

CORPORATE SUSTAINABILITY TARGETS

Designing and delivering buildings responsibly

Aspect	Performance Metric	Target	Commentary
Building assessment methods	Rating achieved	Minimum of an 'A' EPC rating for new builds. Minimum of a 'B' EPC rating for all refurbishments, and where feasible uplift to an 'A' EPC rating for major refurbishments.	Our latest development projects (new build and refurbishments) are anticipated to achieve EPC ratings in line with our targets. Soho Place W1, which reached practical completion in H1 2022, achieved an EPC 'B'.
		Achieve a minimum 4 star NABERS UK rating for new build projects and major refurbishments.	We have specified a NABERS UK rating on all new development and major refurbishment projects, and our current projects are on track to achieve at least a 4-star rating. 19-35 Baker Street W1, which is expected to complete in H1 2025, will be our first project to achieve NABERS UK rating.
		Achieve a minimum of BREEAM Excellent for all new build projects and major refurbishments.	All new build and major refurbishment projects are on track to achieve a minimum BREEAM Excellent rating. Two projects are expected to exceed this and have achieved BREEAM Outstanding at design stage.
		Achieve a minimum of LEED Gold for all major new build projects.	All new build projects are on track to achieve the minimum Gold rating with two currently exceeding this and on track to achieve a Platinum rating.
		Achieve a minimum of Home Quality Mark 4 stars on all new residential development.	This applies to one project, 19-35 Baker Street W1, which has a residential element. It is on track to achieve a minimum of 4-star rating.
		Ensure the shell & core aspects of our schemes are WELL 'enabled' using the most up to date version.	All future projects are targeted to achieve this. This includes 19-35 Baker Street W1 and Network Building W1.
Project Sustainability Plan	Implementation	All applicable projects to create and maintain a Project Sustainability Plan (PSP).	A comprehensive Project Sustainability Plan is in use which reflects all net zero carbon targets, NABERS UK, embodied carbon and circular economy considerations.
Energy & carbon	Installed metering	All new build and major refurbishment projects 100% of meters to be AMR capable and BMS linked and installed on: all main incoming feeds (electricity/water/gas); landlord lighting and small power; tenant lighting and small power; all major energy producing/consuming equipment e.g. heating and cooling plant; and renewable & low carbon energy generation sources e.g. PV, CHP plant etc.	All applicable projects have these requirements incorporated into their design strategies and contractual documents. The target will be complete, on a building specific basis, once installation and commissioning confirmation is gained. In 2021 we developed a portfolio wide metering strategy which is now included in project briefs.
	Embodied carbon assessment	All new build and major refurbishment projects at RIBA Stages 2, 3 and 4 to undertake an embodied carbon assessments in line with the Derwent London embodied carbon brief and certification standards such as BREEAM. In addition contractors are to map and measure embodied carbon during the delivery phases using the same assessment approach used during design.	All live design projects have completed their assessments at each design stage to date, and on-site projects have begun reporting on embodied carbon on a quarterly basis.
	Predicting whole building energy use	All refurbishment projects to undertake a design in-use energy assessment based on CIBSE TM54 and ensure it is updated regularly inline with design progress/changes.	Where central plant is being replaced, projects are undertaking an in-use energy assessment based on the CIBSE TM54 standard.
Water	Designed usage (m ³ /m ²)	All new build and major refurbishment projects to be designed and delivered to achieve mains water usage of 0.40m ³ /m ² or better.	This is being achieved on one project, 19-35 Baker Street where we are installing greywater recycling. We have reviewed the 0.40m ³ /m ² requirement and its practicability. In some instances we have found, even with greywater systems the 0.40m ³ /m ² is not viable. To address this we have revised our target to a still stretching 0.50m ³ /m ² whilst continuing to require greywater systems to be investigated and installed.
Waste	% diversion from landfill	Divert at minimum 95% of total construction and demolition waste tonnage from landfill	Compliant on all on-site projects. 19-35 Baker Street W1 Employer's requirement specifies diversion of at least 98% of waste from landfill.

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Materials	% of certified sustainable timber procured	100% of timber procured is to be from FSC or PEFC sources	All projects in design and on-site are compliant with this criteria.
Biodiversity	Net gain	All new build and major refurbishment projects to achieve a net gain in biodiversity as measured through BREEAM	All projects in design and on-site are currently on track to achieve a net gain in biodiversity. This is largely achieved through green roofs and planting. Whilst bird, bee and bug boxes do not factor in this calculation these are incorporated on many of our sites.
Energy & carbon	Implementation	All new building and major refurbishment projects to undertake a full Post Occupation Evaluation 12 months after full occupation and where we still retain control of the building.	These are carried out after full occupation of the building. As a result of Covid we have delayed carrying this out on buildings such as Brunel Building W2 and 80 Charlotte Street W1 until building utilisation recovers.

Managing our assets responsibly

Aspect	Performance Metric	Target	Commentary
Climate change	% reduction	Achieve a reduction in carbon intensity of 55% by 2027 in our like-for-like managed portfolio compared to our 2013 baseline.	We are on target to date and have achieved 55% reduction against our 2013 baseline (our science based target)
		Achieve a reduction in energy intensity of 16% by 2027 in our like-for-like managed portfolio compared to our 2013 baseline.	We are on target to date and have achieved 28% reduction against our 2013 baseline (our science based target)
Energy & carbon	Management	Continue to purchase 100% renewable, REGO-backed electricity for our managed properties.	99.4% of our electricity consumption is on REGO-backed tariffs. We will continue to increase this to 100%.
		Set in place a green gas procurement strategy which will support our move towards becoming a net zero carbon business.	Our energy broker has been instructed that all renewed utility contracts will be on green gas and REGO-backed tariffs. 23% of our gas consumption is currently on a green gas tariff.
Waste	% recycled	Ensure our managed portfolio achieves a minimum recycling rate of 75%.	65% recycling across the whole portfolio, 64% on like-for-like portfolio. This is largely the result of reduced portfolio occupation, and reduced recycling and general waste separation.
	% diversion from landfill	Send zero waste to landfill from properties for which Derwent London has waste management control.	All waste continues to be diverted from landfill.
Water	Management	Set in place a water management strategy for our managed portfolio which will set out how we intend to reduce our consumption and how we will measure our performance.	Water management under review. We will seek to formulate a water management strategy that encompasses all areas of the business to ensure a consistent approach is in place encompassing new developments, shell and core refurbishments and within the operational managed portfolio.
		Maintain portfolio mains water consumption intensity in the like-for-like managed portfolio below 0.51 m ³ /m ² .	Current rate at 0.29 m ³ /m ² . The significant year-on-year reduction from our baseline is the result of reduced portfolio occupation. We expect it to increase as occupation levels rise.
Occupiers/suppliers	Measurement	Develop and monitor appropriate sustainability KPIs within our property management engineering and services contracts.	A new series of sustainability KPIs have been developed for our latest set of M&E maintenance contracts and now form part of the T&Cs, which are now formalised and operational.
		Ensure our contracted operational supply chain operatives in our managed portfolio are receiving the London Living Wage.	Following the supply chain audit against our Supply Chain Sustainability Standard, our operational suppliers confirmed that their operatives on our sites were receiving the London Living Wage.

Creating value in our community

Aspect	Engaging with our employees	Target	Commentary
Community engagement	Community Fund delivery	Successfully deliver the next year of the Derwent London Community Fund	Over the course of 2021 the Community Fund awarded a total of £104,723 to 19 projects across Fitzrovia & the West End and the Tech Belt area.
	Covid-19 response	Establish a system of wider support to community groups and projects utilising our Community Fund and corporate giving programme	A number of community engagement initiatives have taken place through the year, including career insight presentations to schools and colleges, a Silver Sunday event at Brunel in conjunction with Bondi and Christmas appeals across the portfolio. 60 organisations were supported through the sponsorship and donations committee.

Engaging with our employees

Aspect	Engaging with our employees	Target	Commentary
Knowledge	Knowledge dissemination	Deliver at least two technical/knowledge sharing workshops during 2021.	We have delivered a number of technical/knowledge sharing workshops in addition to the presentations on the monthly Townhalls. This included presentations on our latest developments, our D&I journey as well as our benefits packages.
	Covid-19 response	Continue regular 'virtual' town halls, emails and advice on the intranet to all employees to ensure clear communication is ongoing during the period of homeworking.	The townhalls continued to take place monthly, hosted by our CEO. He was joined by various internal and external speakers. Via email and the intranet site, we shared a wealth of information including updates on Covid-19 advice and wider business news. These were often supplemented by formal protocol booklets.
Employee development	Engagement	Undertake our fourth in-depth employee survey in October 2021 to measure employee satisfaction and engagement and establish trends year on year.	The survey was designed and launched to the business on 18 October until 1 November 2021. This was reviewed to include more D&I specific statements split by gender & ethnicity as part of the NES work. Focus groups will be established and run by the four Responsible Business Committee members during Q1 2022.
Health & wellbeing	Health & wellbeing	Continue to appoint and train mental health champions across the business.	In addition to the Health & Safety team being fully trained, we now have an additional 15 'Mental Health Workplace Champions', bringing our total to 18. The training took place in September 2021. We continue to work closely with our occupational health provider where necessary and mental health information, links, support is regularly posted on the intranet and included in our newsletters.
		To continue to support and encourage employees to proactively manage their health and wellbeing through occupational health talks, wellbeing classes/workshops, virtual social events.	Virtual fitness classes such as yoga, Pilates and mindfulness were delivered in Q1 2021. We also arranged TED talks and webinars covering women and men's physical health, wellbeing and lifestyle choices, mental health, happiness and resilience. Flu jabs were rolled out in early winter.
Skills	Diversity/inclusivity	Continue working towards achieving the National Equality Standard, including the roll out of unconscious bias training (alongside Chickenshed).	We achieved final review and sign off in December 2021 for the NES accreditation with 35/35 competencies. Our D&I Vision and Strategy has now been formalised and we have a clear action plan for 2022. This is supported by our D&I Working Group and the Exec Committee. The Executive Committee and a number of Senior Managers received Inclusive Leadership Training in May 2021. From July 2021, our unconscious bias training was relaunched and will continue into 2022.