

PLACES FOR LIFE

IMPACT REPORT 2023



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ABOUT US

Caddick Group is one of the largest, privately owned, multi-sector property developers and operators, creating high-quality places and spaces across the UK. We're a trusted delivery partner building market leading and institutional-grade assets across the country.

Our business specialises in the acquisition, development, construction and management of residential, industrial and regeneration projects. Continually driving forward acquisitions, new partnerships and investing our capital, we undertake schemes both speculatively and directly for end-users. We are proud to be accredited with the UK Green Building Council (UKGBC) Keystone Membership and corporate members of the British Property Federation (BPF).

Yorkshire-headquartered Caddick Group consists of; Caddick Developments, Caddick Land and Caddick Construction Group which includes Caddick Civil Engineering and CCL Facades. Caddick Group also incorporates Moda Group, our award-winning build-to-rent (BTR) brand; Oakgate Group who specialise in projects in historic urban areas; Casa by Moda who specialise in home rentals; and AMT Headingley Rugby Stadium home to the Leeds Rhinos.

Get in touch at info@caddickgroup.co.uk



PLACES FOR LIFE

Our first ESG Impact Report includes our year one progress, key case studies and business updates. We also discuss the foundational changes and improvements made across Caddick Group to embrace and embed our ESG Strategy, Places for Life.

Since the launch of Places for Life in 2023, we have placed a strong focus on unifying the Caddick brands as we continue to work together across the Group in line with our purpose, to create exceptional places and communities where people thrive.

Our vision for Places for Life is that by 2025, we will lead in creating the best places in the country; redefining what it means to support people and the environment. In reflection of our ongoing commitment to this vision, we are incredibly proud to have welcomed numerous talented individuals across Caddick Group to take leadership of our ESG Strategy. The successes we celebrate in this report are due to the dedication and collaboration of team members across Caddick Group and the organisations we partner with on a daily basis.

Places for Life provides an overarching framework across all Caddick businesses ensuring that we continue to work together for shared success. Each business has its own bespoke approach to ESG, including Moda Group who have published their latest ESG report which can be [found here](#).

[Discover the progress we have made towards our Places for Life long-term goals here.](#)

REFLECTIONS FROM OUR ESG TASKFORCE

Places for Life is overseen by senior leaders from each Caddick business who sit in our ESG Taskforce.

Read more about the Places for Life governance structure on [page 12](#).



Across Caddick Group we're committed to shaping a brighter future for both our business and the construction industry as a whole. Through strategic partnerships and innovative projects, such as Caddick Construction Group's work with United Healthcare Development in delivering BREEAM Outstanding healthcare schemes, we're setting new standards for sustainability.

A key part of the Group's ESG Strategy, Places for Life, is to leave a positive legacy in every community we work alongside. I am particularly passionate about how we invest in the next generation whether that's through expanding apprenticeship opportunities or building a culture that encourages diverse talent.

Throughout my career in construction, I've seen what can happen when people work together to become a force for good. By leading the charge in creating exceptional places nationwide, we're redefining how we support and invest in our communities, teams, and the environment.

Paul Dodsworth

Managing Director, Caddick Construction Group

Our commitment to delivering positive experiences and inspiring all our people through the power of sport remains strong and true. At Leeds Rhinos we are dedicated to our planet and community goals; aiming to achieve net zero in scope 1 and 2 emissions by 2030, with a 37% reduction in scope 3 emissions by 2050.

For us, ESG isn't just a trend; it's ingrained in our operations. We're integrating ESG into supply chains, project designs, and community support initiatives. Our focus extends to educating and engaging our colleagues, evidenced by their overwhelming satisfaction and concern for our shared environment.

We're amplifying ESG awareness among our spectators, illustrating how our individual choices can help build a sustainable future for everyone. Across Caddick Group we are working together to foster a culture of sustainability, ensuring our business thrives responsibly and ethically. I am delighted to share in celebrating our united successes under Places for Life with my colleagues.

Sue Ward

Operations Director, Leeds Rhinos



Through collaborative efforts across Caddick Group and our wider industry, we're committed to mitigating the irreversible impacts of climate change and safeguarding the well-being of future generations. At Moda Group we have embarked on a journey toward achieving Net Zero carbon by 2030, encapsulated in our comprehensive carbon roadmap.

With social impact at the forefront of what we do, our work starts way before we welcome our first residents, helping to support existing communities, fostering new public-private partnerships and working on placemaking and cultural activations that enhance existing locations.

The progress we have made supports Caddick Group's net zero and wider sustainability goals and I look forward to sharing successes and learnings as we continue on this journey together.

Oscar Brooks

Executive Director - Brand and Acquisitions, Moda Group





With our ESG Strategy now in place, we are focused on delivering against the ambitious goals we've set. Key early successes have been the strong sense of collaboration across all Caddick businesses, and the creation of a unified set of core values and a shared vision for our Group of companies. These foundational elements are already guiding our efforts, ensuring that our commitment to sustainability and responsible business practices translates into real, measurable impact.

We're proud of the progress we've made and are dedicated to continuing this positive momentum for the benefit of our stakeholders and the communities we serve.



Myles Hartley

Managing Director, Caddick Developments and Group ESG Lead



Since launching Places for Life, unity has been our greatest asset. Over the past year, it has been fantastic to see Caddick Group operate as a cohesive force, harnessing collective action across sustainability, while celebrating the uniqueness of our diverse businesses. Our ESG Taskforce and Places for Life Working Groups, have brought stakeholders together from all levels from each Caddick business, to drive our progress forwards. As we work to embed sustainability across our business, we've become more ambitious and consistent, streamlining efforts and creating opportunities for growth.

This year we've invested in supporting inclusion across our businesses, ensuring the Caddick Group family culture remains strong while the business grows. Collaboration has sparked innovation, particularly on carbon reduction, diversity and culture, and health and wellbeing. We're working to ensure consistent engagement across stakeholders, including our teams, clients, investors, suppliers, and communities.

Looking ahead, I'm excited to expand our impact through bespoke ESG training to empower our people, increase collaboration with industry bodies, and develop Caddick Group's Net Zero carbon pathway. Our commitment to the Caddick Group ethos will be pivotal as we navigate future challenges and opportunities, with Places for Life as a cornerstone.



Jessica Herman

ESG Manager, Caddick Group



Caddick.

2023 ESG HIGHLIGHTS

£7,348

investment in mental
health campaigns
(Caddick Group)

876 hrs

of training completed
within the Moda Academy
in 2023 (Moda Group)

212

Apprentices hired
(Caddick Group)

£558,707

spend with VCSEs
(Caddick Group)

1,063 hrs

of training completed
in 2023
(Caddick Construction Group)

187 hrs

of D&I training
conducted
(Caddick Construction Group)

£322,720

donated throughout 2023
to charitable causes
(Caddick Group)

Over 80%

of employees feel they work
in an inclusive organisation
(Caddick Construction Group
& Caddick Developments)

75%

of waste recycled and
composted
(Caddick Construction Group)

£85m

social value contributed
to two Moda Group
communities

100%

Caddick Group employees
engaged through culture
survey

93%

of employees said
they love working at
Leeds Rhinos



PLACES FOR LIFE

As one of the largest UK property developers and operators, we are looked to by our investors, clients, people, partners and local communities to lead in responsible business practices that focus on positive impact whilst delivering financial performance. Places for Life is designed to help us unify under one vision and redefine what it means to support people and the environment within our industry.

Between 2022 and 2023, we worked closely with sustainability advisors, senior leaders from every Caddick business, and wider stakeholders to identify the sustainability issues that matter most to our business and wider industry.

The result, Places for Life, sets out our ESG Strategy's goals and targets across three key areas: Our Communities, Our Environment and Our Business. To achieve our ambitions, we are working towards 22 clearly defined goals by 2025, as outlined in this report.

One year into delivering against our strategy, we believe that we're on course to lead the way in creating the best places in the country. We understand that transparency and accountability are just as vital to driving change as assembling the right teams and expertise. By communicating our goals, achievements and challenges clearly and publicly to all stakeholders, we hope to inspire others into action. The more that our partners, clients, suppliers and residents work together with the Caddick Group family – the bigger the collective positive impact we can have on people and our planet.



Caddick Group has worked to align our ESG Strategy with the UN Sustainable Development Goals (SDGs). In 2023, we focused our efforts primarily on SDGs 4, 5, 8, and 16.



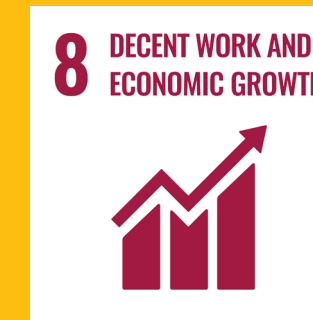
SDG 4: Quality Education SDG Target: 4.4

In 2023, Caddick Group hired 212 apprentices and facilitated work placements across our businesses. Through our charity partner, the Leeds Rhinos Foundation, we are supporting local schools and education charities through fundraising and donations. We are working to improve tracking and reporting on the outcomes of the social impact of these initiatives.



SDG 5: Gender Equality SDG Target: 5.5

We have engaged our employees and from feedback captured, Caddick Group have improved and enhanced our parental policies and flexible working policies. We have made strides towards collecting all-company diversity data to support greater inclusivity across our business.



SDG 8: Decent Work & Economic Growth SDG Target: 8.3

Caddick Group have demonstrated partnerships with VCSEs as well as through prioritisation of small and local suppliers. We have begun collecting supply chain data and seek to measure and monitor local needs and employment through our supply chain.

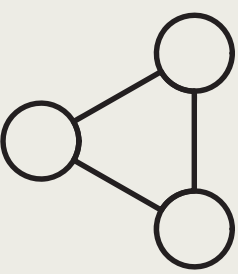


SDG 16: Peace, Justice and Strong Institutions SDG Target: 16.6




We have prioritised the development of our ESG governance structure to ensure accountability from senior leaders and colleagues throughout Caddick Group. Our ESG Taskforce promotes transparent decision making across our ESG Strategy which we are incorporating into our reporting processes.



OUR PROGRESS IN YEAR 1



Key: ●●● = achieved ●●○ = partially achieved ●○○ = in progress ○○○ = in planning stage

Our Communities	2025 Goals	KPIs	Progress Update
<div><div>Community Opportunities</div></div>	<div>Ensure a diverse and supported supply chain, including SMEs and not-for-profits, that improves local employment opportunities</div> <div>●●○</div>	<ul style="list-style-type: none">£67,045 local spend (Caddick Construction Group and Caddick Developments)68% local spend within 30 miles (Caddick Group)£558,707 spend with VCSEs (Caddick Group)	<ul style="list-style-type: none">In 2023, we welcomed Andy Trowell to Caddick Construction Group as Supply Chain Director (see page 13).In 2023, we established the Sustainable Supply Chain working group, with representatives from across all Caddick businesses. The group is focused on mapping, engaging, and tracking spend across types of suppliers, including VCSEs.Caddick Group seeks to increase work with businesses focused on social value and social impact across our supply chain. To date, we have been working with a waste provider, Recycling Lives, which places social value at its core through the rehabilitation of homeless people and work with the Justice system to support ex-offenders into full-time employment. We also work with WeAre Footprint, a social enterprise, providing temporary staffing solutions to the UK construction industry.In 2024, we will continue working across Caddick Group to consolidate supply chain management and further engagement with SMEs and not-for-profits.
<div><div>Community Action</div></div>	<div>Take meaningful action on Social Justice in communities</div> <div>●○○</div>	<ul style="list-style-type: none">£322,720 donated throughout 2023 for charities (Caddick Group)3,726 hours dedicated to social value training for colleagues (Caddick Group)	<ul style="list-style-type: none">Caddick Group focuses on fundraising and supporting key charities across Health, Education, Social Welfare and Arts & Culture in the regions that we operate in.Supporting the Leeds Rhinos Foundation is a key focus for Caddick Group by supporting engagement with local community needs and priorities (see page 18).Throughout 2023, teams across Caddick Group took part in a number of initiatives, raising money for charities close to our hearts. Our colleague charity challenges included; Yorkshire Three Peaks, Rob Burrow Leeds Marathon, Staff Charity Abseil and Leeds Big Sleep, along with personal fundraising challenges that were match funded by the company (see page 21).In 2024, we are focusing efforts on engagement around Social Justice issues across each Caddick business, further defining the issues we need to act on, and taking meaningful action in our local communities.
	<div>Support local communities and businesses to thrive in line with industry best practice</div> <div>●●○</div>	<ul style="list-style-type: none">212 Apprentices hired (Caddick Group)324 weeks of work experience (Caddick Group)£10m committed to public realm (Moda Group)£1,704,938 social value spend (Caddick Group)£85m social value contributed to two Moda Group communities (see here)50 local suppliers engaged at event at Canvas Yard (Moda Group)	<ul style="list-style-type: none">Caddick Group has placed particular focus on increasing access to the profession including through apprenticeships, as a recognised key social issue across all projects and sites (see page 19).Caddick Group embeds social value considerations into every project, supporting local communities and causes and working with local schools.We have continued to place emphasis on engagement with local suppliers and businesses during construction and when holding events.Moda Group has demonstrated its commitment to community projects and public realm, including enhancements in Hove which benefit the local community and provides dynamic new space that celebrates the area's rich history and engages with its community.In 2024, we will be focusing on increasing support of local businesses in a strategic way to provide necessary resources.
<div><div>Healthy & Inspiring Places</div></div>	<div>Ensure all our projects are inclusive and promote good health & wellbeing for those who use them at every stage, in line with industry best practice</div> <div>●●○</div>	<ul style="list-style-type: none">100% of projects in progress achieved 3 STAR Fitwel targets (Moda Group)80% wellness score achieved from Moda Group residents44/45 average CCS site score achieved (Caddick Construction Group)100% Contractors achieved Silver or higher on the Considerate Constructors programme (Caddick Construction Group)	<ul style="list-style-type: none">In 2023, Moda Group achieved our certification targets, including Top Level 3 STAR Fitwel targets across all projects in progress.Caddick Construction Group celebrated 5 years as a CCS partner, achieving a 12% increase in site scores since 2018. Moda Group achieved 100% Contractors achieved Silver or higher in the CCS programme.Moda Group continues to support and engage its communities to ensure they are healthy and inclusive. Through the 'Changing Behaviours' programme, insights are gathered to create resident engagement strategies, and support more sustainable behaviours.In 2024, Caddick Group are focusing on developing a strategic approach to health and wellbeing engagement and certifications across all Caddick businesses.






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Our Environment			
<div><div>Energy & Carbon</div></div>	Become a net zero carbon business by 2040	<ul style="list-style-type: none">Scope 1 & 2 (tCO₂): 4469.47 (Caddick Group)Scope 3 (tCO₂): 11059.31 (Caddick Group)	<ul style="list-style-type: none">In 2022-23, Moda Group undertook their carbon footprint baseline with external support. Moda Group have now established a comprehensive carbon roadmap to achieve Net Zero by 2025 (this can be read here).In 2023, Leeds Rhinos began working with external support to undertake their carbon baseline and set a net zero carbon pathway.In 2024, Caddick Group will be working with external carbon specialists to develop Caddick Group's Net Zero Carbon Pathway to 2040, which will take into consideration Scopes 1, 2 and 3 across all Caddick businesses. This will be published in 2025.
	Engage with the industry to drive the transition of sustainable and low carbon buildings	<ul style="list-style-type: none">Caddick Group members of 2 industry bodies/associationsModa Group members of 4 industry bodies/associations	<ul style="list-style-type: none">Caddick Group are members of the British Property Federation (BPF) and are Keystone members with the UK Green Building Council (UKGBC).Moda Group are members of: United Nations Race2Zero, Business Declares, Concrete Zero, Community Utilities, UKGBC and Supply Chain Partnerships.In 2024, Caddick Group will focus on increasing our involvement with our industry partners to maximise our impact beyond our business.
<div><div>Environmental Stewardship</div></div>	Improve biodiversity impacts within Caddick Group's operations and our supply chain through our biodiversity strategy	<ul style="list-style-type: none">80,179 trees planted (Moda Group)KPIs to be reported on in future reports	<ul style="list-style-type: none">Caddick Group have been working to achieve Biodiversity Net Gain (BNG) across our developments, prioritising onsite delivery where possible.Moda Group have planted trees on behalf of their residents (80,179 trees planted).In 2024, Caddick Group will continue working to ensure that we go beyond 10% BNG where possible and implement biodiversity friendly development and construction strategies across the business.
	Support the circular economy through our operations, places, and communities through our circular economy strategy	<ul style="list-style-type: none">75% of waste recycled and composted (Caddick Construction Group)15,526kg food waste diverted from landfill (Leeds Rhinos)	<ul style="list-style-type: none">Caddick Group are working to reduce waste to landfill and increase recycling rates across projects.Moda Group are working towards achieving 0% single use plastics in communal residential areas as well as diverting 80% of waste from landfill on construction sites.The Leeds Rhinos are working to reduce food waste and plastics at Headingley stadium and are working closely with suppliers and engaging spectators to achieve this.In 2024, Caddick Group are focusing on further reducing waste to landfill and identifying responsible solutions to encourage circular practices across our operations.
<div><div>Sustainable Buildings & Places</div></div>	Embed environmental sustainability specification into all our projects, in line with industry and certification best practice	<ul style="list-style-type: none">B or Higher EPC Rating across all projects (Moda Group)100% of PBSA and co-living projects achieved BREEAM Excellent (Moda Group)	<ul style="list-style-type: none">In 2023, Caddick Group began developing sustainable buildings checklists and ESG Design Standard. These standards are incorporated into business processes, ensuring that our standards are used when instructing design teams.MODA Group achieved:<ul style="list-style-type: none">100% BREEAM Excellent on PBSA and co-living100% Home Quality Mark Level 4EPC B or higher Rating across all projectsIn 2024, Caddick Group will be working to define minimum standards for each business to ensure that we are embedding sustainability into all our projects in a consistent and impactful way.







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Our Business	2025 Goals	KPIs	Progress Update
<div></div> <div>Partnerships & Advocacy</div>	Implement a Supply Chain Charter to support suppliers with ESG goals	<ul style="list-style-type: none">KPIs to be reported on in future reports	<ul style="list-style-type: none">In 2023, Caddick Group established the Sustainable Supply Chain working group, who are developing Caddick Group's Responsible Procurement Policy and started work on Caddick Group Supply Chain Charter.In 2024, we will develop our Supply Chain Charter, engaging with key suppliers ahead of launching across all Caddick suppliers in 2025.
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	Engage and collaborate with external stakeholders to raise the bar on tackling systemic ESG issues	<ul style="list-style-type: none">Welcomed 800+ visitors at our Places for Life pavilion at UKREiif 2023 (Caddick Group)Collaborated on 9 panel discussion at UKREiif 2023 (Caddick Group)	<ul style="list-style-type: none">Caddick Group continued to engage the wider industry through key industry events and opportunities.At UKREiif 2023 we participated in 9 industry panel talks focusing on health and safety and social impact. Over 400 guests joined us for the annual Official UKREiif Fringe Party at Moda, New York Square for a time of networking and celebration.In 2024, Caddick Group looks forward to participating in UKREiif 2024 and engaging with external stakeholders to increase our impact and share key opportunities and learnings.
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<div></div> <div>Transparency</div>	Publish an annual ESG report to transparently communicate our progress against strategic goals	<ul style="list-style-type: none">Year 1 report published (Caddick Group)	<ul style="list-style-type: none">Caddick Group are committed to transparently communicating our progress and ensure we are reporting across all Caddick businesses.In 2024, Caddick Group will look to keep improving our ESG and Sustainability reporting in line with best practice.
	●●●		
	Communicate and engage with internal and external stakeholders to support progress on Caddick Group goals	<ul style="list-style-type: none">90% of employees across the group engaged in the launch of the Places for Life launch (Caddick Group)100% of new starters in 2023 who attended Caddick induction were introduced to the group ESG strategy (Caddick Group)580 external users engaged with Places for Life web page launched at UKREiif 2023 (Caddick Group)	<ul style="list-style-type: none">In 2023, Caddick Group launched Places for Life to internal stakeholders through our website and internal events with positive engagement across the businesses.The strategy was launched more widely at UKREiif, with Places for Life featuring as a central theme throughout the Caddick 'Places for Life' pavilion and through ESG-related panel discussions.In 2024, Caddick Group will focus on embedding ESG and Sustainability into our internal and external communications to ensure transparency and accountability with our stakeholders.
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<div></div> <div>Innovation</div>	All employees to have ESG knowledge and skills appropriate to their role and responsibilities	<ul style="list-style-type: none">1,063 hours of training completed in 2023 (Caddick Construction Group)876 hours of training completed within the Moda Academy in 2023 (Moda Group)	<ul style="list-style-type: none">In 2023, Moda Group launched the Moda Training Academy (see page 14), offering teams the opportunity to get nationally recognised qualifications across customer service and leadership, as well as role specific accreditations.Across Moda Group, 90% of team members have completed the ESG training within the Moda Training Academy.In 2024, Caddick Group is placing a greater focus on developing business wide and role specific ESG training.
	●●○		
<div></div> <div>Culture & Inclusivity</div>	Embed purpose, culture and ESG innovation across business operations and supply chain	<ul style="list-style-type: none">ESG messaging woven into Caddick Group annual communications plan (Caddick Group)Caddick Group Intranet developed to bring the organisation together, aligned with common vision and values (Caddick Group)Induction film and briefing delivered for new Group staff throughout 2023 (Caddick Group)	<ul style="list-style-type: none">In 2023, interviews were conducted with senior management team, employees and customers to develop new vision and values for the Group.Caddick Group's approach to communicating vision and values was developed and finalised for internal and external audiences, in line with our strategic goals.In 2024, Caddick Group will focus on the delivery of a new promotional campaign, drawing on the strength and diversity of the Group and our employees.
	●●○		
	Ensure diverse representation across Caddick businesses	<ul style="list-style-type: none">£7,348 investment in mental health campaigns (Caddick Group)187 hours of D&I training conducted (Caddick Construction Group)	<ul style="list-style-type: none">In 2023, Sue Currey joined us as HR Business Partner across Caddick Construction Group and Caddick Developments to drive this agenda further.In 2023, Caddick Group began collecting voluntary data from new joiners, to build a better understanding of our business.At Moda Group all new starters have Diversity and Inclusion training. Team members also undertake annual training to refresh everyone with our values. This supports Moda Group to create working environments where everyone can feel themselves, as well as to meet the needs of the people who live in our buildings.In 2024, Caddick Group will continue to collect and analyse data to better understand our business and develop meaningful action plans to support our people across each Caddick business.
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Our Business	2025 Goals	KPIs	Progress Update
<div><p>Culture & Inclusivity</p></div>	Strive to eliminate gender and ethnicity pay gap, reporting progress transparently at Group level	<ul style="list-style-type: none">KPIs to be reported on in future reports	<ul style="list-style-type: none">Caddick Group are currently collating gender pay gap data across all businesses, with systems being established, and a report to be published in 2025.
	Ensure a culture of inclusivity across Caddick Group	<ul style="list-style-type: none">100% Caddick Group employees engaged through culture surveyCaddick Construction Group and Caddick Developments:<ul style="list-style-type: none">Over 90% said they feel supported within their teamsOver 87% feel there is a culture of fairness and respectOver 80% feel they work in an inclusive organisationModa Group:<ul style="list-style-type: none">100% of team voted positively that they felt included and part of the team97% of our team said they were happy working at ModaLeeds Rhinos:<ul style="list-style-type: none">93% said they love working at Leeds Rhinos97% said they care about the Rhinos	<ul style="list-style-type: none">In 2023, Caddick Group engaged all employees through a survey to capture critical insights from across our teams.Survey feedback was analysed, with action plans being developed to help shape decision making and processes across our businesses, including improving our parental leave and policies and supporting better flexible working.In 2024, we will be working collectively to ensure we are engaging our employees effectively and addressing issues or areas which can be improved across our business culture.
<div><p>Governance</p></div>	Establish ESG governance and accountability across Caddick Group	<ul style="list-style-type: none">ESG governance structure establishedESG Taskforce established with senior representation from each Caddick business meeting quarterlyESG Working Groups established with representation across levels from each Caddick business	<ul style="list-style-type: none">In 2023, the ESG Taskforce comprising senior representatives from each Caddick business was established, with responsibility for managing, overseeing and driving the progress of Places for Life (see page 12).Four Places for Life Working Groups, focusing across Environmental sustainability, Social impact, Supply chain and culture & inclusivity, were also set up with representatives from each Caddick business to promote regular progress across processes, collaboration and ideas sharing.Key business hires have been made to help drive our ESG goals and ambitions further, including Tarry Depledge, Andy Trowell, and Sue Currey (see page 13).In 2024, Caddick Group will undertake recruitment for a Head of ESG & Sustainability.
	Identify and reduce ESG risk across Caddick Group and the supply chain	<ul style="list-style-type: none">KPIs to be reported on in future reports	<ul style="list-style-type: none">Alongside preparing for reporting against TCFD recommendations, in 2024 Caddick Group will conduct a thorough review of ESG risks across the business and supply chain, to be reported publicly in 2025.
	Set ESG targets for the Executive	<ul style="list-style-type: none">32% of the Places for Life goals sit with Caddick Executives	<ul style="list-style-type: none">In 2023, the Places for Life goals were assigned to goal owners, including senior members of the ESG Taskforce.100% Caddick Group employees have Personal Development Reviews (PDRs).Places for Life has begun to be embedded in all PDRs.In 2024, Caddick Group will continue to focus on ensuring accountability from Caddick Executives.
	Understand and manage the impacts of climate change on Caddick businesses and report against TCFD recommendations	<ul style="list-style-type: none">KPIs to be reported on in future reports	<ul style="list-style-type: none">In 2024, Caddick Group will be conducting strategic reviews to understand the impacts of climate change on the business, with the aim to report against TCFD from 2025.

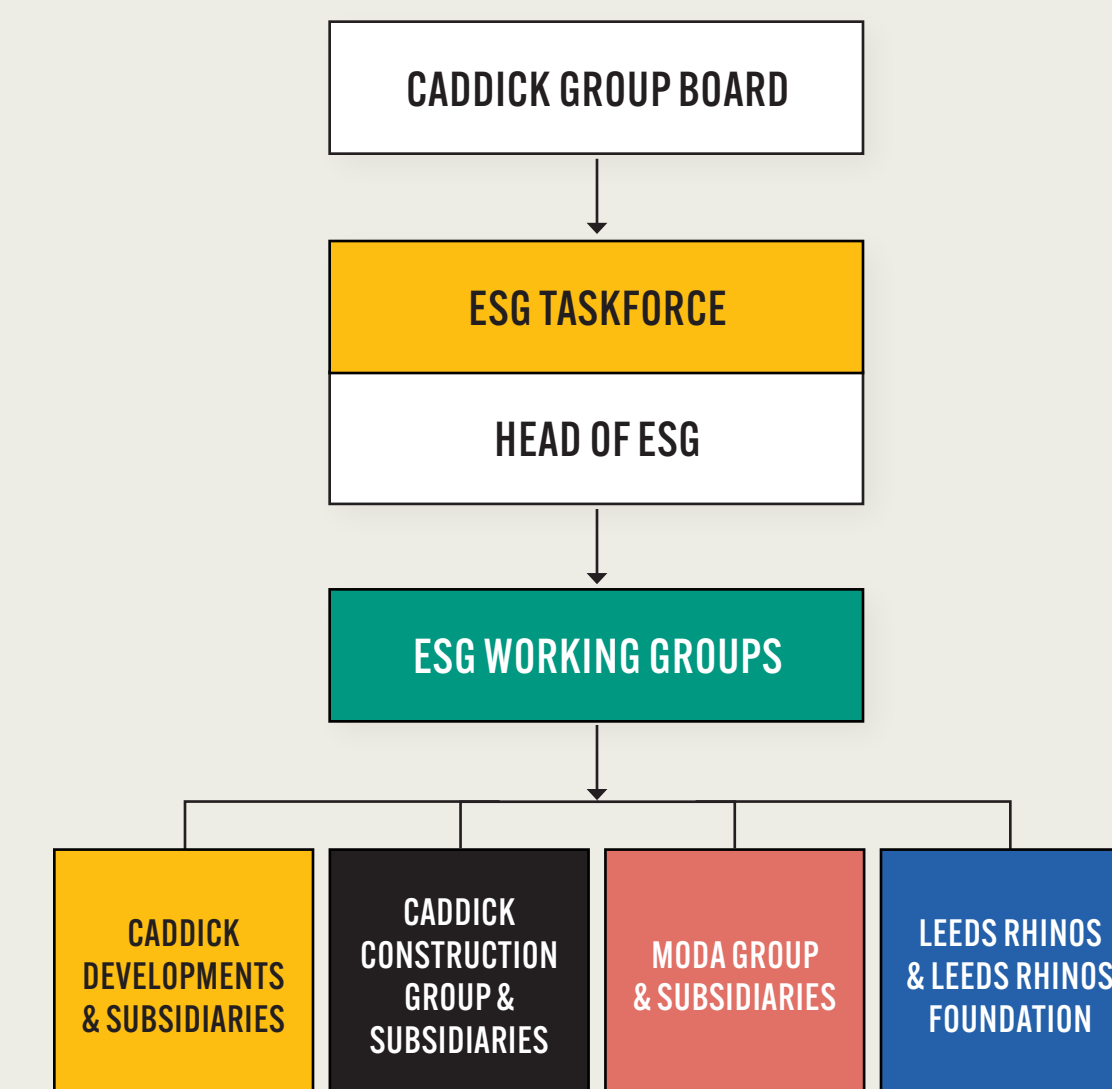
NINE DIVERSE ORGANISATIONS. ONE UNITED CADDICK FAMILY

At Caddick Group, we're acutely aware that our success depends on the knowledge, expertise and talent of all our teams. We're committed to developing our people and creating environments where everyone can fulfil their potential, support their colleagues and improve their communities.



PLACES FOR LIFE GOVERNANCE

Now in place for over a year, the ESG Taskforce, comprised of senior business leaders, meets quarterly to review progress against our Places for Life goals and is chaired by Jessica Herman, ESG Manager at Caddick Group. The ESG Taskforce ensures that we embed sustainability into key decisions across all Caddick businesses, with four working groups focusing across social impact, environmental impact, supply chain management and engagement and our business culture. All working groups include at least one senior representative from each Caddick business to promote collaboration, ideas sharing, innovative solutions and progress against our ESG goals across the whole Group.



GROWING OUR TEAM. STRENGTHENING OUR BUSINESS.

We are working to embed our approach to ESG and sustainability within each Caddick business and in the last year have welcomed some exceptional people into our businesses.

The appointment of Moda Group's first dedicated ESG Manager, Tarry Depledge, further supports Places for Life goals through Moda Group's own ambitious approach to ESG. After several high-profile roles specialising in wellbeing and sustainability, Tarry will ensure that our core ESG focus is embedded throughout the business.

Our Next Generation Futures ESG strategy continues to drive our business to create positive environmental, societal, and organisational impact. We take our role seriously as the long-term custodians of the communities in which we operate and understand that creating a lasting sustainable impact for generations to come is essential.

Tarry Depledge
ESG Manager, Moda Group



At a time where Caddick Construction Group continues to strengthen its strategic team, we have welcomed Andy Trowell as Supply Chain Director. Bringing over 30 years of expertise, Andy is responsible for the management of all Caddick Construction Group's supply chain relationships, subcontractors and manufacturers. Our collective aim remains to ensure a diverse and supported supply chain, which includes SMEs and social enterprises, and help to improve local employment opportunities.

In our current economic climate, I feel it's imperative to be able to form closer working relationships with our existing supply chain while engaging with new partners to enable us to deliver on our overall business plan and ESG Strategy. I'm delighted to join the Caddick Construction Group at such an exciting time of expansion and growth for the business.

Andy Trowell
Supply Chain Director,
Caddick Construction Group



Sue Currey joined us in 2023 bringing over 30 years of experience to her role as Group Head of HR. Her remit is to support future growth and position Caddick as an employer of choice. Key priorities include developing strategies for attracting, developing and retaining talent as well as investment in training.

I am excited to have been given the opportunity to support Caddick in bringing HR centrally into the business, to shape and support our growth. I believe we will achieve great things by staying true to our soul, attracting, hiring and keeping great people and making this a great place to work for everyone, whilst balancing the Caddick family values in everything we do.

Sue Currey
Head of HR, Caddick Group



Shaping our Future

The Caddick Construction Group Shadow Board was created in November 2023 to provide an alternative perspective to that of the official board of directors.

Primary focus of the Shadow Board is to provide insight, feedback and ideas to the senior decision makers in the Company, representing the alternative perspective.

The 2023/24 Shadow Board consists of 12 people from a cross-section of the Construction Group serving a 12-month term and working on strategic projects assigned by the board. This opportunity allows the shadow board members a different and varied learning experience, to learn more about the Company's strategy and decision making, giving them the opportunity to collaborate with both peers and senior managers outside of their day job. In return the business gives them the opportunity to develop for future leadership positions in the future while gaining insight into this fantastic resource.

Transforming our business through talent and skills

Last year, Moda Group proudly unveiled the Moda Academy, underpinning Caddick Group's ongoing commitment to training, upskilling and investing in our people.

By offering colleagues a clear and attainable pathway to nationally recognised and role-specific qualifications in leadership and customer service, the Moda Academy aims to:

- Develop our teams to deliver exceptional, consistent service to Moda Group residents.
- Provide robust management skills to our key ambassadors.
- Deliver long-term learning opportunities to all team members.

The academy is the latest in a long line of initiatives designed to deliver against Moda Group's values of integrity, loyalty and commitment to building a supportive, sustainable and people-centred organisation.

With diversity, equity and inclusion (DEI) at the core, Moda has carried out ESG training with 90% of its people, trained 14 Metal Health Ambassadors across its office and residential locations and reduced its gender pay gap to zero. This forms part of a wider initiative that will see the entire Caddick Group roll out ESG training for all colleagues from 2024.



The Moda Academy is a great opportunity for me to upskill my teams and give them the knowledge they need to perform to the best of their abilities. It's a unique offering for my team to have space to increase their knowledge and skills, which will empower them through their career.



Louise Benatmane

General Manager, Moda, New York Square

Putting people first

Providing safe and healthy places of work is a core principle we instil across Caddick Group.

Last December, Caddick Construction Group further underlined our commitment to creating incredible workplaces by joining the Greater Manchester Good Employment Charter. This voluntary initiative assesses its members' success in several areas, including secure and flexible work, equal pay, recruitment opportunities, people management, and health and wellbeing.

As a proud member of the scheme, the team at Caddick Construction Group look forward to implementing and excelling in the 'Characteristics of Good Employment', playing our part to raise standards across the regions.



We're committed to creating a Caddick community to be proud of; always with fair pay, opportunities for growth and progression, and a team that supports the health and wellbeing of all others. We want to give all of our employees the right environment to realise their potential and build a lifetime career. Becoming members of Greater Manchester's Good Employment Charter is a huge recognition of the work we're doing to support employees and ensure that Caddick is a place that people feel proud to work.



Paul Dodsworth

Managing Director, Caddick Construction Group

HEALTH, HAPPINESS AND WELLBEING AT THE HEART OF EVERYTHING WE DO.

We want Caddick Group to be a fulfilling and rewarding place to work for everyone.

To ensure we meet the highest wellbeing standards across our companies, we regularly check in with our teams to get their perspective on life at work. After consultation with all our teams, we introduced flexible and hybrid working, enhanced family friendly policies and a bonus day off for each colleague on their birthday.

To ensure everyone has access to our policies and to support ongoing communications across the Group, we recently launched the Caddick Intranet. This platform includes the Caddick e-learning platform which is accessible to Caddick Developments and Construction colleagues. It also hosts the Caddick Hub wellbeing platform with information our Employee Assistance Programme which is a 24/7 free service to colleagues and their immediate family.

We have launched and rolled out the Zeno wellbeing platform (HealthNav App) to all colleagues across Caddick Developments and Caddick Construction Group. This platform enables people across the business to access workplace mental health and employee wellbeing support. Since its launch, 60% of the workforce have signed up to the Health Nav App with 35 people participating in the step challenge during July. In November 2023, we ran our first wellbeing session on Prostate Cancer Awareness and in 2024 we will begin rolling out our programme of monthly lunch time sessions on different topics.

In 2023, we introduced Group Induction Days across Caddick Group to help new starters settle in, and start contributing to our shared success. The first session, held at Headingley Stadium, brought team members from across our companies together to share experiences, opinions and strategies for building a supportive and transparent culture.

In 2023, we established our first employee survey rolled out across Caddick Development and Caddick Construction Group. Feedback across the past year has been overwhelmingly positive with:

- 93% of colleagues feel supported within their team.
- 91% have a clear understanding of company expectations.
- 83% feel all cultures and backgrounds are respected and valued.

Happiness and health remain paramount at Moda Group. This year, we continued our investment in Moda’s workplace wellbeing with 12 team challenge events and 80 mental health awareness training sessions. Next year, the goal is to exceed this event total with 20 planned sessions to promote physical, mental, societal and financial health.

100% of Moda team members feel positively included in the workplace.

97% of our team said they were happy working at Moda.

4.5/5 employer rating from the Moda team.

We take pride in Leeds Rhinos’ engaging, exciting, and inclusive environment. In the 2023 Employee Engagement Report, 92% rated it as a great place to work.

93% say they love Leeds Rhinos.

89% believe we have an inclusive workplace.

84% report a positive working culture.

CADDICK GROUP SPOTLIGHT AT UKREIIF

Businesses across Caddick Group joined forces with strategic industry partners to deliver an exciting programme of content at 2023’s UKREiiF – the Real Estate Investment and Infrastructure Forum.

Located in the Innovation Zone, our teams hosted a series of sessions focused on ESG, logistics, and the critical skills needed to drive projects that generate lasting social impact. Our panel discussions covered topics such as creating social value, supporting skills for life , culture-led regeneration, and integrating culture and community into meanwhile uses.

Over three days, 43 industry experts and partners led these activities, attracting the attention of key voices in the field. Our “Places for Life Pavilion” drew in 800 visitors, all united by a shared passion for making a positive impact on communities through infrastructure projects.



PLACES THAT BENEFIT PEOPLE AND THE PLANET

Protecting the environment requires meticulous focus long before and after breaking ground. From planning to completion and beyond, our vision is that every Caddick Group project and place is designed to further our net zero carbon ambitions and showcases the interconnectivity of our wider environmental, business and community goals.



REACHING NEW STANDARDS FOR BUILDING DESIGN

BREEAM Outstanding ratings for sustainable medical centre

Caddick Construction Group is proud to have completed construction of two state-of-the-art medical facilities for United Healthcare Development. Milnrow & Newhey Medical Centre will provide suites for consultation, examination, treatment and meetings utilising responsible construction practices.

With a focus on integrated ventilation and 'fabric first' energy efficiency, our scrupulous design and build process earned the building a BREEAM Outstanding rating. The 4,470m² single-building construction also received an A+ EPC rating on completion, putting it firmly in the Net Zero Operational Energy category.

The new site follows the completion of United Healthcare Development's Carlisle Healthcare South Hub, designed to address the energy-intensive needs of primary care facilities. Receiving a BREEAM Outstanding rating, along with an A+ EPC, the Carlisle site draws a large proportion of its power from rooftop photovoltaic panels (PV). This feature, coupled with an innovative building envelope, negates the need for a traditional heating system and eliminates reliance on fossil fuels.

Switching to solar welfare cabins.

Caddick Construction Group is transitioning to generator-free, solar powered welfare cabins across our construction sites. The Eco Solar units offer temporary accommodation prior to full set up. Each saves an average of 3,022 litres of fuel per year, cutting CO₂ emissions by 7,736kg.



Creating new opportunities for local communities

Caddick Developments' scheme in Leeds Valley Park introduces a cutting-edge speculative development, poised to become a pivotal logistics hub for the city. Expected to generate significant local employment, our aim is that the site will bring an additional 500 jobs upon occupancy. With a BREEAM Very Good rating and EPC A rating, it's a prime choice for occupiers prioritising sustainability. Notable features include PV panels, air source heat pumps, EV charging points, and ample cycle provisions.

During construction, 300 jobs were created, and the landscaped surroundings support local biodiversity and foster a welcoming atmosphere. Nearly 60% of the supply chain spend was sourced from the local area, while 5 apprenticeships and work placements were facilitated. The project also engaged 350 local students through educational visits and career activities.



First zero carbon homes for City of York Council

Our work with City of York Council epitomises our commitment to sustainability and social impact. Hailed as best practice for zero carbon homes by the Chartered Institute of Building (CIOB), Caddick Construction Group's projects at Burnholme Green and Duncombe Square, York, are built with low carbon timber, fitted with rooftop solar panels and air source heat pumps, and meet Passivhaus certification. The project forms part of a larger regeneration project that will also bring tree-lined streets, bike storage, and high-quality green spaces to the local community.



I enjoyed meeting some of the Caddick Construction Group team and seeing their work to create the city's first ever zero carbon homes. I was impressed with what I saw and with the approach to delivering certified Passivhaus homes, the focus on energy efficiency and keeping the construction low-carbon. This is going to be such an important part of the future of the industry and it's great to see it being embedded now.

Caroline Gumble

Chief Executive, CIOB



Achieving 20% biodiversity net gain at Leyland logistics site

At Caddick Group, we want to ensure our developments benefit our communities and their environments, long into the future. That's why we aim to enhance and increase access to nature wherever possible.

An example of this commitment is our achievement of 20% biodiversity net gain following the completion of the Victoria Plumbing logistics hub at Farington Park, Leyland. This goes well beyond the new English Biodiversity Net Gain legislation which requires all new developments to provide a biodiversity uplift of at least 10%. In addition to constructing the 55,500 square metre site, our team carried out extensive landscaping work, completed a £50,000 section of the Leyland Loop cycleway, and deculverting a nearby river to open up new habitats for local wildlife.

Sport as a force for good

Leeds Rhinos remains steadfast in its mission to be a force for good and encourage greater environmental responsibility among fans, peers and business partners.

The past year has seen the club invest in numerous efficiency and sustainability projects, including:

- Solar PV panels installed on the South Stand roof, forecasted to generate 185,000kwh of energy by the end of 2024.
- Water Borehole for the sustainable extraction of 20,000 litres per day.
- Procurement of 100% renewable energy.

As part of its ongoing ESG Strategy, Leeds Rhinos is on track to be net zero in scope 1 and 2 emissions by 2030 and achieve a 37% reduction in scope 3 emissions by 2050.



ESG will be very much BAU as we implement supply chain charters with key contractors and suppliers, all new projects will have ESG at the heart of their design and we will continue to support local communities and businesses to thrive.

Sue Ward

Operations Director, Leeds Rhinos



A COLLECTIVE FOCUS ON NET ZERO

Caddick Group has set an ambitious goal to achieve net zero carbon by 2040.

In 2023, we initiated a concerted and aligned effort across all our businesses to reduce emissions, focusing on both our own and scope 3 emissions within our supply chain and industry. In the coming year, we will be working with external carbon experts to develop our Caddick Group Net Zero Carbon Pathway to 2040, identifying short and long-term targets to help us achieve this ambitious goal.

Spotlight on: Moda's ESG Strategy - Next Generation Spaces

Next Generation Spaces aims to further improve our environmental performance by 2025. In an update to our Net Zero Carbon Roadmap, we're setting our sights on two main goals:

- **Goal 1:** Driving net zero whole-life carbon emissions for our buildings.
- **Goal 2:** Inspiring industry transition to a low carbon future, aligning with leading organisations such as the United Nations.

To achieve these objectives, we've joined Business Declares, the United Nations Race2Zero Campaign, and become a Keystone member of the UK Green Building Council. As a proud member of these organisations, Moda will engage with the industry to limit the irreversible effects of climate change and protect future generations. Moda has planted over 80,000 trees on behalf of our residents, committed to eliminating single-use plastic in our communal areas by 2025, and set out a clear pathway to using 100% net zero concrete by 2050.

Caddick.

CHAMPIONING THE DIVERSITY OF OUR COMMUNITIES

The Caddick family extends to every colleague, resident, client and partner. We pride ourselves on celebrating our family, and building enriching, inclusive, thriving environments, from homes and workplaces to entire communities.



NURTURING THE TALENT OF TOMORROW

At Caddick Group, we're passionate about making our industry more inclusive and training the talent that will shape our future workplace.

From holding Introduction to Construction days in collaboration with Stretford Job Centre, to delivering Considerate Constructor talks to Joinery, Brickwork and Electrical students at Castleford College, we are creating space to nurture new talent.

Work experience placements are one of many community initiatives designed to enhance the social impact of our Farington Park development. As well as hosting mentoring and interactive career sessions, we've raised over £10,000 for charity – including for Youth Zone, which provides 5,000 local young people with a place to connect and learn new skills.

Isabelle Roberts, a 17-year-old student from Tarleton, joined forces with the Caddick Construction Group team in 2023 following her work experience placement at our Farington Park site.

I have learned a lot from the team at Farington Park. After my A-Levels, I plan to go to university to study for a degree apprenticeship in quantity surveying, and to get some experience on site has been so amazing.

Isabelle Roberts
Work Placement Student

Another Caddick Construction Group trainee, Georgia Harper, was acknowledged as one to watch in the National Federation of Builders (NFB) Top 100 Influential Women in Construction. In less than two years as a member of the Caddick family, this apprentice site engineer has completed numerous training programmes and gained invaluable site experience.

I'd definitely recommend the apprenticeship route to anyone who is looking to get a foot in the door; it's been so rewarding for me. The experience I've gained has been second to none, especially in comparison to my university counterparts. I'm gaining so much more hands-on experience than I would at a desk five days a week.

Georgia Harper
Trainee

As part of National Apprenticeship Week, Caddick Construction Group worked closely with the City of York Council and our electrical subcontractor, JLM, to inspire the next generation of construction workers with hands-on workshops at our Burnholme Green site. The Northwest teams also attended Wigan and Leigh College's Meet the Employer and Apprenticeships events, where they engaged with school leavers and existing college students on apprenticeship opportunities.

CREATING HAPPY, HEALTHY, LONG-LASTING COMMUNITIES

Caddick Group takes its role as the long-term custodian of its communities, local history and cultures seriously.

Our Casa by Moda Group neighbourhoods are designed to make a lasting impact on generations for years to come. The apartments and townhouses are designed with quality, sustainability and security in mind. Casa residents receive round-the-clock service and maintenance support as standard, deposit-free, pet-friendly living, and smart temperature, air quality and light pollution monitoring.

Within our neighbourhoods, our mission to deliver and operate next generation spaces for people to live, work and play has never been stronger. Wellbeing is at the core of what we do, and our dedicated on-site teams run hundreds of events each year with both national and independent businesses, focusing on health, culture, and fostering a sense of connection and community with and between our residents.

Johnny Caddick
Chief Executive, Moda Group



The construction of Jubilee Gardens, a cutting-edge extra care facility in West Paddock, promises to greatly benefit the local community. With a £6.6m social value investment pledge by Caddick Construction Group in Leyland and the wider Lancashire, we are demonstrating our commitment to long-term partnerships. Throughout the project, we will support the community with work placements, job opportunities, and vocational training. Additionally, we have pledged to prioritise local suppliers, allocating £4m to local subcontractors and £250,000 to local SMEs, with the potential to create 70 new jobs. Contributing to local causes, our people will be encouraged to use their volunteering hours to support local causes, and we will also be allocating £5,000 to community projects.

In 2023, Caddick Developments appointed local artist, Emma Hardaker in residence at our SOYO development in Leeds. In collaboration with Emma, we have revitalised the public space and fostered community connections as part of the site regeneration efforts. Known for her vibrant and socially conscious art, Emma has been working on various projects that incorporate bold patterns and lively colour palettes. Utilising photos and historical documentation from the former Quarry Hill flats, she has developed new patterns inspired by the area’s heritage. These are celebrated at THE ARCH in the public realm of SOYO where we have established a temporary installation that celebrates the former Quarry Hill building in a space everyone can enjoy.



WORKING TOGETHER TO SUPPORT OUR COMMUNITIES

Communities Week initiative delivers hundreds of volunteer hours



Ensuring our people are empowered to use their time, talents and skills to give back to their local communities is vital. In reflection of this, Caddick Construction Group launched the new annual Communities Week programme. This initiative has seen team members donate over 300 hours of their time to worthy causes throughout Yorkshire, the Northeast, Northwest and Midlands. We helped renovate community spaces for various charities, hosted workshops for local schools and social enterprises and served free and affordable meals for vulnerable members of the local community.



Charity challenges raise vital funds

In 2023, team members from across the Group tackled marathons, mountains and many more Caddick Charity Challenges to raise £29,976. With the Group's matched funding this has raised contributions to £56,292.

We are proud to announce that in 2023, the Caddick Group collectively donated an impressive £322,720 to charitable causes. During the summer, members of the Caddick Developments and Construction Group teams undertook a series of challenges in support of the Motor Neurone Disease Association. From abseiling from the roof terrace of Moda at New York Square, to conquering the Yorkshire Three Peaks and running the Rob Burrow Leeds Marathon - their efforts exemplified true dedication.

Leeds Rhinos Foundation provides support for vulnerable communities

As the club's official charity, the Leeds Rhinos Foundation harnesses the power of sport to deliver and support much-needed projects in the heart of the community. Now in its seventh year, Leeds Big Sleep event raises funds for the Foundation along with St George's Crypt homeless charity and St Gemma's Hospice.

This year, colleagues across Caddick Developments and Caddick Construction Group joined Leeds Rhinos players and hundreds of volunteers to spend the night under the stars. In total, £60,000 was raised through the Leeds Big Sleep.



Caddick Group's Moment in Time Ball raises funds for several charities. The 2023 event, hosted by the Caddick family, was attended by almost 400 of our colleagues, partners, investors and friends. Thanks to everyone's incredible support, we are delighted to have raised £130,000, which we are distributing between Candlelighters, Children's Heart Surgery Fund, Young Lives vs Cancer and the Leeds Rhinos Foundation.

Kairen Brown
Head of CSR



FUTURE OUTLOOK

DEVELOPMENT OF CADDICK GROUP'S PATHWAY TO ACHIEVE NET ZERO CARBON BY 2040

In 2024, we will be working with carbon specialists to develop our pathway to achieving net zero carbon across all Caddick businesses by 2040. We will be working closely with all our teams as well as our suppliers, and external stakeholders to drive down our collective impact.



WORKING CLOSELY WITH OUR SUPPLY CHAIN

We are looking forward to working more closely with our supply chain to ensure that we are procuring locally where possible, supporting social enterprises and VSCs, and supporting our suppliers to reduce their negative impact, together through the development of our Supply Chain Charter.



BUILDING KNOWLEDGE AND SKILLS

We are focusing efforts on empowering and upskilling our teams across Caddick Group to embed sustainability and ESG knowledge and help to find the right solutions for each project while reducing negative impacts.

ENVIRONMENTAL RISK MANAGEMENT

We will be conducting a thorough review of ESG risks across all Caddick businesses to ensure we are addressing the impacts of climate change, reporting against the TCFD framework.

BIODIVERSITY IMPACT

We are working to improve and reduce our biodiversity impacts across our developments to go beyond 10% Biodiversity Net Gain where possible.

HEALTHY & SUSTAINABLE PROJECTS

We seek to develop a strategic approach to our developments to embed sustainability, health, wellbeing and inclusivity into our projects at every stage.



TAKING MEANINGFUL ACTION ON SOCIAL JUSTICE

We are focusing our efforts across each Caddick business and engaging with our local communities to better understand the key issues they are facing, to ensure that we are taking meaningful action wherever possible.

A DIVERSE AND INCLUSIVE BUSINESS

We are continuing to work hard to support all our colleagues, providing a safe and inclusive workspace where everyone feels welcome and valued.



GLOSSARY OF TERMS

Biodiversity Net Gain (BNG): A concept and practice ensuring that development projects result in an overall increase in biodiversity within a given area. It is now a legal requirement in England for developers to deliver BNG of 10% for the overall development of a new site.

BREEAM ratings: Assessment framework used to specify and measure the sustainability performance of buildings. Ratings range from Acceptable to Pass, Good, Very Good, Excellent and Outstanding.

Business Declares: A not-for-profit organisation designed to raise awareness across the business sector to accelerate action to address climate change, biodiversity loss and social injustice.

Diversity, equity and inclusion (DEI): A framework aimed at fostering a diverse workforce, ensuring fair treatment, and promoting the full participation of all individuals regardless of their background, identity, or circumstances.

EPC rating: A government rating system based on a building's typical energy use, costs and efficiency. Ratings range from A (best) to G (worst).

Environmental compliance: Conforming to all relevant environmental laws, regulations, standards and site requirements.

Environmental, Social, and Governance (ESG): A framework that helps evaluate an organisation's impact on the environment, its social responsibilities, and how it is governed.

EV (Electric Vehicle(s)): It refers to any vehicle that operates primarily or entirely on electricity stored in batteries or generated by fuel cells.

Fabric first: Prioritising the building envelope – walls, roofs, windows and doors – to enhance energy efficiency.

Greater Manchester Good Employment Charter ‘Characteristics of Good Employment’: A set of standards defining what constitutes quality employment in Greater Manchester. These characteristics include secure work, flexible work, fair pay, employee engagement and voice, inclusive recruitment practices, effective people management, and support for health and wellbeing.

Keystone member (UK Green Building Council): The exclusive membership network offered to members of the UKGBC, a membership-led industry network radically transforming the sustainability of the built environment.

Mental Health Ambassadors: Employees specially trained to support and lead mental health promotion, wellness and mindfulness initiatives.

National Apprenticeship Week: Department for Education initiative to promote and encourage the use of apprenticeship schemes.

Net zero carbon - construction: "When the amount of carbon emissions associated with a building's product and construction stages up to practical completion is zero or negative, through the use of offsets or the net export of on-site renewable energy." *UKGBC*

Net zero – operational energy: "When the amount of carbon emissions associated with the building's operational energy on an annual basis is zero or negative. A net zero carbon building is highly energy efficient and powered from on-site and/or off-site renewable energy sources, with any remaining carbon balance offset." *UKGBC*

Net Zero Operational Energy EPC rating: Certification indicates the building uses less energy (or an equal amount) than it generates. This means the building will have an energy/EPC rating of A+ as a minimum.

Passivhaus certification: A globally recognised standard that certifies expertise in designing and constructing high-performance, energy-efficient buildings..

Photovoltaic panels (PVs): Devices that convert sunlight into electrical energy. Also known as solar panels.

Race to Zero: A UN-backed campaign to encourage companies, cities, regions and financial, education and healthcare institutions to take action to halve global emissions by 2030.

Scope 1 emissions: Direct greenhouse emissions from sources that are owned or controlled by an organisation.

Scope 2 emissions: Indirect greenhouse emissions from the generation of purchased electricity, steam, heating and cooling consumed by an organisation.

Scope 3 emissions: Indirect emissions resulting from activities across an organisation's value chain, including those from suppliers and customers.

Social impact: The effect that an organisation's actions, initiatives, or projects have on the surrounding community and society as a whole.

Social justice: The fair and just distribution of opportunities, privileges, and wealth within society ensuring all individuals have equal access.

Social value: The value that businesses create for the economy, communities, and society often measured in terms of their positive contributions to social, economic, and environmental outcomes.

Task Force on Climate-related Financial Disclosures (TCFD): A global initiative that provides guidelines for companies to disclose climate-related risks and opportunities, helping investors to understand those risks.

UKREiif: An annual event attended by public sector and government bodies, investors, developers, housebuilders and other real estate and infrastructure professionals.

Whole life carbon: "The combined total of embodied and operational emissions over the whole life cycle of a building'. The whole life cycle of a building is 'the entire life of a building from material sourcing, manufacture, construction, use over a given period, demolition and disposal, including transport emissions and waste disposal.'" *UKGBC*

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