

# Progress against targets

for year ending March 2018



Objective	2018 targets	Progress made against targets	Comments
Creating sustainable spaces.	Achieve a minimum BREEAM rating of Excellent on new build developments and Very Good on all major refurbishments.		BREEAM Excellent achieved at 1 Dean Street, 55 Wells Street and Rathbone Square, BREEAM Very Good was achieved at our Great Portland Street refurbishment.
	Achieve a minimum of a SKA silver rating on all smaller refurbishments.		SKA gold achieved at 35 Portman Square with silver awards for our City Tower and Elsley House refurbishments.
	Update our Sustainable Development Brief to include clear guidance on measures to enhance tenant wellbeing through improved building design.		Guidance included on WELL standard and Fitwel, this will be further enhanced in this year's review and a wellbeing brief is due to be completed in May 2018.
	Divert a minimum of 95% of non-hazardous waste, generated at our new build development and refurbishment projects from landfill.		97.63% diverted from landfill.
	Achieve FSC or PEFC project certification for new build and major refurbishment projects. On smaller refurbishment projects, ensure that all permanent timber is FSC or PEFC certified.		Achieved – 1 Dean Street Achieved – 55 Wells Street Achieved – 160 Old Street For two mixed use developments whilst all timber was confirmed as FSC or PEFC compliant, project certification is still awaited.
	Working with our supply chain, continue to develop occupational health initiatives across our development sites.		All contractors encouraged to have mental health provision on sites. Occupational health incorporated within worker engagement audits.
	Work with construction industry groups to encourage and facilitate apprenticeships and work experience across our development projects.		During the year two members of our Project Management team joined the Construction Ambassadors scheme. Our construction contractors are all encouraged to appoint apprentices and provide job start opportunities.
	Continuing to build on our improved collaboration between design partners and our property management team, review the effectiveness of our Soft Landings process at completed developments.		Lessons learned exercises undertaken for all projects. Soft landings approach reviewed as part of lessons learned. Soft landings brief further developed to ensure standardised approach adopted for all projects.
	Continue to undertake Post-Occupancy Evaluations and feedback the findings of each study to the wider project team.		Post Occupancy Evaluation undertaken for 12/14 New Fetter Lane. Conclusions presented at Design Review Panel, a wider feedback exercise is scheduled for the first quarter of this year.
Undertake a Social Value report to support a planning application for a forthcoming development.		Social value reports commissioned for two forthcoming developments. Social performance measures developed as a result of the social value report have been incorporated within our "Creating Sustainable Relationships" strategy.	

Achieved
 Partially achieved
 In progress
 Not achieved

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for year ending March 2018



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Managing sustainable spaces.	Achieve a minimum 2.5% energy reduction across landlord controlled areas on a like-for-like basis when compared to the previous year, with a view to continuing this target annually until 2020.		3.3% reduction achieved.
	Following The Paris Agreement on climate change, decarbonise the Group's portfolio, to achieve an annual carbon intensity emissions reduction of 6.3% based on carbon emissions per square foot.		16.0% reduction achieved.
	Undertake an independent review of our energy and carbon targets against the requirements of the Science Based Targets initiative, with a view to reducing our emissions at a rate that is compatible with the 2 degrees Celsius referenced within The Paris Agreement on climate change.		Independent review underway.
	Ensure that all Building Managers monitor energy usage and target initiatives at their buildings to contribute to our energy reduction targets.		Building Managers are given energy consumption data on a monthly basis and report on progress at tenant meetings. During this year the effectiveness of our Environmental Working Groups will be reviewed to further refine initiatives.
	Examine energy performance in use at our new developments over a three-year period, compare actual performance against design targets and feedback performance to our design team partners.	n/a	Developments completed since target set have been sold, therefore this target was not applicable during the year ended March 2018. We are building operational modelling and performance in use measures into our Sustainable Development Brief.
	Achieve a recycling rate of 80% or more at all properties where we retain management responsibility whilst continuing to divert 100% of our waste from landfill.		Whilst 100% of our waste was diverted from landfill. Only 59% was recycled.
	Where Environmental Working Groups are in place at our tenanted buildings, ensure they provide an annual report to the Sustainability Committee on actions taken during the year.		Following feedback from our tenant engagement survey, we are reviewing how the effectiveness of these groups can be improved to better reflect tenant requirements on sustainability and wellbeing.
	Commission an independent survey of tenant satisfaction.		Survey undertaken with 88% of occupiers rating our service as good or excellent.

Achieved
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 In progress
 Not achieved

# Progress against targets

for year ending March 2018



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Enhancing the way we work with the local community, suppliers and our people.	Building on our employee health and wellbeing review, roll out resilience skills training for all employees.	●	All employees offered resilience training.
	Undertake a follow-up employee engagement survey.	●	Completed in October 2017.
	Conduct an in-depth review of the leadership programme to consolidate and embed leadership skills and capability.	●	A review was undertaken with all attendees of the programme. As a result team leadership training was implemented along with behavioural profiling for new starters and ongoing skills development courses.
	Following confirmation that all employees of our long-term service partners at our managed buildings receive the London Living Wage, also encourage contractors on our new developments to pay the London Living Wage.	●	Worker engagement audits rolled out across all development schemes, which include questions on London Living Wage. Where evidence received of operatives not being paid the London Living Wage we are engaging with contractors on an ongoing basis to improve uptake.
	Organise a programme of work experience, educational tours, presentations and initiatives with universities, colleges and schools to assist in encouraging school leavers into the property industry.	●	Extensive programme of building visits and presentations undertaken with Westminster University.
Broadening engagement with our investors.	Engage with our top 30 shareholders on our current sustainability performance and understand their views in connection with our long-term "Towards the 2030s" strategy.	●	Our top ten investors were contacted, the remaining 20 will be contacted during the first quarter of the year.

● Achieved   
 ● Partially achieved   
 ● In progress   
 ● Not achieved