

HELICAL

# Built for the future /

SUSTAINABILITY  
STRATEGY



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Our Vision



**Matthew Bonning-Snook**  
Property Director &  
Chair of Sustainability Committee

“It is imperative that sustainability is at the core of all activities at Helical. As owners and creators of exciting, design led buildings we acknowledge that our activities have direct and indirect environmental, social and economic impacts. We also recognise that there is a climate crisis and as a responsible business we need to ensure we are minimising our impact on the environment.

As we move towards a net zero carbon world, we are in a position where we can enact change in the way buildings are constructed, managed and operated. By creating measurable carbon targets, adopting low carbon technologies and implementing green energy contracts, Helical is well placed to become a net zero carbon business in the future.

In developing and refurbishing buildings, we seek to provide flexible and smart spaces which encourage creativity and collaboration, increasing productivity and meeting our customers’ needs both now and in the future. We invest significantly in high quality public realm and building amenities, creating unique places where communities can thrive, boosting their health and wellbeing.

We will continue to build strong relationships within the communities in which we operate and with our business suppliers and partners. Equally within our own business we will strive to attract and retain a diverse, highly motivated and skilled team, with a culture that supports our core values.

A focus on our key priorities, namely Our Environment, Our Communities and Our People, will help us deliver our vision for a truly sustainable business and ensure we are “Built for the Future”.

# Building Value

We aim to deliver market-leading returns by developing customer focused and design led properties, letting them to a diverse tenant base on flexible terms, then applying a proactive approach to asset management.

## RESOURCES

Assets, skills and knowledge to create our competitive advantage.

### Property

A high quality portfolio of land, buildings and identified future opportunities.

### People and Culture

A motivated, qualified and experienced team.

### Market Expertise

Comprehensive knowledge of the markets in which we operate, built through multiple property cycles.

### Relationships and Reputation

An extensive network of joint venture partners, advisors, and industry contacts. A long-standing reputation for speed of execution and excellence in delivery.

### Financing

A strong financial position with access to a variety of sources of funds, from shareholder capital to external borrowings.

## 1. STRUCTURE & FUNDING

### LONG TERM

Use our own capital combined with external debt where we see value in holding an asset for long-term income and capital growth.

### SHORT/MEDIUM TERM

Identify a joint venture partner, limiting our capital commitment and risk exposure, whilst linking our return to performance.

## 2. DEVELOP

Actively manage our assets throughout their development, working with trusted suppliers and focusing on quality, efficiency and safety.

## 3. LET

Look to let our properties on flexible terms to a diverse tenant base who are financially robust.

## 4. MANAGE

Through proactive asset management we drive the rental value forward whilst maximising occupancy.

# SUSTAINABILITY

Working for the long-term benefit of our stakeholders, local communities and the environment underpins all our core activities.

# Our Approach

To ensure we are effectively monitoring our approach to sustainability we have the following policies and procedures in place.

- We have a number of policies which underpin our sustainability strategy, these set out Helical's high-level commitment across a number of impact areas. These are reviewed at the Sustainability Committee and at Board level annually and are implemented by our senior management team.
- We create performance targets to enable us to focus our efforts throughout the year on measurable performance goals.
- Our Key Performance Indicators (KPIs) help us monitor progress towards these targets and ensure that we are able to report in line with investor disclosure requirements, notably CDP, GRESB and EPRA Sustainability Best Practice Recommendations.
- We use external technical guidance, such as those issued by the BCO, RICS and RIBA to inform our approach in designing and refurbishing our assets.
- Effective use of internal evaluation and review through quarterly meetings of key Helical personnel, external sustainability advisors and principal managing agents to ensure effective delivery of the objectives and targets.
- We use the principals set out in our guide 'Designing for Net Zero' and our 'Net Zero Carbon Pathway' to inform how we design, operate and manage our assets.



“We believe having a robust and formal governance structure is key to achieving our objectives and targets. Our Sustainability Committee creates a forum where new ideas can be exchanged, targets set, and technical guidance evaluated. Our approach is underpinned by a number of policies which are reviewed and approved by the Board on an annual basis.”

## Sustainability Committee

As part of our commitment to sustainability, in September 2019 we formally established a Sustainability Committee appointing Matthew Bonning-Snook, our Property Director, as Chairman.

The purpose of the Committee is to monitor and recommend updates to the Company's sustainability related strategies, policies, initiatives, targets and performance. The Committee meet on a quarterly basis and reports to the Executive Committee.

We believe having a robust and formal governance structure is key to achieving our objectives and targets. Our Sustainability Committee creates a forum where new ideas can be exchanged, targets set, and technical guidance evaluated. Our approach is underpinned by a number of policies which are reviewed and approved by the Board on an annual basis.

The Committee members have been appointed based on their knowledge of the business along with experience in sustainability matters.

<b>MEMBERS</b>	
<b>Matthew Bonning-Snook</b>	Property Director & Chair of Committee
<b>Laura Beaumont</b>	Head of Sustainability
<b>John Inwood</b>	Head of Asset Management
<b>Pavlos Clifton</b>	Senior Development Executive
<b>Lois Robertson</b>	Office Manager



# Our key priorities

From internal discussions with the Sustainability Committee and external dialogue with our specialist advisors and tenants, we have compiled a list of key sustainability themes relevant to our business. These themes have then been ranked to identify those which are of high impact and high importance to the business. From this list of 21 themes, we have focused on those which have the highest impact to us as a business and created our key priorities to form a long-term sustainability vision for Helical.



OUR KEY PRIORITIES

From the themes above we have focused on those that have the highest impact on us as a business to form our long-term vision.

- Our Environment
- Our Communities
- Our People

Within our focus areas of “Our Environment”, “Our Communities” and “Our People”, we have identified six key priorities which drive our long-term vision for sustainability. These priorities are intrinsic to how we operate and consider the needs of internal and external stakeholders. These priorities will be used to focus our future performance, monitor our progress and push the business to ensure we are “Built for the Future”.



## Our Environment



## Our Communities



## Our People

### Key priorities

NET ZERO CARBON BY 2030

We have committed to becoming net zero carbon by 2030, more details on our commitment can be found in our ‘Net Zero Carbon Pathway’. Carbon emissions are one of the main contributors to climate change, as a business we believe that by reducing our operational and embodied carbon we are responding to the climate change crisis in the most effective way we can. Our business model is to acquire existing buildings for refurbishment or sites for development. Undertaking refurbishments will save significant embodied carbon from using the existing structure and for these projects we will look to reduce our footprint by installing energy efficient equipment and procuring renewable energy. For our new developments, we will perform a whole life cycle carbon study to pinpoint where carbon savings can be made. We believe the key to delivering lower carbon buildings is through a rigorous design process and the use of new technologies and using low carbon material where possible.

BUY, USE AND RE-USE RESOURCES EFFICIENTLY

In a world where resources are continuing to be squeezed, we have a responsibility to ensure we are smart with what we buy, consume and reuse. For our managed portfolio we will look to implement green energy contracts and engage with our tenants on how they can reduce the resources they are using, creating a cost saving for them as well as resource efficiencies. At our development sites we will look at options for using recycled materials such as aluminium, steel and any materials that can be recycled during demolition and promote the use of new low carbon materials.

BRING SOCIAL, ECONOMIC AND ENVIRONMENTAL BENEFITS TO THE AREAS IN WHICH WE OPERATE

As part of our operations we not only develop and manage buildings, we also create and shape new and existing communities. We understand that repurposing an existing building or developing a new site has wide reaching impacts on local residents, schools and those that work in the area. As part of this we want to understand how we can bring social, economic and environmental benefits to these communities through the public realm at our buildings, the creation of jobs and taking part in community led initiatives.

DESIGN AND OPERATE OUR BUILDINGS TO SUPPORT HEALTH AND WELLBEING

Creating spaces with health and wellbeing in mind has been proven to increase productivity as well as overall happiness. We want to explore the link between space and wellbeing and look at what design features can be incorporated into our buildings that will promote healthy lifestyles, wellness and happiness. We will encourage tenants to explore these themes through asset specific initiatives and events and look to the results of our tenant surveys to inform our ongoing strategy.

ATTRACT AND RETAIN THE BEST PEOPLE

The success and performance of the business is dependent on our employees being motivated and highly skilled. It is therefore critical for the business that we continue to create a culture which supports this. We believe having an open, diverse and inclusive culture creates a collaborative and focused approach to achieving the Group’s aims and aspirations, encouraging individuals to proactively suggest ideas and opportunities for the benefit of the business and the people. This is underpinned by our core values;

INTEGRITY – through our honest and open approach, we aim to engender the respect of everyone we work with.

EXCELLENCE – using our market experience and intelligence, we strive to be “best in class” in everything we do.

COLLABORATION – building strong relationships and teamwork are at the heart of our success.

CREATIVE – we are passionate about developing innovative and inspiring spaces.

DYNAMIC – energy, adaptability and agility are core to our approach.

SUSTAINABILITY – working for the long-term benefit of our stakeholders, local communities and the environment drives the decisions we make.

MAINTAIN STRONG RELATIONSHIPS WITH OUR BUSINESS PARTNERS

Creating strong relationships with our business partners, suppliers and contractors enables us to ensure our sustainability strategy is implemented throughout all operations of our business. We will collaborate with these parties to explore new ideas and technologies, ensure best practice, and communicate our sustainability ambitions and targets. Health and Safety will always be of the utmost importance to the way we operate and manage our sites. Through the creation of strong relationships we are best placed to ensure our approach to Health and Safety is enshrined at every stage of our business model.



# Our measurement of success

The United Nations has set 17 Sustainable Development Goals (SDGs) which articulate the key challenges facing the globe. We have worked to align our key priorities with the United Nations Sustainable Development Goals (UN SDGs) where relevant to our business and our industry.

We have mapped our key priorities and related objectives against the United Nations SDGs to establish the seven principal goals which offer the greatest opportunity and/or risk to our business. These are as follows:



## Our Environment

Key priority	NET ZERO CARBON BY 2030	BUY, USE AND RE-USE RESOURCES EFFICIENTLY
How we will achieve this	<ul style="list-style-type: none"><li>• All new developments to be net zero carbon by 2030.</li><li>• Follow the principals set out in our 'Net Zero Carbon Pathway'.</li><li>• Offset 100% of the residual embodied carbon for new developments.</li></ul>	<ul style="list-style-type: none"><li>• We will limit the consumption of natural resources including water in both the managed and development portfolio</li><li>• We will implement appropriate waste management practices, seeking to reduce, re-use and recycle before disposal to landfill in both our managed and developed portfolio.</li><li>• We will protect and enhance biodiversity and ecology wherever practical.</li></ul>
How this will be measured	<ul style="list-style-type: none"><li>• Operational energy intensity target of 90kWh/m2 for our existing assets and developments</li><li>• Embodied carbon target of 600kg/co2/m2 for all new developments and major refurbishments by 2030.</li><li>• Using a science based target we will reduce our combined Scope 1 and Scope 2 emissions by 25% by 2025 compared with 2019 base year in line with the well below 2 degree scenario</li><li>• Purchase 100% green tariff electricity for our managed portfolio.</li></ul>	<ul style="list-style-type: none"><li>• All new developments above a contract value of £5 million to achieve a BREEAM rating of Outstanding.</li><li>• All new major refurbishments above a contract value of £5 million to achieve a BREEAM rating of Outstanding.</li><li>• Achieve a minimum of EPC B and NABERS 5 star on all new developments.</li><li>• Divert at least 90% of construction and demolition waste from landfill for all new developments and major refurbishments and aim for minimum of 50% recycling.</li><li>• Achieve a recycling rate of 50% at managed properties.</li><li>• Develop site specific Biodiversity Action Plans as appropriate on individual assets.</li><li>• Reduce landlord purchased water consumption by 2% from 2019 baseline.</li></ul>
Link to UN Sustainable Development Goal		 

Our measurement  
of success  
continued



# Our Communities

Key priority	BRING SOCIAL, ECONOMIC AND ENVIRONMENTAL BENEFITS TO THE AREAS WHERE WE OPERATE	DESIGN AND OPERATE OUR BUILDINGS TO SUPPORT HEALTH AND WELLBEING
How we will achieve this	<ul style="list-style-type: none"><li>• We will implement considerate construction practices on all developments and refurbishments, including consulting with local communities and stakeholders on large schemes.</li><li>• We will review the needs of the local communities within which we operate and in conjunction with our managing agents and contractors, support initiatives that are relevant to our business.</li><li>• We will work with our contractors to run apprenticeship schemes for young people to learn practical skills on our construction sites, providing valuable experience in preparation for their futures.</li></ul>	<ul style="list-style-type: none"><li>• We will review applicability of WELL Building Assessments for major new build and refurbishment projects.</li><li>• We will incorporate design features that encourage a healthy lifestyle such as cycle storage and showering facilities.</li><li>• We will create a calendar of events that focus on health and wellbeing.</li><li>• We will prohibit the use of materials and substances that have potentially hazardous effects on the environment, human health and wellbeing.</li></ul>
How this will be measured	<ul style="list-style-type: none"><li>• Register all sites above £500,000 with Considerate Constructors' Scheme and achieve a minimum score of 40/50.</li><li>• Host a number of our local community events, talks and initiatives.</li><li>• Facilitate a number of our apprenticeship schemes on construction sites.</li></ul>	<ul style="list-style-type: none"><li>• Consideration of WELL building certification or WELL Enabled to enable future tenants to get certification for schemes above £5 million.</li><li>• Number of cycle storage spaces.</li><li>• Number of tenant on site health and wellbeing initiatives.</li></ul>
Link to UN Sustainable Development Goal	<div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div><div></div></div> <div><div>4</div><div>QUALITY EDUCATION</div><div></div></div>	<div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div><div></div></div>



# Our People

Key priority	ATTRACT AND RETAIN THE BEST PEOPLE	MAINTAIN STRONG RELATIONSHIPS WITH OUR BUSINESS PARTNERS
How we will achieve this	<ul style="list-style-type: none"><li>• We will respect the principles of equality and diversity in our employment practices.</li><li>• We will perform regular internal staff surveys and report on the results to all staff.</li></ul>	<ul style="list-style-type: none"><li>• We will encourage the sharing of good environmental practices across our operations.</li><li>• We will look to encourage contractors to use local labour on construction and refurbishment projects where feasible.</li><li>• Maintain the highest Health &amp; Safety standards.</li><li>• We will seek to ensure that modern slavery is not taking place anywhere in our own business or in any of our supply chains.</li></ul>
How this will be measured	<ul style="list-style-type: none"><li>• Analysing employee turnover performance.</li><li>• Measuring the number of training hours undertaken by staff.</li></ul>	<ul style="list-style-type: none"><li>• 100% of capital projects to complete site sustainability checklist.</li><li>• Monitor adherence to Supplier Code of Conduct.</li><li>• Monitor RIDDOR Accident Frequency Rate (AFR) and Lost Time Accidents Frequency Rate (LTAFR).</li></ul>
Link to UN Sustainable Development Goal	<div><div>4</div><div>QUALITY EDUCATION</div><div></div></div>	<div><div>17</div><div>PARTNERSHIPS FOR THE GOALS</div><div></div></div>

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