

RESPONSIBILITY

As a responsible business, we understand, balance and manage our environmental, social and governance (ESG) risks and opportunities.



Dame Cilla Snowball
Chair of the Responsible Business Committee

Dear Stakeholder,

This Responsibility section integrates the reporting on the ESG aspects of our business and provides an overview of how we manage ESG matters. We do this to reduce risk and create new, or maximise existing, opportunities. The Responsibility section should be read in conjunction with our Annual Sustainability Report, which provides a comprehensive review of our environmental and community-based work.

Being a responsible business is embedded in Derwent London – it is visible in our culture, approach to risk and in the design and the management of our buildings. Central to the success of this approach is the linkage of ESG matters to our strategy. Two of our five strategic objectives, detailed on pages 37 to 38, focus on our stakeholder responsibilities:

- Objective 3: to attract, retain and develop talented employees
- Objective 4: to design, deliver and operate our buildings responsibly

Our management structure and style ensure that we can respond to changes in regulation and occupier demand. Likewise, they enable us to plan more effectively for the long-term and ensure we are putting the right systems and processes in place to maintain our position as London's leading office-focused REIT.

In 2018 we continued to make progress against our strategic objectives and sustainability priorities. Board oversight of environmental and social issues has been strengthened through the establishment of a new Board-level Committee, the Responsible Business Committee, which will be dedicated to overseeing our corporate responsibility agenda and stakeholder engagement. I will chair the new Committee and am delighted to have been designated by the Board to act as the dedicated Non-Executive Director for gathering the views of our workforce. During 2019, two employees will be nominated by the workforce to become members of the Responsible Business Committee (see page 92).

ESG matters are interlinked and cannot be managed in isolation. In 2019 the Group will be undertaking a strategic review of its sustainability work. The aim of the review is to ensure that each of our ESG priorities is set into a specifically designed structure which will allow for even greater efficiency in management and reporting.

INTEGRATED REPORTING

The table below summarises where key elements of our ESG reporting are disclosed. Some of these are integrated with other sections of the Annual Report.

Environmental	Social	Governance
p.76 Climate resilience	p.26 Communities	p.01 Culture
p.76 Science-based carbon targets	p.102 Gender diversity targets	p.18 Our stakeholders
p.113 Supply Chain Sustainability Standard	p.79 Health and well-being	p.87 Our governance framework
p.76 SECR disclosure	p.75 Protection of human rights	p.111 Risk management
p.77 TCFD summary	p.75 Modern Slavery Statement	p.113 Anti-bribery and corruption
	p.108 Whistleblowing	p.114 GDPR and preventing the facilitation of tax evasion

The Annual Sustainability Report can be downloaded from our website at: www.derwentlondon.com/sustainability

Stakeholder engagement

Effective stakeholder engagement is critical to fostering mutually beneficial relationships and securing our long-term success. Our engagement programmes for key stakeholders are described on pages 18 to 19 of the Strategic report and pages 92 to 93 of the Corporate governance statement.

Developing and maintaining strong relationships within the communities in which we operate is an essential part of our management approach. Being active in and contributing positively to the neighbourhoods in which our properties are located means we can understand the needs of our community stakeholders in greater depth. This is backed by our Community Fund which supports numerous grass roots projects and initiatives across our Tech Belt and Fitzrovia/West End villages.

We also support a variety of organisations through 'pro bono' work, volunteering, employment opportunities and mentoring. Full details of our community initiatives can be found within our Annual Sustainability Report.

Human rights

The protection of human rights and fundamental freedoms is one of our key ESG priorities which we manage from an internal (within our business) and external perspective (within our supply chain and our relationships with contractors).

Internally, the Board monitors our culture to ensure we maintain our values and high standards of transparency and integrity. Our Human Resources team ensures that we have the right systems and processes in place to strengthen and sustain our culture. Further information on the development of our employees can be found on page 78. The Board's role in managing the Group's culture can be found in the Introduction from the Chairman on page 85.

Alongside other stakeholders, the interests and well-being of our employees and the local and wider community is factored into Boardroom decisions (see page 94).

Externally, we are active in ensuring our ESG standards are clearly communicated to our supply chains, principally via our Supply Chain Sustainability Standard (more on page 113). In addition, we are clear on our zero-tolerance position with regards to slavery and human trafficking as set out in our Modern Slavery Statement, which can be found at: www.derwentlondon.com/investors/governance/modern-slavery-act

Reporting frameworks

We report under several frameworks to provide a complete picture of our progress and activities and to allow comparison with our peers and other companies. Our reporting aims to show not only a property-sector specific perspective (EPRA Best Practice Reporting measures) but also a broader international perspective (the Global Reporting Index and the United Nations Sustainable Development Goals). For further details on our EPRA measures, please see pages 201 to 202, and for our Global Reporting Index disclosures and United Nations Sustainable Development Goals alignment, see our Annual Sustainability Report.

Data assurance

As part of our commitment to robust and transparent reporting, Deloitte LLP assure our environmental data points and health and safety data. Our audit assurance statement from Deloitte LLP is available in our Annual Sustainability Report.

Further engagement

I will be available at this year's AGM, on 17 May, if you wish to ask any questions in respect to the role or remit of the newly established Responsible Business Committee. If you wish to contact me, I am available via our Company Secretary, David Lawler (telephone: +44 (0)20 7659 3000 or email: company.secretary@derwentlondon.com)

Dame Cilla Snowball

Chair of the Responsible Business Committee
26 February 2019

Non-financial reporting

As we have fewer than 500 employees, the Non-Financial Reporting requirements contained in the Companies Act 2006 do not apply to us. However, due to our commitment to promoting transparency in our reporting and business practices, we have elected to provide further information in the table below.

	Key policies and standards	Additional information
Environmental matters	<ul style="list-style-type: none"> • Sustainability Policy • Science-based carbon targets • Task Force on Climate-related Financial Disclosures • Streamlined Energy and Carbon Reporting (SECR) disclosure 	<ul style="list-style-type: none"> • Annual Sustainability Report • Climate change resilience (see page 76) • Executive Directors' annual bonus (see page 125) • Our principal risks (see page 56)
Social and employee matters	<ul style="list-style-type: none"> • Volunteering Policy • Equal Opportunities & Diversity Policy • Professional Development & Training • Shared Parental Leave • Flexible Working Policy 	<ul style="list-style-type: none"> • Community (see pages 18 and 26) • Our employees (see pages 18 and 78) • Promoting diversity (see page 79 and 102) • Our principal risks (see page 48)
Respect for human rights	<ul style="list-style-type: none"> • Individual Rights Policy • Health & Safety Policy Statement • Supply Chain Sustainability Standard • Modern Slavery Statement 	<ul style="list-style-type: none"> • Health and safety (see page 80 and 112) • Human rights and modern slavery (see page 75) • Supply Chain Sustainability Standard (see page 113)
Anti-bribery and corruption issues	<ul style="list-style-type: none"> • Anti-bribery Policy • Whistleblowing Policy • Expenses Policy • Money Laundering & Terrorist Financing Policy • Preventing facilitation of Tax Evasion Policy 	<ul style="list-style-type: none"> • Audit Committee's report (see pages 104 to 109) • Risk Committee's report (see pages 110 to 115) • Our principal risks (see page 54)

[p.20](#) Business model

[p.42](#) Non-financial key performance indicators

[p.102](#) Board diversity

RESPONSIBILITY CONTINUED

Climate resilience

Climate change represents a principal long-term risk for our business. We invest significant time and effort into ensuring we are managing the risks it presents.

OUR ACHIEVEMENTS IN 2018

- 20% reduction in like-for-like carbon intensity (tCO₂e/m²)
- 75% waste recycling rate

OUR FOCUS AREAS FOR 2019

- Develop COP21 action plans for each managed property in our five-year plan
- Undertake our statutory audit programme for phase 2 of Energy Savings Opportunity Scheme (ESOS)
- Complete an evaluation of the environmental and social impact study of our White Collar Factory building

As a real estate investment trust (REIT) we invest in, develop and manage property. Our properties are subject to physical climate-related risks, such as increasing temperatures, which could lead to greater stresses on our properties and cost increases. We therefore factor climate resilience into our new developments and our management approach to existing buildings. Significant focus is given to energy and carbon reduction to ensure our buildings operate as efficiently as possible.

Science-based carbon targets

In 2016, Derwent London agreed its first set of science-based targets, aligned with the International Energy Agency's (IEA) Energy Technology Perspectives 2°C scenario data and the UK Carbon Plan 2050 Futures model. Recently, the Science Based Targets Initiative validated our science-based targets, which are to reduce scope 1 and 2 emissions 55% per m² and scope 3 emissions by 20% per m² by 2027 from a 2013 and 2017 base line, respectively.

Our existing portfolio and development pipeline incorporate the right resilience measures to mitigate any potential negative impacts and ensure we meet our targets.

We made good progress over the past year with a reduction of 20% in carbon intensity across the like-for-like portfolio. This means we are on track to meet our targets by 2027 (see our Annual Sustainability Report).

Energy efficiency actions taken during 2018

As part of our ongoing energy efficiency programme, we have installed advanced energy analytics in several of our multi-let properties as a means of driving down their energy consumption profiles. During 2018 these included BMS optimisations, chiller staging and lockout, optimised night purging, variable speed drive optimisations and eliminating heating and cooling conflicts, which resulted in savings of over 4.5m kWh of energy during the year.

Streamlined Energy and Carbon Reporting (SECR) disclosure

Following the Government announcing the replacement of the CRC Energy Efficiency Scheme and extension of the scope of the Mandatory Carbon Reporting, we now report in line with new SECR regulations, which are provided below:

GHG and energy data	2018	2017
Total Scope 1 emissions (tCO ₂ e)	4,223	4,189
Total Scope 2 emissions (tCO ₂ e)		
Location based	3,458	3,538
Market based	4,478	5,475
Total Scope 3 emissions (tCO ₂ e)	12,538	14,859
Carbon intensity ratio (tCO ₂ e/m ²)	0.019	0.020
Total energy use (kWh of electricity, gas and biomass use)	34,297,942	29,207,987

For further analysis of our GHG emissions, energy consumption and renewable energy generation, use and procurement see our Annual Sustainability Report.

SECR data notes	
Reporting period	1 January to 31 December 2018
Boundary (consolidation approach)	Operational control, based on our corporate activities and property portfolio all of which are in central London (UK) only.
Alignment with financial reporting	The only variation is that the GHG emission/energy data presented does not account for single-let properties or properties for which we do not have management control. This is because we have no control or influence over the utility consumption in these buildings. However, the rental income of these properties is included in our consolidated financial statements.
Reporting method	We arrange our GHG emissions reporting in line with the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard. For further details on our data calculation methodology please see the data section of our Annual Sustainability Report.
Emissions factor source	DEFRA, 2018 – www.gov.uk/government/collections/government-conversion-factors-for-company-reporting for all emissions factors apart from the Scope 2 market based (residual mix) factor which is from Reliable disclosure systems for Europe, 2014 European residual mixes – www.reliable-disclosure.org/documents
Scope 3 emissions	We use the GHG Protocol Scope 3 Standard to collate and report on our relevant Scope 3 emissions. Our relevant emissions categories include fuel and energy-related activities, waste generated in operations, business travel and emissions from downstream leased assets (tenant emissions).
Independent assurance	Public reasonable assurance (using ISAE 3000) provided by Deloitte LLP over all Scope 1, 2 and 3 GHG emissions data, intensity ratio and energy data. Our assurance statement can be found in our Annual Sustainability Report.

TCFD summary

The Task Force on Climate-related Financial Disclosures (TCFD) released its first draft disclosure guidelines in June 2017. We present a summary of our disclosures below. Our full disclosures can be found in our Annual Sustainability Report.

GOVERNANCE

Describe the Board's oversight of climate-related risks and opportunities	<ul style="list-style-type: none"> • Our Responsible Business Committee, a principal committee of the Board, oversees the management of our climate-related risks and opportunities, which is in turn informed by our Sustainability Committee.
Describe management's role in assessing and managing climate-related risks and opportunities	<ul style="list-style-type: none"> • Paul Williams is the main Board Director with overall accountability for sustainability. As part of his role as chair of the Sustainability Committee, he oversees the review and performance of our climate-related work.

STRATEGY

Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long-term	<ul style="list-style-type: none"> • Short-term (0-5 years): market shift in terms of stricter legislation, e.g. the introduction in the UK of the new minimum energy efficiency standards (MEES) for commercial and domestic property. • Medium-term (5-10 years): market demand from occupiers in terms of buildings and spaces with higher levels of efficiency and low carbon footprint. • Long-term (15+ years): the changing climate conditions in London, principally temperature increases and their effect on our buildings.
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	<ul style="list-style-type: none"> • As a property investor, climate-related issues affect the way we develop new buildings and how we manage existing ones. • To help us plan climate-related investments into our managed properties, we have built a scenario analysis tool. This allows us to test the impact of different energy/carbon management measures into specific buildings to estimate the effect they will have on our science-based carbon targets.
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<ul style="list-style-type: none"> • Our business strategy involves both investing in new developments and acquiring older properties with future regeneration opportunities. We ensure a high degree of resilience in our new developments and the regeneration of older properties by setting high standards for environmental sustainability. When managing our core income portfolio, we have a significant focus on energy and carbon reduction, ensuring our buildings operate as efficiently as possible. As a result, our strategy centres around the concept of continual improvement which ensures a high degree of both climate and financial resilience. Ultimately we do not envisage having to make changes to our strategic approach when considering climate related scenarios. • Our properties are subject to climate-related risks such as increasing temperatures which could lead to greater stresses on our properties and in turn increase our cost base, e.g. management and utility costs and our GHG emissions.

RISK MANAGEMENT

Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	<ul style="list-style-type: none"> • Each year senior managers from various areas of the business collate their key risks, which includes sustainability/climate change related risks. The risks are assessed by the Executive Committee to understand their severity, likelihood and the optimal controls and/or mitigation required.
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METRICS AND TARGETS

Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	<ul style="list-style-type: none"> • We report an extensive range of consumption and intensity metrics relating to energy, carbon, waste and water in our Annual Sustainability Report.
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	<ul style="list-style-type: none"> • Streamlined Energy and Carbon Reporting (SECR) disclosures on page 76.
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	<ul style="list-style-type: none"> • Following our review of the Paris Agreement on international climate change in 2016, we developed a set of science-based targets to ensure we align our carbon reduction programme with this agreement, and ensure we minimise our risk exposure to the effects of climate change on our managed portfolio.

RESPONSIBILITY CONTINUED

People

Our objective is to attract, retain and develop talented employees.

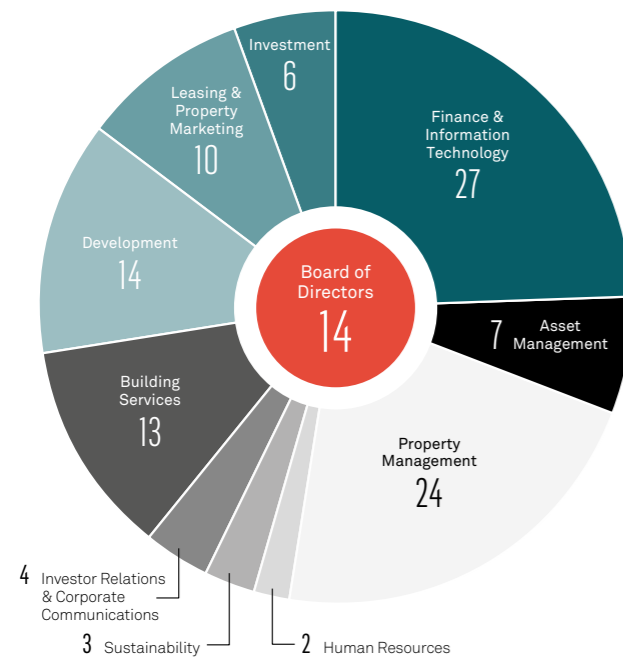
OUR ACHIEVEMENTS IN 2018

- Continued to manage our 'talent pipeline' via the 'Fit for the Future' management and leadership programme
- Established a steering group to address priority areas arising from the 2017 employee survey
- Organised initiatives to promote well-being and ensure a respectful, inclusive, collaborative and safe culture

OUR FOCUS AREAS FOR 2019

- Design and conduct our next employee survey
- Continue to develop and promote diversity, inclusion and well-being initiatives
- Continue to cultivate the 'talent pipeline' via the 'Fit for the Future' programme
- Arrange a Company 'away day' to focus on team building and knowledge sharing

Headcount by department



Attracting and optimising talent

Our employees are the most important ambassadors of the Derwent London brand. In order to maintain our excellent employee engagement and retention rates year-on-year, we want all our employees to feel valued and have the opportunity to develop within their roles. It is extremely important for us to support individual aspirations and have robust succession plans in place, which are fundamental to the future growth and stability of the business.

Although 30% of our employees have been with us for more than 10 years, a similar number have joined the business over the past three years. We encourage the diversity of thought, competencies and experience that make up our business. In addition, we work hard to maintain the Derwent London culture, values and reputation, which have stemmed from the behaviours and values promoted by our Board.

We support staff through:

- an induction programme;
- biannual performance reviews;
- personal development plans and open discussions;
- external training courses and internal technical workshops;
- executive coaching;
- sponsorship of professional qualifications; and
- 360 degree feedback.

Following an in-depth review of the business-critical roles and 'talent pipeline' within the Group, 2018 saw the launch of our 'Fit for the Future' initiative. This is being run as three 12-18 month modular management and leadership development programmes for 30 of our employees. Each module is run by a dedicated Executive Coach and sponsored by two Executive Directors who are involved in the design and content of the modules, which tie in with our values. The modules are focused on increasing self-awareness, learning and collaboration and are supplemented with one-to-one and group coaching sessions. Inclusivity is important to us and this initiative sits alongside a new 'Core Skills' programme available to all employees, whatever their role or level of experience, to aid their personal development.

Enabling employees to move into new roles helps them fulfil their potential. We were delighted, therefore, to announce 10 internal promotions during 2018, several of whom were participants in the 'Fit for the Future' programme.

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Employees

90%

Retention rate

10

Internal promotions

57/43

Male/Female ratio %

98%

Are proud to work at Derwent

Employee engagement

We gather feedback regularly from our employees to assess their levels of engagement. We conduct a formal biennial employee survey, designed and developed in conjunction with an independent provider and sponsored by the Executive Directors. Recently, the Directors have started hosting monthly forums with small groups of employees to encourage feedback and provide an opportunity for employees to propose innovative ideas (see page 19 and 92).

We were delighted with the 97% response rate to our 2017 employee survey and a steering group was established in 2018 to discuss the results and suggest improvements for the lower scoring areas. The steering group presented suggestions to the Executive Committee and various initiatives have since been launched. The impact of these changes will be measured via the next survey in Q4 2019.

In January 2019, we conducted a short 'pulse check' to obtain interim feedback and enable us to support our employees during the forthcoming period of change. We were pleased that we achieved a 91.0% response rate and that the overall employee satisfaction levels were 90.4%.

Diversity and inclusion

The Group is committed to being an inclusive and respectful employer that welcomes diversity and promotes equality, acceptance and teamwork.

We regularly review our recruitment and working practices to identify how we can continue to attract and retain a diverse workforce. Our definition of diversity extends beyond the traditional facets of gender, ethnicity, age and sexual orientation to include personality, communication and work styles. We recognise that diversity enriches our creative solutions and adds value for our stakeholders.

In accordance with our Equal Opportunities Policy, we give full and fair consideration to all employment applicants. Recruitment, training, reward and career progression are based purely on merit. Wherever possible, we also accommodate part-time, agile and flexible working requests.

Our employee base is relatively well balanced in respect to gender, with 57% male and 43% female while, within our senior management team, about one-third are female. Around three-quarters of our employees classify themselves as white and a quarter as non-white.

Current activities to advance diversity include:

- mandatory unconscious bias training for all our line managers in partnership with the charity Chickenshed;
- nurturing a culture of transparency and openness which encourages people to raise concerns and to speak out about bias or discrimination;
- a review of our agile working procedures. In addition, wider adoption across the business is being encouraged by management, who are leading by example and using agile working;
- attracting women into our industry through work experience opportunities and school presentations to raise awareness of real estate careers;
- requiring recruitment agencies to provide gender balanced shortlists; and
- introducing parental transition coaching for employees before, during and when returning from maternity or shared parental leave.

Please refer to pages 102 to 103 for further details of our diversity and our progress against the recommendations of the Hampton-Alexander Review.

Health and well-being

The health and well-being of our employees is a priority. We recognise that individuals work best and can achieve sustainable high-performance over time when they are healthy and feeling valued. This is supported by our culture, leadership and how we manage our people.

Our HR team and Directors operate an open-door policy with the hope that individuals feel able to discuss any issues they have at work or in their private lives and can receive reassurance and support. Our absence levels continue to be very low and wherever necessary we work with our occupational health provider to support our employees appropriately.

In addition to launching agile working, we received extremely positive feedback on our Savile Row office refurbishment with 94% of respondents saying that the new facilities supported their well-being. We continue to provide healthy breakfasts and fruit and vegetables throughout the day. We work closely with our occupational health provider and offer well-being seminars, on topics including cholesterol, heart disease and diabetes, and services such as flu vaccinations. Attendance and feedback have been excellent and similar seminars, on subjects such as emotional and mental health, will be run in 2019.

During 2018 we reviewed our benefit package and introduced dental insurance to all employees regardless of seniority, in addition to private medical insurance and a healthcare cash plan. Through the healthcare cash plan, all employees have access to an Employee Assistance Programme, fitness and exercise discounts and other health and well-being resources.

ENGAGING WITH STAKEHOLDERS

As part of a combined well-being initiative for our staff, occupiers and charities, our building management team at White Collar Factory EC1 organised a relay marathon on the building's unique rooftop running track in September 2018. With considerable support via social media, they raised over £6,000 for Macmillan Cancer Support.



RESPONSIBILITY CONTINUED

Health and safety

We continued to improve our health and safety performance in 2018 as we strive to create an industry leading capability.

OUR ACHIEVEMENTS IN 2018

- A comprehensive review of fire safety procedures undertaken across our portfolio
- Updated our reporting criteria and key performance indicators
- Increased our health and safety compliance resources and upskilled our building managers
- Completed over 600 hours of health and safety training
- Reduced our accident frequency rate (AFR) from 0.12 in 2017 to 0.09, with an increase in hours worked of over 35%

OUR FOCUS AREAS FOR 2019

- Deliver against our health and safety strategy
- Progress our employee well-being and mental health initiatives
- Invest in new air and water quality initiatives to support wellness
- Complete our review of the regulatory framework and guidance issued by the Secretary of State for Housing, Communities and Local Government

Our integrated approach to health and safety (H&S) compliance



Acquisitions
Due diligence
Identify risks/non-compliance

Development
Design for safety
Operations & management review

Construction
Site reviews & audits

Leasing
Tenant fit-out guides

Property & Asset Management
Building handbooks
Occupier relationships
5-year property strategy
H&S management system
Supplier management
Pre-sale enquiries
Documentation

We have an excellent health and safety record and have made further progress in 2018 (key statistics are on page 81). We aim to achieve an industry leading capability across a wide range of health and safety aspects, including well-being and mental health. During the year we recruited a new Head of Health and Safety, who will be developing the team to deliver our strategy and support our integrated approach (illustrated in the chart below).

This integrated approach ensures that health and safety and well-being are considered at every stage during the life cycle of our properties, from acquisition, through to management, development and leasing. The principles of ensuring safe buildings and working practices are achieved by specifying the materials and design of our buildings, whilst ensuring that maintenance operations can be safely carried out. This approach should ensure our occupiers, staff and visitors are safe, well and productive.

Development and construction

2018 was a busy year for development, with more than two million hours worked across the portfolio. This included the on-site developments at Brunel Building W2, 80 Charlotte Street W1 and Soho Place W1, as well as major refurbishments at The White Chapel Building E1 and Johnson Building EC1.

Health and safety is a key element of Derwent London's Construction, Design and Management (CDM) of development projects, demonstrated by our performance during 2018:

- 1.96m man hours worked without a reportable accident; and
- an accident frequency rate (AFR) of 0.09, well below the construction industry average.

Our performance is monitored using a robust set of standards and procedures which are applied to all construction projects. We strive to be at the forefront of construction best practice and continue to support industry-wide initiatives. For example, we partner with the appointed Principal Contractors to monitor on-site occupational and mental health. During 2019, we are committed to achieving the ambitious targets set for our project teams.

Wellness

We work hard to ensure our buildings support the well-being of our occupiers, for example through the provision of terraces and cycling facilities. We also ensure diligent maintenance of lighting, water and air quality in our buildings and will be investing in new initiatives in 2019 to enhance environmental conditions for our occupiers.

1.96m

Man hours worked without a reportable accident

0.09

Development accident frequency rate

600

Hours of health and safety training

Portfolio review

Following the tragic events at Grenfell Tower, we surveyed all our properties to establish if aluminium composite materials (ACM) were present, and we enhanced our fire safety procedures across the portfolio. We commissioned Arup to assess the façades and fire precautions of our high rise residential and office buildings. The results of our surveys confirmed an isolated area of ACM and, although this did not represent a significant risk to life safety, it was replaced with a composite material.

In addition to the surveys and risk assessments, we have strengthened our inspection regimes, changed the specification of materials to be used in the construction of new developments and increased management focus on any locations which we define as 'high risk', including all residential locations and commercial buildings that are ten storeys or more in height. We also covered locations that are not under our direct management by working more closely with managing agents or long leaseholders.

Training

We delivered more than 600 hours of training to 412 attendees during 2018. The training ranged from health and safety leadership to Construction Skills Certification Scheme (CSCS) cards. We have also introduced an online programme that enables improved management of our data and training plans.

Our in-house Building Management conferences serve as an excellent forum to share information, ideas, solutions and training. Their success has led us to increase their frequency to quarterly during 2019.

Compliance Management System

Our electronic management system, Quooda, has been updated to improve the tracking of actions across our portfolio. In addition, Quooda generates reports which focus on the key management priorities. In accordance with our standard protocols, we are undertaking a comprehensive review of our procedures, particularly around water hygiene and accident reporting, to ensure they are aligned to our integrated management approach. We have revised our health and safety KPIs to enable the identification of trends and the introduction of preventative measures.

Health and safety statistics

The table below details our key health and safety statistics and accident frequency rate (AFR) for 2017 and 2018.

	Employees		Managed portfolio		Developments	
	2018	2017	2018	2017	2018	2017
Man hours worked	n/a	n/a	n/a	n/a	2,196,901	1,606,311
Minor accidents	1	2	28	35	20	23
RIDDORS	0	0	0	2	2	2
Fatalities	0	0	0	0	0	0
Improvement notices	0	0	0	0	0	0
Prohibition notices	0	0	0	0	0	0
RIDDOR (AFR)	n/a	n/a	n/a	n/a	0.09	0.12

Public reasonable assurance provided by Deloitte LLP over all minor accidents, RIDDORS, fatalities and improvement notices data. Our assurance statement can be found in our Annual Sustainability Report.

OUR RESPONSE TO THE HACKITT REVIEW

We continue to monitor changes to the regulatory framework that are likely to arise as a result of the Hackitt Review and the guidance contained in 'Building a Safer Future' issued in December 2018 by the UK Government. Although the guidance relates primarily to high-rise residential buildings, it is the Group's opinion that many of the recommendations will become best practice across the whole industry.

Our aim is to stay ahead of legislative changes and to implement best practice wherever possible. Therefore, we are carefully reviewing the guidance issued and will be implementing improvements to the way we undertake construction and property management activities. These will include:

- maintaining a digital record of our buildings by extending our current use of Building Information Modelling (BIM) and Computer Aided Facilities Management Systems (CAFM);
- an ongoing review of materials and components specified in our new developments;
- greater focus on competence assessments and training;
- improvements to how and what we communicate to tenants, adding to our existing communications on fire safety procedures;
- reviewing the new role of Building Duty Holder and roles of the project team; and
- implementing a more rigorous 'gateway' design, construction and management process aligned with the digital building record.



Above: Members of the Property Management team