








OUR OBJECTIVES 2020









2019-20 KPI	STATUS	SDG ALIGNMENT	COMMENTARY	2020-21 KPI
LIVING LEGACY				
Continue to use Telford Homes' Living Legacy toolkit on the design of all new developments	●	 	Toolkit implemented on all schemes, strategic review to be undertaken once new London Plan published	Continue to use Telford Homes' Living Legacy toolkit on the design of all new developments
Continue to ensure all new developments incorporate or are within a 1km of public green space	●	 	All schemes located within 500m of a public green space	Continue to ensure all new developments incorporate or are within a 1km of public green space
Continue to ensure that 80% of units have secure cycle storage	●		We achieved 100% secure cycle storage	Continue to ensure that 80% of units have secure cycle storage
Continue to provide initiatives to reduce car dependency on 25% of completed developments	●	 	Schemes typically do not have parking other than blue badge for residents. Average PTAL of 4.6	Continue to provide initiatives to reduce car dependency on 25% of completed developments
Continue to Implement Green travel plans for customers on all new developments	●		Continue to implement Green travel plans on all new schemes	Continue to Implement Green travel plans for customers on all new developments
New KPI: Engage with a wildlife trust or NGO to develop a biodiversity policy	●	 	As detailed in the Sustainability report, we intend to liaise with NGO on our biodiversity strategy in 2020	Engage with a wildlife trust or NGO to develop a biodiversity policy
	N/A			★ New objective: Develop a wellbeing strategy
	N/A			★ New objective: Benchmark BREEAM in use Excellent rating
	N/A			★ New objective: Biodiversity net positive benchmarking
	N/A	 		★ New objective: Undertake SROI project statement

OUR OBJECTIVES 2020

2019-20 KPI	STATUS	SDG ALIGNMENT	COMMENTARY	2020-21 KPI
BALANCED RESOURCES				
Making our money work harder through efficient use of resources across our business				
Continue to reduce the energy intensity of our site operations by 3% (kWh/100m2)	●		Reduction by over half our electricity site intensity usage	Continue to reduce the energy intensity of our site operations by 3% (kWh/100m2)
Continue to reduce the carbon intensity of our site operations by 3% (CO2e/100m2)	●		Achieved a 31% reduction in our carbon site intensity	Continue to reduce the carbon intensity of our site operations by 3% (CO2e/100m2)
Continue to divert 90% of construction waste from landfill	●		Achieved 96%	Continue to divert 90% of construction waste from landfill
Continue to divert 80% demolition and excavation waste from landfill	●		Achieved 98% for Excavation waste and 100% for demolition waste	Continue to divert 80% demolition and excavation waste from landfill
Continue to reduce construction waste intensity by 3% (tonnes/100m2)	●		Achieved a 22% reduction	Continue to reduce construction waste intensity by 3% (tonnes/100m2)
Continue to reduce site water consumption intensity by 3% (m3/100m2)	●		Achieved a 12% reduction in our water site intensity	Continue to reduce site water consumption intensity by 3% (m3/100m2)
Continue to design our homes to use an average of 105 litres per person per day (LPPPD)	●	 	105 LPPPD water consumption achieved	Implement 16% (105 LPPPD) reduction in water usage compared to Part G of the National Building Regulations
Continue to ensure that 90% of the timber procured through group agreements is from FSC or PEFC resources	●	 	98% of the timber procured through group agreements is from FSC or PEFC sources	Continue to ensure that 90% of the timber procured through group agreements is from FSC or PEFC
	N/A			★ New KPI: Benchmark project air quality standards
	N/A			★ New objective: Create Science Based Targets (SBTs) and Task Force on Climate Related Financial Disclosures (TCFD) roadmaps

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2019-20 KPI	STATUS	SDG ALIGNMENT	COMMENTARY	2020-21 KPI
BALANCED RESOURCES				
Making our money work harder through efficient use of resources across our business				
	N/A			★ New objective: Ensure the acquisition and development of 100% brownfield developments
	N/A			★ New objective: Implement 35% reduction in CO2 in accordance with the London Plan Energy Policies









CREATIVE BUILDING SOLUTIONS				
Collaborating with our partners to identify innovative building techniques and deliver homes of the future				
Continue to maintain an average EPC B rating	●	 	Achieved a EPC B average	Continue to maintain an average EPC B rating
Continue to research and develop MMC techniques	●		Strategy being implemented as detailed in the Sustainability Report	Continue to research and develop MMC techniques as part of an innovation strategy
Continue to ensure 50% of completed units have access to onsite renewables or low carbon infrastructure	●	 	100% of schemes comply with this objective	Continue to ensure 50% of completed units have access to onsite renewables or low carbon infrastructure
Continue to benchmark MMC performance	●		13% investment in MMC compared to 19%(2019). This reduction in spend, is due to the cyclical nature of our project, which is explained in the Sustainability Report	Continue to benchmark MMC performance - compared to the Governments MMC Definitions Framework
Continue to carry out POE on performance of CHP plants	●	 	POE undertaken on all schemes by an independent third parties	Continue to carry out POE on performance of CHP plants
	N/A	 		★ New objective: Develop Project Whole Life Cost model
	N/A			★ New objective: Review smart building strategy

OUR OBJECTIVES 2020

2019-20 KPI	STATUS	SDG ALIGNMENT	COMMENTARY	2020-21 KPI
SMART BUSINESS				
Investing in people and relationships to ensure lasting value for all our stakeholders				
Continue to attain an AFR better than the construction industry	●		AFR of 0.08 compared with the construction industry average of 0.27	Continue to attain an AFR better than the construction industry
Continue to ensure 95% of site operatives have a CSCS card	●		98% of site operatives have a CSCS card	Continue to ensure 95% of site operatives have a CSCS card
Continue to ensure at least 7% of workforce are trainees or apprentices	●	 	10% of workforce are trainees or apprentices	Continue to ensure at least 7% of workforce are trainees or apprentices
Continue to strive for a staff turnover below 12%	●		We have a staff turnover rate of less than 10%	Continue to strive for a staff turnover below 12%
Continue to pay all direct employees the London Living Wage	●		We pay all direct employees the London Living Wage	Continue to pay all direct employees the London Living Wage
Continue to ensure all new joiners receive BLL training induction module	●		All new joiners receive BLL induction training	Continue to ensure all new joiners receive BLL training induction module
Maintain a NextGeneration Gold Level award	●		For the second consecutive year a Gold award was achieved	Maintain a NextGeneration Gold Level award
Continue to maintain customer recommendation rate of at least 95%	●		A 99% customer recommendation rate was achieved	Given our business strategy is now more focused on investors and tenants, new ways of measuring our success will be considered during 2020/21
Aim for a net promoter score of 60	●		We achieved an NPS of 43, this performance places us above the industry average of 29	As noted above - we will investigate new ways of measuring customer satisfaction instead of NPS
Continue to baseline SME spend as a percentage of turnover	●	 	72% of spend is invested in SME - more information of our supplychain performance can be seen in the Sustainability Report	Continue to monitor SME spend as a percentage of turnover



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2019-20 KPI	STATUS	SDG ALIGNMENT	COMMENTARY	2020-21 KPI
SMART BUSINESS				
Continue to ensure all employees receive role specific sustainability training	●	 	All employees receive role specific sustainability training	Continue to ensure all employees receive role specific sustainability training
Report carbon performance in our Annual Report (now in SR)	●	 	Given the acquisition by TCC & CBRE an Annual Report is not required. Hence a statement is included in the Sustainability Report and provided to CBRE for inclusion in their CSR report	Continue to report carbon performance in our Sustainability Report
	N/A			★ New objective: Adopt CBRE Standards of Business Conduct and relevant corporate policies
	N/A			★ New objective: Undertake a review of a range of indices including: GRESB, GRI & DJSI
	N/A			★ New objective: Develop ISO 9001:2015 roadmap
	N/A			★ New objective: Transition from BS OHSAS 1800:2007 to ISO45001:2018

DESCRIPTION OF PROGRESS

- ★ New objective
- Achieved
- Partially achieved
- Not achieved