

TARGET PERFORMANCE

Performance measure	Commentary	Status
Engaging & developing our employees		
External Targets		
Refresh our volunteering policy and align it with our Community Fund to increase the number of opportunities available to staff	Our policy has been updated in 2018 to align with the refresh of our staff handbook. A new diary of volunteering opportunities has been created on our intranet site which allows staff to actively sign up to a wide range of volunteering opportunities.	Achieved
Deliver at least three technical/knowledge sharing workshops during 2018	Eight technical and knowledge sharing workshops were held throughout 2018 including GDPR training, office Health and Safety, and IT improvements.	Achieved
Roll out the next phase of our 'Fit For the Future' (FFTF) programme which includes bespoke development programmes aimed at nurturing our talent	The latest phase of FFTF started in May 2018. This consisted of a combination of modular off-site learning coupled with coaching, both as groups and one-to-one.	Achieved
Develop and deliver a minimum of four core skills workshops covering various training and development needs identified through employee personal development plans	A core skills programme was designed and developed for employees to sit alongside the mid-year and annual review process. Core skills workshops include: 1. Presenting with impact 2. Influencing skills 3. Working collaboratively 4. Effective working – time management and prioritisation 5. Negotiation skills	Achieved
Stage a staff survey feedback presentation and set up a new working group to address recommendations arising from the survey and present findings back to the Executive Committee by autumn 2018	The staff survey presentation was delivered on 21 March 2018. A new working group has been formed and has met twice. The feedback and suggestions from these meetings were collated and fed back to the Executive Committee in October 2018.	Achieved
Provide at least six work experience and/or mentoring placements	During 2018 three mentoring places were arranged, two work experience places were provided through London Borough of Hackney's 'Hackney 100' scheme and our ongoing work experience programme throughout the summer provided opportunities for 17 recent graduates or students to get to know our business and the property industry in more detail.	Achieved
Develop a company-wide strategy on health and well-being (incl. employees, developments, customers) by autumn 2018.	Our health and well-being strategy, incorporating all aspects of our business, is still under development. However, we continued with our staff health awareness programme. During 2018 we ran a cholesterol seminar and heart disease/diabetes seminar with our retained occupational health doctor. As part of the seminars staff were also offered in depth cholesterol and diabetes testing and results analysis.	Ongoing

	Performance measure	Commentary	Status
Designing & delivering buildings responsibly	External Targets		
	Minimum of an 'A' rating for new build EPCs. Minimum of a 'B' for all major refurbishments.	This applies to two new build developments both on which are on track to achieve an A rating.	Ongoing
	Achieve a minimum of BREEAM Excellent for all new build projects	This applies to five projects; two are seeking to better the target and achieve Outstanding and three are on target to achieve Excellent.	Ongoing
	Achieve a minimum of BREEAM Excellent for all major refurbishment projects	No applicable projects during 2018.	Ongoing
	Achieve a minimum of LEED Gold for all major new build projects	This applies to five projects. Four are on track to achieve a Gold rating whilst one is seeking to better the target and achieve a Platinum rating.	Ongoing
	Achieve a minimum of Home Quality Mark 4 stars on all new residential development	Supply chain questionnaire review complete.	Ongoing
	Review supplier questionnaire returns to monitor compliance against our sustainability supply chain standard	Supply chain questionnaire review complete.	Achieved
Internal KPIs			
All new projects to create and maintain a Project Sustainability Plan	All active projects (large and small) have plans in place which are being monitored and measured accordingly.	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.	Ongoing	
All meters on new build and major refurbishment projects 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 projects have these requirements incorporated into their design strategies and contractual documents.	Ongoing	
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.	This applied to one project in 2018 which undertook its required embodied carbon assessment.	Achieved	
All new build and refurbishment projects >5,000m ² to be designed to achieve mains water usage of better than 0.40m ³ /m ²	All applicable projects have incorporated this requirement into their design briefs.	Ongoing	
Divert 95% of total construction and demolition waste tonnage from landfill	In 2018 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	This applies to five projects which have achieved this.	Achieved	

	Performance measure	Commentary	Status
Managing our assets responsibly	External Targets		
	Achieve a reduction in carbon intensity of 36% by 2022 and 55% by 2027 compared to our 2013 baseline	We have achieved a 34% reduction as at the end of 2018.	Ongoing
	Achieve a reduction in energy intensity of 10% by 2022 and 16% by 2027 compared to our 2013 baseline	We have achieved a 11% reduction as at the end of 2018.	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 74% to 75%, thereby achieving our target.	Achieved
	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 14% but are continuing to target further water reduction initiatives in order to meet our target.	Ongoing
	Review supplier questionnaire returns to monitor compliance against our sustainability supply chain standard	Supply chain questionnaire review complete.	Achieved
Internal KPIs			
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 building which is planned for 2019.	Ongoing	
Send zero waste to landfill from properties for which Derwent London has waste management control	We maintained zero waste to landfill in 2018.	Achieved	
Maintain portfolio mains water consumption in the like-for-like managed portfolio below 0.43 m ³ /m ²	We continue to monitor our managed portfolio consumption which was 0.55 m ³ /m ² as of end of 2018.	Ongoing	
Produce one edition of the tenant sustainability newsletter during 2018	We produced the latest edition of our newsletter 'Sustainable' during 2018.	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 2018.	Achieved	
Managing our assets responsibly	External Targets		
	Successfully deliver the next year of the Derwent London Community Fund	The latest year of the Fund was successfully launched. First round of the Fitzrovia and Tech Belt successfully launched in April. The second round of the Tech Belt fund launched in September, with recipients now decided.	Achieved
Managing our assets responsibly	Internal KPIs		
	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	We have now commissioned the assessment of our White Collar Factory/Old Street Yard development and will report on results in late 2019.	Ongoing