



Report 2023

Environmental Sustainability and Social Responsibility



TT GROUP

Summer 2023

TT Group is one of the UK’s largest, privately owned property investment and development firms.

In the last 25 years we have completed some of the largest, complex UK property deals and built a £9billion portfolio.

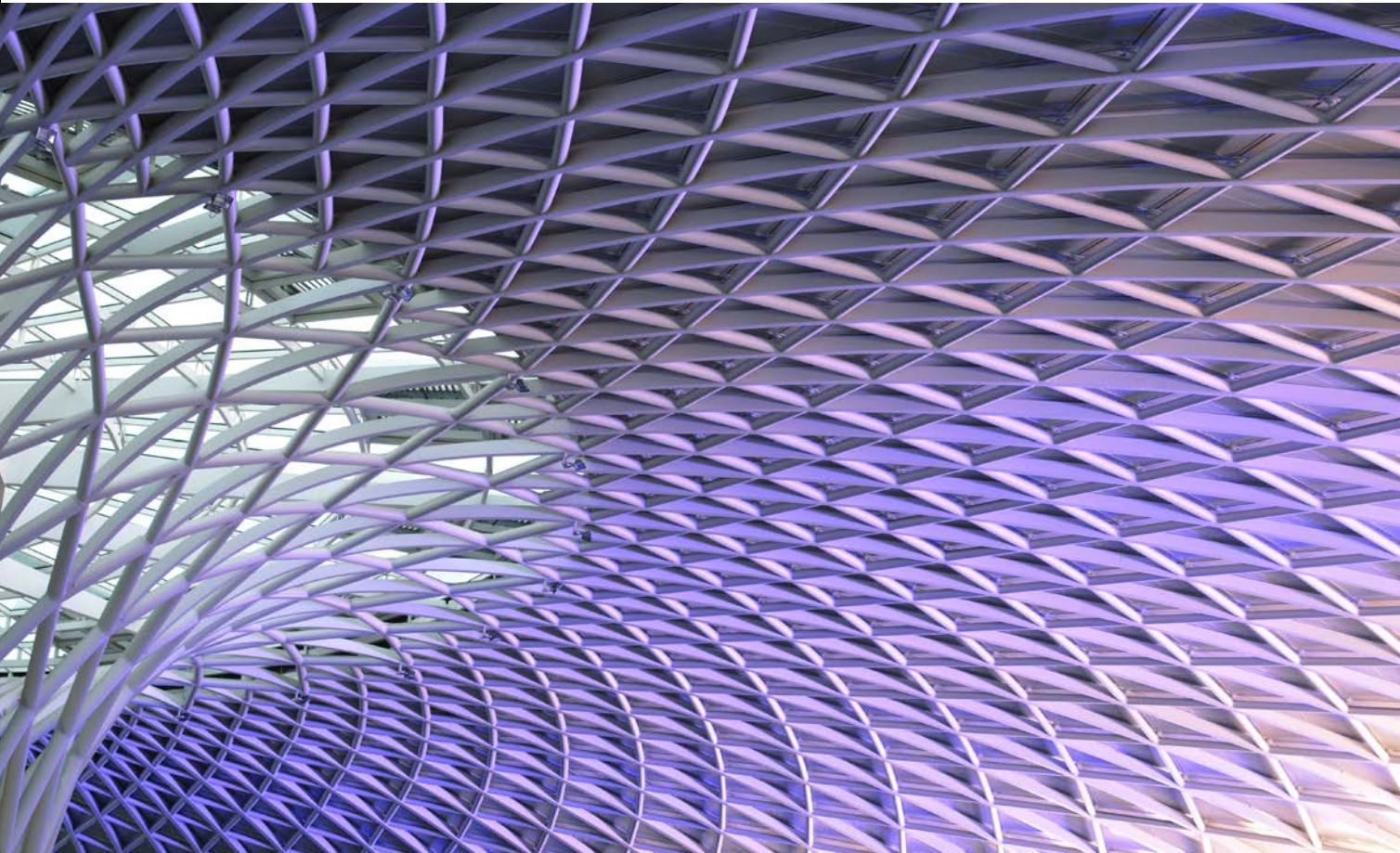
Our portfolio now comprises over 15,000 properties spanning 85million sqft, along with a development pipeline of more than 14,500 homes.

Our success and growth are based on our strong analytical capability, together with industry leading property expertise, applied to complex, nationwide real estate portfolios. Everything we do is based on attention to detail and clear, independent thinking.

Our business is built on long-term, trusted relationships and delivering on our promise to all our stakeholders – whether that means funding the £1billion acquisition of Trillium in the middle of the global financial crisis, or delivering on obligations to our client at the end of a 20-year contract, we keep our word and make good on our commitments.

Contents

04 About this report
A sustainable business culture



05 Sustainable property development	11 Reducing our impact on the environment	15 Delivering for our people
06 Sustainability and Social Responsibility at TT Group	13 Sustainability and Social Responsibility across our commercial estates	16 Survey summary
08 Sustainability and Social Responsibility at Lands Improvement	14 Sustainability and Social Responsibility in partnership with major tenant customers – BT – Aviva and DVLA	17 Learning and development
		17 A positive work environment
		18 Charity partnerships, volunteering and donations



About this report

A sustainable business culture



Russell Gurnhill
Chief Executive Officer

We believe it's good business to be a good business.

This report outlines our approach to environmental sustainability and social responsibility (CSR), demonstrating how we tackle our biggest sustainability challenges, and how we achieve our goals. It also highlights our recent sustainability and CSR activities.

Given the size of our portfolio, we recognise that we have a responsibility to ensure that our estate reduces any potentially negative impact on the environment and seek to maximise opportunities for increasing positive impacts.

We have put in place initiatives which help support these aims, for example, through reducing our own and our customers' carbon footprints, sustainability practices such as minimising consumption of raw materials; recycling and protection of natural resources; supporting good causes; and setting policies which enable employees to volunteer in the local community.

Our principles are to create a positive legacy from our business activities, across the extended TT Group community, through active engagement and responsible business practices. We are committed to creating a strong ethos throughout the company, respecting people and the environment. We aim to be a great company to work for and work with; and conduct our business in a responsible way that balances the needs of all our stakeholders.

It is very important to us to make a positive difference within the communities that we work in, and to support the causes close to the hearts of our people. We are proud that many of our employees play an active role in supporting and achieving this goal, through volunteering, charitable donations and fundraising. We also collaborate with our service partners and customers, in these activities, combining our resources to make an even greater impact.

Sustainable property development

Sustainability and Social Responsibility at TT Group

We believe that if we act responsibly across all aspects of our business, we will make a strong social and environmental contribution, create a positive legacy, and deliver a sustained, strong financial performance.

As a major UK property company, we operate across the real estate investment spectrum. This includes establishing new residential developments on brownfield sites; redeveloping existing sites in keeping with local planning strategies; and undertaking a range of active asset-management services for major UK landowners such as BT, Aviva and the Department for Work and Pensions.

Implementing responsible business practice starts in our own developments.

Repurposing of existing buildings

When an opportunity arises to redevelop an existing building, our approach is to retain the existing structure as far as possible and to enhance as necessary, to create desirable residential premises. This approach minimises the carbon output of the scheme, by reusing all the embodied carbon in the existing structure.

Examples of developments where the existing buildings have been repurposed include:

Castle Chambers, York – an existing commercial building in the centre of York was refurbished, to provide 25 apartments.



Oakfield Court, Bristol – an old, deconsecrated church used as offices was refurbished, to create 15 apartments.



As well as retaining the existing building structures on the above developments, in some cases the external walls were also retained, and brought up to the required building regulations insulation standards.

Environmental and sustainable features are included in the majority of our developments including roof-top photovoltaic panels to supply the common parts, and therefore reduce management charges.

Examples of brownfield sites we have redeveloped and brought back into use include



Woodcroft, Edinburgh – a long-redundant telephone exchange was demolished and a modern development of 24 townhouses and 51 apartments created.

350+ planning
consents secured in all sectors and locations since 2001

1000+ homes
built or under development

£600m in GDV
built or under development

We also aspire to include all-electric heating and hot-water systems to reduce carbon emissions in all our developments. In addition, our schemes have incorporated sustainable urban drainage solutions (SuDs) to minimise run-off and retain on site to re-charge ground water wherever possible.

Sustainable transport

Our schemes take into account sustainable transport and provision is made for cycle storage, electric car charging and recycling. In the home-user guides for urban schemes, we include information on the accessibility of public transport near the development. In some cases, we have provided pre-paid cards for public transport, cycle grants and vouchers for initial access to car-club memberships.

Our employees have access to an electric car scheme through which they can lease a wide range of electric vehicles at a discount to the open market.



Lawnswood, Leeds – a war-time era building, which had been used as a processing centre for DWP was demolished and a new development of 97 units (including 15 affordable housing units) created, in a joint venture with a national house builder.



Working with the environment

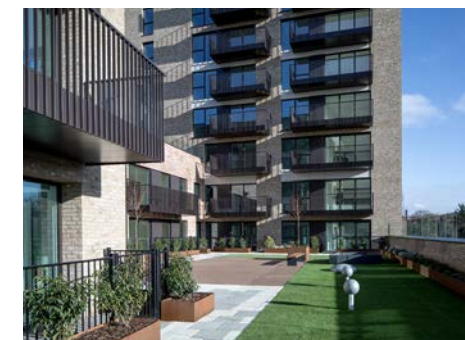
Ecology is also an important consideration in our developments. For example, on our St George's Walk, housing scheme in Harrogate, the commencement of the works was delayed by four months, to enable the great crested newt colony, which had nested on the redundant sites, to be relocated to adjacent green spaces.

We also work with local authorities, to provide bat boxes and swift boxes as required. The provision of green and amenity spaces is also important, and these are provided in conjunction with the local authorities' requirements. Often these are not adopted by the local authorities and these facilities are looked after and maintained by the management company set up for that particular development, of which the purchasers also then become directors of the management company.

The Lookout, Poole – comprises the redevelopment of an existing Department for Work and Pensions office building to form 40 apartments and the construction of a new three-story block of 17 apartments. The new-build units were provided with low-carbon, air-source heat pumps to provide heating and domestic hot water.



127 West Ealing, Ealing – demolitions arising at this site were retained on site for reuse to provide the piling mat. This reduced truck movements associated with transporting to landfill through a residential area.



Making a difference in the community

As a responsible business, we are committed to making a positive impact in the communities and neighbourhoods in which we work. We are acutely aware of our commitment to sustainable development and the impact we have on the environment, communities, and the people in those communities. We foster a responsible culture and regularly work with local contractors where possible, while employing a collaborative approach to planning discussions.

Our overall aim is to contribute positively to the localities in which we build and work closely with the communities to ensure they gain long-term social and employment benefits from our developments.

Case study: St. George's Walk
St. George's Walk in Harrogate is an 88-unit housing scheme that was formerly a BT Training Centre (BTTC). Occupying a c. 7-hectare site, the hardstandings and training facilities covered c. 2.5 hectare with the remainder of the site comprising grassland, scattered scrub, and shrubs. The site is largely surrounded by urban development and Rossett Local Nature Reserve (LNR) is situated to the immediate northwest. The LNR comprises ponds, grasslands and scrub habitat and hosted great crested newts (GCN).

As the BTTC had been unoccupied for a number of years, the GCN had migrated onto the site. Hence, prior to strip out and demolition of the existing BTTC buildings in 2018, a GCN migration strategy had to be agreed with the local authority and Natural England. This condition was agreed in January 2018 and the agreed migration methodology commenced in Spring of that year as soon as the temperatures reached the required minimum night-time levels. The strip out and demolition works then commenced in summer 2018.

Providing accessible homes

We strive to make first homes accessible to first time buyers. All our developments are associated with the Help to Buy scheme, a Government backed equity loan aimed at helping people purchase their new home.

Keeping people safe

Keeping people safe is key to how we act as a responsible business, as we build our developments, we are creating a safer environment for our contractors and all future communities. We have secured all safety housebuilding accreditations including 'Building a Safer Future Charter' and have become a CCS 10-year Client partner, which places a huge importance on showing care and consideration towards the local community, the environment and our workforce.

We comply fully with all health & safety legislation, maintaining integrated safety, health and environmental (SHE) management systems and work to the principles of ISO 45001.



Cert. No 11785
ISO 9001



Sustainability and Social Responsibility at Lands Improvement

Lands Improvement is a strategic land developer that holds a long-term view, thoughtfully shaping and planning the future of living within the United Kingdom, by working with communities and leaving a legacy of places that will endure.

We invest in both brownfield and greenfield land with a view to delivering consented development land ready for homebuilding.

Our ability to maximise the value of these sites occurs by obtaining planning consents through a detailed and engaging process which unlocks maximum housing and community benefits. Furthermore, we look to deliver infrastructure to unlock development. This accelerates home building and ultimately drives value for our stakeholders.

Overall, Lands Improvement seeks to minimise and mitigate the impact of its developments on the environment, while simultaneously delivering enhancement and improvement.



Recycling and repurposing

At Lands Improvement, our development proposals aim to minimise the removal of materials from site, to limit waste to landfill, and keep vehicle movements to a minimum. This is the waste hierarchy process that we follow:

- We prevent or reduce waste at source;
- Where waste cannot be prevented, we aim to reuse;
- We recycle or reprocess, to reclaim materials for reuse; and
- If waste cannot be prevented, reclaimed, or recovered, we dispose of it in a controlled manner.

Lands Improvement adheres to this process as part of the developments we undertake, or put in place construction-management plans that subsequent developers are required to work to.

At Redhill, Telford, we reclaimed a former quarry for residential development by re-engineering 220,000m³ of existing material to create development platforms without any import or export of material.

At The Frythe, Welwyn, we enabled the redevelopment of a redundant, former R&D facility comprising around 440,000 sq. ft. of buildings. Approximately 60,000m³ of crushed concrete was generated from the demolition of former laboratory buildings and reused to create development platforms resulting in no offsite landfill.



What are sustainable urban drainage solutions?

SuDs are principally visual amenities that come from sustainable urban drainage features, such as ponds and swales. These features are normally included as an integral part of the green infrastructure and landscape within a development. Often, we incorporate paths for walking and cycling around or alongside these features. In some instances, we have incorporated information boards to educate the general public about the feature and its biodiversity to improve understanding – the ecology park at Telford is a great example of this.

Biodiversity

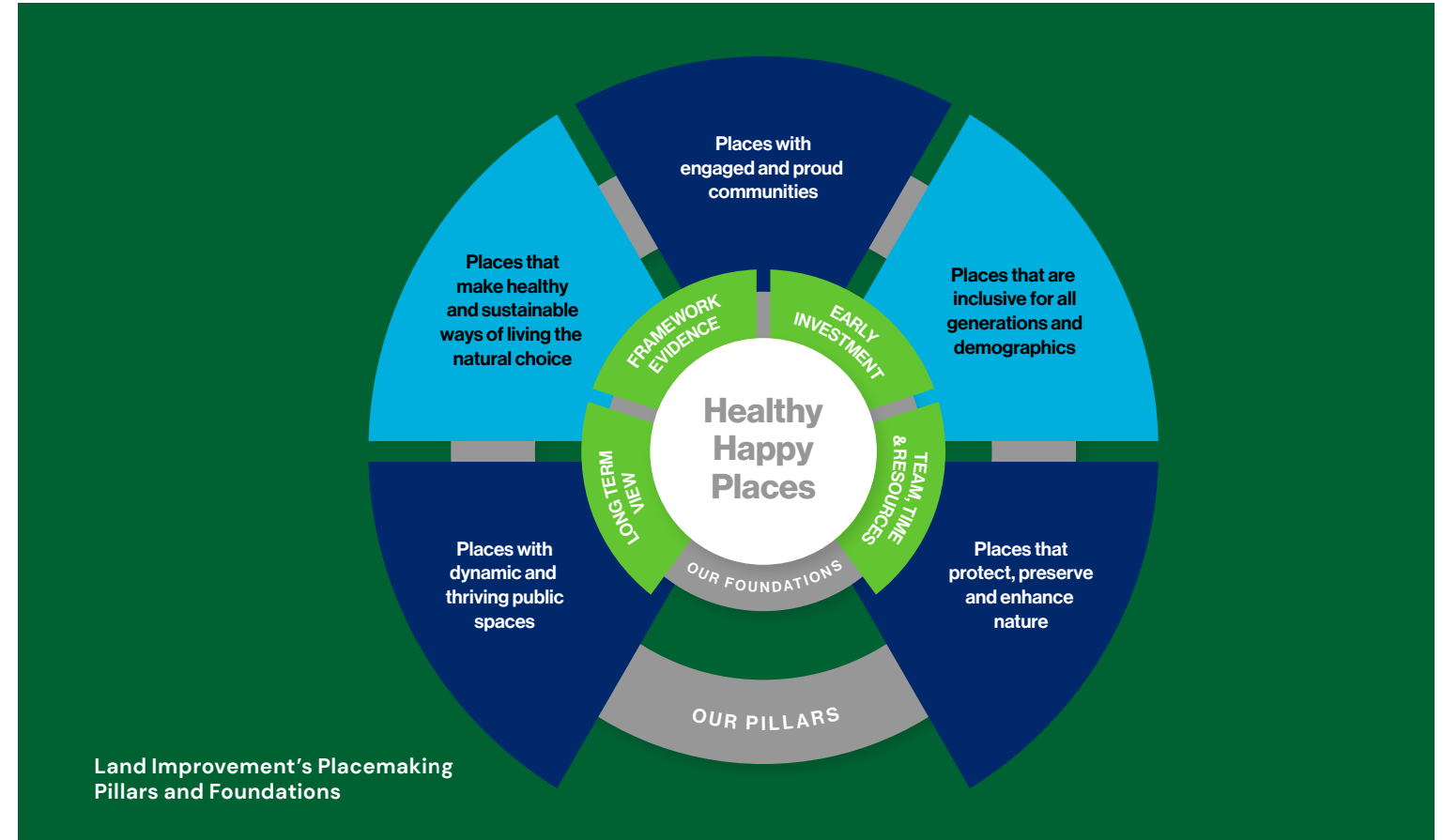
Lands Improvement's development proposals seek to minimise the impact on existing habitats and create opportunities to enhance and create new habitats. Our overall aim is to achieve a net gain in biodiversity from development above 10%.

At the site at Redhill, Telford, prior to reclamation, this former quarry was habitat to a population of around 500 great crested newts, a protected species. As part of the development, Lands Improvement created and delivered an ecology park, establishing a diverse habitat in which the population of great crested newts has since increased threefold.

Flood risk and water management

Lands Improvement seek to avoid development in the floodplain, and through our developments, we also decrease flood risk wherever possible. Development strategies are applied, to restrict the surface water run-off outside the development by 20% or more and support groundwater recharge wherever possible.

This is achieved by retaining and managing surface water using sustainable urban drainage solutions (SuDs), such as ponds and swales that also provide opportunity for biodiversity and amenity. By adopting the treatment-train principle, we aim to protect and enhance surface-water quality through the design of SuDs within the development.



Effective placemaking

"As a business, as a team, as individuals, we want to be proud of the places we deliver. We want to know that we have played our part in providing great places for people to live and spend time in, and that we have delivered them in the right way."

Ben Phillips
Development Director

Lands Improvement is in the privileged position to be able to have a significant impact on the places people live in, and on their day-to-day lives. We are committed to making sure that this impact is positive, and that we help create places to live that are inclusive for the whole community.

Good placemaking for Lands Improvement is about how we work, engage and deliver, as well as how we manage our projects from day one, and how we continue to learn and adapt along the way.

A set of goals define the places we want to deliver. 'Healthy Happy Places' encapsulates our ambitions for the places we make and the people who live there. Our five pillars describe how we work and the business ethos that will make our vision the reality:

1. Places with dynamic and thriving public spaces
2. Places that make healthy and sustainable ways of living the natural choice
3. Places with engaged and proud communities
4. Places that are inclusive for all generations and demographics
5. Places that protect, preserve and enhance nature

These pillars are supported by a detailed 'Design and Placemaking Framework' that summarises the principles upon which healthy, happy places are created.

It is further a high priority for us to engage with local communities wherever we work – as soon as possible and on an ongoing basis. We use a range of approaches to communicate and consult, to truly understand the opportunities and challenges, and to find solutions that add value to existing communities.

These could include improvements to local infrastructure, improved public access to open spaces for recreation, new education provision or better public-transport provision to name but a few.

In the past five years we have delivered land providing for 12,800 homes, of which more than 20% are in the category of affordable housing. We committed over £155m across more than 100 contributions towards education, community facilities, sustainable transport and recreational space.

We also dedicated over 200 hectares of open space, providing public access and areas of biodiversity improvement.



Dwellings
5,100



Size
630 acres



Stage
Infrastructure
Commenced



Location
Houghton Regis

Case study: Linmere

Linmere is a 620-acre residential led development to the north of Houghton Regis in Central Bedfordshire. It will deliver c. 5,000 residential units, along with schools, various commercial uses, and open space.

Lands Improvement act as master developer, designing and delivering key infrastructure and open spaces, and overseeing the cohesive build out of Linmere. The infrastructure being delivered includes key spine roads and primary on-site road networks, parklands, play areas, and sports facilities, allotments, community facilities, all utility connections, SUDS solutions and drainage, earthworks, and visual mitigation.

Our approach at Linmere has been based on the vision of delivering a healthy, happy place for all residents. A key focus is on delivering a place which enables low carbon lifestyles and provides a biodiverse open space.

Key elements of sustainability and infrastructure design at Linmere include:

- **Designing efficient / minimal road networks** – An interconnected series of green spaces and routes thread through the development to encourage residents to explore their new neighbourhood on foot or by bike. Footpaths and cycle routes link up key destinations across the development, having been designed to be convenient, welcoming and accessible to all residents.
 - A pedestrian/cyclist priority design ethos is being pushed, away from car dominant design, resulting in safe active travel routes and a reduction in large carriageways.
- **20-minute neighbourhood ethos** – designing to ensure everyday amenity is located within walking distance, to minimise the need for car use. Co-located schools and nurseries, parks and mixed-use amenity. Safe cycling and walking routes. Public transport connections. Car clubs.
- **Commercial** – The Farmstead is focused on local businesses, an independent coffee shop, community info space. It is a hub for all residents, existing and new,

Case study: Redhill, Telford

Our objective for Telford, which was a historic claypit mine, was to secure planning permission for up to 350 homes (21 acres), and a mixed-use centre comprising of 16.5 acres of new country park and enhanced ecological areas, plus 1.2 acres of play and open space amenities.

Following the granting of planning consent, technical approvals and detailed planning consents were secured for the following elements: Section 278 major roundabout junction access off Redhill Way, section 38 technical highway approvals were secured for the development's estate roads, section 104 sewer technical approvals were secured for the development's strategic sewers, and full reserved matters planning consent was secured for the development.



Dwellings
350



Size
21 acres



Stage
Development
complete



Location
Telford

This included the design of all house-types and all the development's open space and play amenities, country park, and ecological enhancement areas.

The site was sold in phases to two housebuilders, and the majority of development on the site has now been completed, creating a new community on the edge of Telford, with a large mature Ecology Country Park providing an environmental focus to the development.



- to help break down barriers and create a meeting place and social heart.
- We have delivered allotments early, with spaces given to a local primary school, a local charity and for the Farmstead café kitchen
- Commercial spaces are bringing c.1,000 jobs to the area
- **Attractive, interesting and biodiverse public realm** – At every opportunity, native biodiverse planting has been used within the public spaces, enhancing the natural environment for the local wildlife.
- We have sought to avoid large expanses of mown grass areas, designed purely for formal sports. Instead, we have created a mix of wetland, woodland, wildflower and grass areas, to be both more biodiverse but also to encourage more activity and encourage walking throughout the site.
- Careful consideration of the geo-location, landscape character and geology is reflected in the choice of plants and trees, looking to ensure the new planting will thrive, and be resilient to sites micro-climate.
- Green spaces are full of interesting and engaging features, such as play areas, sports pitches, allotments, water features, vantage points, nature trails and areas, providing interest and activity for the whole community.
- Roads have been softened and enhanced through extensive tree planting, providing solar shading of key routes and spaces.
- **Sustainable urban drainage** – has been celebrated in the design of the parks and streets, with rain gardens being applied to the road network, planted with suitable trees and grasses and swales being both attractive and interactive, incorporating play features and information boards.
- **Public art** – is an integral part of the scheme, with it being embedded into the development, committing to work with local artists, communities and schools to help shape what is delivered.

Reducing our impact on the environment

With a portfolio of over 15,000 properties, we have a responsibility to reduce the estate's impact on the environment. Our energy and environment team, in close liaison with our service delivery partners, continually look at ways to make our buildings greener and more energy efficient, through the reduction of carbon and through sustainability practices such as minimising consumption, recycling and protection of natural resources.

Sustainability and Social Responsibility across our Commercial Estate

25% reduction
(annual) in CO₂ emissions from 2020

17% reduction
in CO₂ emissions from purchased electricity

23% kWh lower
energy consumption from 2020

We work to the principles of ISO 45001 Environmental Management System (EMS), which means we adhere to the highest standards in environmental management. We continually review our environmental systems and processes and seek to minimise the potential for our business activities to cause harm to the environment.

We have made a number of improvements within our operations, including the introduction of electric vehicles and electric car chargers at our head office for employees.

We are committed to recycling initiatives, including cardboard, plastic packaging, food tins, cans and mixed paper. In 2021:

- 4.6 tonnes of waste was recycled at our London Wall HQ premises
- 0.6 tonnes of food waste composted
- 22.6 tonnes recycled at our Grays Inn Road and Argyle House offices

We currently order 12 baskets of fruit per week from our supplier, Fruitful Office, which in turn plants one tree in Malawi for each basket of fruit ordered. Malawian families benefit from the trees, both for income generation and to provide fruit and firewood for their own consumption.

Tea and coffee (excluding Nespresso) at our head office is supplied by Ethstat Ethical Stationery. Ethstat is a not-for-profit Social Enterprise, where 100% of its profit is donated to support the most vulnerable people in society. Ethstat work as a co-operative, bringing together 234 suppliers and 47 social enterprises, committed to building a better society. Their supply chain supports food banks, gives work to refugees, trains and supports people experiencing homelessness, people with disabilities and ex-offenders.

We use Spotless, a cleaning business, across most of our commercial estate which has been awarded carbon-neutrality status.

In addition, we employ an energy consultant who provides us with an interactive energy portal, which allows us to monitor data and make any changes required.

Additionally, discussions are underway with commercial energy consultants to fit automatic meter readings which provide data on consumption for billing purposes to as many meters as possible. This will reduce the manual process and assist in identifying unexpected consumption / water leaks.

Streamlined energy and carbon

Each year, we report on our energy and carbon usage in our financial statements. Energy and fuel consumption has been converted to carbon emissions using 2019 DEFRA published conversion factors. Fuel for transportation has been converted to carbon emissions using statistical data sets published by the Department of Transport.

Streamlined Energy and Carbon Reporting (SECR) covers all TT Group staff-occupied buildings. The report is broken down into categories, including transportation by staff, and the associated buildings' electricity and natural gas used is represented by CO₂ emissions measured in tonnes. Building emissions are measured by CO₂ per m² gross internal area (GIA). This allows TT Group to benchmark the results against similar staff numbers and building size, which in turn can be used to determine the effectiveness of energy-saving measures and green initiatives.



Fruitful Office plants one tree in Malawi for each basket of fruit ordered.

We have seen a number of significant achievements over our last reporting period, including the following:

- 25% annual reduction in CO₂ emissions from 2020
- 17% reduction in CO₂ emissions from purchased electricity
- 23% kWh lower energy consumption from 2020
- 65% reduction in the use of district heating for office-heating purposes
- 6% reduction in the use of diesel vehicles for transformational purposes

Energy Savings Opportunity Scheme (ESOS) A mandatory ESOS review is carried out every four years. These assessments are audits of the energy used by buildings, industrial processes, and transport to identify cost-effective energy-saving measures.

A few examples of ESOS measures implemented across our estate include Gray's Inn Road, where we carried out repairs and adjustments to the Building Management System (BMS), which we believe will have extended the lifespan. We also installed LED lighting in all common parts of the building.

At our head office, the remedial work included upgrading the emergency lighting system to LED lighting in all common areas, and in all areas occupied by TT Group. The BMS was further updated to a TREND system and chillers have been refurbished. Trend systems enable close control of heating, ventilation, air conditioning and other building services. Energy consumption can be minimised and comfortable working conditions achieved.

Renewable energy guarantees of origin (REGOs)

Since 2020, we have sought to achieve 100% green energy across our commercial estate through procurement with EDF and Positive Energy. The electricity purchased has a REGO, which is a scheme that provides transparency to consumers about the proportion of electricity that suppliers source from renewable generation. Electricity suppliers use REGOs to show customers the renewable content of electricity they've supplied each year.

Sustainability and Social Responsibility in partnership with major Tenants

With a portfolio of over 12,000 properties, our success depends on listening and responding to our tenants, providing best practice levels of service, building long-term enduring partnerships, and supporting our tenants' transformation objectives. By fulfilling these commitments, we allow our tenants to concentrate on their core businesses, while we take responsibility for the buildings they occupy. While TT Group is not responsible for sustainability improvements of these building, as their landlord, we support our tenants in achieving their environmental goals by working with them on their own initiatives, where they have impact through the buildings we manage. We have outlined some examples of this in the next sections.

The long-term nature of many of our contracts means that we can deliver large-scale projects that make a real difference to our customers, often implementing and refining them over many years. Partnering with our customers allows us to share expertise, deliver value and drive change, and this has proven essential to our business success.

BT PLC (BT)

In December 2001, TT Group entered into a strategic property partnership with BT plc. Involving the majority of BT's UK estate, the £2.38bn transaction saw 6,700 properties, with a floor area of 59.2m square feet, acquired by TT Group, and leased back to BT on a full repairing and insuring lease. The vast majority of leases are for a 131 year term with a first break option after 30 years.

As our largest tenant, BT manages and reports on its sustainability activity in its annual Digital Impact and Sustainability (DI&S) report. BT's strategy is built around three pillars to deliver social and economic value, including, building better digital lives; championing responsible technology and human rights; and tackling climate change and environmental challenges.

While the third pillar, regarding sustainability, is the most relevant to us as landlord, the other two are very important to us as well. They provide us with assurance that the business of our largest tenant is underpinned by sound social and governance practices.

Environmental initiatives in BT's 2021 DI&S strategy

BT has a stated climate strategy ambition to adopt a sector leading approach to climate action and become a net zero carbon emissions business by 2045. BT leads by example, which positions it favourably with customers and investors.

BT reported the following initiatives in its DI&S report for 2021:

- › Use of 100% renewable electricity worldwide – this was achieved through power purchase agreements and local green tariffs.
- › Aimed to transition most of its 33,000 fleet to electric vehicles by 2030 and encouraging other businesses to do the same through their partnerships. It has already installed 122 charging points at sites across the portfolio (for its own fleet).
- › Decarbonising buildings – through use of renewable electricity and solutions to reduce carbon intensive heating and cooling through installation of adiabatic cooling systems using water and air, rather than greenhouse gases.
- › Eliminating waste to landfill – through reducing office and catering waste, recovering or recycling 98.9% of waste, including a partnership with a technology lifecycle management company which recovered 257 tonnes of legacy equipment in exchanges in 2020/21.
- › Minimising water use – through the reduction of leakages across its operational sites, staff education and switching to water self-supply.

Environmental protection of the BT estate

BT is committed to the environmental protection of its estate. It monitors, maintains and upgrades over 6,500 fuel-storage tanks across the UK and no incidents at its sites have been subject to investigation or legal proceedings from any UK regulators for many years.

The company has also identified the need to adapt to a changing climate and to futureproof its UK estate by mitigating risks from extreme weather. It has an emergency-response team trained to tackle a wide range of scenarios and has undertaken flood-protection works alongside the UK Environment Agency. In addition, BT has invested in cooling-system upgrades to prevent damage at operational sites.

Aviva and DVLA

In 2004, TT Group signed a 25-year asset and facilities management contract with Aviva, with TT Group responsible for the full repair of the Aviva estate.

We undertook a major refurbishment of Aviva's main city centre location in Norwich, which included the formation of an Atrium that ties five buildings together. We are also responsible for the on-going maintenance and life cycle of the Aviva buildings.

In 2005, TT Group was appointed by DVLA to undertake the full outsourcing of their estate, acting as a single service provider for all property matters, including estates strategy, asset management, facilities management, and capital works, on a full repairing and insuring lease.

Sustainability initiatives

Together with our service partners, we support our tenants Aviva and the DVLA in achieving their sustainability initiatives by working with them on setting their energy targets by:

- › Reducing CO₂ emissions from the buildings they occupy
- › Reducing water consumption
- › Reducing waste
- › Focusing on recycling
- › Minimising waste to landfill (including eliminating single-use plastics at DVLA with advanced waste management)
- › Using electric vehicles and installing charging points

We have supported our clients in reducing CO₂ emissions from buildings – overseeing a reduction of 5% in the Aviva buildings, who have a target to achieve Net Zero by 2030, and 56% over the last 10 years in the DVLA buildings. We facilitate this by holding regular meetings to review utility consumption. Our service partner supports this by providing quarterly waste-management metrics. For the DVLA estate, we also attend a monthly energy workshop where discussions are underway around decarbonisation of the DVLA estate.

Environmental impacts

In compliance with our mandatory reporting obligations under the Streamlined Energy and Carbon Reporting (SECR) and Energy Savings Opportunity Scheme (ESOS) schemes:

- › At Aviva, our energy consultants prepare an annual report for each building managed under the contract, detailing the buildings performance and saving opportunities. These reports are shared with the Aviva energy team.
- › At the DVLA, monthly and annual reports are also undertaken by our energy consultants, and our service partner carries out a benchmarking exercise to compare against similar buildings. Our service partner also provided an energy-savings survey that fed into the decarbonisation of the DVLA estate report.

Delivering for our people

Our goal is to make a positive difference within the communities in which we operate and support the causes close to the hearts of our people.

In total, TT Group and Lands Improvement have 220 staff. We are committed to providing a working environment that enables individuals to have fulfilling working lives and a positive experience at work. Our aim is to have highly engaged employees who are proud to work for us – and the results of our annual employee survey show that we are achieving that goal.

The survey attracts high levels of participation, averaging 85–90% over the past five years, consistently above the norm, with the most recent survey having an overall engagement score of 89%. The engagement indicator is the average of the results from the questions in the survey which feed into the engagement pillars of Engaging Managers, Employee Voice, Realising Potential, Organisational Integrity, and Compelling Leadership.

Key results from the last survey include:

- 97%** Organisational integrity score
- 97%** Believe their manager values their opinions and treats them with dignity and respect
- 97%** Feel encouraged to take ownership of and responsibility for their work
- 95%** Believe their work enables them to use their skills and abilities
- 93%** Believe their department is well led by its senior management
- 93%** Believe TT Group/LIH takes corporate responsibility seriously
- 93%** Believe TT Group/LIH takes health and wellbeing seriously
- 91%** Are proud to tell others they work for TT Group/LIH

Building our business sustainably

Change, whether large or small, can be challenging, so we take the necessary steps to inform and reassure our people. For instance, in 1998, the Department for Work and Pensions (DWP) transferred ownership and management of its estate to TT Group under a 20-year contract. When this contract completed, a number of employees who had worked on the contract were transferred to one of two new service providers for the DWP. Regular and early communication and consultation with staff was a top priority. We also provided Skills-in-Transition sessions to help our employees manage this transition effectively, and as worry-free as possible – both for those leaving the company and staying.

Covid-19

To support our employees during the Covid-19 pandemic, our Business Continuity Group met regularly to identify and address concerns that were being caused by the pandemic. We increased our Business Updates to employees from quarterly to monthly in response to the significant pace of change during the lockdown phase of the pandemic, to reinforce key messages and to enable visibility of the senior leadership team while everyone was working from home.

The pandemic shifted our internal communications practices to take on a more employee-centric focus. To help meet our employees' needs around collaboration and connection at a time when remote working was the norm, we introduced a weekly 'Social Club' email which focussed on employee engagement and interaction.

This included a virtual appreciation wall, book recommendations, coffee hour, inspirational content, and brain teasers, among others. To further facilitate employees being able to communicate and engage with one another, we organised a "Summer Series" of various remote social events, including a cocktail making class, Pilates, dance class and quizzes.

We widely promoted our Employee Assistance Programme, providing mental health support and other related resources managed by LifeWorks. We also introduced a Wellbeing Platform, which included resources and video classes relating to mental health, physical fitness and nutrition.

As a gesture of acknowledgement of the impact and strain the pandemic was having on our employees, we sent a 'relaxation kit' to employees' homes, as well as a Christmas hamper prepared by a tenant of our joint venture business The Arch Company.

We recognised the pressures that parents of pre-school and school-age children were under by providing targeted guidance to these employees, their managers and colleagues, including regarding working flexibly to accommodate the exceptional circumstances of the time. We also commissioned a virtual 'After School Club' series for employees' children which was well attended.

During the lockdown period and when restrictions started to ease, we carried out surveys to identify concerns and gain timely information. This included understanding how people were finding working from home and whether they had adequate equipment, information or support, and then key data related to returning to the office. Our surveys found that 99% of respondents believed that in comparison with other employers, TT Group/Lands Improvement reacted effectively to the challenges of Covid-19.

Learning and development

We believe that the skills of our people stand out in comparison with those of our peers. We want to ensure that our people make the most of their talent and fulfil their potential, so we deliver a comprehensive range of learning and development initiatives, including management fundamentals training, leadership programmes, a graduate network, CPD seminar funding, support towards gaining professional qualifications, e-learning courses and coaching.

"I particularly like the openness of TT Group, it allows me to put forward new ideas and initiatives. It is nice to work at a place where your ideas are valued. I've been able to build a career. TT Group is definitely a company to join if you are looking for longevity."

Cassie Sutterby
Head of Commercial Estate

Diversity and inclusion

A working group has been established to look at diversity and inclusion within our companies, to explore what diversity and inclusion means to us as a business, how it is working, areas for improvement, and initiatives we may introduce. TT Group's CEO, Russell Gurnhill is the senior sponsor of the working group.

In the annual employee survey, 87% of respondents said that TT Group/LIH treat everyone fairly, without prejudice or discrimination. Nearly all (92%) said they would feel comfortable about reporting anything they experienced or observed that made them feel uncomfortable (such as being treated differently because of race, gender, sexual orientation, disability or social background). Inclusive management is a key part of our management and leadership training.

A positive work environment

We look after our employees' wellbeing by offering comprehensive benefits, such as private medical insurance; access to digital GP services; dental insurance; on-site massages; an employee assistance programme including counselling; pension 'surgeries'; and a wellbeing platform with a wide range of resources and wellbeing related retailer discounts. Other benefits are both financially favourable to employees and environmentally beneficial, such as the Cycle to Work and Electric Vehicle lease schemes.

These services are reviewed regularly, to ensure they continue to be valued by employees and they are promoted through internal communications to facilitate health and wellbeing.

As a large and diverse business, we place importance on helping our people connect with each other. We run a full calendar of company events, including team 'away' days, an annual quiz, Christmas parties, and a company-wide football tournament, to name just a few. We include employees' families, with a children's Christmas outing.

Charity partnerships, volunteering and donations

As a responsible business, we are committed to making a positive impact in the communities where we work and live. For us, it is not just about donating money, it is also about building partnerships and working with others to address the difficult challenges so many people are facing. We do this by sharing our resources and expertise to help build more resilient communities, working in partnerships with our customers, and providing charitable support.

We are proud that many of our employees play an active role in supporting and delivering this aim, through volunteering, charitable donations and fundraising.

Charity partnerships

We have long-term charity partnerships exceeding 10 years with St Mungo's and LandAid, and more recently since 2018, Parkinson's UK.

In each case, the relationship commenced with TT Group donating a financial grant annually to each charity partner, providing funding to support the work of the charity, with numerous projects supported over the years, and in the case of St Mungo's and LandAid, expanding to include volunteering, pro bono and staff fundraising.

Our corporate partnership with St Mungo's, one of the UK's leading homelessness charities, started in 2013. The charity works to prevent homelessness and support people at every step of their recovery from homelessness.

After many successful years supporting St Mungo's, we recently began a new partnership for an initial period of three years, supporting their Construction Skills Programme (CSP), a key component of St Mungo's recovery strategy for young adults. This scheme provides foundational training to develop practical construction skills, and also provides a path towards employment and independence for young adults. The programme creates opportunities for participants to learn new skills, forge positive relationships with peers, gain self-confidence and find a meaningful way to spend their time.

In addition to the financial grant and supporting the charity through our company volunteering policy which in the past has included decorating, gardening and teaching IT skills to the charity's service users, we also donate Christmas gifts from our staff for the charity's service users each year.

We are also a long-standing supporter of LandAid, the property industry's charity, whose vision is an end to youth homelessness in the UK. In addition to making regular annual donations, our staff participate in LandAid's fundraising events, including Steptober, SleepOut and the LandAid 10k run.

For Parkinson's UK, the main Parkinson's support and research charity in the UK, our funding helps support the charity's Virtual Biotech initiative, which seeks to develop drug treatments from promising research on the condition.

Volunteering

Our company volunteering policy encourages our employees to volunteer for a minimum of one day each year, during work time, in support of the local community. We also run a matching scheme, where employees who volunteer in their own time can claim up to two days of additional annual leave.

Volunteering enables staff to develop new skills, enhance existing skills and make new contacts. It also enables staff to break down 'silos' within the business by working alongside people from other departments, and to have the opportunity to give back to society. The company also benefits from having an outward-looking workforce, with a wider range of skills, leadership abilities, links to the communities in which we operate and pride in their company.

We are a long-standing supporter of Mitzvah Day, the November day of social action, where participants give their time, rather than their money, to make a difference to their local communities. For each of the last four years at Mitzvah Day, a team of our employees have supported a St Mungo's project, for example painting and decorating or garden clearing and planting.

"We are delighted to be partnering with St Mungo's, a charity that does so much to help those in need of their support. The Construction Skills programme fits well with TT Group's growing development business, and we hope it will enable many young adults to enter the construction industry as part of their journey to recovery."

Paul Disley-Tindell
Head of Corporate Social Responsibility



On Mitzvah Day, re-decorating short term accommodation for rough sleepers: "It was a brilliant activity to do to help the community and build rapport with colleagues. I was proud of myself for doing my share as redecorating and freshening up the shelter can have a huge impact on the residents and I hope they liked the work that we did."

Montana Bramble
HR Coordinator

Supporting employee donations

Our companies operate a Give as You Earn (GAYE) scheme, which enables employees to donate a fixed sum every month to the registered charity of their choice, with money taken from their salary before tax. As a result of the GAYE scheme, we have been awarded the Payroll Giving Quality Mark for 16 years in succession, at Gold level in recent years.

In addition, we run a charity matching scheme that covers one-off staff donations and fundraising initiatives. These donations are matched by the company up to a maximum of £2,500 per person, per year.

For example, we matched the donations of an employee who ran the London Marathon in support of the mental-health charity, Mind, doubling the money she raised to a total exceeding £4,000. We also match the donations raised for the Breast Cancer Now charity, through an annual 'Pink Tea Day' bake sale organised by employees.

Both schemes enable our businesses to support a wide range of causes, in which our staff often have a close personal interest.

Supporting documentation



Our team



CSR team

Aaron Burns
Group Company Secretary

Debbie Coleman
Corporate Real Estate Solutions

James Stone
Managing Director – LIH

Lisa Robotham
HR Director

Mark Smith
Director Contract Delivery

Mike Roberts
Delivery Director

Paul Disley Tindell
Director – Corporate Real Estate

Diversity and Inclusion Group

The Diversity and Inclusion Group look at what people think diversity and inclusion means in the context of our business, what already works well, where there could be improvements, and what initiatives we should consider. The D&I Group includes representatives from across the business.

Contact

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