



# **Our Approach to Environmental, Social and Governance (ESG) considerations**



# Realising Possibility

**For Peel L&P, sustainability means delivering benefits to communities and the environment in everything we do. We see possibility and we deliver transformation.**

Our ambitions are for a more prosperous, sustainable future for all; where people and places are matched with the opportunity to be the very best they can be.

In the current context of the Covid-19 pandemic and the burgeoning climate and biodiversity emergencies, we recognise the responsibility of private sector organisations to be open and transparent about the impact of their activities on society and the environment.

In this document, we will show you how we take ESG matters seriously by outlining our track record on sustainability, our current position on ESG and how we are embedding corporate responsibility into our business activities.





# Peel L&P at a glance

**Our legacy matters. We take great pride in the outcomes we achieve, the people we work with, the way we go about our business and the transformational projects we deliver.**

We are an ambitious regeneration business with generations of history, heritage and expertise in our DNA. First established in 1971, Peel L&P is now responsible for some of the most transformational development projects in the UK today.

Owning and managing 12 million sq ft of property and 20,000 acres of land and water, our holdings are concentrated in the northwest of England but we also own and manage significant assets throughout the UK with a total portfolio value of £2.6 billion.

As a part of the Peel Group; we are integral to a business that strives to make a positive impact on people's lives.

Our specialist teams have a proven track record in delivering high-quality, legacy projects across land, property, water and airspace. This includes airports, hotels, waterways, media hubs, event spaces, leisure facilities, retail, workspaces, residential development, industrial & logistical space, public realm, historic gardens and the renewable energy sector.

It is our ambition to help communities to Build Back Better from COVID-19 by encouraging our businesses, residents and visitors to make long-lasting behaviour changes that support a green economic recovery for the north west.

**Peel L&P is an agile and ambitious business with a legacy of success for a long-term, sustainable future.**

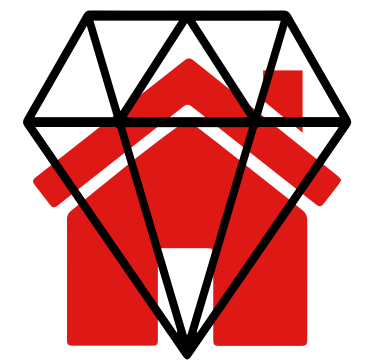
**We see possibility.  
We deliver transformation.**



**12m sq ft**  
property/built estate

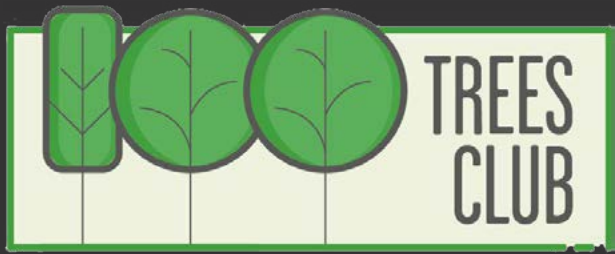


**20,000**  
acres of land



**£2.6 bn**  
gross assets

# Awards & affiliations



The first major property company to achieve the energy management standard ISO 50001 in 2015

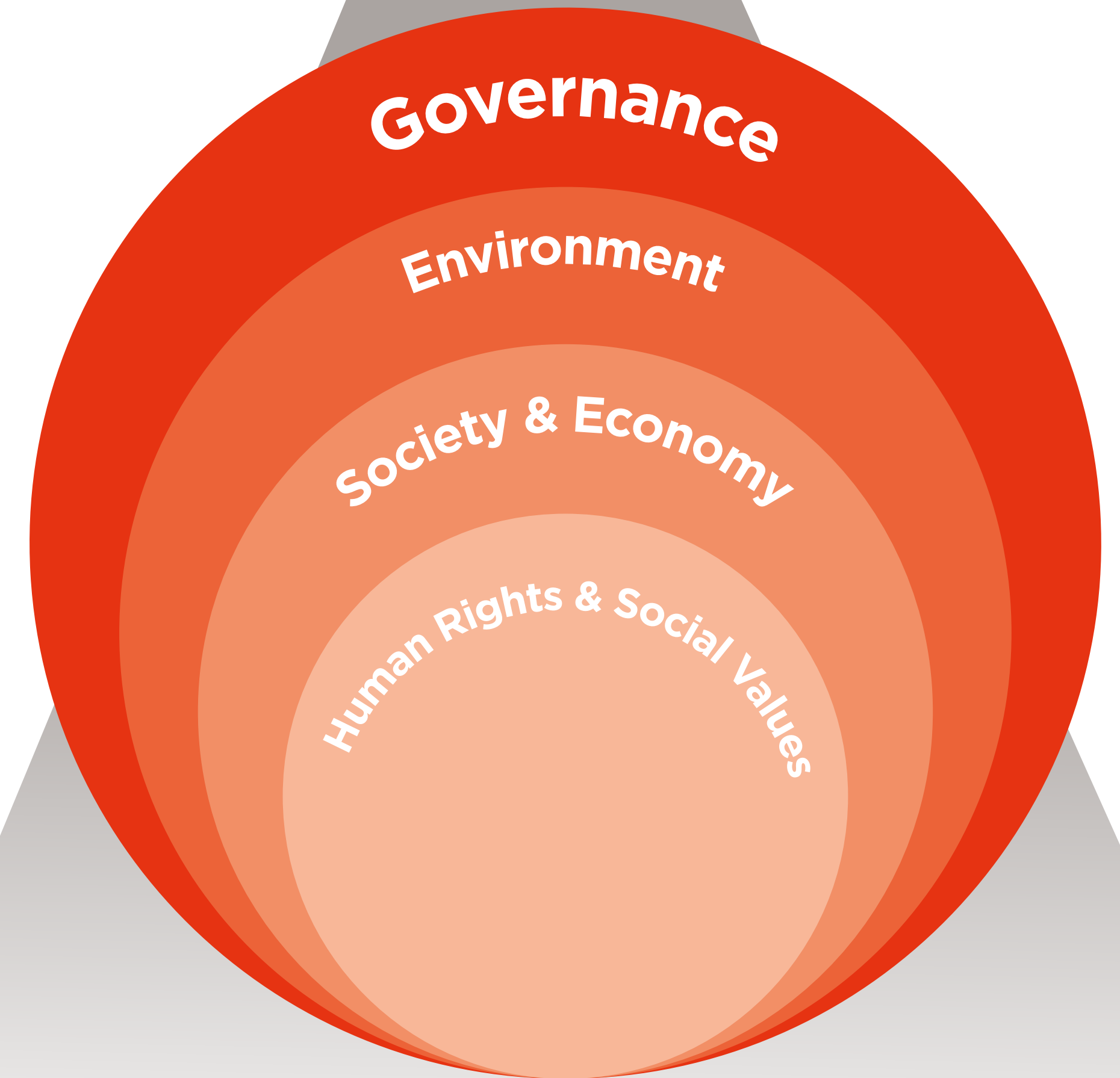
# Environmental, Social & Governance (ESG) considerations

**Environmental, social, and governance (ESG) factors are an increasingly popular way for investors to evaluate companies in which they might want to invest.**

Globally, the importance of human rights to society is growing, demonstrating resilience to climate change is on the rise and employees increasingly expect companies to state their purpose and address social and environmental challenges.

At Peel L&P, we see ESG reporting as the tip of the iceberg. It is the action we are taking and the plans we have in place to reduce our risks and make our business fit for the future that is most important to us.

Here we highlight a range of activities we are undertaking and a list of Frequently Asked Questions, including our response to the Covid-19 pandemic, to address the ESG queries of all our stakeholders, including investors, tenants, clients, contractors and partner organisations.





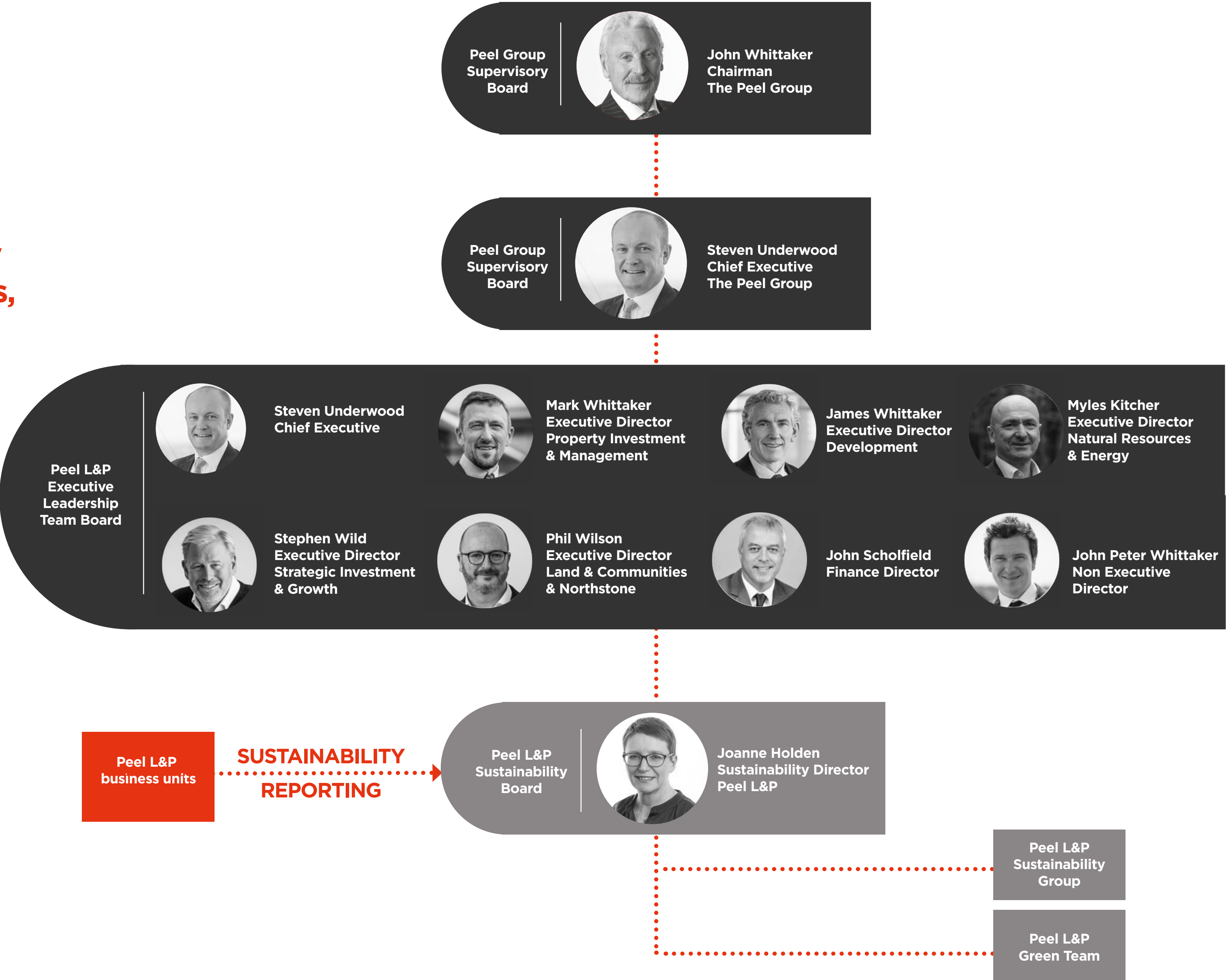
# Peel L&P on governance

At Peel L&P we recognise the responsibility we hold as a leader in regeneration projects, and we understand that this responsibility starts with a governance structure that involves our Executive and Senior Leadership Teams.

Our sustainability activities are reported quarterly by business unit to the Peel L&P Sustainability Board, which in turn reports quarterly to the Executive Leadership Team Board.

The Peel L&P Sustainability Group and the Green Team both engage our practitioners in the delivery aspects of sustainability matters. A network of Sustainability Champions and Energy Champions ensure sustainability is embedded in everyday thinking.

Please see our Frequently Asked Questions for more information relating to governance.



# Peel L&P's Sustainability Principles

**To encourage the creation of highly sustainable, future-proofed destinations, we have developed 7 Sustainability Principles for our business units and partners to seek to deliver in our development schemes.**

By setting a consistent approach across our developments and measuring progress, we can ensure our activities deliver liveability for whole communities, more sustainable individual sites and long-term custodianship.

Each of our business units reports to its Board on progress against the 7 Sustainability Principles.



Create opportunities for people to lead better, more prosperous lives



Engage with local people to understand the needs of existing and future communities



Develop highly sustainable and smart built environments



Strive to put more back into the natural environment than is taken out



Support the health and wellbeing of communities by creating beautiful, functional and well-used green public realm



Embrace a low carbon energy strategy



Promote sustainable transport options for all



# Sustainability Five Year Plan

Our sustainability plan aims to help us meet the current needs of our business and stakeholders whilst keeping ahead of key trends to ensure we future-proof our activities.

## 4 United Nations Sustainable Development Goal (UN SDG) Commitments

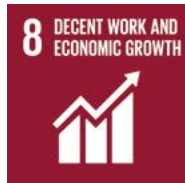
The 17 UN SDGs underpin our ambition to embed sustainability into our placemaking activities. We have prioritised the 4 that are most relevant to our business activities and recognise they can only be achieved by working in partnership with our stakeholders.



1. We will continually improve the sustainability of our existing assets



2. We will support the development of sustainable low-carbon communities



3. We will create new training, employment and local business opportunities through our regeneration activities



4. We will help communities to connect with nature

## 15 Five Year Targets

Our 4 commitments are underpinned by 15 Five Year Targets, each with their own annual goals.



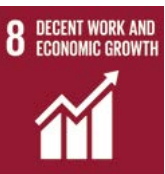
### 12 Responsible Consumption & Production

1. 15% reduction in energy use
2. Zero waste to landfill
3. 20% increase in recycled waste
4. 20% reduction in water use
5. Provide public access to free drinking water at our sites
6. Suppliers to meet our minimum standards on Corporate Social Responsibility/Sustainability
7. Identify unnecessary single-use plastics across our business and replace with more sustainable alternatives
8. Increase the number of electric vehicles in the Peel fleet
9. Seek employee opinion on our office sustainability through an annual Sustainability Survey



### 11 Sustainable Cities & Communities

10. All our new commercial buildings will be BREEAM 'Very Good' or 'Excellent' where relevant
11. Report progress towards creating 150 acres of public realm at our Strategic Waters sites



### 8 Decent Work & Economic Growth


12. Help 200 people get into work by facilitating apprenticeship opportunities at our sites
13. Produce a 5 Year CSR Report
14. Encourage 80 million visitors to our sites, to support the local economy



### 15 Life On Land

15. Adopt natural capital accounting

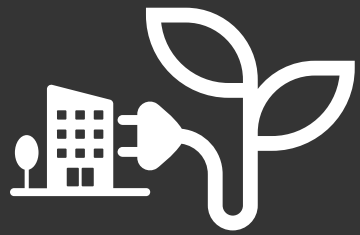
We conduct an annual Sustainability Survey to sense check our sustainability activities with our people and publish the results in our internal publication Sustainability Update.

**91%**   
of people think Sustainability is important for Peel L&P's success as an organisation (6% increase on last year)



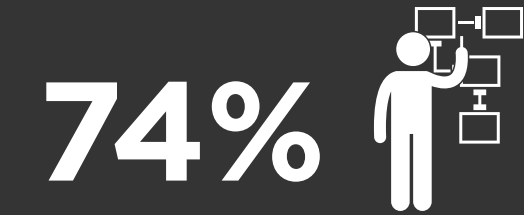
People think the frequency of our sustainability communications is at about the right level

More people have heard of ISO 50001 than last year



**93%**

of respondents said it is important for Peel L&P's buildings to be Net Zero Carbon



**74%**  
of our people know about our Sustainability Five Year Plan, launched in August 2019

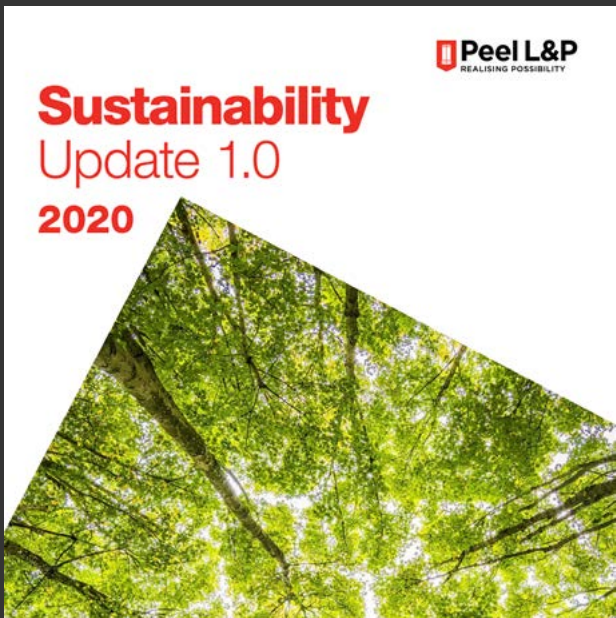


**OVER 60%**  
of people read the last issue of Sustainability Update

Almost a third of people correctly named the four Sustainable Development Goals (SDGs) most relevant to Peel L&P:



SDG 11: Sustainable Cities and Communities is the most widely recognised goal



A full copy of our sustainability plan and accompanying video is available on our [website](#).



# Transitioning to Net Zero Carbon emissions

**“Firms that align their business models to the transition to a net zero world will be rewarded handsomely. Those that fail to adapt will cease to exist.”**

Mark Carney, TCFD Summit 2019

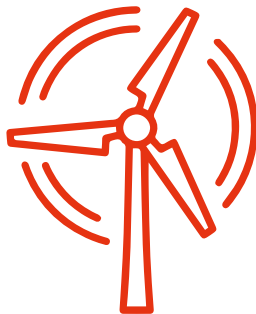
# Energy efficiency first

At Peel L&P we have operated the ISO 50001 energy management system since 2015, which covers over 80% of our energy use.

We have six Energy Champions in place across the business and our energy management software helps us to collect detailed data on operational energy and carbon savings which allows us to monitor and target opportunities for emissions reduction.



We have achieved our 3% energy reduction target **six years in a row**



**Over 50,000 MWh of energy generated by our wind farms in 2019-20 alone**



**Overall reduction 18.6%**  
(activity adjusted  
against various baselines)



**37 million kWh saved**

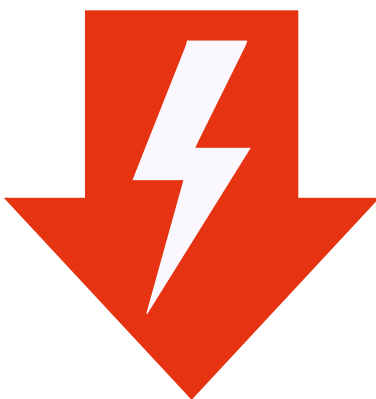
We reduced our carbon emissions by

**13,764 tonnes**

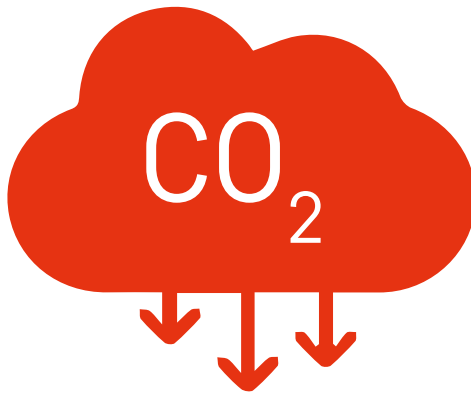
equivalent to the amount of CO<sub>2</sub> that 4,746 oak trees will absorb in their 100-year lifetime



**In 2019-20:**



**33% (9,985 MWh) energy reduction**



**39% (3,141 tCO<sub>2</sub>e) carbon emissions reduction**



# Case study:

## Energy efficiency and carbon reduction at The Vic

One of L&P's most iconic office buildings, The Vic, underwent a £9 million transformation to focus the 115,000 sq ft building and external space on health and wellbeing, reduce carbon emissions and to meet the needs of the modern occupier. Over £1 million was dedicated to installing state-of-the-art energy saving equipment, which now means The Vic's energy use and carbon emissions have reduced by over sixty percent, contributing significantly to the building's Net Zero Carbon status.

**“It is a matter of pride for us that we would be operating from a Net Zero Carbon Building and it goes very well with Tech Mahindra philosophy.”**

Latif Abdul, Tech Mahindra



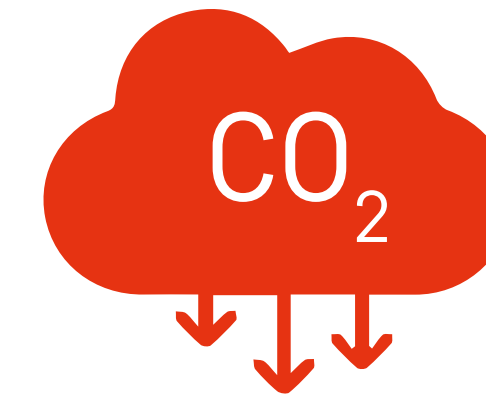
### Energy saving initiatives include:

- Integrating a Combined Heat and Power (CHP) system capable of generating 16,000 kWh of electricity use per year.
- Installing 4 heat recovery devices with the potential to annually recover over 50% of the building's heat from the extracted air.
- Fitting 17 high efficiency motors and Variable Speed Drives on the hot and chilled water distribution systems.



In 2018-19 alone:

**£115,000**  
**cost saving**  
**to the business**



**372 tCO<sub>2</sub>e**  
**carbon emissions**  
**being saved**



The Vic operates an ISO 50001 certified energy management system



# Net Zero Carbon status

In January 2020, eleven of our buildings became **the first in the UK to be verified as Net Zero Carbon** using the UK Green Building Council's 2019 framework definition.

In September 2020, six additional buildings at MCUK were also verified, bringing the **total number of assets in our Net Zero Carbon portfolio to seventeen.**

## Carbon Literacy Project

Peel L&P supports carbon literacy training for all employees.



The MediaCityUK neighbourhood has the highest cluster of Net Zero Carbon buildings in the UK. In working towards Net Zero Carbon emissions, we focus very much on energy efficiency in the first instance and we have met our energy reduction target (3% activity-adjusted energy use, cumulatively from a 2013-14 baseline) six years in a row.

Our Net Zero Carbon reports, available on our website, show how much we have invested in energy efficiency for each building over the last financial year and the subsequent cost savings we will make. Concurrent to energy efficiency projects, we are investigating on-site and off-site renewables and we have some projects in the pipeline.

We are also committed to carbon offsetting with links to local communities whilst we take action to reduce our energy and move away from fossil fuel use. Our Verified Carbon Standard offsets are third party verified but, as we will confirm our Net Zero Carbon status every year for our operational buildings, offsetting will reduce over time.



# A Science-Based Target portfolio

**We have recently set a Science-Based Target for high energy use assets in our portfolio.**

A science-based target (SBT) is an energy or emissions reduction target which is compatible with the level of decarbonisation needed to ensure that global warming does not exceed 2 °C. The rate of decarbonisation needed is commonly referred to as a “pathway” and will vary from sector to sector and country to country.

## **Peel L&P’s Science-Based Target**

**To reduce our emissions intensity by 68% and our energy use by 25% per square metre in our offices by 1st April 2030 compared to the Best Practice Real Estate Energy Benchmark 2019 or, if a benchmark is not available, by comparison to the building’s own 2019-2020 energy use.**

This target is based on the Committee on Climate Change analysis of the decarbonisation needed in UK non-residential property to keep climate change below 1.5 °C, the more ambitious of the international targets set out in the Paris Agreement.

- By 2050, the buildings in Peel L&P’s SBT portfolio will achieve Net Zero emissions.
- To support decarbonisation, we will endeavour to electrify our heating or connect our buildings to a zero carbon heat network by 2040.
- We will actively support and encourage policymakers to significantly increase their level of commitment in terms of renewable energy supply.
- We will work with tenants to help them reduce their carbon emissions.
- We commit to reporting annually on the performance of our offices against this target on our website [peellandp.co.uk/responsibility](https://peellandp.co.uk/responsibility).

# Climate resilience: Taskforce for Climate-related Financial Disclosure (TCFD) plans



**Voluntary interest in climate-related financial and physical risks has grown exponentially in the last two years, with four fifths of the top 1100 global companies now reporting against TCFD recommendations.**

With the real possibility of mandatory reporting in 2022, Peel L&P is starting a journey to better understand the physical and transition risks of climate change in relation to its assets. Our Climate Risk Assessment project is the first step towards developing an adaptation action plan that will ensure the resilience of our assets to climate change over the long term.

The methodology will be guided by ISO 14090 Adaptation to Climate Change and is broadly consistent with the requirements of TCFD, GRESB and the Adaptation Reporting Power of the UK Climate Change Act. The outcome of the project will be an understanding of climate change risk at a neighbourhood level and also at an asset level, with recommended adaptation actions that can be fed into asset management and investment programmes. The output will be in a format that can be used as the basis for our future climate-related disclosures.



# Peel L&P sustainability standards

MediaCityUK was the first development in the UK to achieve the BREEAM Communities standard in 2011, which has set the tone for sustainability considerations across L&P’s estate, such as energy efficiency, recycling and sustainable transport.



The first major property company to achieve the energy management standard ISO 50001 in 2015



The first developer to achieve the BREEAM communities standard at MediaCityUK in 2011

L&P ASSET		ISO 50001	SCIENCE-BASED TARGET	NET ZERO CARBON
MediaCityUK, Salford Greater Manchester	White Tower	✓	✓	✓
	Blue Tower	✓	✓	✓
	Orange Tower	✓	✓	✓
	The Studios	✓	✓	✓
	Tomorrow	✓	✓	✓
	The Garage (MSCP)	✓	✓	✓
	The Vic	✓	✓	✓
	The Alex	✓	✓	✓
	Quay West	✓	✓	✓
	Digital World Centre	✓	✓	✓
	Quayside MCK	✓		
Trafford, Greater Manchester	Venus	✓	✓	✓
Princes Dock, Liverpool	No.8 Princes Dock	✓	✓	✓
	No.10 Princes Dock	✓	✓	✓
	No.12 Princes Dock	✓	✓	✓
	Princes Dock MSCP	✓	✓	✓
Gloucester Quays Outlet, Gloucester	Gloucester Quays	✓		

# Natural capital's role in a Net Zero Carbon future

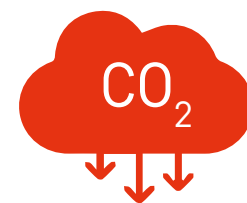
**The role of natural assets and the ecosystem services they provide has never been more important as we transition to Net Zero Carbon emissions and realise how green and blue infrastructure can help cool our urban environment, sequester carbon and enhance the health and wellbeing of our local residents, workers and visitors.**



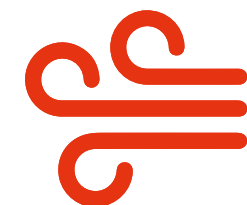
A natural capital assessment of L&P's 30-year Liverpool Waters regeneration project, a five neighbourhood business and residential development built on 60 hectares of reclaimed and former dock land, demonstrated:



Liverpool Waters achieves a net gain in ecosystem services



Carbon sequestration increases by 5 tonnes of CO<sub>2</sub>e per year



Air quality regulation (PM<sub>2.5</sub>) improves by 0.03 tonnes per year



£34.4 million worth of additional public benefits delivered annually, for example, through better physical health and wellbeing due to access to green space

In parallel to the TCFD, a Taskforce for Nature-related Financial Disclosure (TNFD) has even been mooted to help the private sector embed natural capital value into corporate considerations.

In 2017, Peel L&P undertook a pilot project called Understanding Natural Capital in Practice to learn more about the implications for our landholdings and future developments and to develop our own assessment methodology. Other natural capital activities include:

- Assisting a University of Manchester PhD student project assessing the physical benefits to local residents of green infrastructure and path improvements along the Bridgewater Canal in Salford.
- Working with University of Salford students to map the green infrastructure of MCUK using GIS.
- Commissioning a natural capital assessment of 26 of our sites in Greater Manchester.
- Working collaboratively with local stakeholders from Merseyside to South Yorkshire to help commission regional natural capital baselines.



# Creating social value for communities

Here at L&P, we believe in our mission to put more back into the communities we work in, to benefit local people’s lives.

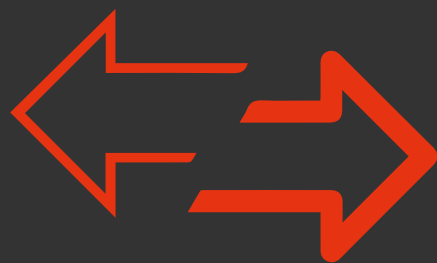
## Social value stats 2019-20



We facilitated the creation of **1,885 homes** (566 houses and 1,319 apartments)



Over **£640,000** of cash donations



In 2019 our employee-led Giving Something Back Team raised **£65,000+**



Engaged in knowledge transfer visits with over **1,500 people**



**£89,000** of in-kind donations



Peel L&P staff volunteered **354 hours** of their time

**£19 million+** was spent with Merseyside (over 75% increase on 2018-19)

**£163 million+** was spent with Greater Manchester (40% increase on 2018-19)



Carbon offsetting from our offices is helping to plant an **extra 4,737 trees** in the North West

Our Giving Something Back Team helps employees to dig deep to help locals in need through fundraising events and volunteering.



**Charity efforts recognised by launch of Giving Something Back team**

We're delighted to launch the 'Giving Something Back' team, which has been brought together by volunteers across Peel L&P who are passionate about our charity fundraising and events.

The group, chaired by Carrie Westwell, Director of People and Culture and Kate Holland, TraffordCity Marketing Manager, will be providing regular updates on our charitable activities from across Peel L&P via Sustainability Update. Collection totals will be maintained via our Treasurer, Simon Bollington, and communicated regularly.

Carrie Westwell said: "It was important to bring this team together to ensure all our amazing giving efforts across the business are recognised. Feedback from our engagement surveys tells us our people are not aware of the extent of our 'giving back' activities, so we want to make sure all of our efforts are communicated both internally and externally.

The only thing left to say is a huge 'thank you' to you all for your enthusiasm with events and passion for giving. Without you, none of this would be possible! We really are realising possibility for all the charities and events we support."

We want to hear about all giving and charity events across Peel L&P, so we have set up an email address which is monitored by the team. Please drop any suggestions or ideas to a member of the team via this address: [givingsomethingback@peellandp.co.uk](mailto:givingsomethingback@peellandp.co.uk)

**The 'Giving Something Back' team:**

- Christine Bramhall Business Partner
- Ashley Butler Assistant Accountant
- Sadie Paul PA/Office Manager (Northstone)
- Christine Merryweather Secretary to the Land Team
- Danielle Hill Purchase Ledger Supervisor
- Emma Cresswell Senior PA/Office Manager (Peel Meds)
- Hannah Jackson Corporate Affairs Officer
- Matthew Nolan Accounts Assistant, Outlets
- Katie-Jayne Leggott Admin Assistant (Lowry Outlet)
- Simon Bollington Credit Control Supervisor
- Carrie Westwell Director of People and Culture
- Kate Holland TraffordCity Marketing Manager



# The importance of jobs and skills

**Regular, meaningful encounters with employers is an absolutely vital part of preparing and inspiring young people for the world of work.**

## **Good Employment Charter**

We have successfully gained membership of the Greater Manchester Good Employment Charter built on seven characteristics of good employment launched and championed by the Metro Mayor Andy Burnham.

## **Cornerstone Employer**

We are proud to have been asked to support young people in Greater Manchester by becoming one of The Careers & Enterprise Company's Cornerstone Employers. Becoming a Cornerstone Employer provides us with the opportunity to inspire young people to consider a future in our industry and to develop the skills of our future workforce, therefore building our talent pipeline. It provides volunteering opportunities for our people and enables us to give back to our community and support the local economy.



- During the construction of MediaCityUK, working with our main contractor, we ensured that 50% of the jobs created were taken up by Greater Manchester residents and 12,862 people received training as part of the construction process.
- At Wirral Waters, one of the UK's largest regeneration projects, the development of Wirral Metropolitan College provided an excellent model of collaboration and partnership working. The College was designed and built in conjunction with the staff and over 300 students it would become home to. The site remains ideally placed to help shape the future careers of students in the Construction Faculty, with the main partners and contractors of Wirral Waters all engaging to provide opportunities for enhanced education and training on construction site preparation, design and sustainability issues.
- We have a partnership with the University of Salford regarding jobs and skills and meet regularly to discuss opportunities for apprenticeships, placements and project work. In 2018 we were able to offer a University of Salford intern a permanent job and we have recently supported 9 apprentices and several work placement students from various establishments.
- In partnership with Liverpool Waters, the City of Liverpool College has created the city's first on-site construction hub, which aims to bridge the gap between training and employment in the construction industry. This is one of 26 hubs across the country with access to the Government's £22 million Construction Skills Fund, the purpose of which is to help train 17,000 young people to be job and site-ready. Based at the Liverpool Waters development, college students find themselves in the heart of Liverpool's construction industry, in contact with construction businesses every day.

Proud to be a  
**Cornerstone  
Employer**





# Case study: Pure Innovations

**Our team at MCUK partners with Pure Innovations, a social impact charity established to support people who face challenges due to disability or health-related issues to create fulfilled, independent lives with a sense of purpose and belonging.**



Stephania from Pure Innovations celebrates completing her placement at MediaCityUK.

Pure Innovations works with people across Greater Manchester assisting individuals to positively contribute and become valid members within their local communities. They provide a wide range of services promoting independence, all with the aim of raising aspirations, connecting with the community and improving health and wellbeing.

The MCUK team collaborates with local tenants and contractors to help people experience real work-life through internships in the safety of the MCUK environment. Through the internships, people have developed their skills and confidence, which has led to employment offers.



# We show we care through volunteering

When it comes to volunteering and fundraising we are not afraid to wear our hearts on our sleeves. We support numerous charities in the local area and encourage L&P employees to get involved wherever they can.



**Gloucester Quays Team walks the Malverns for Acorns Children's Hospice**

In October the Gloucester Quays team completed a 10-mile sponsored walk covering the Malvern hills end to end. After route planning and the kind offer of a complimentary minibus shuttle service from 'Gloucester Minibus Hire' the team set off on 5th October to conquer the Malverns.

A just giving page was set up prior to the walk and the total raised, including the Just Giving funds and cash sponsorship, came to £510.00.

The team was walking to raise money for local charity Acorns Children's Hospice, which provides babies, children and young people who have life limiting or life threatening conditions and associated complex needs with a network of specialist palliative nursing care and support. In the past year, they have supported over 787 children and 1223 family members, including those who have been bereaved.

The walk was a real team effort with members of the Q&A Duty Manager team participating, along with members of the Q&A Customer Service Team and Westgrove Cleaning and Security Team.



**Plastic Fishing Tours at MCUK**

In April, MediaCityUK was successful in attracting the Plastic Fishing Boat to Salford Quays and the Bridgewater Canal for a week, to help educate local groups about the effects of plastic pollution on waterways, wildlife and the environment.

Paul Bennett, the Mayor of Salford joined Paul, the boat and other businesses at the Plastic Fishing Tour launch event.

Paul L&P set out in the Poly Roger to litter pick and learn about the effects of plastic pollution on the environment.



**L&P volunteers prove that many hands make light work**

It's been a season of volunteering for many L&P employees who have gladly used their free annual volunteering day to lend a helping hand in the local community.



**Bridgewater canal staff chip in to lend a helping hand at Spud Wood**

In February staff and contractors from the Bridgewater Canal Company spent a day helping the Friends of Spud Wood (FOSW) and the Woodland Trust to clear and chip brash in Spud Wood. The brash is a by-product of the wood allotment tree thinning work that the FOSW have been carrying out for the past 5 years and this had resulted in large volumes of brash being left on the ground within the wood. By working together, the Bridgewater Canal Company and FOSW are helping the Woodland Trust to minimise the management running costs of the woodland, which runs alongside the Bridgewater Canal.



**Land and Planning volunteers clear up a stretch of shoreline along the River Mersey as part of a national "Great Plastic Pick Up" campaign**

Working with staff from South Liverpool Homes, Liverpool City Council and Liverpool Sailing Club, our volunteers cleared a skip and van full of plastic litter washed up from the Mersey Estuary at the 70-acre Speke and Canton Coastal Reserve. The event, part of a Keep Britain Tidy Campaign to help turn the tide on beach pollution, means local people can continue to enjoy the fantastic reserve litter-free.



**As part of Liverpool City Region's Year of the Environment activities, the Wirral Waters team volunteered with the Friends of Birkenhead Park at the Edward Kemp Community Garden**

Opened in 2011, the garden has a few regular volunteers on Wednesday and Friday, but the team were able to make a big impact in one day by blitzing a very overgrown composting area, constructing "Dugfins", a large bug and wildlife hotel, and clearing areas that would have taken the regular volunteers weeks to finish. The garden is an inclusive space used by people with a range of health and mobility issues and is also utilised by a variety of community organisations and groups who have their own plots.

- A team of L&P volunteers worked with the Lancashire Wildlife Trust to give biodiversity a boost at the Chat Moss peat restoration site. Over 2,000 individual native plants were re-introduced to help restore the area to its former glory.
- Over £5000 has been raised for City of Trees to plant 500 trees within Salford, contributing to the Northern Forest and leaving a legacy for future generations.
- Quayside MediaCityUK works hard to raise funds for the Francis House Children's Hospice which supports over 2,000 local people at any one time with services including respite care, end of life care and bereavement support. Their highlight of the year is the annual Festival of Trees auction which raises around £20,000 in one event alone.





# Looking after our people

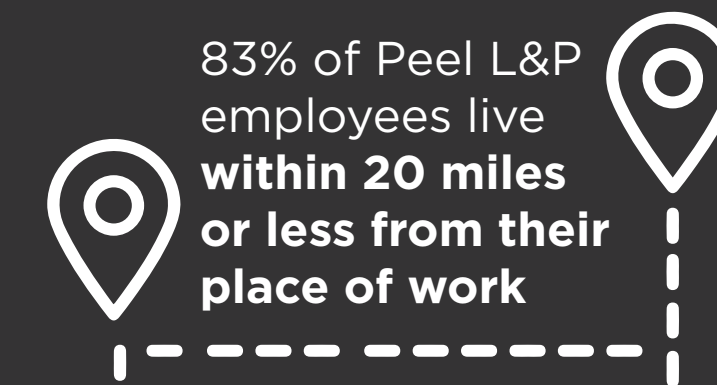
**We believe being part of the Peel L&P family means individual recognition is as important as traditional reward.**

Our teams benefit because these are rewards which are seen, heard and displayed across the business bringing our teams closer together around the group. Once again, we are proud to have been voted one of the country's best employers in this year's The Sunday Times Top 100 Best Companies To Work For survey (Best 100 Mid Companies). We have improved our position from 79th place to 58th place in the space of two years.

Other recognition initiatives include the Golden Dome Corporate Social Responsibility Champion Award and the MCKUK Golden Gnome Award. Our Chairman and People Director also recognise individuals who have achieved a professional qualification by personally giving awards at the annual conference.



## People stats 2019-20



**29 new jobs**  
were created by Peel L&P



# Case study: Working Forward & Embracing Flexibility

**We have made a pledge to Working Forward, a project coordinated by the Equality and Human Rights Commission, to show our commitment to putting an end to pregnancy, maternity and paternity discrimination and demonstrating our commitment to closing the gender pay gap.**



We have a policy of enhancing our maternity and paternity leave and in addition we support those on maternity leave before, during and after leave with a People Team buddy who works with them and the manager throughout, advises on KIT days, return options, flexible working, pay and generally offers support. We also discuss feeding as part of the return discussions and have put in place arrangements to help our new mums express and store milk comfortably during their return to work.

We encourage our team members never to miss important events. We are a family and believe in the importance of those school plays, first days and assemblies. Time is usually agreed to be worked back and we believe the output is more important than presenteeism. The People Team along with management are working hard to encourage this culture and we have seen a significant rise in requests for flexible

working as well as ad hoc requests being agreed in departments without need for formal requests to be submitted, showing our managers and directors are supportive of the need for flexibility.

We have also introduced the Embracing Flexibility Strategy making it easier for all our people to apply for flexible working. We have de-formalised the process, educated our leaders and managers and informed the business. We now have over 40% of our people working flexibly.



# Frequently Asked Questions

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## Our response to the Covid-19 pandemic

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### What measures have Peel L&P taken to prevent the spread of the virus?

Full risk assessments have been undertaken for all buildings and public areas across the business with the control measures identified being implemented as soon as possible. Across the whole portfolio and business units Peel L&P has sought to comply with and follow the Government's guidelines as they have been amended.

### How are risk management systems and controls responding during the crisis?

Throughout the period of lockdown, the managed portfolio has remained 100% operational. Risk management and controls have been reviewed in line with Government guidance and any changes implemented. No area of the business is identifying a particularly high risk and return to work processes are following Government guidelines.

### What opportunities are available to connect with wider society to ensure continued or enhanced loyalty from customers?

Throughout the period of lockdown, our management teams have remained in contact with occupiers and have also engaged with local authorities, the police, transport organisations and other agencies. We have used every medium available to us, website, email, signage, animations posted on digital screens, external wayfinding signage and social media campaigns and messaging to communicate to specific groups and to other key stakeholders. All measures we

have undertaken have been shared with our service partners and customers for them to communicate throughout their businesses.

### How does Covid-19 affect Peel L&P's commitment to its medium and long-term sustainability targets and aspirations?

The pandemic has had no effect on our commitments, and we have been able to make good progress during lockdown. However, Peel L&P's Sustainability 5 Year Plan will be reviewed in light of the pandemic and calls for a green economic recovery, to ensure it remains relevant and forward-thinking.

# Governance considerations

## What targets do you have for increasing diversity among board members?

Whilst we have not set an official target for diversity among board members we are committed to ensuring equal opportunity for all at Peel L&P. We are not obliged to report our gender pay gap, but we made the decision as a business to report to the board on this in the annual review each year. We have also recently updated our eLearning on Diversity and Inclusion and have published an equality and diversity statement both internally and externally to the organisation.

## How does management identify risk in ethics and compliance?

We have a variety of policies in place which are communicated to all team members and reviewed annually. Where possible eLearning supports these policies also:

- Anti-Fraud
- Anti-slavery and human trafficking
- Anti-corruption & Bribery
- Anti-facilitation of tax evasion
- Code of professional conduct
- Dignity at work
- Whistle blowing

We also have an external agency to allow colleagues to confidentially report any ethics or compliance issues they are aware of.

## How is management evaluation and compensation aligned with shareholders and debt investors?

Management is set objectives at three levels to ensure alignment with shareholder and debt investors and they are appraised six-monthly in respect of these:

- **Group targets** – are set in respect of the growth of the business and certain cash generation targets.
- **Business Area targets** – Managers work in certain areas of the Peel L&P business, for example Retail Parks, Outlets or Liverpool Waters. They are set targets for the area of the business in which they work, such as profitability, property sales targets and total property return.
- **Personal targets** – in addition to the above, Managers are also set a maximum of 6 personal objectives.



## How do you manage and prevent bribery, corruption, money laundering or illegal activities in your properties? Are there any past issues we should be aware of, and how were these handled?

Peel L&P holds policies on:

- Anti-corruption and bribery
- Anti-slavery and human trafficking
- Anti-fraud
- Anti-facilitation of tax evasion
- Data privacy
- Whistle blowing

All major suppliers working within our managed portfolio are required to confirm that they comply with our policies.

We have no influence over commercial occupiers.

We have not had any past issues.

## How do you monitor Health & Safety and Conduct & Labour standards across suppliers, contractors, staff, tenants and third-party users?

### Health & Safety

All contractors must be Safe Contractor approved and required to have £10m PL insurance. Contractors are monitored on site for their conduct by Peel L&P staff or other parties present in the buildings.

All employees receive H&S induction training, receive a staff handbook and are required to complete an eLearning session.

Tenants are sent an annual reminder of their legal obligations under H&S and fire legislation and are requested to send copies of their risk assessments to us.

Third party users – all premises are regularly checked for safety and have an annual H&S and fire risk assessment by an external consultant.

### Conduct & Labour standards

Peel L&P is compliant with the 2015 UK Modern Slavery Act as well as legislation pertaining to human rights (particularly child labour & forced labour legislation), employment law, working time directives, health & safety law, environment law, tax regulations and equality and anti-discrimination legislation.

In line with our Sustainability Five Year Plan, we are currently involved in a sustainable procurement project to assess levels of corporate responsibility within our supplier base. Our five-year target is for all suppliers to meet Peel L&P's minimum requirements on Corporate Social Responsibility/Sustainability by 2024.

# Environmental and Social considerations

## What is the resilience of your organisation to changing environmental legislation?

We hold a comprehensive, bespoke Environmental Legal Register on a portal operated by the Waterman Group <https://legalregister.co.uk/>. Monthly updates on legislation are received and reviewed, with relevant information being cascaded by the Sustainability Team to the Sustainability Board, Land & Property Sustainability Group, Facilities Management Group, ISO 50001 Energy Champions and relevant colleagues in other teams. An overall review of the Environmental Legal Register, including compliance checks with business units, is conducted annually.

## What is the resilience of your organisation to extreme weather and social shocks?

Peel L&P maintains a comprehensive Business Continuity Plan for all critical business functions which is designed to ensure that disruption to business operations is minimised following the occurrence of extreme weather, social shocks, a disaster or an emergency. The plan also ensures safety of employees, protects company resources, and reassures our clients and stakeholders that we have documented the necessary actions and procedures to recover from an adverse event. The resilience of our properties to extreme weather is assessed periodically by our in-house building surveyor as part of his scheduled half yearly fabric inspections and also by our on-site resident engineers at larger developments. A visual inspection is made following any extreme weather event as a matter of course. In the event of disruption to property, the tenant will contact our in-house Asset or FM management team.

Our forthcoming Climate Risk Assessment project will help to inform how we manage extreme weather and social shocks in the future by conducting scenario analysis on a range of possible circumstances.

## How do you manage the reduction of water and waste in your organisation?

Please see [the Peel L&P Sustainability Five Year Plan](#) for our five year targets on water usage and waste management.

### Water usage

In 2019, we introduced a 5% per annum water reduction target (absolute or activity-based, cumulatively from a 2018 baseline). We initiated a water-saving programme and have started to use our Carbon Desktop system to track water as well as energy. A number of water-saving projects have already been implemented, for example, installation of meters and water saving technologies.



## Waste management

We have a target of sending zero waste to landfill which was achieved in 2018/19 and 2019/20. Last year, 38.47% was recycled dry waste, 58.10% was sent to make energy and 3.43% was food waste either recycled or sent to make energy.

In 2019 we introduced a target of increasing recycled waste by 5% per annum (cumulatively from a 2018 baseline) and we are committed to identifying unnecessary single-use plastics across our portfolio and replacing them with more sustainable alternatives.

In 2019-20 we saw a 2.71% increase in the recycling rate across Peel L&P. In addition:

- 324.6 tonnes of additional waste were directly recycled from our assets
- 1.24% increase in food recycled/recovered
- 3.93% reduction in waste going into refuse-derived fuel (RDF)
- 275,991 kWh produced from RDF

## How do you manage your relationships with tenants and communities regarding energy usage, fit outs and other matters?

We regularly engage tenants in energy usage, fit out and community relations.

At MCUK we undertook a programme of Carbon Literacy where tenants were invited to participate in two half-day sessions designed to increase awareness on climate change issues and elicit participation in energy conservation both in our buildings and in their personal lives.

In 2018/19 alone, over 630 people were engaged in charitable, cultural and health and wellbeing activities, everything from yoga to dragon boat racing, at our sites. This does not include the millions of residents, workers and visitors we host at the events on our sites every year, attracted to activities such as music and cultural festivals, seasonal markets and sculpture tours.

Peel L&P is regarded as a leader amongst property businesses in the North West, sharing knowledge through breakfast briefings and other events for the property sector and tenants. We are an active member of the British Property Federation, instrumental in encouraging the UK Green Building Council to develop programmes outside London and we are regular contributors to sustainability events in the Greater Manchester area.

## What proactive steps have you taken towards sustainable certification schemes?

We were the first developer to achieve the BREEAM Communities standard at MediaCityUK in 2011.

Within our new Sustainability Five Year Plan we have a commitment that “All our new commercial buildings will be BREEAM ‘Very Good’ or ‘Excellent’ where relevant.”

Our Sustainability Policy states we are committed to ‘achieving the highest practicable BREEAM and EPC ratings on our properties’.

Our Sustainable Construction Policy states we are committed to:

- Aiming to certify at Post Construction to the highest practicable BREEAM, HQM, CEEQUAL and EPC ratings on all our new developments, where relevant.
- Using BREEAM In-Use and Refurbishment and Fit-Out standards to guide performance improvements to our existing buildings.
- Working with our contractors to monitor the sustainability of the on-site construction process, on all construction projects, using the following sections from the BREEAM Model:

- Considerate Construction
- Construction Site Impacts
- Responsible Sourcing of Materials
- Construction Waste Management
- Projects must achieve a minimum of 55% (Very Good) of all possible credits under the above four sections, and aspire to 70% (Excellent), where practical to do so. Maximum credits for Considerate Construction and Construction Site Impacts should be targeted as well as credits for Responsible Sourcing of Materials and Construction Waste Management.

We have undertaken a pilot study of the WELL certification on one of our existing buildings and we are assisting a client in developing a WELL-ready Head Office.

In January 2020, eleven of our buildings became the first in the UK to be verified as Net Zero Carbon using the UK Green Building Council (UKGBC) 2019 framework definition. We have since verified a further six buildings at MCUK, bringing our total to seventeen. We have also undertaken a project to understand how we could reduce the embodied carbon in construction projects and recently set a Science-Based Target for operational buildings.

Although not a certification scheme, we are focusing efforts on formulating Taskforce for Climate-related Financial Disclosure (TCFD) action plans ahead of possible mandatory requirements in 2022.

## What innovative technologies have you identified that could impact/disrupt your operations/society in the future and what proactive steps have you taken regarding these?

We believe that the most significant changes in buildings emissions performance will relate to the decarbonisation of heat supplies. Peel L&P have been investing in district heating networks since our first system at MediaCityUK in 2011 and we are now connecting our Princes Dock estate buildings in Liverpool to our second major heat network. Not only do these district heating schemes provide significantly lower carbon heat and electricity than conventional power systems, but they provide a large degree of future-proofing as the engines can be readily converted to biogas or biofuels or even hydrogen in the future.

Please visit our **Peel NRE website** for more information on our wind, solar, district heat network, flexible energy, biomass, combined heat and power, marine and hydro power and electric vehicle charging projects and experience.

Please visit our **Protos website** for more information on the industrial-scale innovative technologies we are delivering through our energy cluster in Cheshire. Protos is a centre of excellence in the North West for energy from waste, recycling and hydrogen production with carbon capture. These technologies represent a step-change towards a circular and low-carbon economy and, with Peel L&P as facilitator, can provide an innovative energy cluster model for industries and city regions looking to decarbonise.