

Topic	Objective	Delivery Strategy	Reporting metrics
Governance	Ensure that net zero requirements are embedded into decision making across the business	<ol style="list-style-type: none"> 1) Appoint Board-level sponsorship and report progress quarterly against our commitment and emerging targets to senior leadership 2) Adopt and implement an internal carbon price mechanism to inform strategic and tactical decision making 3) Establish internal oversight with cross-business representation to ensure delivery across business activities 4) Develop and build capacity, expertise and knowledge through proactive employee engagement 5) Review our roadmap and milestones on an annual basis to inform business planning 6) Continue to review our targets aimed at decarbonisation on a minimum 2 year basis 	Reporting: Quarterly Carbon price mechanism: £/tCO ₂
Embodied Carbon	All development and refurbishment activities to minimise embodied carbon in line with our targets	<ol style="list-style-type: none"> 1) Revise existing targets and requirements on Embodied Carbon for application on all emerging developments 2) Review existing schemes to maximise ongoing opportunities to reduce Embodied Carbon in line with revised targets 3) Explore opportunities to adopt innovation including use of modern methods of construction and technology to inform and predict low carbon solutions to construction 	EC (RICS A-C): kgCO ₂ /m ² (GIA)/yr
Operational Building Performance (Energy, Water and Waste)	Prioritise and exhaust all feasible measures to reduce energy and carbon reductions on-site and improve the building performance of our existing buildings prior to consideration of renewable energy generation/procurement and carbon offset	<ol style="list-style-type: none"> 1) Continue to adopt NABERS UK across all key development projects and consider application for existing developments 2) Improve data quality on energy, water and waste performance of our directly managed assets, including coverage to customer-procured energy and water, and indirectly managed assets including headleases 3) Invest in our existing portfolio to achieve year on year energy intensity reduction targets to 2030 including strategy for eliminating fossil fuel use across our real estate 4) Develop net zero asset level plans to establish the trajectory and inform asset level initiatives required to achieve net zero 5) Investigate the feasibility of eliminating fossil fuel use across estate 6) Exploit opportunities for digital infrastructure and technology advancements to enable data acquisition and analysis, as well as proactive maintenance and management of real estate 	Operational: NABERS rating Operational energy: kWh/m ² (NLA)/yr (intensity) and/or kWh/car parking spaces/yr (intensity) and kWh/yr (absolute) Operational water: m ³ /m ² (NLA), m ³ /person/day and m ³ (absolute) Operational waste: % (broken down into total, diversion from landfill, reuse/recycle) (intensity) and tonnes
On-site renewable generation	Maximise on-site renewable generation opportunities to reduce reliance on energy grid	<ol style="list-style-type: none"> 1) Maximise opportunities for on-site renewable generation and storage across both new developments and standing assets 	Total energy produced: MWh Proportion of building demand: %

Topic	Objective	Delivery Strategy	Reporting metrics
Renewables procurement	Optimise approach for renewable electricity procurement that adheres to industry best practice	<ol style="list-style-type: none"> 1) Ensure that all landlord procured supplies are REGO or RGGO backed energy sources in line with industry best practice criteria 2) Explore alternate off-site procurement routes that demonstrate credible additionality including PPAs 	% of landlord supplies (REGO/RGGO)
Offsetting	Identify our approach to carbon offset aligning with industry best practice criteria with a longer-term ambition beyond 2030 to reduce reliance on carbon offset	<ol style="list-style-type: none"> 1) Estimate the extent of carbon offset required by establishing a carbon trajectory for in-scope activities following exhaustion of all on-site reduction opportunities and renewable energy procurement activities 2) Explore opportunities for large-scale carbon sequestration alongside nature based solutions both on and off-shore within our holdings that support our climate and biodiversity ambitions 3) Offset residual carbon arising from development activity (embodied carbon) and operational carbon from standing assets through credible carbon offsetting mechanisms 	tonnes CO _{2e} offset £ per tonne CO _{2e}
Reporting and Disclosure (Third-party verification)	Ensure transparency in our progress against our commitment through reporting and disclosure	<ol style="list-style-type: none"> 1) Continue with independent assurance of data within our Annual Report and Performance Against Our Capital report 2) Align target setting with existing and emerging industry benchmarks, and verify methodology with Science based Targets initiative (SBTi) 3) Continue independent certification of schemes including NABERS UK and BREEAM schemes 4) Set out our approach for accounting for acquisition and disposal activities of our real estate within our carbon reporting 	Statement from our Independent Assurance Third party verification and certification
Partnership and Collaboration	Work in partnership and collaboration with key stakeholders including our customers	<ol style="list-style-type: none"> 1) Review our offer and approach to customers including opportunities to partner with, and support customer-managed activities such as fit-out, procurement and in-use operations 2) Collaborate with key stakeholders to collectively address existing challenges within sector (e.g. consideration of historic buildings) 3) Participate in industry group and forums that encourage cross-sector collaboration, sharing of best practice and lessons learned to raise performance standards within the sector 	No of customers engaged