

# 2017 Target Performance

## Designing and delivering our buildings responsibly

| Performance measure   | Commentary  | Status   |
|---|---|----------|
| <b>External Targets</b>   |   |          |
| Minimum of an 'A' rating for new build. Minimum of a 'B' for all major refurbishments   | Two of our newly delivered projects achieved our updated standard to achieve an 'A' rating. All our current new builds which are onsite presently are being assessed to see if they can achieve this new level. | Ongoing  |
| Achieve a minimum of BREEAM Excellent for all new build projects  | This applies to five projects; two have achieved their interim ratings and three are on track to achieve their interim Excellent ratings.   | Ongoing  |
| Achieve a minimum of BREEAM Very Good for all major refurbishment projects  | This applies to one refurbishment project which has achieved planning permission and is on track to achieve at least a Very Good rating and is looking to target an enhanced rating of Excellent.               | Ongoing  |
| Achieve a minimum of LEED Silver for all major new build projects   | This applies to four projects. Two are on track to achieve a Gold rating whilst two are targeting a Platinum rating.  | Ongoing  |
| Achieve a minimum of Home Quality Mark 4 stars on all new residential development   | The Home Quality Mark is being utilised on a pipeline project which has recently gained planning permission.  | Ongoing  |
| All new build and major refurbishment projects to undertake a design in-use energy assessment based on CIBSE TM54   | All projects to which this applies have undertaken TM54 compliant studies.  | Achieved |
| Develop a supplier questionnaire to survey compliance and approach to meeting our sustainability supply chain standard  | We launched our questionnaire to our supply chain in mid-January with responses now back from our suppliers. We will be analysing the results to establish the levels of compliance.                            | Achieved |
| <b>Internal KPIs</b>  |   |          |
| All new projects to create and maintain a Project Sustainability Plan   | All active projects (large and small) have a plan in place which is being monitored and measured accordingly.   | Achieved |
| All new build and refurbishment projects >5,000m <sup>2</sup> 100% of meters to be AMR capable and installed on: all main incoming feeds (electricity/water/gas); landlord lighting and small power; tenant lighting and small power; all major energy using equipment e.g. heating and cooling plant and renewable & low carbon energy generation sources e.g. PV, CHP plant | All projects have these requirements incorporated into their design strategies.   | Achieved |
| All new build and major refurbishment projects at RIBA Stage 2 to undertake an embodied carbon assessment in line with the Derwent London embodied carbon brief for developments, and contractors to map and monitor the footprint during the delivery phases.  | Two of our development proposals have completed their assessments.  | Achieved |
| All new build and refurbishment projects >5,000m <sup>2</sup> to be designed to achieve mains water usage of better than 0.40m <sup>3</sup> /m <sup>2</sup>   | All applicable projects have incorporated this requirement into their design briefs.  | Achieved |
| Divert 90% of total construction and demolition waste tonnage from landfill   | In 2017 we achieved a 99% diversion rate.   | Achieved |
| 100% of timber procured to be from FSC or PEFC sources  | This requirement forms part of our standard contract requirement pack with all active sites reporting compliance with this requirement.   | Achieved |
| All new build and major refurbishment projects to achieve a net gain in biodiversity as measured through BREEAM   | All applicable projects have achieved this.   | Achieved |

|   | Performance measure  | Commentary   | Status   |
|---|--|--|----------|
| <b>Managing our assets responsibly</b>  | <b>External Targets</b>  |  |          |
|   | Achieve a reduction in carbon intensity of 36% by 2022 and 55% by 2027 compared to our 2013 baseline   | We have achieved a 28% reduction in our carbon intensity to date compared to our 2013 baseline, and are therefore on track to achieve our target.                                    | Ongoing  |
|   | Achieve a reduction in energy intensity of 10% by 2022 and 16% by 2027 compared to our 2013 baseline   | We are currently on track to achieve this target with an impressive 24% reduction in our energy intensity to date compared to our 2013 baseline.                                     | Ongoing  |
|   | Increase recycling rate to 75% for managed waste in all properties for which Derwent London has management control of waste by the end of 2018   | We have improved our recycling rate from 73% to 74% and are on track to achieve our target.  | Ongoing  |
|   | Achieve a 5% reduction in water consumption intensity across our like-for-like managed portfolio by 2019 compared to our 2015 baseline           | We have increased our water intensity by 3%, but are continuing to target further water reduction initiatives to meet our target.  | Ongoing  |
|   | Ensure our contracted operational supply chain operatives are receiving the London Living Wage across our managed portfolio by 2017              | We achieved this target and will continue to monitor its implementation in our business.   | Achieved |
|   | Develop a supplier questionnaire to survey compliance and approach to meeting our sustainability supply chain standard                           | We launched our questionnaire to our supply chain in mid-January with responses now back from our suppliers. We will be analysing the results to establish the levels of compliance. | Achieved |
|   | <b>Internal KPIs</b>   |  |          |
|   | Carry out a post occupancy energy performance evaluation on all new build and major refurbishment projects once occupied for more than 12 months | Our next post occupancy evaluation will be at our White Collar Factory/Old Street Yard development which will commence at the end of 2018.   | Ongoing  |
|   | Send zero waste to landfill from properties for which Derwent London has waste management control  | We maintained zero waste to landfill in 2017.  | Achieved |
| Maintain portfolio mains water consumption in the like-for-like managed portfolio below 0.43 m <sup>3</sup> /m <sup>2</sup> | We continue to monitor our managed portfolio consumption.  | Ongoing  |          |
| Produce two editions of the tenant sustainability newsletter during 2017  | One edition of our newsletter 'Sustainable' was produced during 2017.  | Partially achieved   |          |
| All Building Sustainability Plans are to be monitored and formally reported on a quarterly basis                            | All building plans were monitored and reported on each quarter during 2017.  | Achieved   |          |
| Monitor the progress of sustainability KPIs in the building engineering maintenance contracts                               | All KPIs have been monitored accordingly.  | Achieved   |          |

|  | Performance measure  | Commentary   | Status   |
|--|--|--|----------|
| <b>Creating value in the community</b>       | <b>External Targets</b>  |  |          |
|  | Successfully deliver the next year of the Derwent London Community Fund  | The latest year of the fund was successfully launched.   | Achieved |
|  | <b>Internal KPIs</b>   |  |          |
|  | Carry out a socio-economic assessment on all major projects once occupied for more than 12 months to establish net impact/benefit of the development | No projects fell within the scope of this KPI during 2017, however we will be looking to start our next assessment at our White Collar Factory/Old Street Yard development towards the end of 2018.                                    | Ongoing  |
| <b>Engaging and developing our employees</b> | <b>External Targets</b>  |  |          |
|  | Deliver at least five technical/knowledge sharing workshops during 2017  | We delivered six technical/knowledge sharing workshops during the year.  | Achieved |
|  | Develop and stage a staff presentation and strategy away day   | Following on from our first staff survey the executive Directors fed back to staff in a dedicated staff presentation on how the results of the survey will be addressed. Likewise we held our first company strategy away day.         | Achieved |
|  | Design and rollout our next staff survey including an additional section on well-being   | Our second staff survey was launched during 2017 and achieved an impressive 97% response rate. The outputs and recommendations will be discussed and addressed in a staff working group who will feedback their findings to the Board. | Achieved |
|  | Deliver at least two bite size training sessions for various levels within the company   | Three 90 minute lunchtime training sessions were delivered by Mind Gym for various levels of management, focusing on effective career conversations and appraisals.  | Achieved |
|  | Provide at least two work experience and/or mentoring placements   | We provided 16 work experience opportunities during 2017 and one mentoring placement.  | Achieved |
|  | Work with the Islington Careers Cluster during 2017 to develop opportunities for staff to work with schools on various initiatives                   | During 2018 we will continue to explore various opportunities to work with the careers cluster.  | Ongoing  |
|  | <b>No internal KPIs</b>  |  |          |