We foster close, trusted partnerships with a range of different stakeholders so that we can transform overlooked, underloved areas and brownfield sites into vibrant neighbourhoods where communities can thrive.

We invest in our people to create a motivated and purpose-driven team, so they can see opportunities where others see obstacles and deliver benefits where others cannot.

We build resilience and improve eco-efficiency, whether we are developing projects from scratch to meet the needs of the local catchment or managing assets in our investment portfolio.
Our vision for sustainability

With a focus on complex, mixed-use regeneration, our vision is to unlock value across our development, trading and investment projects so we can deliver lasting social and economic benefits for all our stakeholders, including the people who live, work and spend time in our places.

Our business model is designed to deliver genuine, long-term social and environmental benefits and our sustainability strategy supports this goal.

We principally create sustainable value in three ways, as shown in the diagram on page 74.

– Our places
– Our buildings
– Our people

The success of our approach is evident in the projects that we have delivered, the communities that we have helped to flourish and the opportunities we have created for new businesses to prosper. All of this is delivered by our committed and talented employees.

Our broader plans for Landmark Court will transform the current buildings and car park into a dynamic cultural and social hub. The new commercial-led scheme will offer 35 new homes, around 180,000 sq.ft. of offices, retail and self-contained work spaces that will provide shared amenities for SMEs.

By working with local communities and partners, we can create a unique legacy, delivering positive benefits that generate value for all our stakeholders and enhance the lives of residents.

LISTENING TO THOSE AROUND US IS INTEGRAL TO THE SUCCESS OF OUR DEVELOPMENTS.

We have used this collaborative approach at our 1.7-acre, mixed-use development at Landmark Court in Central London. Widely considered too complex, the site has lain derelict for over two decades. We held regular meetings throughout the planning process with key stakeholders, including interest groups, local residents and Bankside Open Space Trust (BOST), to build trust, engage local communities and create a scheme that benefits everyone. Working closely with Friends of Crossbones, we have also created a shared vision for the Crossbones memorial garden, preserving the burial ground and respecting its rich history, which dates back to the 1800s.

Landmark Court, London City Region

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Our agreement with the LFC includes a promise to design and deliver a new home for the London Fire Brigade Museum – a one-of-a-kind educational centre sitting alongside the working fire station (that remains the centrepiece of this project). The new museum is an interactive space designed to ensure that the history of London fire-fighting, from the Great Fire to the modern period, inspires generations to come.

Throughout the planning process we have worked closely with the local community and Lambeth Council to develop a shared vision for the project. We held three consultations to strengthen our relationship with the neighbouring community and invite feedback on our proposed designs. Just under 300 people attended and our proposals remain on public display, as well as on a dedicated website, underlining our commitment to transparency.

Our Worthwhile Use events space – The Workshop – opened in 2016, providing free space for the community, including locally-based start-up enterprises and artists. It is currently home to 12 tenants including the London Fire Brigade pop-up museum, Migration Museum and the Institute of Imagination. We have welcomed over 48,000 visitors since opening.

In short, our expertise in PPP regeneration projects has allowed us to create a shared vision for 8 Albert Embankment that places collaboration and creativity at its heart.
Environment

We transform overlooked sites into vibrant mixed-use neighbourhoods. Working with forward-thinking partners, we inject energy and creativity into every project to deliver environmental, economic and social benefits.

We adopt a practical approach to our schemes, guided by the National Planning Policy Framework and our specific ambitions for each individual project are shaped by engagement with local partners. We make a point of seeking out green building certifications, incorporating features that enhance the public realm and integrating solutions that reduce the impact of construction works and building use, such as waste avoidance and energy efficiency.

At Circus Street in Brighton, for example, the construction and development team diverted nearly 35 tonnes of wood waste for reuse or recycling. Brighton & Hove Wood Recycling Project, a not-for-profit social enterprise, used the wood in local DIY projects and passed on the savings in resources and carbon emissions. This collaboration also provided training and work experience for local people.

Looking ahead, we intend to formalise sustainable design principles in all our development projects by setting minimum standards for green building certifications, with an emphasis on the efficient use of resources.

Environmental features bring wider benefits too, that align with our core focus of enhancing people’s lives through regeneration. To that end, we strive to promote the health and wellbeing of the communities where we work by improving the public realm, creating green spaces and providing integrated transport solutions such as bike schemes. Later this year, for example, we will submit planning for a 6.5 acre park at Mayfield, Manchester – the first purpose-built public park in the city for over a century.

“WE INTEND TO FORMALISE SUSTAINABLE DESIGN PRINCIPLES IN ALL OUR DEVELOPMENT PROJECTS.”

Our efforts are not just confined to the work that we do: we also seek to extend the economic and social benefits of our regeneration activities through our supply chain. We prioritise local suppliers within a 25-mile radius of our core regions to reduce procurement risk, support local businesses and boost local employment. At Circus Street, for instance, we are using locally sourced bricks and cement to support supplier jobs in the area and ensure our final scheme has a homegrown look and feel.

This holistic approach helps us to capture the unique characteristics and opportunities of each site, improving the value we deliver and reinforcing our trusted reputation with existing and potential partners.
2,000+ people attracted to STEM events
HARWELL
LONDON CITY REGION

BREEAM Very Good achieved at Quad 1 development

On-site gym and wellness events for workers

A broader approach to value creation

Set across 710 acres of Oxfordshire countryside, Harwell is an internationally recognised science and technology campus and a hub of research and activity. More than 6,000 people work at over 225 world-leading organisations focusing on delivering innovation across the worlds of science and technology.

Over the past five years, we have been working in partnership with the Science and Technology Facilities Council and the UK Atomic Energy Authority to develop state-of-the-art facilities that further enhance Harwell’s reputation.

But our ambitions for the site stretch far wider. We want to create a thriving community, with strong environmental credentials and an emphasis on health, wellbeing and education.

In that spirit, our landscape and maintenance strategy protects existing green spaces and supports biodiversity. Any trees that are removed, for example, are refashioned into benches and new saplings planted.

We have also worked hard to promote wellbeing, taking the lead in organising events that bring people together, encourage collaboration and promote healthy lifestyles. A recently opened gym is available to on-site employees, supplemented by regular wellness sessions. We have fostered sustainable travel plans that promote cycling, through incentives such as breakfasts and free bike maintenance sessions. A summer party in 2018 brought more than 1,000 people together to network and relax.

Our on-site management team has also worked with tenants to promote some of the exciting and ground-breaking work being undertaken at Harwell. We have sponsored initiatives such as the ATOM Science Festival in nearby Abingdon to promote Science, Technology, Engineering and Mathematics (STEM) amongst the local community, especially young people. The 2018 Harwell Fun Day, held to engage students, children and families in STEM-related activities, attracted over 2,000 visitors.

Our approach at Harwell demonstrates what can be achieved through genuine creativity and vision. By taking a holistic view of the project and looking beyond the physical infrastructure, to the way people work and interact, we have been able to deliver value that far exceeds the original scope.

OUR BUILDINGS

FY2019 highlights

12% reduction in GHG emissions (Scope 1 and 2) across our investment portfolio

27% reduction in like-for-like energy consumption across our investment portfolio

Our investment portfolio is made up of assets that we have acquired or developed, where we see long-term potential. These tend to be assets in towns and cities where the offering is well-suited to the local catchment and where we can add value through asset management initiatives or change of use. Unlike our development portfolio, options to improve the environmental performance of our investment portfolio are limited as the buildings generally predate our involvement.

We nonetheless monitor energy use and focus on improvements to energy efficiency as part of our broader objectives to mitigate risk, sustain asset values, reduce operating costs, and attract and retain tenants. Much of this investment is directed towards our goal of only holding assets rated EPC ‘C’ or above.

We work with property managers and tenants across our portfolio to target practical improvements, given each asset’s needs, age and annual investment budgets. These range from energy efficiency initiatives, such as the roll-out of LED lighting to new technology, such as smart meters, to facilitate the collection of more accurate energy consumption data.

We aim to achieve continuous reductions in energy use and greenhouse gas emissions across our portfolio, and we will take further steps towards this goal by using baseline performance data to set long-term targets.

WE AIM TO ACHIEVE CONTINUOUS REDUCTIONS IN ENERGY USE AND GREENHOUSE GAS EMISSIONS ACROSS OUR PORTFOLIO.

We report our portfolio’s energy consumption and greenhouse gas emissions in line with EPRA’s Sustainability Best Practice Recommendations (sBPR). The sBPR provide an industry-standard framework for reporting on the environmental impact of property, allowing our performance to be measured and monitored against our peers. Tables detailing our performance can be found on our website at: www.uandiplc.com/who-we-are/sustainability
As part of our commitment to our people, in the financial period we designed and implemented a psychometric questionnaire to inform our future development strategies and revised performance management process. We selected six behaviours that align with our brand values of imagination, intelligence and audacity – creativity, curiosity, emotional intelligence, grit, adaptability and communication – that would help our team to excel in their positions.

In the year ahead, we will continue to roll out our talent strategy, introducing technical assessments, enabling our staff to build on the skills within our existing teams and support overall career progression. Our talent strategy reaches everyone in the organisation, including our CEO and other Executives, to support our culture of inclusion that will help us to deliver the best regeneration schemes that we can.

As part of our people first approach, in April 2019 we appointed a new independent Non-executive Director, Professor Sadie Morgan, to oversee the establishment of a workforce advisory panel, providing a point of communication and connection between our employees and the Board. We also undertook a Company-wide employee engagement survey to understand areas of improvement for the business to sustain an energetic and fun working environment as the business matures.

Attracting people from a diverse range of backgrounds is a priority for us and our industry. By offering work experience placements we look to inspire a future generation to pursue careers in property. Over the past year we have welcomed four students from a variety of backgrounds through our doors. Two of the students were selected from a local school near our community developments Deptford Market Yard and Hammersmith Grove. We also hosted an intern as part of our partnership with the Reading Real Estate Foundation that promotes opportunities within the property sector for students from diverse backgrounds.

Our continued charity partnership with Shelter raised over £30,000 in the financial period, including a contribution from U+I, supported by the Matching Charity Giving Policy. We offer two days leave a year to volunteer, leading to over 300 hours volunteering in the period. As part of this policy, four members of staff were also supported to work in a refugee camp in Lesvos, Greece, helping Movement on the Ground’s permanent on-site teams with operational activities, to assist with the day to day running of the camp.

“ATTRACTING PEOPLE FROM A DIVERSE RANGE OF BACKGROUNDS IS A PRIORITY FOR US AND OUR INDUSTRY.”

By motivating our people, furthering their careers, promoting diversity and encouraging volunteering, we strive to create connections, foster engagement and reinforce our reputation as a rewarding place to work that supports and brings out the best in our people.
We want our people to develop and flourish