

Our focus

Group key performance indicators

Profit before tax

We strive to achieve the highest level of profit before tax in the housebuilding sector.

Profit on ordinary activities, excluding exceptional items and before charging tax.

Earnings per share

We seek to provide continuous growth in earnings per share.

The basic earnings per share based upon the profit attributable to ordinary shareholders, before exceptional items, divided by the average number of shares in issue during the year.

Return on average capital employed

We aim to deliver a return on capital employed above the level of our cost of funding.

Profit on ordinary activities before finance costs, exceptional items and amortisation of brands divided by the average of opening and closing capital employed (excluding goodwill and brands).

Dividend per share

We aim to deliver an attractive progressive dividend.

The sum of the interim dividend per share and the final proposed dividend per share for the year.

Staff attrition

We endeavour to attract and retain the highest calibre of employees and strive to be a company that people want to work for.

Following the merger, new systems and processes are being introduced and the staff attrition key performance indicator will be introduced in the 2008 Annual Report.

UK Housing/North America Housing/Spain and Gibraltar Housing key performance indicators

Operating margin

We aim to deliver industry leading operating margins in each of our businesses.

Profit on ordinary activities before finance costs, exceptional items and amortisation of brands divided by revenue.

Order book as a percentage of revenue

We aim to hold an appropriate level of order book to give us visibility of profits for the forthcoming year.

Year end order book divided by revenue for that year.

Average outlet numbers

We aim to increase the average number of outlets over time in order to grow our business.

Weighted average number of outlets open over the course of a year.

Customer satisfaction

We strive to maintain and improve our customer satisfaction scores.

The basis used for this score across our business varies by geography. Please see the corporate responsibility section on our website for detailed information.

Health and safety

We want to send our employees and sub-contractors home safely and uninjured day after day.

The basis used for this score across our business varies by geography. Please see the corporate responsibility section on our website for detailed information.

Sales rates

We aim to achieve an appropriate sales rate per week to prioritise operating margin over completion volumes.

Annual gross reservations divided by the average number of sites, divided by 52.

Construction key performance indicators

Order book

We aim to hold an appropriate level of order book to give us visibility of profits for the forthcoming year.

Value of the year end order book (excluding any orders from other Group companies).

Operating margin

We aim to deliver industry leading operating margins in each of our businesses.

Profit on ordinary activities before finance costs, exceptional items and amortisation of brands divided by revenue.

Customer satisfaction

We strive to maintain and improve our customer satisfaction scores.

The basis used for this score across our business varies by geography. Please see the corporate responsibility section on our website for detailed information.

Health and safety

We strive to maintain and improve our customer satisfaction scores.

The basis used for this score across our business varies by geography. Please see the corporate responsibility section on our website for detailed information.