



Environmental, Social and Governance (ESG) Report 2024



Churchill

Living (Developments) PLC

Your lifestyle • **Your choice**

Our Vision...

“To be the most successful housing provider in the UK”

“Our business is the construction, maintenance and ongoing management and support of specialist housing for the over 60s.

Our primary commitment is to deliver a product that is energy efficient, future-proofed and safe, enabling our customers to enjoy their later years without undue worries and concerns.”

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Introduction from
Spencer J McCarthy
Chairman & Chief Executive Officer
Gary Day
Chair of the ESG Committee



Since its formation in 2022, our ESG Committee has made excellent progress in setting a clear agenda for our activity across the Group, identifying our obligations, and ensuring we embrace them in order to strengthen the positive impact we have on the world around us.

For many people, it is the Environmental strand of ESG that resonates the strongest in their minds as we strive to mitigate the effects of climate change, and there is no question that our form of specialist housing is highly environmentally sustainable. For many years our core activity has been focused on regenerating previously used urban brownfield land, improving biodiversity, embracing renewable energy generation, reducing car use and enabling a more sustainable way of living.

Over and above this, the Social strand of ESG is perhaps even more relevant to us as a Group, as it is an area where we are proud to have led the way for many years. Both through our housebuilding operations and the ongoing management of our developments through our Churchill Estates Management business, everything we do helps to generate significant social benefits, by combating loneliness, bringing people together, giving something back to the communities where we operate, and delivering better lives for our Customers and their families.

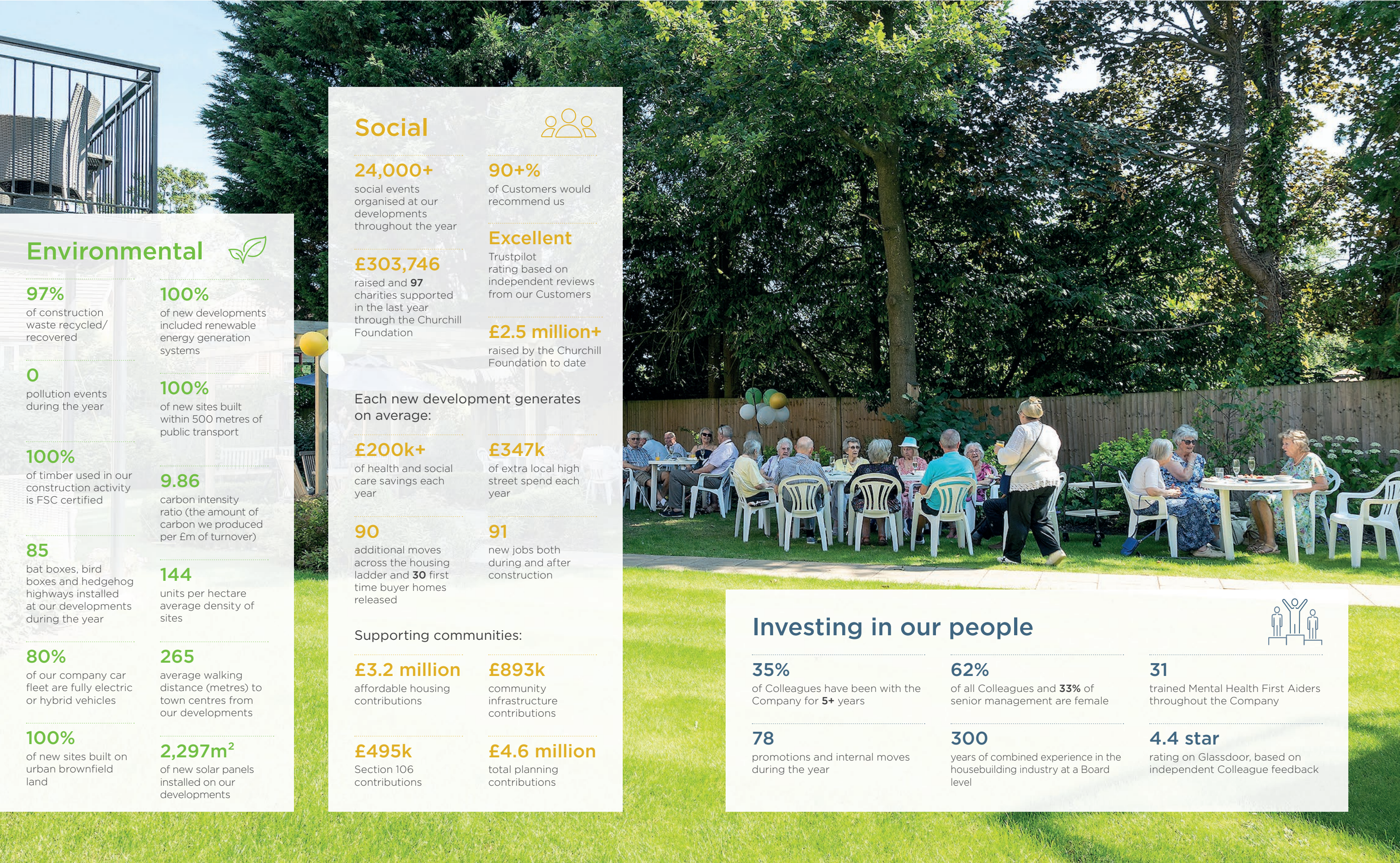
We would like to thank our ESG Committee Colleagues and ESG Champions from across the Group for their continued support in developing the Group's ESG strategy and in successfully implementing a range of new policies and practical initiatives across our day-to-day operations.

Our Colleagues, Business Partners and wider stakeholders can all be immensely proud of the positive impact our developments continue to make on individuals, the environment, and society as a whole. We are committed to improving even further on this, as we keep working towards a better future for all our stakeholders.



“
The social strand of ESG is an area where we are proud to have led the way for many years”





Environmental

- 97%**
of construction waste recycled/recovered
- 100%**
of new developments included renewable energy generation systems
- 0**
pollution events during the year
- 100%**
of new sites built within 500 metres of public transport
- 100%**
of timber used in our construction activity is FSC certified
- 9.86**
carbon intensity ratio (the amount of carbon we produced per £m of turnover)
- 85**
bat boxes, bird boxes and hedgehog highways installed at our developments during the year
- 144**
units per hectare average density of sites
- 80%**
of our company car fleet are fully electric or hybrid vehicles
- 265**
average walking distance (metres) to town centres from our developments
- 100%**
of new sites built on urban brownfield land
- 2,297m²**
of new solar panels installed on our developments

Social

- 24,000+**
social events organised at our developments throughout the year
- 90+%**
of Customers would recommend us
- £303,746**
raised and **97** charities supported in the last year through the Churchill Foundation
- Excellent**
Trustpilot rating based on independent reviews from our Customers
- £2.5 million+**
raised by the Churchill Foundation to date
- Each new development generates on average:
- £200k+**
of health and social care savings each year
- £347k**
of extra local high street spend each year
- 90**
additional moves across the housing ladder and **30** first time buyer homes released
- 91**
new jobs both during and after construction

Supporting communities:

- £3.2 million**
affordable housing contributions
- £893k**
community infrastructure contributions
- £495k**
Section 106 contributions
- £4.6 million**
total planning contributions

Investing in our people

- 35%**
of Colleagues have been with the Company for **5+** years
- 62%**
of all Colleagues and **33%** of senior management are female
- 31**
trained Mental Health First Aiders throughout the Company
- 78**
promotions and internal moves during the year
- 300**
years of combined experience in the housebuilding industry at a Board level
- 4.4 star**
rating on Glassdoor, based on independent Colleague feedback

ESG framework and strategy

Our dedicated ESG Committee was formed in Spring 2022. It is chaired by our Group Land, Design & Planning Director Gary Day, who is also a member of the PLC Board, and made up of 12 senior managers from across the business who together represent all the Group's key operational functions.

The Committee's main objectives are:

- To co-ordinate and effectively communicate our ESG activities to all internal and external stakeholders
- To promote an ESG culture across the business
- To identify and assess areas where ESG performance can be improved
- To make financially viable recommendations based on socially responsible and achievable decisions
- To ensure the business meets all its ESG regulatory obligations
- To continually assess our ESG priorities against an ever-changing landscape
- To report on progress to the PLC Board and to support its decision-making process on ESG matters

The Committee meets twice a year, supported by ESG sub-groups, to monitor activities, to evaluate our KPIs, to assess our ESG priorities as they evolve, and to discuss our ongoing priorities. The Committee is supported by ESG Champions at every level throughout the Group, including Colleagues from our nationwide network of Lodge Managers who oversee the day-to-day running of all our developments. The Champions' role is to gather ideas and feedback and share news about the positive things we're doing from an ESG perspective.

The ESG Committee reports back to the PLC Board on a quarterly basis, and to the Company's Executive and Operations Committees on a monthly basis, helping to ensure that the Company complies with all relevant regulatory requirements as they evolve, and that we continue to adopt ethical and sustainable business practices wherever possible throughout the organisation.

The PLC Board retains ultimate oversight and responsibility for all ESG matters.

Our overarching ESG Policy can be found on our website: www.churchillretirement.co.uk/environment-social-governance

“

Regeneration plays a big part in our ethos and business strategy, since we only ever build on brownfield sites in town centre locations. We are committed to making a positive impact on the lives of our Owners as well as on local people, businesses and the built environment.”



Former disused shop units prior to redevelopment

BEFORE






Regeneration of public realm at Elmhirst Lodge in Totnes

AFTER

Three ESG Pillars

We have separated our ESG responsibilities into three distinct pillars and identified our main priorities under each, as outlined in the table below.

We track and monitor KPIs across each of these key pillars and benchmark against relevant industry benchmarks to ensure we are continuing to progress, meeting our obligations and fulfilling our responsibilities as a business.

ESG Pillar	Environment	Social	Governance
			
Key Value	Protecting our planet	Looking after our people	Being responsible
Key Priorities	<div>Climate change compliance</div> <div>Best use of urban land</div> <div>Sustainability of materials</div> <div>Futureproofing our products</div> <div>Energy efficiency</div> <div>Carbon emissions</div> <div>Waste management</div> <div>Biodiversity</div>	<div>Health and safety</div> <div>Customer satisfaction</div> <div>Wellbeing of Colleagues and Customers</div> <div>Good working conditions</div> <div>Diversity, equality and human rights</div> <div>Stakeholder engagement</div> <div>Community engagement</div>	<div>Legal compliance and responsibility</div> <div>Ethical business practices</div> <div>Prudent risk management</div> <div>Accountability</div> <div>Conflicts of interest</div> <div>Transparency</div> <div>Board diversity</div>

To build on the priorities outlined under the three pillars, in July 2023 the Board approved a strategic roadmap for the business to achieve net zero by 2050, in line with the Government’s objectives. Alongside this, the business has formally adopted eight key UN Sustainable Development Goals, which complement and expand on the scope of the three pillars. The following pages give a detailed explanation of these new aspects of our ESG strategy.



Enabling a more active and sustainable lifestyle

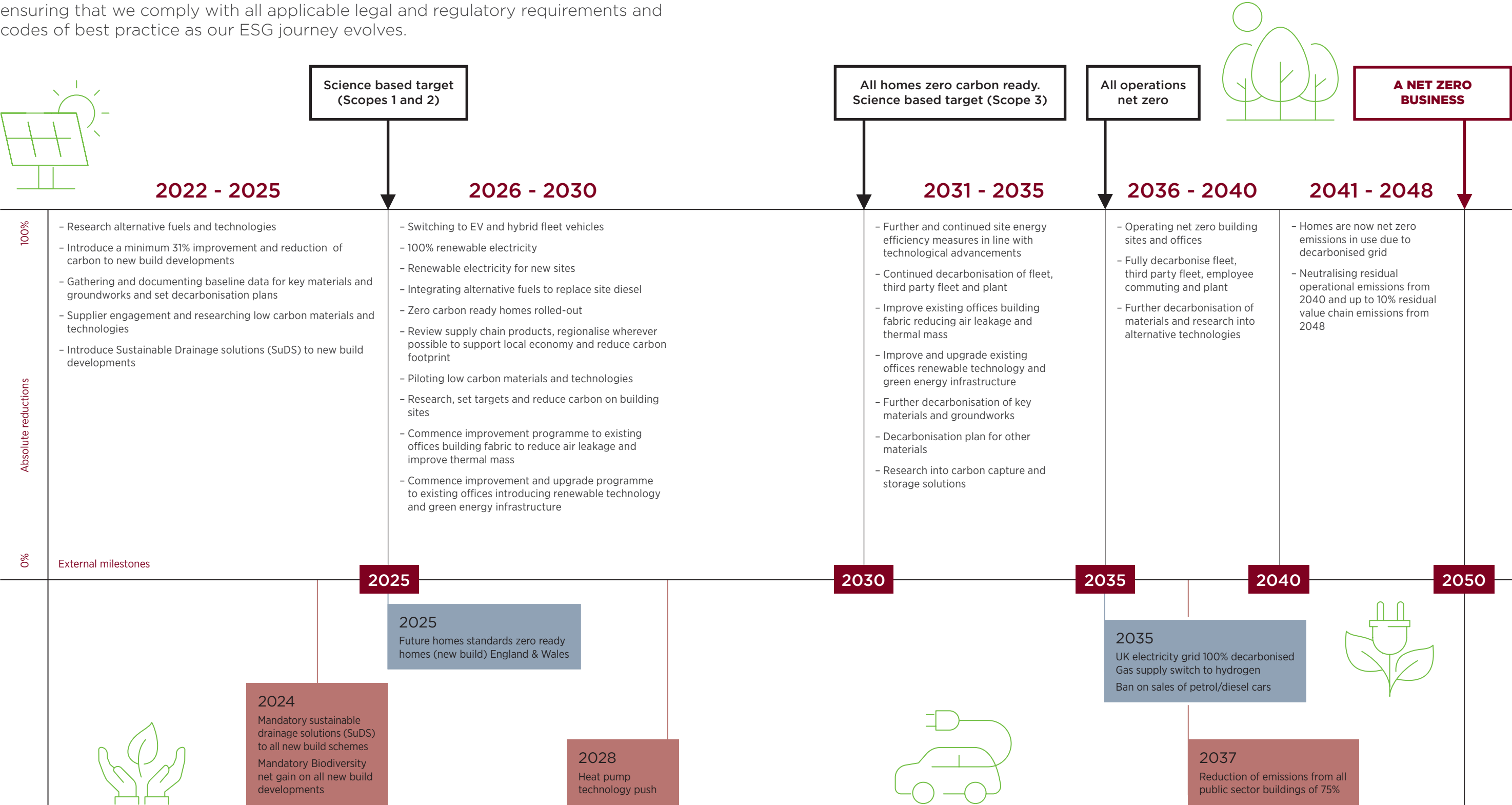
Helen Bowen is pleased to have given up the responsibility of driving a car since her move to Dovehouse Lodge in Hitchin. Living in the heart of town means she can walk to the shops every day, which keeps her fit and active, so she doesn't miss driving at all.



“
Giving up my car was a great relief. I was losing my confidence in driving and now I live here I can easily walk to Hitchin town centre. I can walk to Waitrose for my groceries, or take buses or the train if I want to go further afield.”

...Protecting our planet

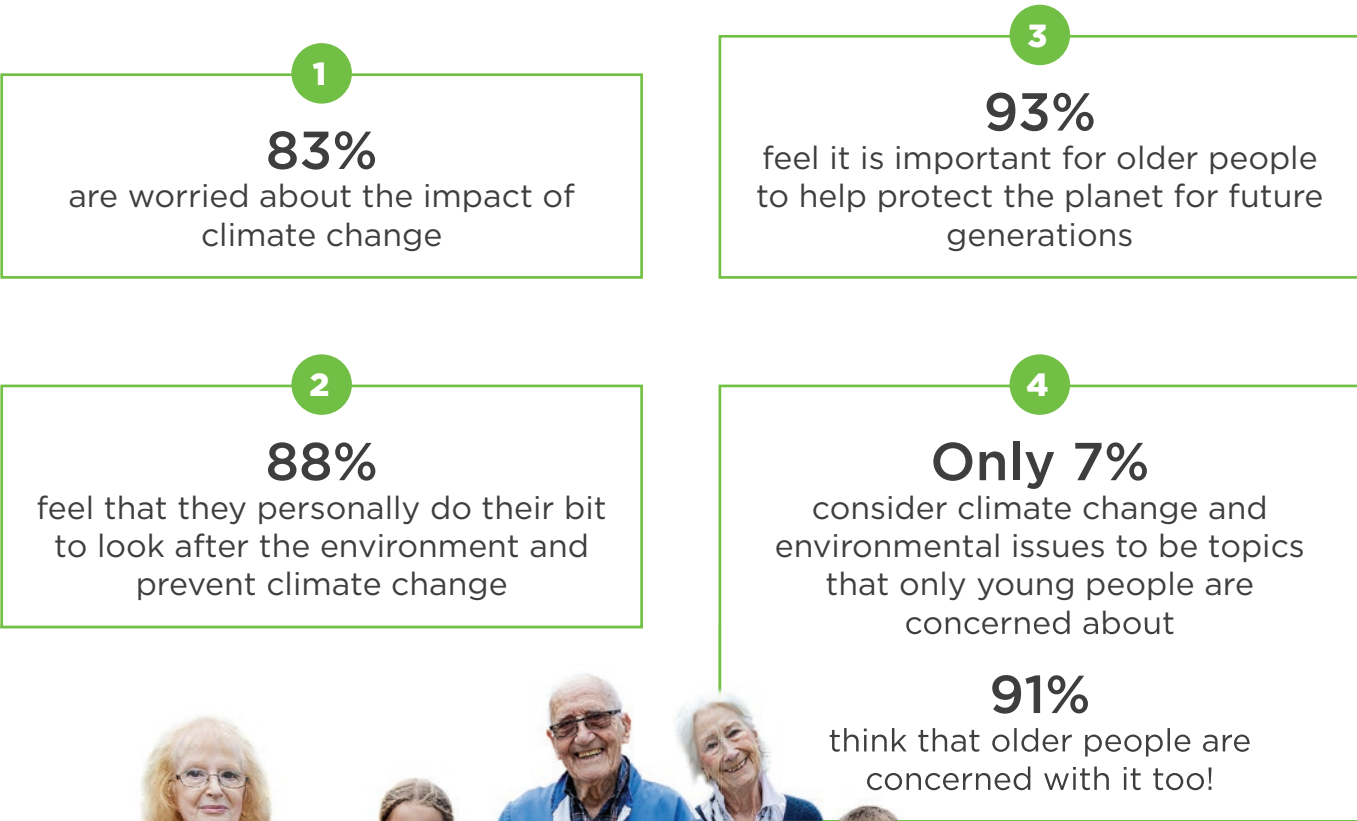
The Board has set out the following roadmap to achieving net zero by 2050, in line with the Government’s objectives. This ensures that ESG and sustainable development principles are integrated across our business activities and decision-making process, ensuring that we comply with all applicable legal and regulatory requirements and codes of best practice as our ESG journey evolves.



Survey of our Owners

To better inform our ESG activity, we conducted a survey of Churchill Owners in 2024, asking for their views on a range of relevant ESG topics. We received 290 responses, and would like to thank all those who provided their valuable feedback through this survey.

The results can be summarised as follows:



Doing our bit to make a difference



Shopping Sustainability



8

92%

use a 'bag for life' for their shopping

9

78%

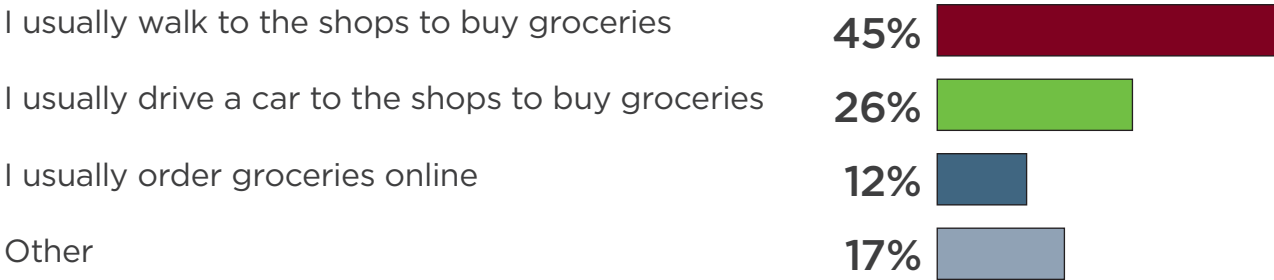
prefer to 'make do and mend' rather than throw things away

10

83%

try to buy sustainable products that last longer or can be recycled, even if they cost a bit more than 'disposable' alternatives

11



Sustainable travel

12

1%

own an electric car

7%

own an electric buggy

“

It's great being so close to the high street. I sold my car and got a smaller one, but I hardly use it any more as everything I need is so close.”

Tony Pugh, Oxted

13

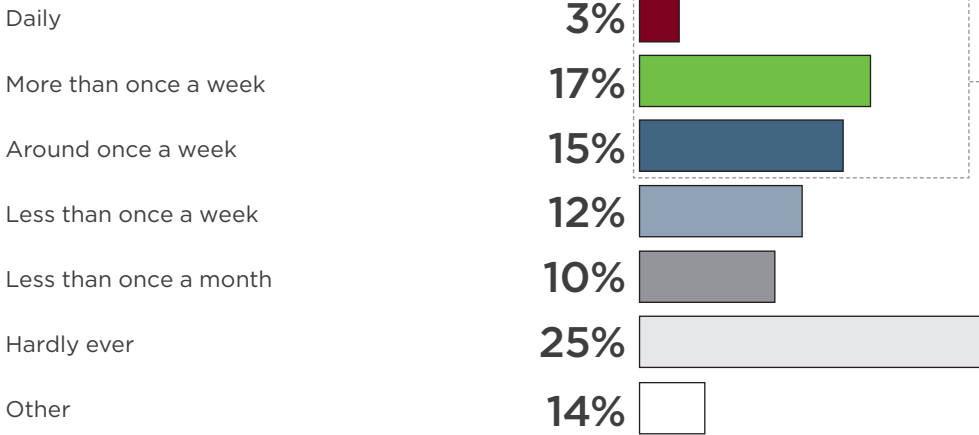
34%

have given up their car, and those who haven't drive LESS than they used to



14

Since moving to your Churchill apartment, how often do you use public transport?



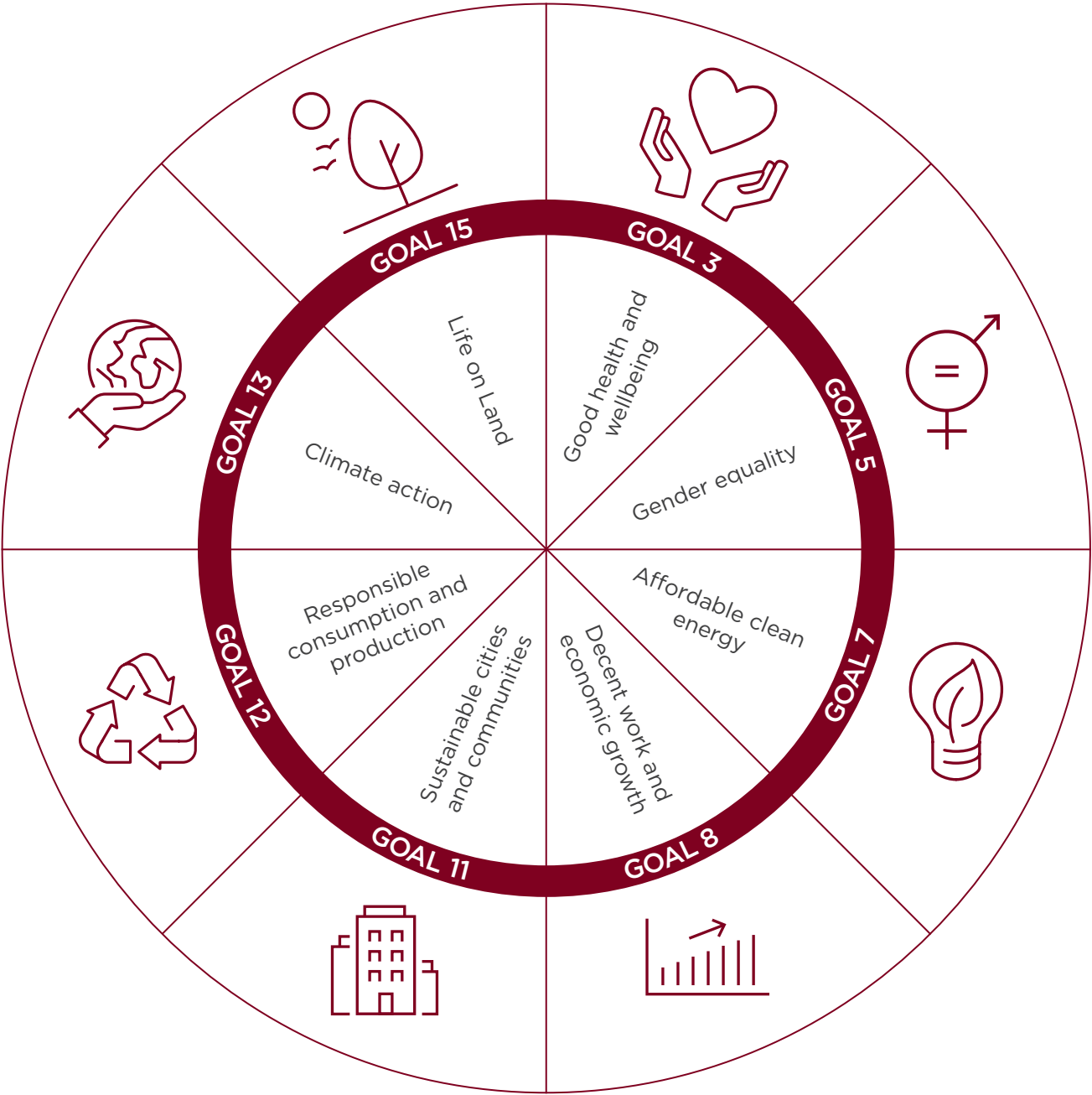
35%
use public transport at least once a week

UN Sustainable Development Goals

Overview

In order to focus our efforts on those that are most material to our business and where we have the greatest ability to deliver meaningful positive impact, the business has formally adopted eight of the UN’s Sustainable Development Goals (SDGs), which we have identified as being most relevant to us.

Our continued progress against meeting these goals is set out in more detail over the following pages.



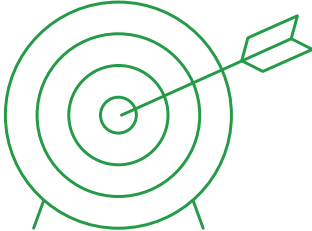
	<p>3.4 - By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.</p> <p>3.9 - By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.</p>
	<p>5.1 - End all forms of discrimination against all women and girls everywhere.</p> <p>5.5 - Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.</p>
	<p>7.2 - By 2030, increase substantially the share of renewable energy in the global energy mix.</p> <p>7.3 - By 2030, double the global rate of improvement in energy efficiency.</p>
	<p>8.1 - Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries.</p> <p>8.4 - Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.</p> <p>8.5 - By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p> <p>8.8 - Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>
	<p>11.3 - By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.</p> <p>11.6 - By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p> <p>11.7 - By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.</p>
	<p>12.2 - By 2030, achieve the sustainable management and efficient use of natural resources.</p> <p>12.4 - By 2020*, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.</p> <p>12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p> <p>12.6 - Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p> <p>12.8 - By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.</p>
	<p>13.2 - Integrate climate change measures into national policies, strategies and planning.</p> <p>13.3 - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>
	<p>15.1 - By 2020*, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.</p> <p>15.2 - By 2020*, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.</p> <p>15.5 - Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020*, protect and prevent the extinction of threatened species.</p> <p>15.9 - Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020*, protect and prevent the extinction of threatened species.</p>

*This target was originally set out by the UN in September 2015, and forms part of its 2030 Agenda for Sustainable Development which we are continuing to work towards.

Good Health & Wellbeing



Relevance
to our business:
HIGH



- TARGETS:**
- 3.4 - By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.
 - 3.9 - By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

Improving Older People’s Lives

Reducing loneliness and creating opportunities for older people to socialise and make new friends is a fundamental part of what we do. Enabling our Customers to enjoy an independent, active, safe and secure lifestyle in their retirement has profound positive impact on health and wellbeing.

Getting Active and Social

Every Churchill development runs a regular programme of social events, from coffee mornings to fitness sessions, chair yoga, ‘chair-obics’ and tai chi. Many also host craft events, music events, fish & chip afternoons, book clubs and other group activities. Special birthdays, anniversaries or national cultural events are often celebrated too.

Our Lodge Managers play a key fole in facilitating and encouraging this activity across all the developments we manage.



“
The social gatherings in the Owners’ Lounge are a very good way of making friends and I have quickly made some good ones. I enjoy the weekly quiz, but I never win! Our Lodge Manager Helena works hard to keep us all happy.”

We set up a litter picking group which is now a weekly event. It makes you feel really good after doing something for the local area.

The train station is within walking distance of the Lodge. I recently took my bike on the train to Torquay (which is only an hour away) for a day out by the sea. I also spend time exploring the local area on my bike, visiting local villages.

When I’m not out cycling I like to visit the Brewhouse Theatre as it is literally just across the road from the Lodge. I also use the local pool for swimming and have taken up drum lessons and dancing.”

Rob Herd -
Riverain Lodge, Taunton

Looking after our Colleagues

As well as improving the lives of our Customers, we also have a wide range of initiatives in place to safeguard the ongoing health and wellbeing of our Colleagues. Everything we do reflects our TORCH Values of Trust, Openness, Respect, Communication and Honesty.



We provide an Employee Assistance Programme (EAP) which offers free 24/7 assistance for Colleagues and their immediate family members who may be struggling. Alongside this we have trained over 30 Colleagues across the business as Mental Health First Aiders, to act as a point of contact and correctly signpost to professional help for Colleagues who need support.

To help our Colleagues maintain their physical health we also offer a free ‘Health MOT’ health screening check every three years. We also offer private medical insurance and a range of other health benefits.

We take immense pride in the loyalty and long service of our Colleagues, with more than a third of our workforce (35%) having served more than five years with us, a remarkable accomplishment in an industry where job hopping is common. This demonstrates the success of our commitment to job satisfaction, comprehensive employee benefits and Colleague wellbeing, which has nurtured a culture of loyalty and dedication.

Gender Equality



Relevance to our business: **HIGH**



Unlike most other housebuilders, the majority of our workforce are women. Our gender pay gap figures are also improving year on year. At the Year End 62% of all Colleagues were female, and 33% of senior management roles were held by women.

We are committed to fostering a fair and inclusive workplace where all Colleagues are compensated equitably for their work.

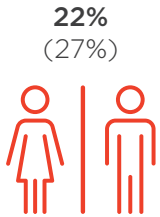
Gender Pay Gap

We achieved a significant reduction in our gender pay gap, driven by the following:

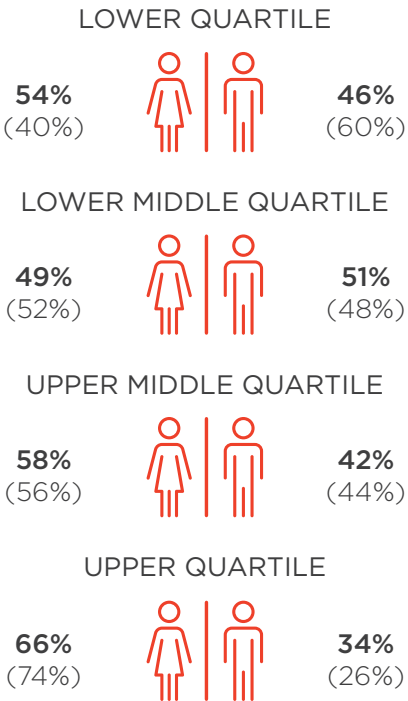
- 1. An Equality, Diversity & Inclusion policy that sets out our commitment to diversity and equal opportunity across the Group
- 2. A Salary & Incentive policy that sets out our commitment to ensuring that we operate an effective remuneration system that is fair and transparent for all Colleagues across the Group
- 3. A Recruitment policy that sets out our commitment to Equality, Diversity & Inclusion throughout every stage of the recruitment and selection process
- 4. Annual pay reviews for all Colleagues with a focus on ensuring gender parity
- 5. Frequent feedback through our TORCH Ambassador scheme, engagement surveys, post-joining reviews and leaver surveys, with this data informing our Equality, Diversity & Inclusion approach.

We aim to continue to build on the work that we have done, focusing on regular pay audits, ensuring fair and consistent pay practices and developing truly inclusive workplace policies to help reduce our gender pay gap further.

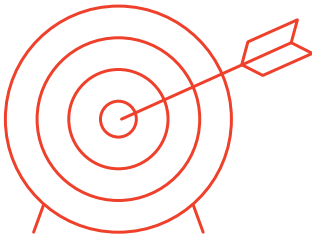
YEAR ON YEAR 5% REDUCTION IN THE GENDER PAY GAP AT CHURCHILL LIVING:



PROPORTION OF MALE AND FEMALE COLLEAGUES IN EACH PAY QUARTILE



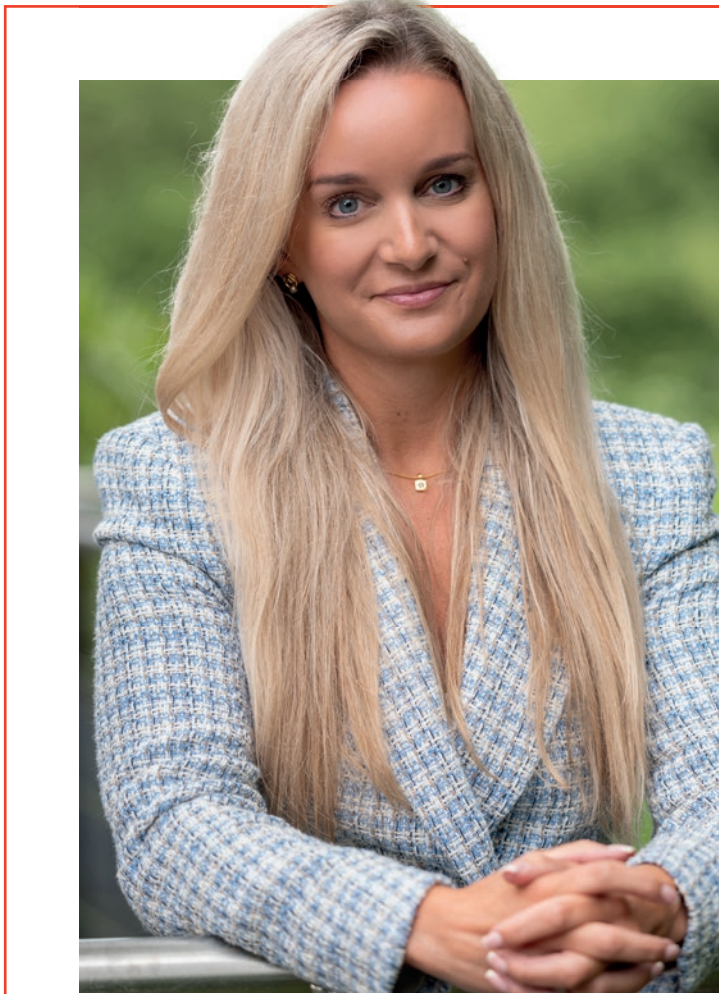
Note: 2023 figures shown in brackets



TARGETS:

- 5.1 - End all forms of discrimination against all women and girls everywhere.
- 5.5 - Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.

Colleague Case study: Becky Savill, Head of Group Marketing



“My career journey is unique to Churchill, as I joined the company straight from college in 2002 and have worked my way up through a wide variety of different roles over the last 22 years.

I started off as an Office Junior, supporting a number of different departments, including Land, Planning and Design. After a few years I moved into a secretarial role within Construction and Commercial. I then started to learn more about the Sales & Marketing function and when the chance to join this department came up, I didn't hesitate. This has now become my passion and I've successfully worked my way up to my current role as Head of Group Marketing. I absolutely love how diverse the role is, but more importantly I am so lucky to work with the best Colleagues. I'm also very grateful for the opportunities I've had to progress at Churchill.”

Affordable Clean Energy



Relevance
to our business:
MEDIUM/HIGH



For many years we have been committed to incorporating renewable energy generation technology into the developments we build and manage, through both air and ground source heat pumps and solar PV. Every Churchill development is equipped with at least one of these technologies.

New Solar PV Partnership

During the year we unveiled a new agreement with long term supplier HDM Energies to continue installing further solar PV capacity across our nationwide portfolio of properties over the coming years.

This will see solar panels installed on at least 35 new developments over the next 18 months, generating up to an estimated 26,000 kWh of energy per development annually.

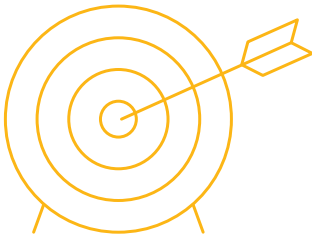
Initiatives like this help to ensure that our developments are futureproofed, energy-efficient, sustainable and cost-effective to maintain, all of which brings significant benefits for our customers.



Our 5-year ‘Winter Fuel Allowance’ offer for new Customers

Following the Government’s withdrawal of the Winter Fuel Payment in Autumn 2024, we knew many over 60s were concerned about covering their heating bills, so we introduced a new initiative to help ease their concerns by offering to pay a ‘Winter Fuel Allowance’ of £300 annually for the next five years to new Customers who were eligible.

Those who choose to downsize to a modern, energy-efficient Churchill apartment will already be in a better position to save money on utility bills, when compared to the cost of running a larger, older property. The extra Winter Fuel Payment from us provided even greater comfort, helping to alleviate stress during the colder months, so that buyers could maintain their independence in a warm and cosy new apartment.

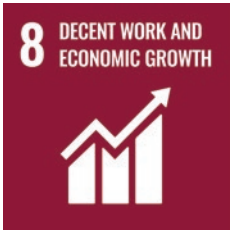


TARGETS:

- 7.2 - By 2030, increase substantially the share of renewable energy in the global energy mix.
- 7.3 - By 2030, double the global rate of improvement in energy efficiency.



Decent Work & Economic Growth



Relevance
to our business:
MEDIUM



Strong Leadership and Governance

Our long term success will be built on effective leadership and governance, which we know is essential to achieving long term value and maintaining a good business reputation. The Company is led by a strong team promoting ethical practices, prudent management and a fair working environment.

The success of the Company is of critical importance to all our stakeholders, our Owners and wider Society, and our ESG Strategy is an integral part of that growth journey.

This in turn has a positive impact on every local community where we build, with a typical new Churchill development generating on average £347k of extra local high street spend each year and supporting around 91 jobs both during and after construction – a significant contribution.

Each new development generates on average:

£200k+

of health and social care savings each year

£347k

of extra local high street spend each year

90

additional moves across the housing ladder

91

new jobs both during and after construction

Our Board of Directors share 300 years of combined experience in the housebuilding industry, and our Governance is led from the top with a three-tier approach to leadership oversight:

PLC Board

- 1. Membership: five executive and two non executive members
- 2. Meets quarterly

Executive Committee

- 1. Membership: executive directors and company secretary
- 2. Meets monthly

Operations Board

- 1. Membership: the senior management team
- 2. Meets monthly

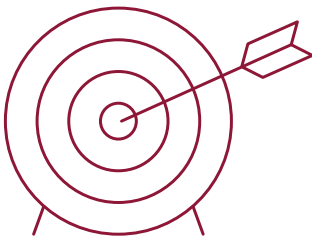
In addition we have various committees who report back to the PLC Board and Executive Committee. These include the Audit and Risk, Remuneration and Approvals Committees*, as well as the ESG Committee.

We are committed to acting ethically, transparently and with high integrity in all our business dealings and relationships, and we have rigorous systems in place to ensure modern slavery is not taking place anywhere within our supply chains.

**Approvals Committee authorises the allocation of capital through the key stages of the land and development process.*

TARGETS:

- 8.1** – Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries.
- 8.4** – Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.
- 8.5** – By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- 8.8** – Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.



Promoting ethical business practices

Ethical business practices are the foundation of the long term sustainability of the business itself and adherence with relevant regulatory frameworks is underpinned by our Company-wide governance policies, which include:

- Anti-Money Laundering policy – guides Colleagues to ensure they are conducting themselves in accordance with the highest ethical standards and in compliance with Anti- Money Laundering Regulations
- Bribery, Gifts & Hospitality policy – applies to all Colleagues, consultants, sub-contractors and agents, providing guidance when giving or receiving gifts and hospitality. Any form of bribery or facilitation payments are prohibited. The policy is underpinned by a centralised register for declarations by Colleagues.
- Modern Slavery Act Statement – applies not only to our own working practices, but also to all suppliers, contractors and subcontractors, who are required to adhere to this to help ensure that our supply chains are robust. This reflects our zero tolerance to slavery and human trafficking anywhere across our supply chains.
- Speak Up Policy – underwritten by the Group’s TORCH values, this is designed to develop, and maintain a culture of accountability and transparency and encourage Colleagues to speak up if they have concerns regarding fraud, misconduct, or wrongdoing.

As a medium-sized privately owned company we are not subject to a formal corporate governance code. Nevertheless, the Board benchmarks itself against the Wates Principles annually, ensuring that as the company grows, good corporate governance practice is at its heart.



Sustainable Cities and Communities



Relevance to our business: **HIGH**



We have decades of expertise at unlocking the full social, economic and environmental value of previously developed brownfield sites in urban areas.

Our thriving communities enable older people to enjoy an independent, fulfilling and sustainable lifestyle.

Our consistently sustainable approach includes:

- 1. Encouraging reduction in car use and supporting greater use of sustainable public transport through our town centre locations.
- 2. Provision of EV charging points for those Owners who choose to keep a car, and electric buggy storage for those who prefer that option.
- 3. Comprehensive flood risk management on all sites where located in or near a designated flood area.
- 4. Beautifully landscaped gardens that improve biodiversity and provide sociable spaces for our Owners to enjoy.



To mark Earth Day in April our Colleagues took part in a lunchtime litter pick in the vicinity of our Ringwood offices, collecting more than 12 sacks of plastic, glass, paper and other waste to help make a positive difference to our local environment

Reducing car usage

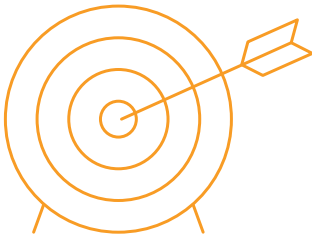
“The location of my new apartment couldn't be better, we're right next to the High Street and everything we need is on our doorstep. I lived a bit further out before, and whilst I can still drive at the moment it's nice to know that I won't have to rely on the car in future.”

Sheila Burch, Manns Lodge, Cranleigh



TARGETS:

- 11.3 – By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.
- 11.6 – By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.
- 11.7 – By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.



Supporting the NHS and reducing social care costs

“I moved from a big house with a big garden that I could no longer cope with. After my wife died I'd been living there on my own for many years. My health was going downhill and I'd had some serious falls and been in and out of hospital. However, since moving to Beck Lodge I haven't had any falls, my health is so much better and I'm able to live independently. Before I just managed, but now I'm enjoying life again!”

Robert Norrington, Beck Lodge, Park Gate



Enabling older people to keep contributing to their communities



“I've always lived near to Fareham but now I'm right in the centre of things and it's such a great location, with all the shops and the doctor's surgery all on my doorstep. I have a beautiful new apartment and more time on my hands to do the things I enjoy, like volunteering for a local charity.”

Eileen Hutchings, Thackeray Lodge, Fareham

Responsible Consumption and Production



Relevance to our business: **HIGH**



Energy usage and carbon emissions

In line with our net zero ambitions, the Company is committed to achieving year-on-year improvements in operational energy-efficiency, and closely tracking our performance. We look to continually improve energy and carbon efficiency in our construction processes and our supply chains, and by ensuring our developments are built to be as energy-efficient as possible.

We achieved a strong reduction in Gas % LPG emissions for a second consecutive year, as we once again consumed less of these carbon intensive energy sources and moved towards the adoption of more electricity-based energy sources. Our Transport & Plant emissions also reduced as we introduced more energy-efficient equipment and procedures. However, our total gross carbon emissions and energy consumption increased slightly during the period due to increased levels of operational activity.

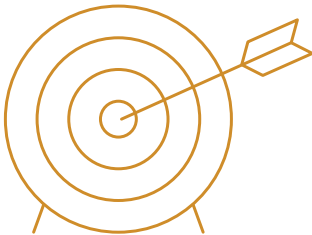
The most important metric we focus on is our carbon intensity ratio, which is the amount of carbon dioxide equivalent (CO₂e) we produce per £m of turnover. Unfortunately this figure increased slightly during the year due to the reduction in turnover combined with the increase in total gross carbon emissions referred to above. However, we have made strong progress in a number of other key metrics and will remain committed to reducing our carbon intensity ratio in future years as we continue to adopt more sustainable and energy-efficient ways of working across the business.



Carbon & Consumption	YOY change	Overall
Gas 115,756 kWh • 21.17 tCO ₂ e	-43.35% ↓	9.86 tCO ₂ e per £m +22.34% Carbon: YOY +4.84% Consumption: YOY +6.27% ↑
Electricity 3,523,909 kWh • 729.63 tCO ₂ e	+32.54% ↑	
Transport & Plant 3,204,869 kWh • 721.55 tCO ₂ e	-11.63% ↓	

TARGETS:

- 12.2 – By 2030, achieve the sustainable management and efficient use of natural resources.
- 12.4 – By 2020*, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.
- 12.5 – By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.
- 12.6 – Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
- 12.8 – By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.



Sustainable Procurement Policy

This policy has been implemented to underpin our commitment to the following key principles in our procurement practices:

- 1. **Environmental Responsibility:** We will actively seek and prioritise suppliers and subcontractors that are striving to reduce their environmental impact and minimise carbon emissions. We will work with our supply chain to embrace new products and technologies that will in turn drive positive environmental change.
- 2. **Social Responsibility:** We will ensure that our suppliers and subcontractors are maintaining fair and responsible employment practices. We will work with our direct suppliers and subcontractors to ensure strict compliance with Modern Slavery regulations and will encourage our indirect procurement partners to carry this through the wider supply chain.
- 3. **Responsible Timber Sourcing:** We will ensure that timber products are purchased from FSC or PEFC sustainable forests.
- 4. **Local Sourcing:** We will look to encourage the use of locally sourced products and labour where possible to minimise our impact on the environment.
- 5. **Continuous Improvement:** We are strongly committed to ongoing evaluation and improvement of our procurement function and processes. Through regular reviews, we will continue to strive to bring more supply chain partners in line with our ambitious environmental goals.
- 6. **Supplier Evaluation:** We will continually assess existing and potential supply chain partners based on their sustainability practices. This evaluation will include continual assessment of their environmental, social and ethical actions.
- 7. **Sustainable Products and Solutions:** Our procurement decisions will include a strong weighting towards companies and products that demonstrate an evolution towards eco-friendly, energy efficient and sustainable solutions.
- 8. **Supplier and Subcontractor collaboration:** We will work closely with our supply chain to ensure that solutions are contributing towards a more sustainable project and more efficient working practices that reduce waste and minimise carbon emissions. We will work with them to improve our combined sustainability, with a constant strive for a reduced environmental impact.



Fixy electrical recycling pilot success in Wells

As part of the national ‘Recycle your Electricals’ campaign, our St Athelm Lodge development in Wells took part in a pilot project to responsibly dispose of small electrical items through a pink wheelie bin located on site. Supported by the ‘Fixy project’ – a Somerset Council and Resource Futures initiative – the pink bin helped Owners to reuse and recycle electrical products such as hairdryers, toasters, headphones and DVD players. The project also took donations of smart tech for reuse, including smart phones, tablets and laptops, which were securely data-wiped, refurbished, and passed on to people in digital poverty.

*This target was originally set out by the UN in September 2015, and forms part of its 2030 Agenda for Sustainable Development which we are continuing to work towards.

Climate Action



Relevance
to our business:
MEDIUM



Our specialist form of retirement housing is highly sustainable by its very nature, but we recognise that there is a lot we can do to keep improving what we do so that we can play a part in combating climate change.

Central to achieving the Climate Action goal is our commitment to adopt the new Future Homes Standards in 2026. This major regulation change will form a key step forward on our roadmap to net zero as outlined on p.11 & 12.

Future Homes Hub

We are an active member of the Future Homes Hub, which unites stakeholders in the homebuilding sector to address climate and environmental challenges. Established to support the Future Homes Task Force's goals, the Hub facilitates industry collaboration to meet the UK's net zero and environmental targets.

Mission

The Hub's mission is to create high-quality, affordable, and sustainable homes and communities. It focuses on developing zero carbon ready homes, creating low carbon developments, advancing net zero construction methods, and recognizing businesses for their sustainability performance. By bringing together homebuilders, supply chains, infrastructure, finance, and government organizations, the Hub fosters collaboration to overcome barriers and implement innovative solutions.

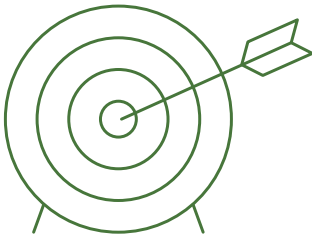
ESG Commitments

- 1. Environmental:** The Hub is committed to reducing carbon emissions and promoting sustainable construction practices, including developing technical solutions for regulatory changes and implementing low carbon trials.
- 2. Social:** The Hub emphasises creating healthy, resilient, and well-designed communities, improving workplace conditions, and promoting diversity and inclusion.
- 3. Governance:** The Hub ensures transparency and accountability, collaborating with stakeholders to develop industry-led proposals for policy challenges and measuring sustainability performance.

Key Activities

- 1. Round Table Meetings:** In October 2024, Churchill Living attended a meeting with Baroness Taylor to discuss barriers to development in the Later Living Sector and produced a briefing note for the Government on delivering Future Homes Standards compliant and net zero ready later living sector homes affordably and at scale.
- 2. Meeting with MHCLG's Chief Planning Officer:** Churchill Living is actively engaged with MHCLG in discussing how to create high-quality sustainable later living sector developments and influencing national planning policy.
- 3. Education:** Churchill Living has presented sector challenges to the Future Homes Hub, leading to the creation of a Later Living Sector Committee to facilitate the sector's delivery of net zero ready homes.
- 4. Whole Life Carbon Tool:** Churchill Living is engaged with the Hub in developing a whole life carbon software tool and is using it to benchmark and capture carbon performance of new build developments, preparing for future regulatory requirements.

Our involvement with the Future Homes Hub will continue to contribute towards the partnerships needed to deliver on the new homes sector's climate and environment plan, ensuring the industry meets its sustainability commitments.



TARGETS:

- 13.2** – Integrate climate change measures into national policies, strategies and planning.
- 13.3** – Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.



Alex Naraian FCIAT PPCIAT

As Churchill Living's Group Head of Technical, a Chartered Architectural Technologist and former CIAT President, Alex plays a significant role in the Future Homes Hub as its New Homes and Construction representative. His experience in delivering high-quality projects and commitment to sustainability bring valuable expertise to the Hub's initiatives.

Life on Land



Relevance
to our business:
MEDIUM



Use of land for housing development can contribute to loss of biodiversity, but we provide a range of high-quality spaces for nature on our sites including bat boxes, swift boxes, hedgehog highways and much more.

Through our 100% focus on regenerating previously developed brownfield sites we help reduce the need for new housing to be built on greenfield or green belt land, thereby relieving the pressure on this important resource.

As a 100% brownfield developer our developments result in biodiversity enhancement in town centre locations which adds significantly to the urban greening and biodiversity levels in these built-up areas.

Our developments create micro green oases where Owners enjoy the abundant wildlife, which is actively encouraged by appropriate native planting. Our landscaped gardens take into account existing vegetation, and wherever possible this is incorporated into the new habitats we create, enhancing the verdant feel of the gardens and helping to provide an established setting for the new Owners.



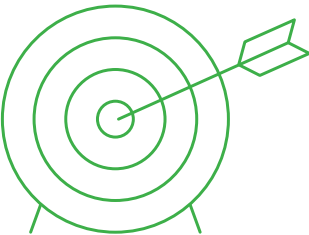
85

bat boxes, bird boxes
and hedgehog highways
installed our developments
during the year

Oxted ‘Men in Sheds’ group helps install bug houses at Charrington Lodge

Our Charrington Lodge in Oxted collaborated with the local ‘Men in Sheds’ group to install some bug houses that will provide new habitats and enhance biodiversity in the development’s communal gardens.

The bug houses helped to ‘rewild’ and promote a wider variety of nature in the communal gardens, and were welcomed by our Owners.



TARGETS:

- 15.1 – By 2020*, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.
- 15.2 – By 2020*, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.
- 15.5 – Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020*, protect and prevent the extinction of threatened species.
- 15.9 – Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020*, protect and prevent the extinction of threatened species.

Reigate students take on rewilding project at Colebrooke Lodge

Pupils at Sandcross Primary School in Reigate, Surrey visited our Colebrooke Lodge development to take part in rewilding activity alongside our Owners. Ten students from the Pupil Parliament visited the Lodge to take part in the project, constructing robin nests, bird boxes and a bug hotel, and learning about the animals that would use their new homes and the best areas to place them.



Sustainable sourcing

Sustainable sourcing of natural resources such as timber, often through agreements with our suppliers, forms another important part of our strategy to reduce our impact on the environment.



*This target was originally set out by the UN in September 2015, and forms part of its 2030 Agenda for Sustainable Development which we are continuing to work towards.

Churchill Foundation

Building a difference



Our own registered charity, the Churchill Foundation, enables us to support the local communities where we build as well as a wide range of national and regional charities, focusing on three core areas:

- The relief of sickness, disease and human suffering
- The promotion of health amongst the elderly
- The support and wellbeing of the young

The Churchill Foundation is proud to have raised over £2.5 million and supported over 300 different charities since it was set up in 2015.

In the last year alone the Foundation supported 97 charities around the country, including over £63,000 donated to Macmillan Cancer Support in 2024.

This impressive fundraising record benefits from the ongoing support of our Colleagues, Owners and Business Partners, who share our commitment to giving something back to the communities where we live and work.

As well as large scale fundraising for charities like Macmillan, the Foundation also makes a difference to many more through its Small Grants Programme and Colleague match funding, providing one-off donations and match funding to good causes put forward by people with a connection to Churchill.

2024 highlights



1. In February and March our Winter Warmer events at selected developments raised a total of **£8,140** to benefit over 40 different charities.
2. In September our Macmillan Coffee Mornings were held at various locations across the country, raising a grand total of **£63,876** for Macmillan.
3. In September the annual Churchill Foundation Golf Tournament raised **£57,500** for the Foundation.
4. In November our Chairman joined over 30 Colleagues to brave the cold and spend a night sleeping outdoors in our Head Office car park, raising **£10,650** for youth homelessness charity EveryYouth.
5. We supported many of our Colleagues and Owners by match funding their personal fundraising efforts.
6. Our Small Grants Programme helped make a difference for a variety of local charities nominated by our Colleagues, Owners and Business Partners.



ENVIRONMENTAL

Business efficiency

- Improved energy efficiency and a targeted reduction in our energy consumption across our working practices
- Better waste management at our sites and offices through increased recycling and reuse of materials
- More sustainable use of resources across our business

Energy consumption	Waste management	Use of resources
Priority To improve energy efficiency	Priority To minimise waste	Priority To use more sustainable resources
Progress <ul style="list-style-type: none">• Electric vehicle charging points installed at our Head Office• Average CO2 of the car fleet at year end was 62.3g/km• Our expenses system rewards car sharing• 80% of our company car fleet are hybrid or electric	Progress <ul style="list-style-type: none">• Waste management supplier framework agreements providing more detailed waste management data• 3,106 tonnes of construction waste recycled/recovered (97.0%)• 2,471 tonnes of demolition waste recycled/recovered (98.5%)	Progress <ul style="list-style-type: none">• 100% of timber used in construction is FSC certified• Working with more companies that are already registered as carbon neutral or are working towards it

ENVIRONMENTAL

Our product efficiency priorities and progress

- Making decisions that improve the sustainability of our developments and increase the biodiversity at our Lodges
- Selecting locations that minimise the impact on the climate and reduce reliance on cars, whilst also being suitable to our customers’ needs and aspirations
- Offering a product that is energy-efficient and future-proofed reducing our Owners’ impact on the climate

Sustainability of land and biodiversity	Climate considerations	Product efficiency
Priority To improve sustainability of land and biodiversity	Priority To continue to select central locations and to reduce reliance on cars	Priority To offer a product that is energy-efficient and futureproofed
Progress <ul style="list-style-type: none">• All (100%) of our new sites acquired during the year are on brownfield sites• Land purchased during the year included a vacant hotel building, a disused pub and a former Tesco supermarket• Density of sites under construction during the year is 144 dwellings per hectare• 85 bat boxes, bird boxes and hedgehog highways installed at new sites	Progress <ul style="list-style-type: none">• 100% of our new sites are within 500m of public transport• Average walking distance to town centres sites under construction is 265m• EV charging points installed for all parking bays at new developments	Progress <ul style="list-style-type: none">• Installed 496.6kWp of solar panels in our new developments• No gas installed at our Lodges, reducing impact of polluting gases• Installation of low energy lighting with daylight and movement sensor controls, where applicable• Average EPC rating of C for apartments, B for cottages

SOCIAL

Our social priorities and progress

- Creating a dynamic working environment in which all Colleagues feel valued, proud and able to benefit from the Company’s success
- Delivering a market-leading product and exceptional customer service that enables our Owners to enjoy an independent, safe and secure lifestyle
- Giving back to the communities in which we work, build and live

Our Colleagues	Our Owners	Our Communities
Priority To create a dynamic working environment for our Colleagues	Priority To enable our Owners to enjoy an independent, safe and secure lifestyle	Priority To give back to the communities
Progress <ul style="list-style-type: none">• 34 internal promotions during the year• 62% of Colleagues and 33% of senior management are female• 31 mental health first aiders• 515 days of training• No fatalities on site during the year• Supporting Colleagues with personal development such as obtaining academic qualifications or becoming members of professional bodies such as CIOB, RTPI and RICS• Quarterly Churchill Heroes awards• 4.4 star rating on Glassdoor, based on independent Colleague feedback	Progress <ul style="list-style-type: none">• 5 Star HBF Customer Satisfaction rating• Over 90% of customers said they would recommend Churchill• Over 24,000 social events organised throughout the year• ‘Excellent’ rating on TrustPilot, based on independent Customer reviews	Progress <ul style="list-style-type: none">• £63,876 raised by Colleagues and Owners for Macmillan Cancer Support’s World’s Biggest Coffee Morning Campaign• Over £2.5 million raised by the Churchill Foundation since 2015• 97 charities supported with small grants or match funding during the year

GOVERNANCE

Our governance priorities and progress

- To ensure our business has strong leadership, and is a fair, transparent and honest working environment
- To encourage all our Colleagues to live up to our TORCH Values

Ethical governance	Company values
Priority To promote strong ethical governance	Priority To live up to our TORCH values
Progress <ul style="list-style-type: none">• 300 years of combined experience in the housebuilding industry at Board level• Strong senior management team• Clearly defined decision-making framework up to Board oversight for the business• Robust risk map and framework regularly reviewed by the Board and the Internal Audit team• Group-wide governance policies approved at Board level	Progress <ul style="list-style-type: none">• Company values clearly instilled across the business• Regular review of all relevant company policies to ensure that they are in line with ethical governance standards

Energy usage and carbon emissions

The table opposite sets out our performance in this area, and includes a breakdown of the Company’s Scope 1-3 emissions. Scope 1 emissions are the direct emissions that the Company produces, for example through running our own vehicles or construction machinery. We were able to reduce our total Scope 1 emissions by 13.4% during the period.

Scope 2 and 3 emissions are indirect emissions produced as a consequence of the Company’s activities, but occurring from sources not directly owned or controlled by Churchill, for example through our supply chain. These are calculated in line with the UK Government’s Environmental Reporting Guidelines 2019. Our total Scope 2 emissions increased by 33% during the period, while our total Scope 3 emission reduced by 13%.







UK Greenhouse gas emissions and energy use data for the period 1 July 2022 to 30 June 2023	2024	2023
Energy consumption used to calculate emissions (kWh)	6,844,534	6,440,424*
Energy consumption break down (kWh):		
• Gas & LPG	115,756	184,234
• Grid-Supplied Electricity	3,523,909	2,658,443*
• Transport	3,204,869	3,597,747*
Scope 1 emissions in metric tonnes CO ₂ e		
• Gas & LPG	21	37
• Transport	387	434*
Total Scope 1	408	471
Scope 2 emissions in metric tonnes CO ₂ e	733	551*
Scope 3 emissions in metric tonnes CO ₂ e	331	382
Total gross emissions in metric tonnes CO ₂ e	1,472	1,404*
Intensity ratio in metric tonnes CO ₂ e per £m	9.86	8.06*

This report (including the Scope 1, 2 and 3 consumption and CO₂e emissions data) has been developed and calculated using the GHG Protocol – A Corporate Accounting and Reporting Standard (World Resources Institute and World Business Council for Sustainable Development, 2004); Greenhouse Gas Protocol – Scope 2 Guidance (World Resources Institute, 2015); ISO 14064-1 and ISO 14064-2 (ISO, 2018; ISO, 2019); Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting Guidance (HM Government, 2019).

Government Emissions Factor Database 2024 version 1.0 has been used, utilising the published kWh gross calorific value (CV) and kgCO₂e emissions factors relevant for the reporting period 01/07/2023 - 30/06/2024.

Careline Support Ltd., a Group subsidiary and Flycorp Aviation LLP, a joint venture do not meet the SECR thresholds i.e., exceeds two of the three criteria, therefore have been excluded from this report. There are also a number of dormant subsidiaries which have been excluded, as they do not meet the SECR threshold and do not consume energy.

**Grid-supplied electricity (Scope 2) and transportation emissions (Scope 1 & 2) for FY2023 have been restated due to the implementation of an updated methodology, the inclusion of Head office and Plant yard sites, and the omission of some landlord sites that were included in the FY2024 report.*

Carbon & Consumption	YOY change	Overall
Gas 115,756 kWh 21.17 tCO ₂ e	 -43.35% ↓	9.86 tCO₂e per £m +22.34% Carbon: YOY +4.84% Consumption: YOY +6.27% 
Electricity 3,523,909 kWh 729.63 tCO ₂ e	 +32.54% ↑	
Transport & Plant 3,204,869 kWh 721.55 tCO ₂ e	 -11.63% ↓	

*Restated

YOY = tCO₂e year-on-year change

Metric = Turnover £m

Key performance indicators

for the years ending 30th June

Over the coming years we are focused on monitoring, reporting and driving improvement across all these metrics.

	2024	2023	2022	2021
ENVIRONMENTAL				
Demolition waste (tonnes)	2,509	464	N/A	N/A
Demolition waste recycled/recovered	98.5%	N/A	N/A	N/A
Construction waste (tonnes)	3,204	2,132	N/A	N/A
Construction waste recycled/recovered	97.0%	99.6%	N/A	N/A
Office waste to landfill (kg)	0	10,907	N/A	N/A
Office waste diverted/recycled (kg)	19,527	7,659	N/A	N/A
Offices – electricity used (kWh)	345,403	380,564	372,836	N/A
Offices – gas used (kWh)	115,756	184,234*	N/A	N/A
Offices – energy generated by solar panels (kWh)	22,465	20,644*	N/A	N/A
Solar panel energy generated at developments (kWh)	972,018	210,901	149,620	N/A
Brownfield sites (land exchanges in year)	100%	100%	100%	100%
Density (dwellings per hectare)	144	128	131	N/A
Developments within 500m of public transport	100%	100%	100%	100%
GREENHOUSE GAS EMISSIONS				
Scope 1 (tCO2e)	408	471*	461	235
Scope 2 (tCO2e) location based	733	551*	363	497
Scope 3 (tCO2e)	331	382	343	349
Intensity ratio in metric tonnes CO2e per £m	9.86	8.06*	5.83	6.75

*Restated

SOCIAL

	2024	2023	2022	2021
Percent of Colleagues who are female	62%	61%	59%	61%
Senior management who are female	33%	29%	34%	30%
Number of promotions	34	35	61	14
Hourly gender pay gap	22%	27%	35%	29%
Days of training delivered to Colleagues	515	3,964	-	-
Social events organised at our Lodges (average estimate)	24,000	20,210	20,000	-
Customers who would recommend us	90%	97%	93%	95%
Amounts raised for charity	£303.7k	£80.3k	£128.8k	£89.2k
HEALTH AND SAFETY				
Fatalities (number)	0	0	0	0
Enforcement notices (number)	1	0	0	0
Prosecutions (number)	0	0	0	0
RIDDORS (number)	4	1	2	2

*Restated



Manufactured using 100% recycled fibre