustainability Committee meetings.

### KPI(s)

- Risk Register published
- % risk items incorporated into business processes

### Stakeholders

- Team

### Sustainable Development Goals

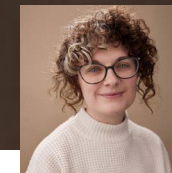




# 8 Material Issue

## Technology, Partnerships and Research & Innovation

Responsibility



Elsie Hargate  
Sustainability Manager

Not started In progress Complete

### Target

From FY 2023, participate in innovation and collaboration projects and conduct 2 research projects on either environmental or social sustainability each year.

### Context

We don't yet have all the answers to help us achieve our sustainability vision, we do however know that innovation and collaboration is key to finding these solutions. Collaborations will focus on improving the environmental and social impact of our homes and operations, creating benefit for our customers, communities, suppliers, and team members.

### Key Actions

- Identify the challenges and priorities of Strata and our key stakeholders.
- Allocate annual budget to research and innovate.
- Undertake research projects and report outcomes.

### KPI(s)

- Research outputs per annum

### Stakeholders

- Customers
- Community
- Supply Chain
- Team

### Sustainable Development Goals



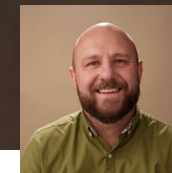




# 9 Material Issue

## Technology, Partnerships and Research & Innovation

### Responsibility



Mark Leaf  
Pre-Development Director

Not started In progress Complete

### New Target

By 2030, 30% of total completed units to be built using Category 2 Modern Methods of Construction, reporting progress annually.

### Old Target

From 2024, target at least 10% of completed units to be built using modern methods of construction and report the percentage each year.

### Context

The Modern Methods of Construction have played a crucial role in shaping Strata's sustainability journey to date and we believe that by increasing the proportion of timber frame MMC homes across our developments we can continue to have a positive impact on communities, the wider industry and the environment.

### Update Justification

Under the current MMC definitions we have already exceeded this target, while we are proud of our progress to date, we want to ensure that our strategy is driving us to do better. Our new target will focus on the categories of MMC where that aren't currently embedded as standard at Strata.

### Key Actions

- Increase the proportion of MMC homes across Strata developments.

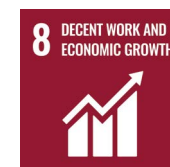
### KPI(s)

- % of MMC homes (Categories 1-5) per annum
- % of MMC homes (Category 2) per annum
- Total % of MMC homes (Category 2) from 2021-22

### Stakeholders

- Supply Chain
- Team

### Sustainable Development Goals



# Happy Customers

Designing homes for healthy hearts and minds whilst promoting nature  
and enabling wholesome lifestyles






# Material Issue

## Biodiversity & Green Infrastructure

Responsibility



Claire Linley  
Planning Director and Chair  
of Biodiversity & Nature Working Group

Not started In progress Complete

### New Target

By FY 2024, create and publish Strata’s Biodiversity & Nature Policy to establish and practice a flexible and holistic approach to biodiversity and nature that supports and enhances local ecosystems and community access to nature.

### Old Target

Establish and practice a flexible and holistic approach to biodiversity & nature by 2024.

### Context

Nature provides us with a variety of ecosystem services that us, our customers, communities, and suppliers rely on to thrive and enjoy a good quality of life. We will create a culture that protects nature so that it can in turn continue to look after us.

### Update Justification

While the outcomes of this target remain the same, we wanted to create a measurable target that clearly outlines the approach we plan to take to promote biodiversity and nature.

### Key Actions

- Establish a Biodiversity & Nature working group.
- Publish & implement Strata’s Biodiversity & Nature Policy.

### KPI(s)

- Meeting frequency & attendance per annum
- Biodiversity & Nature Policy published
- Social Value delivered via biodiversity initiatives

### Stakeholders

- Customers
- Community
- Team

### Sustainable Development Goals

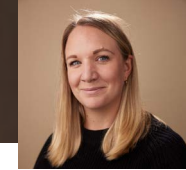




# 2 Material Issue

## Biodiversity & Green Infrastructure

Responsibility



**Claire Linley**  
Planning Director and Chair  
of Biodiversity & Nature Working Group

Not started In progress Complete

### New Target

Reinforce the biodiversity hierarchy to enhance nature and achieve BNG  $\geq 10\%$  (maintained for 30 years) across all developments submitted through planning from 2023, prioritising onsite enhancements where possible.

### Old Target

Reinforce the biodiversity hierarchy and incorporate BNG into acquisition and design decisions and aim to achieve  $\geq 15\%$  BNG (maintained for 30 years) from 2023.

### Context

As stewards of the planet, we know that we are responsible for leaving things better than we found them, this is why we are committed to delivering BNG across our developments, delivering benefit to our customers, local biodiversity, and wider ecological networks.

### Update Justification

To maximise benefit to our customers and local wildlife, we are eager to deliver as much BNG onsite as feasible, however a target above 10% would require large proportions to be delivered offsite impacting project viability.

### Key Actions

- Integrate biodiversity into land and planning processes
- Design and deliver BNG that compliments local ecology
- Monitor and report BNG

### KPI(s)

- % of BNG achieved (per development)
- Project spend on BNG

### Stakeholders

- Community
- Supply Chain

### Sustainable Development Goals



# 3 Material Issue

## Affordable Living

Responsibility



Mark Leaf  
Pre-Development Director

Not started In progress Complete

### New Target

From FY 2024 we will, where possible exceed policy level Affordable Housing across Strata developments.

### Old Target

20% of homes constructed to be affordable living homes from 2024.

### Context

We believe that everyone is entitled to a place they call home, and that these homes should be accessible to those who need them the most. In developing more affordable homes, we can ensure that we are creating spaces that are accessible to households of all backgrounds, creating sustainable and diverse communities that can thrive.

### Update Justification

Realigning our Affordable Living target to specify affordable homes ensures that we are monitoring our progress against established definitions on a localised level.

### Key Actions

- Incorporate affordable homes in business forecasting.
- Monitor and report on affordable home delivery.

### KPI(s)

- Forecasted affordable homes (actual and %)
- Delivered affordable homes (actual and %)

### Stakeholders

- Customers
- Community

### Sustainable Development Goals

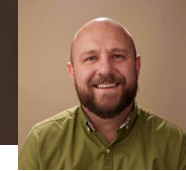




# 4 Material Issue

## Affordable Living

Responsibility



Mark Leaf  
Pre-Development Director

Not started In progress Complete

### New Target

Develop Affordable Living definition and Affordable Living target in FY 2024.

### Old Target

20% of homes constructed to be affordable living homes from 2024.

### Context

Affordable Living definition and target, we will create homes that are not only affordable to buy or rent, but affordable to live in too, ensuring that your home is somewhere where you feel happy, safe and secure to dream about and plan for the future.

### Update Justification

As Affordable Living is a new concept, we felt that a new target needed to be created that pushes us to lead the industry in this area through the creation of a definition that would allow us to understand our baseline and set targets accordingly.

### Key Actions

- Define Affordable Living and establish baseline.
- Set affordable living target.

### KPI(s)

- Affordable Living homes delivered per annum (actual and %)
- Forecasted Affordable Living homes per annum (actual and %)

### Stakeholders

- Customers

### Sustainable Development Goals









# 5 Material Issue

## Sustainable Transport & Connectivity

Responsibility



Elsie Hargate  
Sustainability Manager

Not started In progress Complete

### New Target

In FY 2024, develop Strata’s Green Transport Plan that addresses travel associated with developments post occupancy, during construction and of Strata team members.

### Old Target

Develop and roll out a “Green Transport Plan” on all new developments from 2023.

### Context

Creating developments that are connected and accessible via low and zero-carbon travel options requires the movement of people and materials; to create healthy communities and to reduce our impact on the planet we want to adapt our processes to reduce the levels of traffic and pollution that we are responsible for.

### Update Justification

The movement of people and materials is essential for our work, we do however understand that these movements have wider environmental impacts which is why we have expanded our target to ensure that all travel associated with Strata operations will be measured and considered.

### Key Actions

- Establish Green Transport Taskforce.
- Create and implement a Green Transport Plan that outlines the key impact areas, priorities and requirements of travel associated with Strata.
- Implement initiatives to reduce the environmental impact of transport associated with Strata.

### KPI(s)

- Taskforce established
- Travel plan published
- tCO2e associated with travel

### Stakeholders

- Customers
- Community
- Supply Chain
- Team

### Sustainable Development Goals

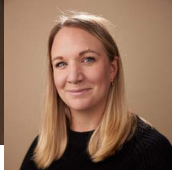




# 6 Material Issue

## Purposeful Placemaking

Responsibility



Claire Linley  
Planning Director and Chair  
of Biodiversity & Nature Working Group

Not started In progress Complete

### New Target

From FY 2024, apply best practice placemaking standards based on thorough site assessment prior to development.

### Old Target

From 2023, apply best practice placemaking standards based on thorough site assessment prior to development.

### Context

Developments should be designed in a way that embraces and responds to the local heritage and landscape while creating healthy spaces that give our customers a sense of belonging.

### Update Justification

Creating spaces that create a sense of home and that are tailored to the needs of the community is important to us, in pushing this target back a year we can ensure that our growing team can all get involved to create a set of standards that fully reflect the company that we are and the communities we want to create.

### Key Actions

- Create Strata’s Purposeful Placemaking Guidelines.
- Apply relevant placemaking standards across new developments.

### KPI(s)

- Placemaking Guidelines finalised
- % of developments aligning to Placemaking Guidelines
- % of relevant placemaking standards applied per development
- Social Value delivered by placemaking initiatives (per development)

### Stakeholders

- Customers
- Community

### Sustainable Development Goals





# Outstanding Homes

Building beautiful homes that create a sense of identity, use resources wisely and safeguard the environment for the coming generations





# 1 Material Issue

## Energy & Carbon

### Responsibility



**Lee Wilson**  
Head of Product and Design and  
Chair of Energy & Carbon Working Group

Not started In progress Complete

### Target

Develop an agreed methodology and publish a roadmap for Energy and Carbon in FY 2023.

### Context

Achieving a sustainable future relies on the creation of low carbon communities where the wellbeing of our planet and people are prioritised. Our Energy & Carbon Roadmap will drive us towards this future by creating an approach that addresses the carbon footprint of our homes, our operations, and our supply chain.

### Key Actions

- Establish an Energy & Carbon Working Group.
- Publish Energy & Carbon Roadmap, outlining the actions to calculate our operational and embodied carbon baseline and achieve our targets.

### KPI(s)

- Working Group established
- Methodology identified
- Roadmap published

### Stakeholders

- Customers
- Community
- Supply Chain
- Team

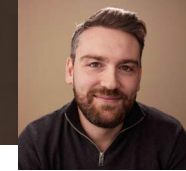
### Sustainable Development Goals



# 2 Material Issue

## Energy & Carbon

### Responsibility



**Lee Wilson**  
Head of Product and Design and  
Chair of Energy & Carbon Working Group

Not started In progress Complete

### New Target

Office and Homes will be net zero carbon operationally by 2030; including scopes 1, 2 and operational scope 3 for offices and scopes 1 & 2 of Strata Homes.

Office: EUI  $\leq$  55 kWh/m<sup>2</sup> /yr (GIA)

Homes: EUI  $\leq$  35 kWh/m<sup>2</sup> /yr (GIA)

### Old Target

Office and Homes to be net zero carbon operationally by 2030

Office: EUI  $\leq$  55 kWh/m<sup>2</sup> /yr (GIA)

Homes: EUI  $\leq$  35 kWh/m<sup>2</sup> /yr (GIA)

### Context

As a homebuilder, we must embrace and drive the transition towards a low carbon future. Through our Energy & Carbon Roadmap we will design and adapt to a smarter way of living and working that reduces our reliance on fossil fuels and that allows our customers and our team to come on this journey with us.

### Update Justification

For improved transparency, we wanted to share the scopes that will be included in our Carbon targets so that you can be assured that all relevant activities are part of our carbon footprint.

### Key Actions

- Calculate baseline carbon footprint and EUI of Strata operations based on 2022-23 data.
- Formalise carbon reduction pathway and approach to achieving targets in Energy & Carbon Roadmap.
- Implement projects to achieve reductions.

### KPI(s)

- kg CO<sub>2</sub>e per m<sup>2</sup>
- EUI
- Roadmap Published

### Stakeholders

- Customers
- Team

### Sustainable Development Goals

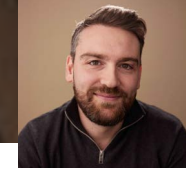




# 3 Material Issue

## Energy & Carbon

### Responsibility



**Lee Wilson**  
Head of Product and Design and  
Chair of Energy & Carbon Working Group

Not started In progress Complete

### New Target

Reduce the embodied scope 3 carbon associated with Strata developments.

### Old Target

Reduce embodied carbon of developments.

### Context

The materials that we use to create our developments all contribute to the carbon footprint of your home, this is why, when designing our homes, we will carefully consider the materials that we use and the suppliers we engage with to ensure that we are all working together to create a low carbon future.

### Update Justification

For improved transparency, we wanted to share the scopes that will be included in our Carbon targets so that you can be assured that all relevant activities are part of our carbon footprint.

### Key Actions

- Calculate baseline carbon footprint of house types to include, resource use, material embodied carbon and waste.
- Formalise reduction pathway and approach in Energy & Carbon Roadmap.
- Set new embodied carbon SMART target.
- Engage with supply chain to implement reduction projects.

### KPI(s)

- kg CO2e per m<sup>2</sup>
- Roadmap published

### Stakeholders

- Supply Chain

### Sustainable Development Goals



# 4 Material Issue

## Water

### Responsibility



**Stephen Hill**  
Production Director

Not started In progress Complete

### Target

From FY 2024, calculate site water consumption intensity and reduce intensity annually.

### Context

The use of water during the construction of our developments is essential to ensure that we are both creating quality homes and responsibly managing the impacts of construction on the wider community and environment. Improved water efficiency will ensure that our operations, homes, customers, and wider communities are increasingly resilient against the impacts of climate change related to water shortages.

### Update Justification

As water is a material issue that was identified during phase 1 of our sustainability programme, we felt that a new target was required to ensure that we are addressing and reporting openly on this to our stakeholders.

### Key Actions

- Create site water consumption intensity baseline.
- Refresh target to state reduction intensity.

### KPI(s)

- Water consumption intensity (m3/100m2)
- % reduction in water consumption intensity

### Stakeholders

- Supply Chain
- Team

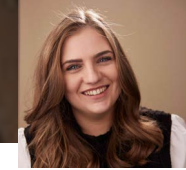
### Sustainable Development Goals



# 5 Material Issue

## Building Wellbeing and Productivity

### Responsibility



Olivia Lefevre  
Head of Service

Not started In progress Complete

### Target

From FY 2024, complete a post-occupancy evaluation (POE) for 25% of units on at least one development within 6-12 months post occupancy.

### Context

We want to work with our customers so that we can understand how our homes perform in real life, using their experiences to inform design decisions to ensure that we continue to design and deliver quality homes that are functional and enjoyable.

### Key Actions

- Create Strata's Post Occupation Evaluation Methodology.
- Conduct POE across new developments.
- Review POE feedback per development following completion of both POE's.

### KPI(s)

- POE methodology finalised
- Total number of POE's conducted
- % POE's completed per participating development
- % of developments where POE's have been completed on at least 25% of plots

### Stakeholders

- Customers

### Sustainable Development Goals





# 6 Material Issue

## Circular Economy

Responsibility



Stephen Hill  
Production Director

Not started In progress Complete

### New Target

In FY 2024, develop Strata’s Waste and Resource Management Plan to embed the waste hierarchy and principles of the circular economy across all Strata operations.

### Old Target

Capture detailed specification records of all construction materials in 2023 and implement circular material strategy in 2024.

### Context

The planets resources are precious to us. To ensure that there are being used responsibly, we plan to create a strategy that will embed the circular economy, efficient resource management and conscious disposal across all strata operations.

### Update Justification

Developing a wider resource management plan allows us to create an approach that aligns to various frameworks and that targets the entire lifecycle of all materials used by Strata throughout our operations.

### Key Actions

- Identify key resources used across Strata operations.
- Outline approach to responsibly source, use and dispose of key resources.
- Publish Strata’s Waste and Resource Management Plan.

### KPI(s)

- Resource audit complete
- Waste and Resource Management Plan published

### Stakeholders

- Supply Chain
- Team

### Sustainable Development Goals



# 7 Material Issue

## Building Wellbeing and Productivity

Responsibility



Elsie Hargate  
Sustainability Manager

Not started In progress Complete

### New Target

Create minimum sustainability design standards and build homes which promote efficiency and the health and wellbeing of customers, through natural light indoor air quality, active design, water quality, and access to nature.

### Old Target

Create minimum sustainability design standards and build homes which promote the health and wellbeing of customers, through natural light indoor air quality, active design, water quality, and access to nature.

### Context

We want to deliver efficient homes that create space that is good for the soul, the nature around us and the planet. Our Minimum Design Standards will be created with you, and the nature around us in mind so that you can enjoy your new home knowing that we only deliver the best quality homes.

### Update Justification

The inclusion of efficiency standards within our Minimum Design Standards is key for us to ensure that we are creating homes that are good for the planet and wallet, as well as for your health and wellbeing.

### Key Actions

- Create Strata’s Minimum Design Standards for homes.
- Implement projects to achieve the Minimum Design Standards across all homes.

### KPI(s)

- Minimum Design Standards finalised
- % of Minimum Design Standards implemented
- % of homes meeting Minimum Design Standards

### Stakeholders

- Customers
- Community
- Team

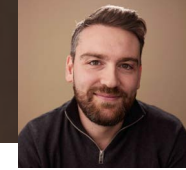
### Sustainable Development Goals



# 8 Material Issue

## Circular Economy

### Responsibility



**Lee Wilson**  
Head of Product and Design and  
Chair of Energy & Carbon Working Group

Not started In progress Complete

### Target

From FY 2025 ensure all homes contain at least 50% (by weight or by surface area of building elements) from a combination of re-used components, recycled content, or responsibly sourced materials.

### Context

The materials that we select to build our homes impacts the lives of our customers, the people who made them and the wider environment. We want to ensure that we are delivering meaningful homes using materials that minimise their negative impact through the adoption of improved practices and reduced reliance on the planet's resources.

### Update Justification

Developing a wider resource management strategy allows us to create an approach that aligns to various frameworks and that targets the entire lifecycle of all materials used by Strata throughout our operations.

### Key Actions

- Calculate baseline percentage.
- Identify alternative products and materials to achieve target.

### KPI(s)

- Material Specification Database complete
- % materials meeting required specifications

### Stakeholders

- Supply Chain
- Team

### Sustainable Development Goals





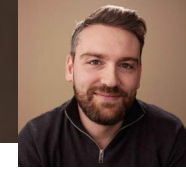




# 9 Material Issue

## Circular Economy

### Responsibility



**Lee Wilson**  
Head of Product and Design and  
Chair of Energy & Carbon Working Group

Not started In progress Complete

### Target

For new homes from FY 2024 onwards, 30% of materials can be re-used or recycled at end of building life cycle.

### Context

Throughout their lifetime, our developments will become home to multiple generations who will adapt and change their home to make it their own and to meet the changing needs of their family and society. In using materials that have alternative end of options we can ensure that we are reducing the impact of our homes and customers in the future by enabling resources to be kept in circulation.

### Key Actions

- Create a Material Specification Database, to track end of life options of materials.
- Establish baseline % of materials with alternative end of life option.
- Implement projects and report progress against target.

### KPI(s)

- Material Specification Database complete
- % materials with alternative end of life options

### Stakeholders

- Customers
- Supply Chain
- Team

### Sustainable Development Goals

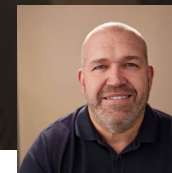


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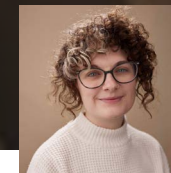
## Material Issue

### Circular Economy

#### Responsibility



**Stephen Hill**  
Production Director



**Elsie Hargate**  
Sustainability Manager

Not started In progress Complete

#### New Target

Zero office and construction waste to landfill by FY 2025.

#### Old Target

Zero waste to landfill by 2025.

#### Context

The way in which we dispose of our waste impacts the planet and the community. It is therefore our responsibility to ensure that in line with the Waste Hierarchy, we are disposing of our waste via alternative methods, ensuring that where possible we are keeping resources within the economy.

#### Update Justification

Updating this target to include the waste streams that Strata currently has control over will ensure that we make progress in a timely manner while working with our stakeholders to establish a baseline and additional targets for demolition and excavation waste.

#### Key Actions

- Create a waste baseline (for office and construction waste).
- Implement contracts and projects to divert waste from landfill.

#### KPI(s)

- % waste to diverted from landfill

#### Stakeholders

- Supply Chain
- Team

#### Sustainable Development Goals





# 11 Material Issue

## Circular Economy

Not started In progress Complete

### Responsibility



**Stephen Hill**  
Production Director



**Elsie Hargate**  
Sustainability Manager

### New Target

From FY 2024, reduce construction, packaging and office waste generation intensity per year.

#### Context

The end-of-life treatment of waste is only half the story when it comes to responsible resource management and where possible we want to work with our team and supply chains to prevent the unnecessary use and waste of resources, leading the transition to more efficient and sustainable communities.

#### Update Justification

This new target considers the use of resources across their entire life cycle, not just their end of life, ensuring that as a business, we are not encouraging the unnecessary waste of any materials and will evolve to include intensity reduction targets once a baseline has been established.

#### Key Actions

- Calculate waste baseline for 2023 to inform reduction targets.
- Implement projects to increase efficiencies and reduce waste generation.

#### KPI(s)

- Total construction waste (tonnes)
- % change in waste intensity

#### Stakeholders

- Supply Chain
- Team

#### Sustainable Development Goals



# Thriving Communities

Cultivating a vibrant, welcoming community spirit by enabling team members  
and customers to prosper

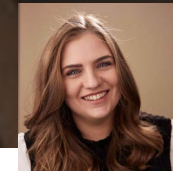




# 1 Material Issue

## Healthy and Sustainable Communities

### Responsibility



Olivia Lefevre  
Head of Service

Not started In progress Complete

### Target

From FY 2023, provide support for each new customer during handover to effectively operate all sustainability features in- and outside the home.

### Context

We want to contribute to the transition to a more sustainable society and the delivery of homes and developments with improved sustainability features is only part of the bigger picture. In order to create truly sustainable and resilient communities we want our customer journey to leave our customers equipped with everything they need to enjoy their home in a sustainable way.

### Key Actions

- Continue to incorporate sustainability features into the home demonstration attended by customers 1-week prior to exchange.
- Train relevant team members on the home demonstration process.
- Incorporate sustainability information into the wider customer journey.

### KPI(s)

- % customers received home demonstration
- % team received home demonstration training

### Stakeholders

- Customers
- Team

### Sustainable Development Goals



# 2 Material Issue

## Healthy and Sustainable Communities

Responsibility



**Matt Bloomer**  
Head of Social Purpose and  
Chair of Social Value & Placemaking Working Group

Not started In progress Complete

### New Target

From FY 2024, host an annual sustainable community event, accessible by customers from all developments to promote community cohesion and support local economies post-occupancy.

### Old Target

From 2024, host sustainable community event for customers and wider community 12-month post occupancy, to provide feedback and share knowledge on operating their sustainable technologies.

### Context

To us, sustainability is about bringing neighborhoods together to experience first-hand the benefits of sustainable living; providing opportunity for customers, communities, and suppliers to connect and understand how they too can be part of a more sustainable future is just one way that we can do this.

### Update Justification

Sustainable living is about more than sustainable homes and technology; expanding our target to cover all sustainable living practices, and the wider community will allow us to engage with customers in a more meaningful way.

### Key Actions

- Incorporate event into the annual events calendar.
- Measure impact of each event.

### KPI(s)

- Event delivered
- % completed developments with event delivered

### Stakeholders

- Customers
- Community
- Supply Chain

### Sustainable Development Goals



3

# Material Issue

## Community Cohesion

Responsibility



**Matt Bloomer**  
Head of Social Purpose and  
Chair of Social Value & Placemaking Working Group

Not started

In progress

Complete

Target

Implement Social Value Framework to respond to place-based relationships and community requirements on all new sites from FY 2024.

Context

As much as our work is about creating new homes and communities where our customers can thrive, we are also passionate about improving the lives of the individuals living and working in the existing communities where we work. We will create an approach that ensures that we interact with every community to meet their individual needs and create tangible benefits that will continue to have an impact after we have left the development.

Key Actions

- Create Strata’s Social Value Framework .
- Deliver tailored initiatives based on the local needs of the community.
- Measure and report the impact of Social Value delivered.

KPI(s)

- Social Value Framework finalised
- Social Value generated

Stakeholders

- Customers
- Community
- Supply Chain
- Team

Sustainable Development Goals



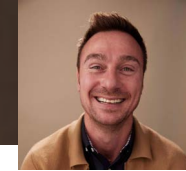


# 4 Material Issue

## Community Cohesion

Not started In progress Complete

### Responsibility



**Matt Bloomer**  
Head of Social Purpose and  
Chair of Social Value & Placemaking Working Group

### Target

Set an overarching Social Impact target by the end of FY 2024.

### Context

To us, targets should be about more than the number of homes we sell and should instead be about the way in which we deliver these homes. This is why, once we understand our baseline, we will establish a target that ensures that we continue push ourselves to deliver benefits to the wider community to create a lasting positive impact.

### Key Actions

- Measure Social Impact and create baseline.
- Create target to ensure continual improvement.

### KPI(s)

- Social Value Framework finalised
- Social Value generated

### Stakeholders

- Customers
- Community
- Supply Chain
- Team

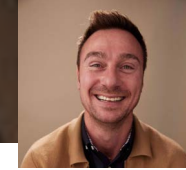
### Sustainable Development Goals



# 5 Material Issue

## Community Cohesion

### Responsibility



**Matt Bloomer**  
Head of Social Purpose and  
Chair of Social Value & Placemaking Working Group

Not started In progress Complete

### Target

Establish and practice a flexible and holistic approach to community cohesion by FY 2024.

### Context

While we are a homebuilder by trade, it is the creation of healthy and sustainable communities that drive our teams. In placing the community at the heart of everything we do we will ensure that we are creating futureproof neighbourhoods where everyone is considered, and where families can thrive.

### Key Actions

- Establish Community Cohesion Working Group.
- Delivery of a stakeholder engagement process that considers all aspects of the communities we create and interact with.

### KPI(s)

- Working Group established
- Stakeholder engagement process developed

### Stakeholders

- Customers
- Community
- Team

### Sustainable Development Goals



# 6 Material Issue

## Community Cohesion

Responsibility



Olivia Cowling  
Head of People and Culture and  
Chair of Team Wellbeing Working Group

Not started In progress Complete

### Target

Create opportunity for staff to gather and connect with each other and the community at head office and on-site from FY 2024.

### Context

We want to ensure that Strata is a place that everyone feels that they belong. In placing human connection at the heart of everything we do we will ensure that as the Strata family grows, we continue to hold our values close and deliver meaningful work that allows our team and communities to flourish.

### Key Actions

- Integrate initiatives into the Strata’s annual events calendar.
- Measure the impact of community cohesion initiatives.

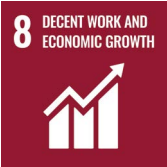
### KPI(s)

- Events calendar developed
- Number of initiatives complete
- Social Impact of initiatives

### Stakeholders

- Community
- Team

### Sustainable Development Goals





# 7 Material Issue

## Community Cohesion

Responsibility



**Matt Bloomer**  
Head of Social Purpose and  
Chair of Social Value & Placemaking Working Group

Not started In progress Complete

### Target

Create opportunities for customers to gather and connect with each other and the community in all developments from FY 2024.

### Context

We want to create spaces where our customers feel connected to their neighbours and the environment around them. Our people focused approach will ensure that communities can come together to build relationships, socialise, bring value and diversity, and to work towards a common post-occupancy vision.

### Key Actions

- Integrate diverse initiatives into Strata’s annual events calendar.
- Ensure equal opportunity for communities and individuals to engage with Strata events.
- Measure the impact of community cohesion initiatives.

### KPI(s)

- Events calendar developed
- Number of initiatives complete
- Social Impact of initiatives
- Net Promoter Score

### Stakeholders

- Customers
- Community
- Team

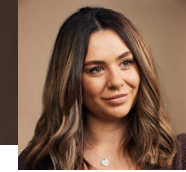
### Sustainable Development Goals



# 8 Material Issue

## Education & Skills

### Responsibility



**Olivia Cowling**  
Head of People and Culture and  
Chair of Team Wellbeing Working Group

Not started In progress Complete

### Target

All team members complete sustainability training based on a skills gap assessment in FY 2023.

### Context

We believe that our team is our biggest asset and that by investing in our teams personal development we can create a futureproof family with the skills to create a sustainable future that benefits our customers, communities, supply chains and the wider industry.

### Key Actions

- Conduct a sustainability skills gap assessment.
- Develop role specific sustainability training plans.
- Deliver role specific sustainability training.

### KPI(s)

- Skills gap assessment complete
- % of roles with sustainability training plan
- Average Skill Level
- % of team completed training plan

### Stakeholders

- Team

### Sustainable Development Goals





FINISH - CERAMIC MARBLE



ELEVATIONS  
WELCOME CENTRE CONCEPT

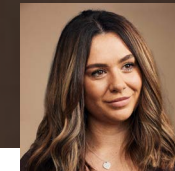




# 9 Material Issue

## Education & Skills

### Responsibility



**Olivia Cowling**  
Head of People and Culture and  
Chair of Team Wellbeing Working Group

Not started In progress Complete

### Target

From FY 2025, increase the proportion of trainees, apprentices and graduates directly employed by Strata.

### Context

The delivery of a sustainable future relies on the creation of a skilled and diverse workforce who can have the opportunity to continue to grow and thrive throughout their career. By increasing the proportion of employment creation roles and access to professional development across our team, we are building a strong Strata family where everyone has something of value to bring to the table to support us, our communities, and the wider industry to realise our sustainability ambitions.

### Key Actions

- Identify opportunities to integrate employment creation roles across Strata.
- Ongoing recruitment to fill employment creation roles.

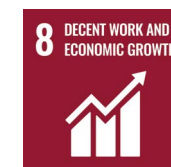
### KPI(s)

- Employment creation roles identified
- % of workforce in employment creation roles (including graduates, apprentices, sheltered employment and roles with formal upskilling opportunities)
- % workforce from employment creation roles

### Stakeholders

- Community
- Supply Chain
- Team

### Sustainable Development Goals



# 10

## Material Issue

### Education & Skills

Responsibility



**Matt Bloomer**  
Head of Social Purpose and  
Chair of Social Value & Placemaking Working Group

Not started In progress Complete

#### New Target

Establish an annual outreach programme to local education institutions in FY 2024.

#### Context

The realisation of a sustainable future is not just in the hand of us, but also in the hands of the next generation who we hope to support, upskill, and inspire to join the industry and the Strata family through our new outreach programme.

#### Key Actions

- Create annual education outreach programme.
- Establish and train Strata’s Education Ambassadors.
- Deliver tailored initiatives to local education institutions.

#### KPI(s)

- Programme established
- Number of Ambassadors
- Number of initiatives delivered

#### Stakeholders

- Community
- Team

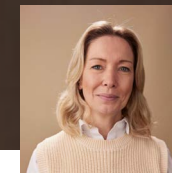
#### Sustainable Development Goals



# Material Issue

## Inclusive Economic Development

### Responsibility



Kate Shaw  
Commercial Director

Not started In progress Complete

### New Target

From FY 2025 developments onwards, create and deliver a site-specific employment plan to promote local employment and the inclusion of trainees and apprentices throughout the supply chain.

### Old Target

From 2023 developments onwards employ at least 3 local people for every £1 million of project spend.

### Context

To Strata, contributing to local communities and economies is just as important as creating homes for our customers. Creating opportunities for people to join the team and learn new skills is just one of the ways in which we want to give back to local communities and support a thriving economy where individuals and communities can prosper.

### Update Justification

To create a target that is both challenging and achievable we have expanded the scope to allow us to create a tailored approach for each development that considers the size and viability of each development and the local needs of the communities that we are working in.

### KPI(s)

- # local people employed per £2m project spend
- # trainees and apprentices employed per £2m project spend
- New KPI: % sites with an employment plan in place

### Stakeholders

- Community
- Supply Chain
- Team

### Key Actions

- Employ local people in line with project viability, labour availability and labour requirements.
- Facilitate training, work experience and upskilling initiatives internally, with supply chain partners and through local services.

### Sustainable Development Goals





# Material Issue

## Inclusive Economic Development

Responsibility



Sara Page  
Supply Chain Manager

Not started In progress Complete

### Target

In FY 2025, set a target for % of the materials construction budget that must come from within 500km of construction site.

### Context

We couldn’t deliver our homes without the support of the local area; this is why we want to commit a proportion of our trade to local businesses and economies to allow them to grow and thrive alongside Strata as we continue to create meaningful spaces across a regions.

### Key Actions

- Establish a baseline of materials budget locally sourced.
- Set target based on baseline.
- Identify and engage with suitable suppliers within radius of developments.

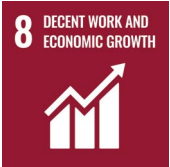
### KPI(s)

- % of materials construction budget within 500km of developments
- Target established

### Stakeholders

- Community
- Supply Chain
- Team

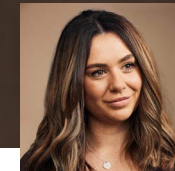
### Sustainable Development Goals



# Material Issue

## Diversity & Inclusivity

### Responsibility



**Olivia Cowling**  
Head of People and Culture and  
Chair of Team Wellbeing Working Group

Not started In progress Complete

### Target

Collect and report on human resource metrics including gender, BAME, age and socio-economic background by FY 2024.

### Context

While we view our team as one big Strata family where everyone shares the same core values, we also view everyone's diversity and individuality as a strength that underpins the quality of work that we deliver. In reporting on our human resource metrics, we will have better oversight of our team to ensure that we as a family, we reflect the communities that we interact with and that everyone has equal opportunities to excel and contribute to the spaces that we create.

### Key Actions

- Collect and report on key human resource metrics.
- Create Diversity & Inclusion Strategy.

### KPI(s)

- Gender split of team and senior leadership
- BAME split of team and senior leadership
- Pay gaps

### Stakeholders

- Team

### Sustainable Development Goals

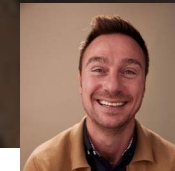


# 14

## Material Issue

### Diversity & Inclusivity

#### Responsibility



**Matt Bloomer**  
Head of Social Purpose and  
Chair of Social Value & Placemaking Working Group

Not started In progress Complete

#### Target

From FY 2025, include at least 3 diverse external stakeholders in integral decision-making during design, construction, operations, and maintenance phases on all new developments.

#### Context

We know that to deliver homes and communities where people can feel safe to relax and thrive, we need to continue to be inquisitive, and that while everything we do is focused around creating these spaces for our customers, we also want to get to know the communities around us to capture their wants, needs and worries to ensure that we are working to deliver a positive Strata legacy. To engage with a diverse group of stakeholders will ensure that we are fully capturing the needs of the community and creating neighbourhoods that reflect the vision of the people within them.

#### Key Actions

- Identify external stakeholders for each development.
- Engage stakeholders with decision making processes.

#### KPI(s)

- Stakeholders identified
- Engagement initiatives delivered

#### Stakeholders

- Customers
- Community
- Supply Chain
- Team

#### Sustainable Development Goals







# Materiality KPI Matrix

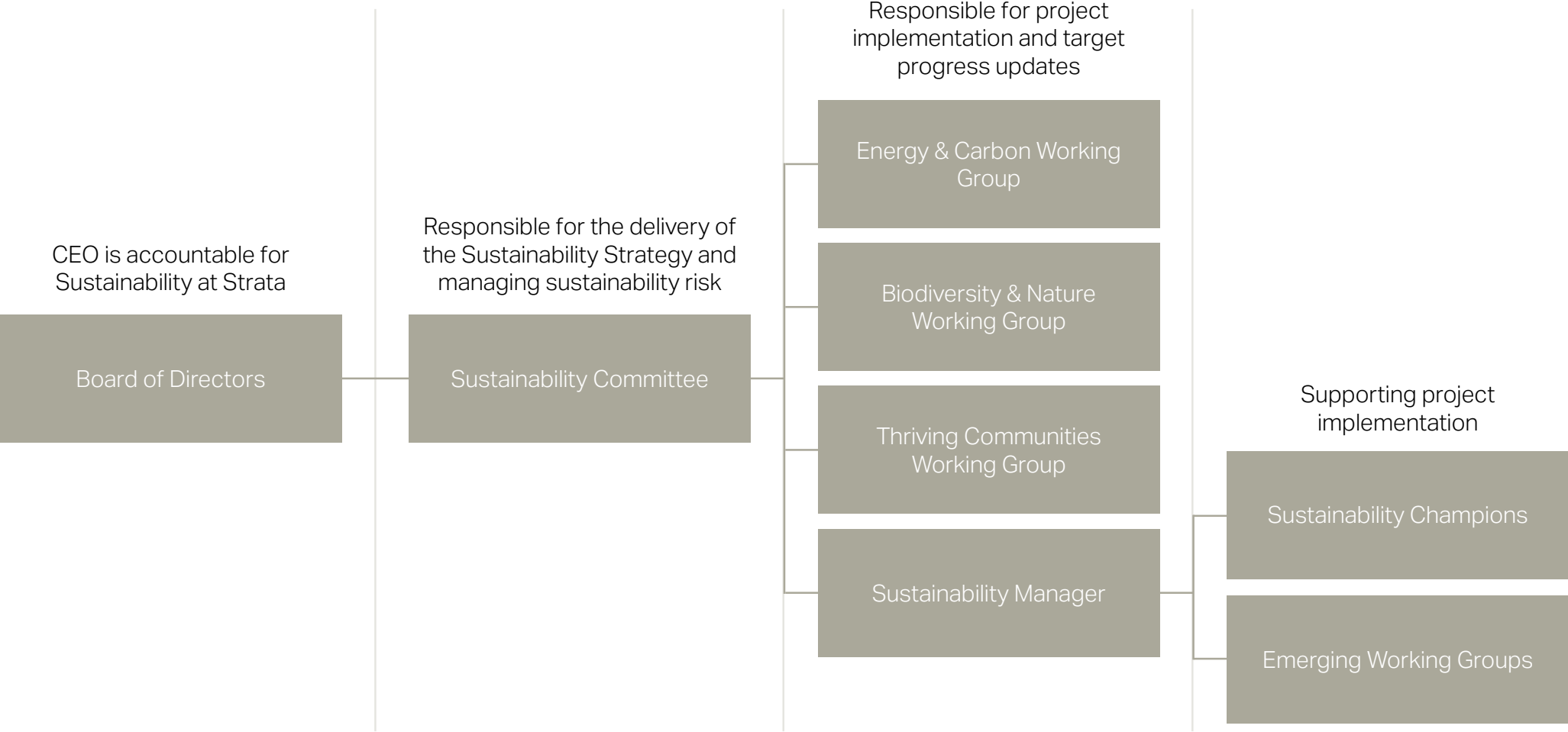
Material Issue	Focus Area	KPI(s)
Energy & Carbon	Foundational Enablers & Catalysts	ESG data system onboarded Energy & Carbon baseline established
	Outstanding Homes	Working Group Established tCO2e per m2 (development & office) Energy & Carbon Roadmap published EUI
Purposeful Placemaking	Happy Cutomers	Placemaking Guidelines finalised % of developments where Placemaking Guidelines have been applied Average % of Placemaking Guidelines applied per development Social Value (£) delivered by placemaking per development
Biodiversity & Green Infrastructure	Happy Customers	Working Group Established Biodiversity & Nature Policy published % of developments where biodiversity checklist applied
Circular Economy (waste and resource management)	Outstanding Homes	Waste and Resource Management Plan published % materials from re-used, recycled or responsible sourced components % materials with responsible end of life option Landfill diversion rate Recycling rate Waste intensity (tonnes/100m2) Total Construction Waste (tonnes)
Climate Change Adaptation, Mitigation and Resilience	Foundational Enablers & Catalysts	Risk Register Created % risk items incorporated into business processes % reduction in tCO2e intensity
Education and Skills	Thriving Communities	Skills gap assessment complete % roles with sustainabilty training plan Average skill level % team completed training plan % workforce in employment creation roles % workforce from employment creation roles Number of School Ambassadors Number of education initiatives per annum
Healthy and Sustainable Communities	Thriving Communities	Number of community events/ initiatives per annum Social Impact of delivered events/ initiatives % developments where community events delivered
Building Wellbeing and Productivity	Foundational Enablers & Catalysts	Number of research and collaboration initiatives per annum
	Outstanding Homes	Minimum Design Standards Created % of Minimum Design Standards implemented % Post Occupancy Evaluations conducted per development % developments where Post Occupancy Evaluations have been completed on at least 25% of plots
Use of Technology	Foundational Enablers & Catalysts	Number of research and collaboration initiatives conducted on technology integration
	Outstanding Homes	Number of Minimum Design Standards utilising or as a result of technology



Material Issue	Focus Area	KPI(s)
Water	Outstanding Homes	Water consumption intensity (m <sup>3</sup> /100m <sup>2</sup> ) % change in water consumption intensity Average LPPPD of completed homes
Inclusive Economic Development	Thriving Communities	Number local people employed per £1m project spend Number local people engaged per £1m project spend Number socio-economic initiatives per development % materials within 500km of construction site
Affordable Housing Community Housing	Happy Customers	Forecasted Affordable Homes (actual and %) Completed Affordable Homes (actual and %) Affordable Living definition and target established
Diversity & Inclusion	Thriving Communities	Team diversity metrics Gender split of senior leadership Pay Gaps
Building labels & standards (including GQM, LEED, Passivhaus)	Foundational Enablers & Catalysts	% Category 2 MMC homes delivered
Human Rights and Labour Conditions	Foundational Enablers & Catalysts	Sustainable Procurement Policy published % supply chain audited AIIR % Team receiving the real living wage
Sustainable Accessibility	Happy Customers	% homes complying with Part M Building Regulations Accessibility included in Purposeful Placemaking Guidelines
Pollution and Chemical Use	Happy Customers	Chemical use incorporated in Biodiversity & Nature Policy
	Foundational Enablers & Catalysts	Pollution and Chemical use incorporated in site Health, Safety & Environment Checklist Number prosecutions or notices
Air Quality	Outstanding Homes	Air quality included in Post Occupancy Evaluation % Post Occupancy Evaluations conducted per development % developments where Post Occupancy Evaluations have been completed on at least 25% of plots



# Sustainability Governance







A photograph of a two-story brick house at dusk. The house has a steep gable roof with red tiles on the left side and black tiles on the right. A white rectangular box is superimposed on the black roof tiles, containing the word "strata" in white lowercase letters. The brickwork is a dark reddish-brown. Several windows are visible, some of which are illuminated from within, showing a warm orange glow. The sky is filled with large, dark clouds, some of which are lit from below by the setting or rising sun, creating a dramatic, colorful backdrop. A black downspout runs vertically along the side of the house.

strata